



THE RESOURCE ALLIANCE LIMITED
(a company limited by guarantee)

**ANNUAL REPORT & FINANCIAL
STATEMENTS**

YEAR ENDED 31 MARCH 2015

Company registration number: 4007393

Charity registration number: 1099889

Contents

The Resource Alliance: Who we are and what we do	2
Reflecting on 2014/2015	3
Looking ahead for 2015/16	7
Governance	10
Related Parties	12
Investment & Reserves Policy	12
Risk Management	12
Trustees' Responsibilities	13
Auditors	13
Respective responsibilities of trustees and auditor	14
Scope of the audit of the financial statements	14
Opinion on financial statements	14
Opinion on other matter prescribed by the Companies Act 2006	14
Matters on which we are required to report by exception	15
Statement Of Financial Activities	16
Balance Sheet	17
Accounting Policies	18
Investment Income	19
Grant Income	19
Total Resources Expended	20
Trustees Remuneration	21
Staff Costs	21
Tangible Fixed Assets	21
Debtors	22
Creditors: Amounts falling due one year	22
Statement of Funds	22
Analysis of Net Assets between Funds	23
Operating Lease Commitments	24

THE RESOURCE ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

YEAR ENDED 31 MARCH 2015

Company Registration Number	4007393
Charity Registration Number	1099889
VAT Registration number	608 0608 58
Board of Trustees	<ul style="list-style-type: none">✓ J Krol (Dutch) Chair, Resigned 13 October 2014✓ A Aidoo (Ghanaian) Resigned 13 October 2014✓ A Kuttub (German)✓ J Thompson (American) Appointed Vice Chair 15 March 2014✓ K Hilton (New Zealand)✓ M Johnston (Canadian) Appointed 15 March 2014✓ M Kisil (Brazilian) Resigned 13 October 2014✓ M Van den Tweel (Dutch)✓ P Westberg (Swedish)✓ S Khan (Bangladeshi) Resigned 13 October 2014✓ V Annis (British) Chair 13 October 2014✓ C Emerton (British) Appointed as Treasurer 13 October 2014✓ S Udindu (Thai) Appointed 13 October 2014

The Trustees are also the Trustees of the charity

Chief Executive & Company Secretary	K Shawyer (American) Interim CEO
Head Office & Registered Office	Development House 56-64 Leonard Street London EC2A 4LT
Bankers	Barclays Bank P O Box 544 54 Lombard Street London EC3V 9EX
Solicitors	Bates, Wells & Braithwaite Cheapside House 138 Cheapside London EC2V 6BB
Auditors	haysmacintyre Chartered Accountants 26 Red Lion Square London WC1R 4AG

The Board of Trustees is delighted to present their report together with the consolidated financial statements of the charity for the year ended 31 March 2015. These accounts have been prepared in accordance with the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005 and the charity's governing document.

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 strengthen non-profit organisations and the social impact sector at large. We help socially conscious organisations of every size and type develop the critical human, financial and intellectual resources necessary to build a better world. Through our global network we are a catalyst for innovation, sharing and inspiration, bringing together the knowledge, tools and connections most vital to helping social impact organisations succeed in delivering on their missions.

Our programme portfolio covers a wide range of interventions and approaches, aimed to address these needs in a global context:

Conferences and Workshops

- International Fundraising Congress (IFC) - an annual three/four day conference which brings together fundraisers and suppliers to the fundraising sector from around the world and provides unparalleled world-class learning and networking opportunities.
- International Workshop on Resource Mobilisation (IWRM) - annual three/four day workshops widely recognised as the leading training events for building the fundraising capacity of non-profit organisations in emerging economies.
- Fundraising Online - a free annual conference, delivered entirely online and covering digital fundraising techniques and their integration with other channels.

Training

- Future Leaders Programme – an annual programme which aims to develop middle and senior managers into future leaders.
- School of Fundraising - a bespoke Resource Alliance course in fundraising and communications delivered in partnership with academic institutions.

Information Resources

- Knowledge Hub – a free online collection of the latest knowledge, inspiration and information on fundraising and philanthropy in the form of case studies, research, best practice guides and blogs. Also a free organisational assessment tool to support NGO development and self-assessment.

Awards

- NGO Awards – an awards programme celebrating and rewarding successful resource mobilisation and best practice within the sector in India, Thailand and Vietnam.
- Global Awards – a unique International Awards programme, endorsed and supported by national fundraising associations from around the globe. The Awards draw together the winners of more than a dozen countries' national award schemes to compete against each other for recognition on a global stage.

Capacity Development

- Tailored Capacity Development - a comprehensive customised capacity development consultancy service that equips NGOs around the world with the strategy, skills, knowledge and capacity to mobilise resources.
- Emerge - a globally accessible programme designed to take an individual organisation or networked organisations through a series of assessments and strategic steps in order 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.

Our approach is driven by the need for us to:

- Serve organisations at the epicentre of social progress.
- Help these organisations to cultivate the resources to meet profound obligations.
- Be curators of leading edge thinking.
- Set new standards in collaboration and cooperation.
- Engage social impact organizations of every size and type.

So that together we will thrive.

We would like to pay special tribute to our global network of inspiring volunteers who work tirelessly for the Resource Alliance, freely sharing their time, expertise and talent to pursue our common objective - to create a better world - and are worth their weight in gold. Thank you!

Reflecting on 2014/2015

The economic and political landscape has changed dramatically for charities in the past few years and, in our view, 2014/15 was no different.

The disparity between the requirement and capacity for change means that charities are looking to become more commercial and have to increasingly do more with less; services have to be delivered in a different way and opportunities to embrace innovations can act as a means to both cost saving whilst improving operational efficiency.

Together, new trends enabled by technology and the upcoming infusion of new leaders and new thinking have the Resource Alliance deeply enthusiastic to be a part of the sector today, and to be a part of shaping an even stronger, more dynamic social impact sector for tomorrow.

In response to the changing landscape of the fundraising arena, the Resource Alliance continued to invest in charitable activities again offering open access to Fundraising Online and the on-going development of free online resources, in addition to delivering programmes to support the changing needs of the sector.

During the year, we set out to achieve our stated objectives, as detailed in the below table:

Objective 1. We will build the skills and knowledge of individuals and organisations to fundraise and mobilise resources through high quality conferences, training and mentoring.	
How we achieved our goals	Impressions
<ul style="list-style-type: none">• The IFC was once again highly successful, in terms of the number of delegates registering and the feedback received from the participants. The conference was one of the largest ever, attracting 748 delegates from 60 different countries. A comprehensive programme of 116 sessions, including Masterclasses, plenaries, workshops and big room sessions, offered delegates access to the best thinking in fundraising from around the world.	<p><i>'The sessions were amazing. All of the speakers were excellent, knowledgeable and engaging. Beyond the great sessions I attended, I got the chance to meet and learn from the best fundraising minds from around the world in-between sessions over coffees and meals. I even got to meet some of my long time fundraising heroes. The IFC was easily the five most rewarding days of my professional career.'</i></p> <p>(IFC delegate, 2014)</p>

- Fundraising Online was again offered as a free virtual conference in May 2014, attracting 2008 attendees from 127 countries and continues to receive excellent feedback. 17 speakers shared the latest developments in digital and integrated fundraising from around the world.
- The Future Leaders programme (FLP) was delivered in August 2014 and once again was heralded as a great success in terms of programme content, delivery and impact. The Resource Alliance worked with a number of networks to identify participants who would truly value the experience but for whom costs were a significant barrier, and made a number of 'investment' places to maximise the course opportunities. A comprehensive review of the programme was carried out and solid benchmarking created for future year analysis.
- We held two successful IWRM conferences (India and Kenya) and also trialled a new IWRM 'Lite' conference (South Africa). The IWRM Asia was held in India and welcomed 128 delegates, receiving excellent delegate feedback. The Africa EAWRM was held in Kenya and whilst we saw an excellent programme delivered, participation was adversely affected by a run of terrorist activities in the region leading up to the event, resulting in only 60 participants able to attend. The new IWRM in South Africa saw 75 delegates attend a 2 day workshop. Whilst this was successful, it opened up a number of dialogues around our work in southern Africa which has fed into new planning for 2015/16.
- The Emerge Programme has continued to go from strength to strength with the successful delivery of programming for the Oak Foundation, who has used the Emerge programme to help strengthen the capacity and financial sustainability of the non-profit organisations they are supporting. The project's effectiveness has led to an upscaling of the programme and will see a 3 year support schedule begin in 2015/16 for 15 Oak Foundation grantees looking to develop stronger capacity and sustainable income opportunities.

"It was fantastic (and for free)!!! The organization was perfect. It showed a lot of new ideas that I can apply immediately. Thanks very much!"
(Fundraising Online delegate, 2014)

"I consider myself a better leader because I now have a greater awareness of what is going on in terms of team dynamics"
(FLP delegate, 2014)

"As a medical doctor I was amazed how much the programme taught me on leading an organisation and opening up new opportunities to deliver on our mission"
(FLP delegate, 2014)

"The opportunity to meet other people facing the same challenges that I am having was really important, the speakers gave me new ideas and with my new network of colleagues I am able to email them and discuss how to put these ideas into practice in my own organisation"
(IWRM Lite – South Africa, 2014)

*"At a difficult time for the organisation, the Emerge programme helped bring the whole team together and to become better at communicating our work. The training and mentoring provided by the Resource Alliance has helped us articulate the value of what we do and become more confident and capable in the techniques we need for mobilizing resources.
With the skills we have learnt, we have launched individual and corporate giving, expanded our foundation funding and overhauled our communications. We have gone from being dependent on a very small number of loyal donors to having a much more diverse funding portfolio."*
(Paola Feregrino, Executive Director
El Centro Integral de Atención a las Mujeres (CIAM), Cancun, Mexico, 2014)

Objective 2. We will raise standards by learning about and promoting best practice.

How we achieved our goals	Impressions
<ul style="list-style-type: none"> The NGO Awards programme was delivered in Thailand and India as well as, for the first year, in Vietnam. The programme continues to be aimed at raising standards in best practice and celebrating organisational excellence, transparency and accountability. The Resource Alliance is grateful for the ongoing support for this programme by the Rockefeller Foundation as well as other funders including Edel Give and Irish Aid. In total over 500 organisations went through the NGO Awards process in 2014 which included: comprehensive application processes, expert panel assessments, capacity development workshops, field site visits and media friendly awards ceremonies to further develop organisations exposure and networking opportunities. The annual Global Awards for Fundraising, held at the IFC, enabling winners of national fundraising awards programmes and NGO Awards to compete against one another for recognition on a global stage, again took place with applications from 16 countries. We successfully delivered our School of Fundraising in Turkey (in partnership with Lifelong Education Center of Kadir Has University; Istanbul) for the third year and plans for 2015 are already underway. In total the Turkish school has put over 100 fundraisers through the programme. 	<p><i>"Being part of the Vietnam NGO Awards process and being able to showcase our work on an international platform has increased our individual donor income and helped us find 3 new major international donors (to fund) our work"</i> (Finalist Vietnam Awards, 2014)</p> <p><i>"The Global Awards allowed my organisation to tell the world about our successes and on a personal note let me share our pride with my peers at the IFC whilst creating new partnerships...My team is excited to try and deliver another innovative and successful campaign so we can apply again another year"</i> (Winner Global Awards, 2014)</p> <p><i>"The learnings I took away I have been able to put into my daily work and can now create new fundraising opportunities...It is so important to meet peers and know you are not alone!"</i> (School of Fundraising participant, 2014)</p>

Objective 3. We will facilitate dialogue and bridge the understanding between philanthropies and the non-profit sector.

How we achieved our goals	Impressions
<ul style="list-style-type: none"> The Resource Alliance attended and contributed to numerous global meetings. We also facilitated many opportunities for philanthropists and foundations to meet not for profit organisations through programmes such as the NGO Awards and Future leaders Programme. 	<p><i>"Attending the Thailand NGO Awards was a wonderful opportunity to present our value to the sector and talk positively about the work we do. The ceremony gave an opportunity to meet with civil and foundation funders as well as government and British Council officials, which in turn has helped us develop our brand and grow new routes of income for our work."</i> (Goodwill Foundation, NGO Winner, 2014)</p>

Objective 4. We will ensure the Resource Alliance thrives as a successful and stable organisation.	
How we achieved our goals	Impressions
<ul style="list-style-type: none"> We continue to develop both our financial and human resource engines to ensure the sustainability and success of the organisation. Our core programmes grew in quality and stakeholder commitment. To maintain consistency across the organisation, ISO 9001, the International Standard for Quality Management Systems, has been introduced to safeguard a quality-led philosophy. This set of principles will ensure a consistent approach to the management of activities, both internally and externally. In 2014 work was undertaken with a consultant to review the current monitoring and evaluation process and to consider the impact frameworks for all programmes. A new Theory of Change was developed and pilot collation systems created to be trialled through 2015. Data testing which took place at the end of 2014 proved very valuable and further work on this will continue in 2015.. We acknowledge that people are our key strength and have focused on enhanced team communications, with an emphasis on creating a supportive environment that inspires the best in people. This has been received positively and we have work closely with outsourced HR providers to ensure continual support of the team. We value the health and wellbeing of all our employees and implemented an Employee Assistance Programme (EAP) in 2014. We recognise help is sometimes needed to deal with the challenges we may face in life, both practical and emotional. Our EAP is provided by an independent external organisation that provides confidential support services. 	<p><i>"One of the best, if not the best (IFC's) I've been to."</i> (Master speaker and long-time Resource Alliance volunteer, 2014)</p> <p>The Resource Alliance achieved ISO9001 accreditation in August 2014.</p> <p><i>"The new frameworks put in place will allow a far greater understanding of the important work undertaken by the Resource Alliance and will allow the crucial collection and analysis of data required for onward development of programmes"</i> (M&E Consultant, 2014)</p> <p><i>"Everyone at Resource Alliance recognise the importance of team work, effective communication and their own development. It remains a working progress which everyone at RA is able and willing to support each other to continue to move forward."</i> (RHHR Representative, 2014)</p>

Looking ahead for 2015/16

In October 2014, the Resource Alliance embarked on a strategic planning process, seeking to explore key questions relating to our right to exist as an organisation, our responsibility to the people and organisations we serve and the unique ways in which we must deliver against that obligation.

2015/16 will be a transitional year for the Resource Alliance while we assess our core competencies, delivering against current programmes and work towards our strategic framework to help discipline our focus, assuring we live up to our fullest potential:

Objective 1. Curate: we will be curators of leading edge thinking (in fundraising, leadership and innovation)

How we plan to achieve our objectives

- We attract and create Advisory Panels of industry experts, scan the sector and curate core and relevant content for our programmes. We identify themes and issues to be addressed, put out a call for proposals to cover these topics, sift through responses and identify those that truly exemplify best practice and leading edge thinking. We use our expertise to organise these into a coherent programme and reach out to our global network to proactively look for speakers and sessions to fill any gaps in content.
- To increase the amount of leading edge thinking at the IFC 2015, we have launched a research project with Rogare (the fundraising think tank of the Centre for Sustainable Philanthropy at the University of Plymouth) on Tomorrow's Philanthropy. The first draft of the research will be presented at the IFC 2015 and feedback from delegates taken into account in the final version. This can then be presented at other Resource Alliance conferences and workshops in 2016.
- The Advisory Panel in place for Fundraising Online, our free virtual conference on digital fundraising and resource mobilisation, has challenged itself to bring in leading thinking from other sectors, particularly commercial technology companies such as Google, Facebook and Twitter.
- At all times through the design and implementation process of international programmes such as IWRM, Emerge and FLP, the key objective is to both curate the right people and knowledge to deliver our service and to ensure organisational, geographic and cultural relevance. Programmes will look to curate existing experts recognised for their skills and knowledge base, as well as identifying new 'talent' which can be cultivated and developed.
- An Advisory Panel will be initiated in 2015 to oversee the 'whole' work of the Resource Alliance programmes team to ensure best practice and the highest standards of programme delivery. This panel will curate experts in the field who understand both the sector and the Resource Alliance values.

Objective 2. Collaborate: we will set a new standard in collaboration and cooperation

How we plan to achieve our objectives

- We need to engage with many different groups to develop and deliver our programmes to the highest possible standards. To name a few key groups: our Advisory Panels bring together groups of leading thinkers in fundraising and resource mobilisation from different organisations (both non-profits and service providers, big and small) and different parts of the world (currently Europe, North America, Asia and Africa) to help with the curation of programme content. For example, for the IFC this may include: IFC Ambassadors in key markets collaborating with the communications team on promoting the IFC

around the world; speakers from across the globe from many different organisations, working for a wide variety of causes, volunteering their time to deliver sessions. In the coming months we will focus on improving communications with our key stakeholders, in particular ambassadors and sponsors, and developing new ways of working with them. We will look to replicate some of the successes of working with the Advisory Panel model and speakers across other areas of IFC programme production as well as across other areas of the organisation.

- Through our international programmes we aim to identify the individuals and organisations who can demonstrate the highest degrees of proven best practice and who clearly demonstrate a shared values set. Through FLP this has meant identifying faculty members from organisations such as London Business School and Oxford University, but also means identifying experienced faculty from international academic institutions and business schools. Through the IWRM and Awards programmes this means ensuring the ethical standards of our delivery partners and that we are beneficiary focussed at all times. By demonstrating the highest values in our own activities and partnerships we can ensure that an example is set within our sector and that through effective impact evaluation and reporting these standards are always maintained.

Objective 3. Engage: we will engage social impact organisations of every size, type and sector.

How we plan to achieve our objectives

- The 2014 IFC brought together almost 1000 delegates and other attendees from over 60 countries, representing approximately 500 different organisations. While the diversity is already impressive and certainly one of the (if not the) most diverse fundraising conferences in the world, attendees do predominantly come from medium to large organisations from the more developed fundraising markets of Western Europe, North America and Australasia. In addition they almost exclusively represent "traditional" fundraising, rather than the newer players in the funding spectrum. To start to bring more "new players" to the IFC, we will begin reaching out to more speakers representing newer forms of philanthropy. We are also seeking participation from new speakers from Asia, Africa, Latin America or the Arab region in our "IWITOT" session.
- Representatives of more than 700 globally based organisations accessed; The Future Leaders Programme, IWRM's or an Awards programme in 2014. There was considerable diversity in the cause base of these organisations (Human rights, medical, poverty alleviation, the environment etc.) as well as the countries that accessed programmes (Malawi, India, Switzerland, Canada or the Philippines to name just a few) or the size of agency (from the largest INGO's to the smallest rural CBO's). A key selling point of most Resource Alliance programmes is the ability to take this diversity and bring people and organisations together so as to share, learn, experience and network with each other.

Objective 4. Build: we will build a community around every programme

How we plan to achieve our objectives

- As well as the learning component, our programmes are also renowned for their outstanding networking opportunities. Social networking activities around the IFC have increased significantly over the past few years. Although they reach a peak around the IFC, there is some ongoing conversation during the rest of the year, some driven by us and other driven by the attendees themselves. We will be introducing a new conference app/networking tool to facilitate communications and meeting planning amongst delegates. Learning from which types of social media posts are working well for building engagement amongst our communities, we will continue to enhance our activities in this area.

- As a part of the new impact and evaluation framework, processes are underway to identify and understand the community options for the various programmes delivered. For the Future Leaders Programme an Alumni has been developed to engage past and present delegates to both share and further develop their own learning.

Objective 5. Optimise: we will be effective in the delivery and evaluation of our programmes (operational effectiveness)

How we plan to achieve our objectives

- The Resource Alliance is interested in better understanding the added value and impact that its activities have on the NGOs that it supports to improve their fundraising capacity and activities. As part of the Resource Alliance development, we aim to develop a strong monitoring and evaluation plan for the organisation that can deliver robust data and evidence that can be used in strategic planning, reporting, marketing and communications for the organisation.
- Continue to improve our compliance systems, in the area of policy implementation and operational management by maintaining ISO9001 accreditation. Implement more robust systems and processes in relation to risk management, which will help to provide us with further assurances in protecting our interests and reputation and also enable us to take bolder steps in achieving our ambitious goals.
- Diversify the Resource Alliance service offering to meet the changing needs of the sector and develop funding opportunities.

Objective 6. Resource: we will build a sustainable resource engine (financial / time / brand) around each programme

How we plan to achieve our objectives

- To seek to optimise corporate support for the IFC and other programmes, we are currently conducting a study to assess and enhance the IFC sponsorship and exhibition offering. We will use the findings to strive to enhance and inspire our relationship and sponsorship/exhibition offering for future conferences and throughout our programmes.
- We will also be investing in additional human resources to develop and service this area.
- We aim to create strong relationships with programme partners to identify new resourcing opportunities and to further develop existing relationships.
- Through the development of bespoke programming around leadership and capacity we will be able to deliver targeted programmes alongside foundations and family institutions which will both create new financial resources and develop best practice linked to our brand across the sector.
- Through a re-assessment of the delivery processes of all programmes we aim to create new resource opportunities and develop new partnerships.

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. In March 2013 the Board reviewed the sub-committee structure and adopted the following structure during 2014/15:

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, Vice Chair and Treasurer and the Chief Executive.

Board 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 is 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 Committee's 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 & Audit Committee

The role and purpose of the Finance & 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 & 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.

Blue Skies Working Group

Blue Skies is an ad hoc working group that came into being at the Resource Alliance Board meeting in 2013, for the purpose of starting a conversation within to inform the Resource Alliance Board about new strategic initiatives we might consider for the organisation's future. The Blue Skies aim is to formulate a discussion stimulant to pass on to the Program Committee and CEO for ideas and feedback. This information is then shared with the Board as a whole for discussion and could potentially feed into the future strategic direction of the organisation.

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.

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 organisation is delegated to the CEO and the management team who are based in London. In May 2014, Neelam Makhijani stepped down as CEO after 4 years to return to India. The Board were pleased to acquire the services of Kyla Shawyer to provide interim CEO services offering her extensive development and management experience within the international non-profit sector. In addition to the staff team in London there are 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 sister charities, the Resource Alliance Inc. in the US, and the Resource Alliance (India) Trust operating in India. In addition we are in the process of finalising registration to support Resource Alliance regional operations in Thailand.

THE RESOURCE ALLIANCE LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 MARCH 2015

Financial Review

The resources generated from charitable activities on conference and workshop income continued to increase; grant income fell largely due to the timing of the OAK Foundation grant being delayed until June 2015. At the end of the financial year the accounts show a deficit on unrestricted funds of £37,780 (2014: £146,291 surplus) and a deficit on restricted funds of £35,742 (2014: £21,204 surplus) for the year.

Total unrestricted reserves £1,197,062 (2014: £1,234,842) and restricted funds £89,184 (2014: £124,926).

Related Parties

The Resource Alliance has two sister 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 sister charities.

In addition, the Resource Alliance had staff members and operations in Thailand and, for part of this year, in Uganda, which have been consolidated in these accounts.

Investment & Reserve 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. The current unrestricted reserves of £1,197,062 (2014: £1,234,842) are at the higher end of the range determined in the policy review in October 2012 which stated the total estimated level of unrestricted reserves should be between £718,400 and £1,095,400.

Risk Management

The Trustees have examined the major strategic, business and operational risks which the company faces and confirm that the systems have been established to enable regular reports are produced so that the necessary steps can be taken to lessen these risks.

In 2012-13, our risk management policy was reviewed, permitting the Board to monitor and review strategic risks through a Board Assurance Framework, whilst safeguarding that the process is being effectively monitored by the senior management team. The staff team has adopted ownership of operational hazards through the Charity Risk Register enabling us to ensure that risks are managed appropriately and we have a particular focus on the key threats that the Resource Alliance faces.

Following a risk appetite session it was determined that risk tolerance, the boundaries of risk taking; outside of which the organisation is not prepared to venture in the pursuit of its long term objectives, is influenced by ones appetite for risk. Risk management is not a separate exercise and is therefore an ongoing process conducted annually, helping the organisation to achieve its objectives and fulfil strategy. It is entrenched into the governance of the Resource Alliance 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;
- 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 19/10/2015 and signed on their behalf by:



Victoria Annis
Resource Alliance Chair and Board Member

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE RESOURCE ALLIANCE LIMITED
FOR THE YEAR ENDED 31 MARCH 2015**

We have audited the financial statements of Resource Alliance Limited for the year ended 31 March 2015 which comprise the Statement of Financial Activities, the Charitable Company Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 12, the trustees (who are also the Trustees 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.

We have been appointed auditor under the Companies Act 2006. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

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 2015 and of the charitable company's incoming resources and application of resources, 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.

Opinion on other matter prescribed by the Companies Act 2006

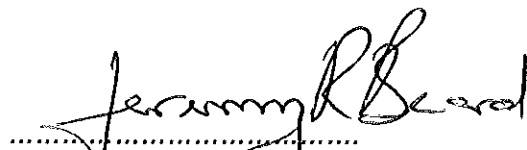
In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE RESOURCE ALLIANCE LIMITED
FOR THE YEAR ENDED 31 MARCH 2015

Matters on which we are required to report by exception

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

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; 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 and strategic report in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report.



Jeremy Beard (Senior Statutory Auditor)
for and on behalf of haysmacintyre, Statutory Auditor

Date:.....19/10/2015

26 Red Lion Square
London
WC1R 4AG

THE RESOURCE ALLIANCE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)

FOR THE YEAR ENDED 31 MARCH 2015

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2015 £	Total 2014 £
Incoming Resources					
<i>Incoming resources from generated funds:</i>					
Voluntary Income		-	-	-	-
Donations		-	9,855	9,855	360
Investment Income	2	8,661		8,661	12,555
		8,661	9,855	18,516	12,915
<i>Incoming resources from charitable activities:</i>					
Conference / Workshop & Seminar Fees		1,612,110	-	1,612,110	1,558,352
Conference / Workshop Sponsorship		123,755	-	123,755	151,827
Grants –Conferences & Workshops	3	-	-	-	3,038
Grants – training & education		-	16,330	16,330	60,000
Grants – professional standards advice & information		-	76,634	76,634	110,028
Fundraising Handbooks Sales		-	-	-	-
Consultancy fees and other income		15,912	-	15,912	126,375
		1,751,777	92,964	1,844,741	2,009,620
TOTAL INCOMING RESOURCES		1,760,438	102,819	1,863,257	2,022,535
RESOURCES EXPENDED					
<i>Charitable activities:</i>					
Conferences & Workshops		1,399,111	21,918	1,421,029	1,317,975
Training & Education		159,240	43,623	202,863	235,261
Professional Standards Advice and Information		129,416	73,020	202,436	210,036
		1,687,767	138,561	1,826,328	1,763,272
<i>Governance</i>		110,451	-	110,451	91,768
Total Resources Expended	4	1,798,218	138,561	1,936,779	1,855,040
Net Incoming resources for the year		(37,780)	(35,742)	(73,522)	167,495
Fund balances brought forward 1 April 2014	10	1,234,842	124,926	1,359,768	1,192,273
Fund balances carried forward 31 March 2015	10,11	1,197,062	89,184	1,286,246	1,359,768

The accompanying form is 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 2015

Company Number: 4007393

	Notes	2015 £	2014 £
Fixed assets			
Tangible assets	7	19,808	9,625
		<u>19,808</u>	<u>9,625</u>
Current assets			
Debtors	8	85,194	155,062
Cash at bank and in hand		<u>1,490,136</u>	<u>1,529,014</u>
		1,575,330	1,684,076
Creditors: amounts falling due within one year	9	308,892	333,933
Net current assets/(liabilities)		<u>1,266,438</u>	<u>1,350,143</u>
Net assets		<u>1,286,246</u>	<u>1,359,768</u>
Funds	10,11		
Unrestricted funds – General		1,197,062	1,234,842
Restricted fund		<u>89,184</u>	<u>124,926</u>
Total funds		<u>1,286,246</u>	<u>1,359,768</u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

These accounts were approved by the Board of Trustees and authorised for issue on 19/10/2015 and signed on their behalf by:

Caroline Emerton
Resource Alliance Treasurer
and Board Member

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

1. ACCOUNTING POLICIES

(a) Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with Statement of Recommended Practice - Accounting and Reporting by Charities (SORP 2005), and applicable accounting standards and the Companies Act 2006.

(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) Incoming resources

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

(d) Resources expended

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, except governance costs, are allocated between cost of generating funds and resources expended on charitable activities on basis of time spent.

(e) Tangible fixed assets and depreciation.

Depreciation has been calculated to write off the cost of all tangible fixed assets over their expected useful lives. For assets purchased up until 31 March 2012 the following rates were applied to the net book value of the assets

Fixtures and fittings	25%
Computer equipment	33%
Website	33%

For all assets purchased after 1st April 2012 the straight line method of depreciation has been adopted as follows.

Fixtures and fittings	4 years
Computer equipment	3 years
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.

(f) 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 the SOFA.

(f) Operating leases

Operating lease rentals are written off as incurred

(h) 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 therefore are included in the SOFA.

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2015

2. INVESTMENT INCOME

	2015	2014
	£	£
Bank Interest Receivable	8,661	12,555

3. GRANT INCOME

	Unrestricted	Restricted	Total	Total
	£	£	2015	2014
	£	£	£	£
Conferences & Workshops				
Bellagio Series – Rockefeller Foundation	-	-	-	(1,446)
Think Foundation	-	-	-	2,289
Edel Give	-	-	-	2,195
Total Conferences & Workshops	-	-	-	3,038
Training & Education				
Silent Foundation	-	16,330	16,330	-
Oak Foundation Emerge Campaign		-	-	60,000
Total Training & Education	-	16,330	16,330	60,000
Professional Standards Advice & Information				
NGO Awards India – Rockefeller Foundation	-	-	-	-
NGO Awards Thailand –Rockefeller Foundation	-	-	-	12,018
NGO Awards Pan Asia –Rockefeller Foundation		76,634	76,634	98,010
Total Professional Standards Advice & Information	-	76,634	76,634	110,028
Total Grant Income	-	92,964	92,964	173,066

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2015

4. TOTAL RESOURCE EXPENDED

	Conference & Workshops	Training & Education	Professional Standards Advice & Information	Governance	2015 Total	2014 Total
Direct Costs						
Staff Costs	266,440	90,115	60,896	37,902	455,353	381,851
Other Staff Costs	55,766	18,014	13,220	4,078	91,078	57,776
Event food, accommodation, travel	513,333	-	-	-	513,333	515,576
Event Marketing	97,309	2,229	-	-	99,538	108,734
Event other direct costs	296,655	-	-	-	296,655	280,806
Consultants & translation services	-	21,702	-	-	21,702	79,953
Travel & subsistence	-	8,978	3,272	-	12,250	12,673
Printing, advertising photocopying & postage	-	-	-	-	-	1,611
Regional offices						
- local staff costs	-	-	5,601	-	5,601	21,940
- direct office costs	-	-	20,687	-	20,687	21,509
Grants to related parties	-	-	24,888	-	24,888	95,562
Grants for joint activities	-	-	14,492	-	14,492	-
Awards program	-	-	17,627	-	17,627	-
Event bursaries	8,792	-	-	-	8,792	9,607
Board Expenses & direct legal fees	-	-	-	36,416	36,416	22,530
Audit Fee	-	-	-	5,972	5,972	6,225
	1,238,295	141,038	160,683	84,368	1,624,384	1,616,353
Support Costs						
Staff Costs	61,276	20,725	14,005	8,718	104,724	70,308
Other staff related costs	9,521	3,075	2,257	695	15,548	10,638
Premise costs	41,374	14,054	9,422	6,163	71,013	71,476
IT costs	28,921	9,824	6,586	4,307	49,638	29,362
Depreciation	8,182	2,780	1,863	1,220	14,045	6,364
Other	33,460	11,367	7,620	4,980	57,427	50,539
	182,734	61,825	41,753	26,083	312,395	238,687
TOTAL	1,421,029	202,863	202,436	110,451	1,936,779	1,855,040

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2015

5. TRUSTEES' REMUNERATION

Trustees received no remuneration during the year. Expenses reimbursed to 10 Trustees in the period were £27,211 (2014: 10 - £22,023).

6. STAFF COSTS

	2015 £	2014 £
Wages and Salaries – UK based	396,300	399,181
Social security costs	37,092	43,450
Pension	8,084	9,528
Temporary Staff	14,379	-
Staff costs UK	<u>455,855</u>	<u>452,159</u>
Overseas staff costs	<u>134,172</u>	<u>21,940</u>
	<u>590,027</u>	<u>474,099</u>

No employees received emoluments totalling over £60,000 (2014: one £80,001 to £90,000). Pension contributions are to individual or stakeholder pension plans.

Average Staff Numbers (full time equivalents):

	2015	2014
Events / programmes	9.9	10.4
Governance	0.4	0.4
	<u>10.3</u>	<u>10.8</u>

7. TANGIBLE FIXED ASSETS

	Fixtures & Fittings £	Website/ Database £	Computer Equipment £	Total £
Cost				
Brought forward 1 April 2014	7,457	31,890	27,356	66,703
Disposals	-	-	-	-
Additions	-	19,800	4,428	24,228
At 31 March 2015	<u>7,457</u>	<u>51,690</u>	<u>31,784</u>	<u>90,931</u>
Depreciation				
Brought forward 1 April 2014	7,457	31,890	17,731	57,078
Disposals	-	-	-	-
Charge for the year	-	6,534	7,511	14,045
At 31 March 2015	<u>7,457</u>	<u>38,424</u>	<u>25,242</u>	<u>71,123</u>
Net Book Value				
At 31 March 2015	<u>-</u>	<u>13,266</u>	<u>6,542</u>	<u>19,808</u>
At 31 March 2014	<u>-</u>	<u>-</u>	<u>9,625</u>	<u>9,625</u>

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2015

8. DEBTORS

	2015 £	2014 £
Trade debtors	57,750	100,683
Other debtors including grant receivable	7,607	703
Prepayments & accrued income	19,837	53,676
	<u>85,194</u>	<u>155,062</u>

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2015 £	2014 £
Trade creditors	28,903	41,393
Other creditors, including taxes and social security	40,075	24,342
Accruals and deferred income	239,914	268,198
	<u>308,892</u>	<u>333,933</u>

10. STATEMENT OF FUNDS

	1 April 2014 £	Income £	Expenditure £	31 March 2015 £
Unrestricted funds:	1,234,842	1,760,438	1,798,218	1,197,062
Restricted funds:				
Fundraisers Fund	1,242	-	1,242	-
Gill Astarita Fund	4,346	-	4,346	-
Silent Foundation	-	16,330	16,330	-
Emerge Campaign	45,076	9,855	43,623	11,308
NGO Awards India	13,176	-	13,176	-
NGO Awards Pan Asia	61,086	76,634	59,844	77,876
	<u>124,926</u>	<u>102,819</u>	<u>138,561</u>	<u>89,184</u>
Total funds	<u>1,359,768</u>	<u>1,863,257</u>	<u>1,936,779</u>	<u>1,286,246</u>

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:

10. STATEMENT OF FUNDS (continued)

NGO Awards – The Awards were first created and delivered in India in 2005. Since then the programme has grown due to support by The Rockefeller Foundation and most recently additional funders such as Edel Give and Irish Aid. The programme aims to promote best practice and effectiveness of NGOs in India & Thailand and in 2014 was extended to include Vietnam. Each annual awards programme spans two financial years.

National Workshops – The Silent Foundation supported The Resource Alliance in 2014/15 with part funding to deliver fundraising workshops in Thailand, Vietnam, Cambodia & Indonesia. The programme supported in total 90 NGO heads of fundraising to consider resource mobilisation in a local context, developing social media presence and a better understanding of institutional fundraising opportunities.

Emerge - The Oak Foundation continued to support three of its grantees through the Emerge programme to help them develop and diversify their fundraising for long-term financial sustainability - the programme is delivering impressive results and we have subsequently been awarded funding to scale up this programme to support 15 more grantees over three years. Swedish Organisation for Individual Relief also funded one of its long term grantees to undertake the programme this year and we are in talks with a number of further potential donors and recipients.

Fundraisers Fund – to support individuals and organisations in the developing world with bursary to attend the IFC. This fund has now been fully utilised.

Gill Astarita Fund – was set up in 2008 to support individuals and small/medium organisation in Asia and Africa to attend the Resource Alliance workshops, courses and the IWRM. The Fund was established to celebrate Gill's life and continue the special commitment she had to the developing world.. The Fund has now been fully utilised and the donor's family have been provided with a final report and acknowledgment.

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Fund £	Restricted Fund £	Total Funds £
Fund balances at 31 March 2015 are represented by:			
Tangible Fixed Assets	19,808		19,808
Debtors	85,194		85,194
Cash	1,400,952	89,184	1,490,136
Creditors	(308,892)		(308,892)
Total net assets	1,197,062	89,184	1,286,246

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2015

12. OPERATING LEASE COMMITMENTS

Resource Alliance has the following commitments under non- cancellable operating leases:

	2015 £	2014 £
Property leases		
Expiring within one year	40,680	-
Expiring between one and two years		41,183
Other leases		
Expiring within one year	-	-
Expiring between one and two years	2,058	-
Expiring between two and five years	3,249	5,307