



THE RESOURCE ALLIANCE LIMITED
(a company limited by guarantee)

**ANNUAL REPORT AND FINANCIAL
STATEMENTS**

YEAR ENDED 31 MARCH 2016

Company registration number: 4007393

Charity registration number: 1099889

Website: www.resource-alliance.org

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THE RESOURCE ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

YEAR ENDED 31 MARCH 2016

Company Registration Number	4007393
Charity Registration Number	1099889
VAT Registration number	608 0608 58
Board of Directors	V Annis (British) Chair J Thompson (American) Vice Chair. Resigned October 2015 C Emerton (British) Treasurer M Johnston (Canadian) A Kuttab (German) K Hilton (New Zealander) W Toliver (American) S Udindu (Thai) M Van den Tweel (Dutch) P Westberg (Swedish) J Mutale (British) Appointed October 2015 M Kuntze (German) Appointed October 2015

The Directors are also the Trustees of the charity

Chief Executive and Company Secretary	K Shawyer (American) CEO
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Head Office / Registered Office	Development House 56-64 Leonard Street London EC2A 4LT
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Bankers	Barclays Bank P O Box 544 54 Lombard Street London EC3V 9EX
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Solicitors	Bates, Wells & Braithwaite Cheapside House 138 Cheapside London EC2V 6BB
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Auditors	haysmacintyre Chartered Accountants 26 Red Lion Square London WC1R 4AG
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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 2016. These accounts have been prepared in accordance with the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2015 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 social impact 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 these 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 LEARNING

- International Fundraising Congress (IFC) - an annual three/four-day conference which brings together leaders and fundraisers from social impact organisations 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 (FRO) - a free annual global conference, delivered entirely online and covering digital fundraising techniques and their integration with other channels.
- Future Leaders Programme (FLP) – an annual programme which aims to develop middle and senior managers into future leaders.

RESOURCES AND EDUCATION

- Knowledge Hub/Resource Cafe – 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.
- School of Fundraising (SOF) – a bespoke Resource Alliance course in fundraising and communications delivered in partnership with academic institutions.

PROFESSIONAL STANDARDS

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

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

- Curate and provide access to “best practices”, new models and new ways of thinking about mobilising human, financial and intellectual resources.
- Help effect a change of mind-set, organisational philosophy and culture, encouraging organisations and their leaders to become more open and collaborative to maximise impact.
- Create awareness of the evolving social impact ecosystem by showcasing new models, including those from new and ‘unexpected’ places, and to contribute to the shift towards greater systems thinking in the social impact arena.
- Multiply our impact and reach far beyond what financial resources would permit, by leveraging the pool of incredibly talented people willing to volunteer their services to Resource Alliance projects and programs around the world. Volunteers are a critical resource affording us the ability to provide excellent content and services to non-profits and NGOs in ever more places, through ever more effective delivery systems.

Reflecting on 2015/2016

It is fair to say that 2015 has been a turbulent year for the sector, particularly in the UK. Criticisms surrounding fundraising practice have placed charities under the spotlight and subject to intense scrutiny – or as a recent Guardian article questioned: going from ‘hero to zero in the public’s estimations? More than ever our message and ethos regarding collaboration, transparency and integrity are essential in restoring faith and leaving a positive legacy for future generations of change-makers.

In responding to these challenges, we must be bold, discover new ways of working, share, collaborate and recognise opportunities to embrace new innovations. Together, new trends enabled by technology and the potential 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.

2015/16 was a transitional year for the Resource Alliance where we conducted a strategic review of how we can best work to strengthen the sector, reviewing the sectors needs and assessing how our core competencies could support them, we developed a manifesto. We then assessed the effectiveness of all current programmes and developed new Key Performance Indicators (KPIs) to help ensure our work is not only effective but predictive of the needs of the sector. Thus ensuring we will continue to play the vital role we always have during this time of change and reinvention.

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:

CONFERENCES AND LEARNING 2015/16 Objective 1. Curate: we will be curators of leading edge thinking (in fundraising, leadership and innovation)	
How we achieved our goals	Impressions
<ul style="list-style-type: none"> • We continued to work with Advisory Panels formed of industry experts, that scan the sector and curate core and relevant content for our programmes, in particular for Fundraising Online 2015 and IFC 2015. We identified themes and issues to be addressed, issued calls for proposals to cover 	<i>"The IFC is, by far, the most substantive conference I've attended. The sessions, keynotes and networking opportunities all equipped me for growth and success in my professional career. No "fluff" and no retreads of the "same old-same old" that I've</i>

these topics, sifted through responses and identified those that truly exemplify best practice and leading edge thinking. We then used our collective expertise to organise these into a coherent programme and reached out to our global network to proactively look for speakers and sessions to fill any gaps in content.

- We launched a research project with Rogare (the fundraising think tank of the Hartsook Centre for Sustainable Philanthropy at the University of Plymouth) on Tomorrow's Philanthropy. The first draft of the research was presented at the IFC 2015 and feedback from delegates will be taken into account in the final version. Work on this project continues through interviews with key individuals in the social impact sector and surveys to our networks.
- A refreshed Advisory Panel was appointed for Fundraising Online our free virtual conference on digital fundraising, including a new chair of the Advisory Panel. The panel 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

encountered in other conferences. All the content was thoughtful and fresh, and the global perspective broadened my understanding of philanthropy. It was the best investment I've ever made in my continuing education, period."
(IFC 2015, attendee)

"...I found the IFC a superb introduction to European fundraising (and I even learned a bit about fundraising in Asia and the Middle East). I made important connections with best-in-class fundraising colleagues and enjoyed both professional and social time together. IFC also was one of the most inspiring conferences I've been to in 15 years in the profession—perhaps some of the most vibrant fundraising work on the planet is going on in Europe. It is well worth it for U.S. fundraisers to break free from the usual AFP workshops and learn what's going on globally through participating in IFC."
(IFC 2015, attendee)

"Back from a fantastic #IFC2015 last week. Thanks to...@ResAlliance for making is such a successful event..."
(IFC 2015, @RogareFTT)

"It was fascinating to hear new insights from Professor Shang on emerging trends around people power and philanthropy, to look in-depth into the world of philanthropic innovation and explore how we might maximise impact both on those we serve and the psychological well-being of philanthropists".
(IFC 2015, attendee)

"I think these types of events are going to be an amazing resource for fundraisers, not only because of the information that the Resource Alliance curates and makes available to us on the website or the speakers you have arranged to share their knowledge and ideas, but also because it allows us the opportunity to chat to other local fundraisers and share ideas. I left the conference feeling inspired to try new things and really get creative about our fundraising"
(Roxanne Abrahams, #FRO15, attendee)

"It is a beautiful moment to see the

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. We curate content for programmes from existing experts recognised for their skills and knowledge base, as well as identifying new 'talent' which can be cultivated and developed.

outstanding work that these organisations are doing. With so many non-profit organisations operating in India, there is a lot of scepticism amongst the public regarding the genuineness of these NGOs, however, the strict selection process of the NGO Awards makes it possible to reward the deserving NGOs on the basis of accountability, transparency and effective utilisation of funds,"

(Member of India Parliament and Award Winning Bollywood Actress, Mrs Kirron Kher, 2015)

PROFESSIONAL STANDARDS

2015/16 Objective 2. Collaborate: we will set a new standard in collaboration and cooperation

How we achieved our goals	Impressions
<ul style="list-style-type: none"> We have engaged with many different key stakeholder groups to develop and deliver our programmes to the highest possible standards. In addition, we have focused on improving communications with our ambassadors, panels and partners, and developing new ways of working with them: <ul style="list-style-type: none"> ➤ Advisory Panels we brought 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. ➤ IFC Ambassadors we selected Ambassadors – well connected and respected individuals in key markets - to collaborate with the communications team on promoting the IFC around the world, reaching out to their networks to engage thought leaders and speakers from across the globe from many different organisations, working for a wide variety of causes, volunteering their time to deliver sessions. ➤ International Programmes - we identified delivery agents and academic organisations who demonstrate the highest degrees of proven best practice and shared values sets. Through FLP this meant identifying faculty 	<p><i>"... congratulations everyone for a fantastic FRO! It was a challenge to follow the sessions given the time difference, but what I did see was inspiring, and the response from people on Twitter is wonderful! After three years as a member of the advisory panel I will step down, so thanks to [the team] and all previous panel members for such beautiful energy, inspiration and generosity. Looking forward to seeing you at the IFC!</i> (Alfredo Botti, #FRO15, Panel Member)</p> <p><i>"I've never attended a conference with this level of global reach." (IFC 2015, attendee)</i></p> <p><i>"...Dear All, As we said in France: "c'est juste magnifique!"</i> <i>Congrats to the RA team. We all can be proud to be ambassador of such an organisation."</i> (Fred Fournier, IFC 2015, Ambassador - France)</p> <p><i>"Great material!!!! Thanks a lot. I will use it for sure."</i> (Natalia Delgado, IFC 2015, Ambassador - Spain)</p> <p><i>"I would like to thank you for the opportunity to be part of the Future Leaders Program 2015 in Oxford last week. It was extremely useful to me for my daily work and drawing the strategy how to cope with difficulties</i></p>

members from organisations such as London Business School, CASS Business School and Oxford University, as well as creating dialogues with experienced faculty from international academic institutions and business schools such as Stellenbosch and Indira Ghandi academic institutes. 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.

which we face every day. It was extremely busy but I really appreciate what you have done for our organisations and personally for ourselves to make decisions for further developments. I think all the participants were so inspired from the course and the same time we share our knowledge and offering support each other during the course and after that."

(George Bogdanov, Executive Director of National Network for Children (NNC), Bulgaria, 2015)

"A substantial part of the work in India is done by NGOs. There is a great need to recognise and encourage the excellent and far reaching work of NGOs. I feel proud of being associated with this programme and being recognised shows we are doing something very right!"

(Director of the Rural Health Care Foundation, West Bengal, 2015)

RESOURCES AND EDUCATION

2015/16 Objective 3. Engage: we will engage social impact organisations of every size, type and sector.

2015/16 Objective 4. Build: we will build a community around every programme.

How we achieved our goals

- The 2015 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. We started to bring more "new players" to the IFC, by sharing research on tomorrow's philanthropy with Rogare where we engaged with those representing newer forms of philanthropy. We also increased speaker diversity by including speakers from Asia, Africa, Latin America and the Arab region in our "IWITOT" (I wish I'd thought of that) session. During this session speaker's present an idea that they felt changed the face of fundraising.

Impressions

"If you have not yet been to IFC, I highly recommend you consider it in your professional development schedule... On day one alone, I met people from Mozambique, the Gulf, Lebanon, Spain, Italy, Switzerland, Austria, Sweden, Denmark, Finland, the US, Canada, the UK, Luxembourg and France... Another of the conference highlights was the fundraising campaigns that were nominated for Global Fundraising Awards... The action-packed four days, where all things fundraising are covered, was closed by Alberto Cairo, who delivered a most inspirational closing plenary."
(<http://www.probonoaustralia.com.au/news/2015/11/one-aussie%E2%80%99s-experience-international-fundraising-congress-2015#>)

"The IFC is a rich and unique experience. There are participants from dozens and dozens of countries, from a variety of types and sizes of organisations, and staff of all

- FRO2015; over 3000 registrants signed up for fundraising online, our virtual conference embracing fundraisers and change-makers from 115 countries around the world from 1570 social impact organisations.

- Representatives of more than 880 globally based organisations accessed: The Future Leaders Programme, IWRM's, School of Fundraising, Emerge or an Awards programme in 2015. 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 (Bulgaria, India, Thailand, USA 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.

levels of experience. It truly is a melting pot of fundraisers!... Speakers were of the highest calibre. And, the diverse attendees shared experiences, techniques, and challenges."
(IFC2015 attendee, Australia)

'It was amazing to attend a conference with participants from all over the world and yet not even have to leave my organisation to do so, therefore being able to share elements of the course to my team right here.'
(#FRO15, attendee)

'It is an amazing opportunity to learn from experts in their various fields and to learn from others participating, in the chat room - LIVE. So great to communicate with lecturers and participants in real time. It is refreshing to hear facts you may have heard of, but from a new, creative perspective. And the course challenges you to take the next step and apply that knowledge within your organisation or improve on existing online fundraising strategies / practices.'
(#FRO15, attendee)

International Programmes worked with 180 more organisations than during the previous year demonstrating growth in access and awareness.

"Coming from a small organisation in rural Turkey which is working in a challenging environment due to political pressures and our attractiveness to donors, being able to access a dedicated training programme with someone who understands our challenges has been game changing"
(Didem Mahsunlar, Human Rights Agency, Istanbul, 2015)

GOVERNANCE AND SUPPORT

2015/16 Objective 5. Optimise: we will be effective in the delivery and evaluation of our programmes (operational effectiveness)

2015/16 Objective 6. Resource: we will build a sustainable resource engine (financial / time / brand) around each programme

How we achieved our goals	Impressions
<ul style="list-style-type: none"> 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 such, we developed a strong monitoring and evaluation plan for the organisation to gather robust data and evidence that can be used in strategic planning, reporting, marketing and communications for the organisation. 	<p>Time invested in the creation of a strong and robust impact evaluation plan delivers statements such as:</p> <p><i>"Winning the Vietnam NGO Award allowed our brand to grow, our income to increase and our team pride to be bigger than ever"</i> (Hoe Sung Miit: Hearts for Hue: Vietnam, 2015)</p> <p><i>"It is difficult to quantify the value of spending time with peers. People going through the same challenges and together finding solutions"</i> (FLP 2015, attendee)</p>
<ul style="list-style-type: none"> We continued to improve our compliance systems, in the area of policy implementation and operational management by maintaining ISO9001 accreditation. Continuing to 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. 	<p><i>"I am delighted to confirm that your registration has been approved for a certification period of 12-months."</i> (British Assessment Bureau, 2015)</p>
<ul style="list-style-type: none"> Diversification of the Resource Alliance service offering to meet the changing needs of the sector and develop funding opportunities. 	<p><i>"We and other organisations must learn to harness the possibilities that emerge from change as a teacher and transformer."</i> (RA Trustee, Jan 2016)</p>
<ul style="list-style-type: none"> Optimise corporate support for the IFC and other programmes - we conducted a study to assess and enhance the IFC sponsorship, partnership and exhibition offering. We have started to use these findings to enhance and inspire our partner relationships throughout our programmes. 	<p><i>"We support the Resource Alliance and IFC and we're interested in building on our current relationship. This survey is a good sign. Thank you to the Resource Alliance for including us in this process."</i> (Sponsor and Exhibitor Satisfaction Survey, 2015)</p>
<ul style="list-style-type: none"> We acknowledge that people are our key strength and further investment has been made into aspects of human resources, including the many ways we can involve volunteers, advisory panels, and working groups to multiply our impact and reach. 	<p><i>"In line with the Resource Alliance mission strategy, we have been reviewing how best our people can bring our mission to life. Also this year we have committed to bringing our Values alive. As an organisation, we continue to explore how our people's talents can be harnessed to their full potential. We look</i></p>

<ul style="list-style-type: none"> • We have created strong relationships with partners to identify new resourcing opportunities and to further develop existing relationships. • Through the development of bespoke programming around leadership and capacity we delivered targeted programmes alongside foundations and family institutions which have helped to support both our foundation relationships and to develop best practice linked to our brand across the sector. • Through a re-assessment of the delivery processes of all programmes we have created new resource opportunities and developed new partnerships. 	<p><i>forward to another great year!"</i> (RSM, 2016)</p> <p><i>"We have always recognised the value of our relationship with the Resource Alliance team, but now we do truly believe that we are working in partnership across all of the Resource Alliance platforms. Our dialogue about working in a more tailored way began over two years ago, and was refined through events like the ReAlly Forum at the start of 2016 and numerous discussions subsequently. They continue to create and deliver opportunities that support our strategic objectives and we look forward to a long commercial relationship together."</i> David Mbaziira, Head of External Communications, HOME Fundraising, 2016</p> <p><i>"Through Resource Alliance agreeing to mediate with one of our key funders my organisation has been able to negotiate funding to extend our leadership training to include a full organisational review and mentorship project."</i> (Director, Civitas Maxima, Switzerland 2015)</p> <p><i>"At the Foundation we see the Emerge programme as an opportunity to develop our existing grantees into more sustainable and robust entities ready to change lives"</i> (Grants Manager, Oak Foundation, 2015)</p>
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Looking ahead for 2016/17

With the challenges of 2015 behind us and considering the shifting tides and changes in our world, there has never been a more important time for the Resource Alliance to embrace our commitment to help lead the transformation that is under way. Toward that end, we have developed a Manifesto that articulates our commitment to the social impact sector:

We exist to serve fundraisers and change makers committed to tackling inequality and injustice; who advocate for basic rights and dignity, expose corruption and deceit and protect the many diverse kinds of life on our planet. Connection is why we are all here. Transformative shifts are happening everywhere. Boundaries are blurring... new models, new thinking emerging, ideas unleashing, people connecting, mobilising to make change happen. What do we do with all this unprecedented opportunity? We embrace and harness it. Our commitment to the sector is to be a bridge, an alliance of the most vital human, intellectual and financial resources needed to build a better world. We work with energy and conviction with social impact organisations of every size and type. We curate leading edge thinking, taking our collaboration to new heights. It's about humanity; it's about our collective power to create change, because we can, because we must. Please see the infographic representation below;



THE RESOURCE ALLIANCE LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 MARCH 2016

The introduction of the Resource Alliance holistic organisational strategy has intensified our commitment to support our community and enabled us to work smarter, seek synergies across our different offerings and amplify our reach and impact, delivered through our activity portfolio.

CONFERENCES AND LEARNING

- International Fundraising Congress (IFC2016) - 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 India (IWRM) - annual two/three day workshops widely recognised as the leading training events for building the fundraising capacity of non-profit organisations in emerging economies.
- Fundraising Online (FRO2016) - a free annual global conference, delivered entirely online and covering digital fundraising techniques and their integration with other channels.
- Future Leaders Programme (FLP2016) – an annual programme which aims to develop middle and senior managers into future leaders. This programme has been redesigned for 2017, further details below.
- Leading for the Future (LFF2017) – A leadership retreat designed to leave participants enthused and infused with a renewed fire for leadership and change. It was born out of our desire to reach the passionate leaders who see opportunities for creating powerful change but need the tools, connections and resources to make it happen.
- Curated and Collaborative Events 'Salons' 2016/17 – full day or half day events held regionally to increase access to content from the IFC and our flagship gatherings. They may include one or more of the following: video content, a facilitator, a live keynote talk, breakout / discussion sessions working in groups and networking opportunities.

RESOURCES AND EDUCATION

- The Digital Platform – this new initiative will provide both an online library and an engagement platform where our community can access richly curated content - including video, webinars, presentations, thought papers, blogs and other resources.
- School of Fundraising; (SOF2016/17) – This Resource Alliance course in fundraising and communications will be delivered in partnership with academic institutions in Serbia and Turkey. The programme in Serbia will be delivered in partnership with the TRAG Foundation and the programme in Turkey will be delivered with the Kadir Has University.
- Mentoring – Another new venture for 2016/17, the Resource Alliance mentoring programme aims to grow and foster a systemic approach to talent development. This programme will identify individuals within an organisation who demonstrate a balance of optimum performance behaviours, attitudes and personality characteristics. It will then train these leaders to mentor and coach other aspiring leaders to replicate these desirable qualities.

PROFESSIONAL STANDARDS

- NGO Awards – our awards programme celebrates best practice within the sector in the Asia region. The 2016/17 awards programme will be delivered by the Resource Alliance India and Thailand. The India NGO awards will be part of the IWRM and the Thai NGO awards ceremony will be held in the summer of 2017.
- 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.

We have ample evidence of the value and impact our unique approach can have as our world and the social impact sector navigates disruptive shifts, challenges and unprecedented opportunities.

We move forward even more emboldened by our mission to inspire sharing and collaboration to create positive and powerful change – traits our world and the social impact sector has never been more in need of.

Strategic Aim 1. To provide access to "best practices", new models and new ways of thinking about mobilising (human/financial/intellectual) resources

How we plan to achieve our strategic aim through our activities

- Share best practices, new models and new ways of thinking
- Reach more change-makers through interactions with the Resource Alliance

Strategic Aim 2. To help effect a change of mind-set, organisational philosophy and culture, encouraging organisations and their leaders to become more open and collaborative to maximise impact

How we plan to achieve our strategic aim through our activities

- Effect a change in mind-set after interacting with or attending a Resource Alliance activity
- Greater collaboration and sharing between individuals and organisations

Strategic Aim 3. To create awareness of the evolving social impact ecosystem by showcasing new models, including those from new and 'unexpected' places, and to contribute to the shift towards greater systems thinking in the social impact arena

How we plan to achieve our strategic aim through our activities

- Increased awareness of new models and systems thinking
- More organisations in the sector embracing new models and shifting towards systems thinking

Strategic Aim 4. To ensure the organisation thrives (our organisational health)

How we plan to achieve our strategic aim through our activities

- Delivering a diverse portfolio of activities, to a broad audience, to a high quality and with the right partners in place.
- Creating an environment which attracts bright, creative and committed individuals who share our values and believe in our manifesto.
- Inspiring staff and collaborators to work with energy, talent and conviction [thereby enabling us to maintain a high operational tempo].
- Ensuring that everything we do positively builds our brand and enhances our reputation as an organisation which pushes boundaries and seeks to create powerful change.
- Delivering a suite of programmes which attract investment and support.
- Continue to multiply our impact and reach beyond what our financial resources would suggest, by further leveraging the talented pool of people willing to volunteer their time and services to this vitally important work

Governance

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

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

Executive Committee

The Executive Committee of the Resource Alliance is authorised by the Board to deal with all governance matters pertaining to the charity which may arise between formal meetings of the Board. The Executive Committee will, after consultation with other Board members as appropriate, develop such recommendations to the Board as are required. In addition, the Committee manages the CEO and agrees work priorities with him/her. It also provides support and advice to the CEO to enable her/him to focus on priorities and plans agreed by the Board. The Committee comprises the Chair, Treasurer and Chair of the Finance and Audit Committee, Chair of the Board Development Committee, Chair of the Strategy Committee and the Chief Executive.

Board Development Committee

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

Finance and Audit Committee

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

Strategy Development Working Group

The strategy development working group was established in October 2015 for the purpose of supporting the development of the organisations strategic plan. This working group is authorised by the Board to advise on matters pertaining to the overall strategy of the organisation and make recommendations as necessary. The committee's primary responsibility is to assist the management team, review strategic documents, priorities and goals for 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 global brand is overseen by the CEO who is responsible for the interaction of all Resource Alliance operations. General management of the UK office is delegated to the management team who are based in London, with oversight from the CEO. In October 2015, the Board were delighted to formally appoint Kyla Shawyer as the Resource Alliance CEO, providing her extensive development and management experience within the international social impact sector. The Resource Alliance is actively committed to impacting all aspects of international operations of organisations serving countries, people, groups and individuals. In addition to the team in London there are teams in regional centres which enable the Resource Alliance to maintain close contacts and collaboration with local networks. They also work on programmes related to Resource Alliance projects and objectives and assist in the accessing of grant funding. The Resource Alliance has two affiliated charities, the Resource Alliance Inc. in the US, and the Resource Alliance (India) Trust operating in India. This commitment continues with our regional expansion in South Africa and Thailand where, despite Thailand's political instability, the Resource Alliance is working diligently to support its regional operations through continuing registration efforts in country.

Key management include the following:

- CEO
- International Programmes Director
- Marketing and Communications Director
- Conferences and Strategy Director
- Operations Manager

As an organisation with global reach and an extensive global network, the Resource Alliance therefore needs to attract the breadth and depth of expertise required to achieve these aims in a competitive

global employment market. For the majority of key management based in the UK, the Board have agreed that the remuneration package offered to key management staff should be benchmarked against the London market with consideration to the global environment, while recognising that the organisation is a not-for-profit and the need to keep compensation in line with this sector also.

The Board also recognises that the CEO's role is unique among its employees. Therefore, while a presence in the Resource Alliance's London office may be convenient the Board does feel that this role requires the CEO to be flexible carrying out the executive obligations from anywhere in the world. The Board have therefore agreed that the CEO's compensation package will contribute towards the customary local benefits (including the equivalent of employers National Insurance) in the country of residence to an equivalent value of those payable in the UK.

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

Financial Review

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

2015/16 was a critical year in the transition process and investments were made to determine the new strategy, develop the Resource Alliance manifesto and refine our service offering in line with the changing needs of the sector. At the end of the financial year the accounts show a planned deficit on unrestricted funds of £253,462 (2015: £37,780) and a surplus on restricted funds of £102,928 (2015: £35,742) for the year.

Total unrestricted reserves at 31 March 2016 were £943,600 (2015: £1,197,062) and restricted funds £192,112 (2015: £89,184).

Related Parties

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

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

Investment and Reserves Policy

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

Trustees carry out a detailed review of the level of reserves required on a regular basis. The main objective of this review is to establish a level of unrestricted reserves that would provide a sustainable

platform allowing the organisation to plan more effectively for its strategic needs. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. The current unrestricted reserves of £943,600 (2015: £1,197,062) are within 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. The reserves policy is evaluated annually.

Risk Management

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

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

The key threats to the organisation are;

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

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

Trustees' Responsibilities

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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.

THE RESOURCE ALLIANCE LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 MARCH 2016

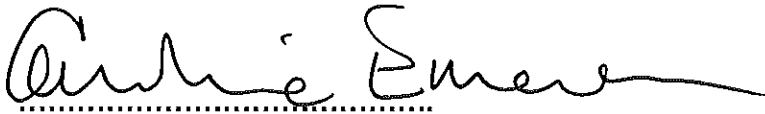
In so far as we are aware:

- 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 17 October 2016 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'Caroline Emerton', written over a dotted line.

Caroline Emerton
Treasurer and Board Member

THE RESOURCE ALLIANCE LIMITED

INDEPENDENT AUDITORS REPORT

FOR THE YEAR ENDED 31 MARCH 2016

We have audited the financial statements of Resource Alliance Limited for the year ended 31 March 2016 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 17, 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 2016 and of the charitable company's net 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.

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:

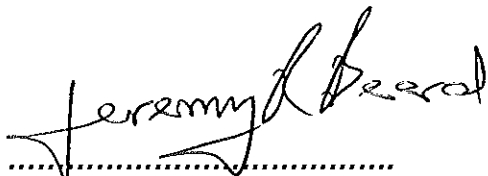
- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or

THE RESOURCE ALLIANCE LIMITED

INDEPENDENT AUDITORS REPORT

FOR THE YEAR ENDED 31 MARCH 2016

- 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 and strategic report.



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

Date:.....17/10/2016.....

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 2016

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
Income					
<i>Income from donations</i>					
Donations		30	3,125	3,155	9,855
<i>Income from charitable activities:</i>					
Conference and Learning		1,714,876	-	1,714,876	1,735,865
Resources and Education		-	-	-	16,330
Grants – professional standards advice and information		-	230,026	230,026	76,634
Consultancy fees and other income		14,990	-	14,990	15,912
		1,729,866	230,026	1,959,892	1,844,741
Income from investments					
Investment Income	2	5,852	-	5,852	8,661
TOTAL INCOME		1,735,748	233,151	1,968,899	1,863,257
EXPENDITURE					
<i>Charitable activities:</i>					
Conferences and Workshops		1,694,240	-	1,694,240	1,491,530
Training and Education		82,222	88,935	171,157	226,696
Professional Standards Advice and Information		212,748	41,288	254,036	218,553
TOTAL EXPENDITURE	5	1,989,210	130,223	2,119,433	1,936,779
Net Income/(Expenditure)		(253,462)	102,928	(150,534)	(73,522)
Fund balances brought forward 1 April 2015	11	1,197,062	89,184	1,286,246	1,359,768
Fund balances carried forward 31 March 2016	11,12	943,600	192,112	1,135,712	1,286,246

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

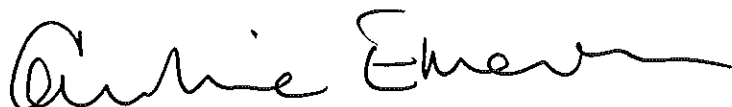
AS AT 31 MARCH 2016

Company Number: 4007393

	Notes	2016 £	2015 £
Fixed assets			
Tangible assets	8	45,956	19,808
		<u>45,956</u>	<u>19,808</u>
Current assets			
Debtors	9	102,003	85,194
Cash at bank and in hand		<u>1,178,153</u>	<u>1,490,136</u>
		1,280,156	1,575,330
Creditors: amounts falling due within one year	10	190,400	308,892
Net current assets/(liabilities)		<u>1,089,756</u>	<u>1,266,438</u>
Net assets		<u>1,135,712</u>	<u>1,286,246</u>
Funds	11,12		
Unrestricted funds – General		943,600	1,197,062
Restricted fund		<u>192,112</u>	<u>89,184</u>
Total funds		<u>1,135,712</u>	<u>1,286,246</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 17 October 2016 and signed on their behalf by:



Caroline Emerton
Resource Alliance Treasurer
and Board Member

THE RESOURCE ALLIANCE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2016

	£	2016 £	£	2015 £
Cash flows from operating activities:				
Net income/(expenditure) for the year (as per the statement of financial activities)	(150,534)		(73,522)	
Adjustments for:				
Depreciation charges	18,018		14,045	
Dividends, interest and rents from investments	(5,852)		(8,661)	
(Increase)/decrease in debtors	(16,809)		69,868	
Increase/(decrease) in creditors	(118,492)		(25,041)	
Net cash provided by (used in) operating activities		(273,669)		(23,311)
Cash flows from investing activities:				
Dividends, interest and rents from investments	5,852		8,661	
Purchase of tangible fixed assets	(44,166)		(24,228)	
Net cash provided by (used in) investing activities		(38,314)		(15,567)
 Change in cash and cash equivalents in the year		 (311,983)		 (38,878)
Cash and cash equivalents at the beginning of the year		1,490,136		1,529,014
Cash and cash equivalents at the end of the year		1,178,153		1,490,136

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

1. ACCOUNTING POLICIES

(a) Basis of preparation

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

FRS 102 has been adopted for the first time when preparing these financial statements. The transition date to FRS 102 was 1 April 2015 and the last financial statements prepared under the previous financial reporting framework were prepared for the year ended 31 March 2016. In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was needed. No restatements were required.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the trustees have considered the Charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

(b) Fund accounting

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

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

(c) Income

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

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

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

(d) Expenditure

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

1. ACCOUNTING POLICIES (continued)

(e) Tangible fixed assets and depreciation.

Depreciation has been calculated to write off the cost of all tangible fixed assets over their expected useful lives. For 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.

(h) Financial Instruments

The charity only has basic 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.

(i) 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.

(i) 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.

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

1. ACCOUNTING POLICIES (continued)

(k) Judgements and key sources of estimation uncertainty (continued)

Useful Economic Lives - The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.

(l) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2016

2. INVESTMENT INCOME

	2016	2015
	£	£
Bank Interest Receivable	5,852	8,661

3. DONATIONS

	Unrestricted	Restricted	Total	Total
	2016	2016	2015	2015
	£	£	£	£
Donations	30	3,125	3,155	9,855
Total Donations	30	3,125	3,155	9,855

Prior year donations were all restricted

4. GRANT INCOME

	Unrestricted	Restricted	Total	Total
	2016	2016	2015	2015
	£	£	£	£
Resources and Education				
Silent Foundation	-	-	-	16,330
Total Resources and Education	-	-	-	16,330
Professional Standards Advice and Information				
Oak Foundation Emerge Campaign	-	174,456	174,456	-
NGO Awards Pan Asia – Rockefeller Foundation	-	55,570	55,570	76,634
Total Professional Standards Advice and Information	-	230,026	230,026	76,634
Total Grant Income	-	230,026	230,026	92,964

Prior year grant income was all restricted

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2016

5. TOTAL RESOURCE EXPENDED

	Conference and Learning	Resources and Education	Professional Standards Advice and Information	2016 Total	Restated 2015 Total
Direct Costs					
Staff Costs (incl. overseas self employed staff)	351,818	51,304	97,551	500,673	437,314
Other Staff Costs	63,519	10,718	16,343	90,580	67,132
Event food, accommodation, travel	497,560	13,582	-	511,142	513,333
Event Marketing	126,140	8,314	-	134,454	99,538
Event other direct costs	261,409	-	-	261,409	296,655
Consultants and translation services	50,135	34,702	12,102	96,939	21,702
Travel and subsistence	1,118	2,757	4,133	8,008	12,250
Regional offices					
- local staff costs	-	-	-	-	5,601
- direct office costs	-	-	-	-	20,687
Grants to related parties	-	-	13,694	13,694	24,888
Grants for joint activities	-	-	9,379	9,379	14,492
Awards programme	-	-	24,465	24,465	17,627
Event bursaries	-	-	-	-	8,792
	1,351,699	177,667	158,909	1,650,745	1,540,011
Support Costs					
Staff Costs (incl. overseas self employed staff)	154,049	22,464	42,714	219,227	147,107
Governance direct costs	33,961	4,842	9,513	48,316	42,389
Other staff related costs	16,802	2,835	4,323	23,960	15,146
Premise costs	47,180	6,727	13,215	67,122	71,014
IT costs	9,065	1,293	2,539	12,897	49,638
Depreciation	12,665	1,806	3,547	18,018	14,045
Marketing	46,080	6,571	12,907	65,558	16,498
Other	22,739	3,242	6,369	32,350	40,931
	342,541	49,780	95,127	487,448	396,768
TOTAL	1,694,240	171,157	254,036	2,119,433	1,936,779

THE RESOURCE ALLIANCE LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****YEAR ENDED 31 MARCH 2016****6. TRUSTEES' REMUNERATION**

Trustees received no remuneration during the year. Expenses reimbursed to 11 Trustees in the period were £25,506 (2015: 11 - £27,211).

7. STAFF COSTS

	2016 £	2015 £
Wages and Salaries – UK based	469,629	396,300
Social security costs	47,540	37,092
Redundancy and termination costs	8,490	24,349
Employer's contribution to defined contribution pension scheme	22,557	8,084
Other forms of employee benefits	6,265	5,957
Temporary Staff	12,327	14,379
Staff costs UK	<u>566,808</u>	<u>486,161</u>
Overseas staff costs	<u>183,930</u>	<u>134,172</u>
	<u>750,738</u>	<u>620,333</u>

Costs of self-employed overseas staff (including the CEO) were £183,930 (2015: £134,172)

No employees received emoluments totalling over £60,000 (2015: nil). Pension contributions are to individual or stakeholder pension plans.

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer and Senior Management team. The total amounts paid for salaries, fees (including vat) and expenses in respect of the key management personnel of the Charity were £376,216 (2015 - £276,440).

	2016	2015
Actual Staff Numbers	15	12

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2016

8. TANGIBLE FIXED ASSETS

	Fixtures and Fittings £	Website/ Database £	Computer Equipment £	Total £
Cost				
Brought forward 1 April 2015	7,457	51,690	31,784	90,931
Disposals	-	-	-	-
Additions	-	35,456	8,710	44,166
At 31 March 2016	7,457	87,156	40,494	135,097
Depreciation				
Brought forward 1 April 2015	7,457	38,424	25,242	71,123
Disposals	-	-	-	-
Charge for the year	-	11,589	6,429	18,018
At 31 March 2016	7,457	50,013	31,671	89,141
Net Book Value				
At 31 March 2016	-	37,133	8,823	45,956
At 31 March 2015	-	13,266	6,542	19,808

9. DEBTORS

	2016 £	2015 £
Trade debtors	20,100	57,750
Other debtors including grant receivable	10,358	7,607
Prepayments and accrued income	71,545	19,837
	<u>102,003</u>	<u>85,194</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016 £	2015 £
Trade creditors	69,212	28,903
Other creditors, including taxes and social security	41,869	40,075
Accruals and deferred income	79,319	239,914
	<u>190,400</u>	<u>308,892</u>

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2016

11. STATEMENT OF FUNDS

Current Year	1 April 2015 £	Income £	Expenditure £	31 March 2016 £
Unrestricted Funds	1,197,062	1,735,748	1,989,209	943,601
Restricted funds:				
Emerge Campaign	11,308	177,581	88,935	99,954
NGO Awards Pan Asia	77,876	55,570	41,288	92,158
	89,184	233,151	130,223	192,112
Total funds	1,286,246	1,968,899	2,119,432	1,135,713
Prior Year	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
Awards India	13,176	-	13,176	-
Awards Pan Asia	61,086	76,634	59,844	77,876
	124,926	102,819	138,561	89,184
Total funds	1,359,768	1,863,257	1,936,779	1,286,246

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

Awards – The Awards 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 and Thailand and in 2014 was extended to include Vietnam. Each annual awards programme spans two financial years.

Emerge – Following the award of a 3 year grant by The Oak Foundation to support 15 organisations through the EmERGE programme; 5 organisations began the process and by 31 March 2016 were at varying stages of the programme dependant on needs being addressed. The Oak Foundation also identified 3 organisations to undertake the programme which were funded separately to the 3-year grant agreement. In addition, a small number of programmes which had been started in the previous financial year were brought to conclusion. The programmes aim is to assess and enhance the capacity development skills in an organisation through a mix of training, consultation, strategy development and organisational mentorship. During the year a strong monitor has been kept on the programme with regular dialogue between the Resource Alliance and the funder. The aim will be to re-engineer the programme for 2016/17 onwards to take note of the lessons learnt, to further grow the impact the programme is able to have in the social impact sector and to ensure it aligns with the manifesto.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund balances at 31 March 2016 are represented by:			
Tangible Fixed Assets	45,956	-	45,956
Debtors	102,003	-	102,003
Cash	986,041	192,112	1,178,153
Creditors	(190,400)	-	(190,400)
Total net assets	943,600	192,112	1,135,712

	Unrestricted Funds £	Restricted Funds £	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

13. OPERATING LEASE COMMITMENTS

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

	2016 £	2015 £
Property leases		
Within one year	-	40,680
Other leases		
Within one year	4,793	5,308
In two to five years	4,062	8,855
In more than five years	-	-

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2016

14. COMPARATIVE 2015 SOFA

	Unrestricted Funds £	Restricted Funds £	Total 2015 £
Income			
<i>Income from donations</i>			
Donations	-	9,855	9,855
<i>Income from charitable activities:</i>			
Conference and Learning	1,735,865	-	1,735,865
Resources and Education	-	16,330	16,330
Grants – professional standards advice and information	-	76,634	76,634
Consultancy fees and other income	15,912		15,912
	1,751,777	102,819	1,844,741
Income from investments			
Investment Income	8,661	-	8,661
TOTAL INCOME	1,760,438	102,819	1,863,257
EXPENDITURE			
<i>Charitable activities:</i>			
Conferences and Workshops	1,469,612	21,918	1,491,530
Training and Education	183,073	43,623	226,696
Professional Standards Advice and Information	145,533	73,020	218,553
TOTAL EXPENDITURE	1,989,210	138,561	1,936,779
Net Income/(Expenditure)	(37,780)	(35,742)	(73,522)
Fund balances brought forward 1 April 2014	1,234,842	124,926	1,359,768
Fund balances carried forward 31 March 2015	1,197,062	89,184	1,286,246