



THE RESOURCE ALLIANCE LIMITED

(a company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2017

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 2017

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| Company Registration Number | 4007393 |
| Charity Registration Number | 1099889 |
| VAT Registration number | 608 0608 58 |
| Board of Directors | V Annis (British) Chair C Emerton (British) Treasurer M Johnston (Canadian) A Kuttub (German) K Hilton (New Zealander) Resigned October 2016 W Toliver (American) S Udindu (Thai) M Van den Tweel (Dutch) Resigned March 2017 P Westberg (Swedish) J Mutale (British) M Kuntze (German) |

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 |
|-----------------|--|

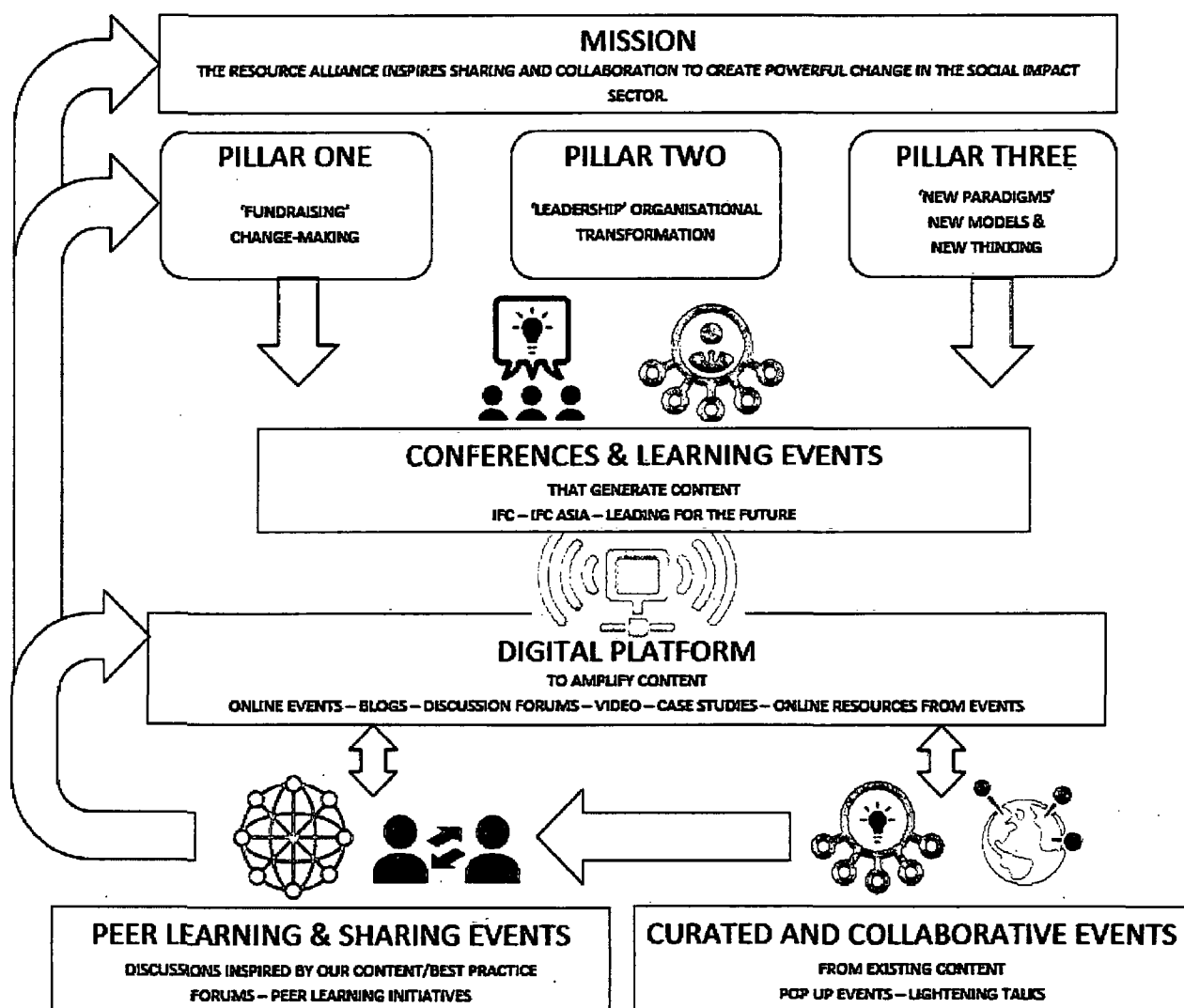
The Board of Trustees present their report together with the consolidated financial statements of the charity for the year ended 31 March 2017. These accounts have been prepared in accordance with the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2015 and the charity's governing document.

The 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 inspires sharing and collaboration to create powerful change in the social impact sector. Through our global network we bring together the very best thinking harnessing the financial, human and intellectual resources most vital to building a better world.

The Resource Alliance curates the knowledge, tools and resources for social impact organisations to be stronger and more effective. Acting as a bridge to the very best ideas, connections and opportunities. Bringing together the best thinkers and practitioners in many fields, and creating ways we can work together. Developing and customising best practices, so they can be applied across the vast array of unique environments in which social impact organisations operate.



Our programme portfolio covers a wide range of interventions and approaches:

CONFERENCES AND LEARNING EVENTS

- 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.
- 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.

DIGITAL PLATFORM

- A new digital ecosystem for our community, providing year-round connection, collaboration and learning.
- Providing our community access to richly curated content - including video, webinars, presentations, thought papers, blogs and other resources from our global offerings.

CURATED AND COLLABORATIVE EVENTS

- Pop-ups – This year we piloted delivering tailored IFC content via video to fundraisers and change-makers in South Africa through one-day IFC Pop Up events. These events enable fundraisers, who wouldn't otherwise be able, to access and benefit from the insights and learnings shared at IFC and in so doing help them strengthen, improve and transform their fundraising practice to achieve greater social impact.
- Creative Collaboration Talks and Resources - a gathering of the Resource Alliance community for networking and open discussion forums about the work of Resource Alliance and what we are doing around the world to encourage innovation, resilience and sustainability within the sector. In addition, we partner with other organisations in the social impact sector to advance learning. This year we partnered with The Centre for Sustainable Philanthropy to produce the 'Tomorrow's Philanthropy' report, with the International Civil Society Centre on an Innovation Forum for senior INGO leaders, on 'Lightening Talks' with several key service champions, on Leadership Forums in Southern Africa and with the Resource Alliance India and with the Women Economic Forum that took place in 2016 in Delhi.

PEER LEARNING AND SHARING

- School of Fundraising (SOF) – a bespoke Resource Alliance course in fundraising and communications delivered in partnership with academic institutions.
- NGO Awards – an awards programme celebrating and rewarding successful resource mobilisation and best practice within the sector in India.
- 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.
- Future Leaders Programme, Leadership Initiative - A leadership development programme consisting of assessment and executive coaching for senior leadership teams, accredited by the Institute of Leadership and Management.

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

PILLAR ONE

- Taking collaborations to new heights by multiplying our impact and reach far beyond what financial resources would permit, by working with the incredibly talented changemakers and fundraisers willing to volunteer their services to Resource Alliance projects and programmes

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.

PILLAR TWO

- 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.

PILLAR THREE

- Curate and provide access to “best practices”, new models and new ways of thinking about mobilising human, financial and intellectual resources
- 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.

Reflecting on 2016/2017

2016 was a year that will be remembered for Brexit and Trump and the unexpected nature of the political climate across the world, the ramifications of the 2008 global economic crisis continued with funding cuts particularly in welfare and social care and ever-increasing demand for charitable services.

In responding to these challenges, the Resource Alliance has had to be bold, investing into being the catalyst for learning in the sector today, and being a part of shaping an even stronger, more dynamic social impact sector for tomorrow. During the year, we set out to achieve our stated objectives, as detailed below:

| |
|--|
| Strategic Aim 1. To provide access to “best practices”, new models and new ways of thinking about mobilising (human/financial/intellectual) resources |
| How we achieved our strategic aim |
| <p>We continued to work with Advisory Panels formed of industry experts that scan the sector and curate core and relevant content for our programmes, for Fundraising Online and IFC 2016. We identified themes and issues to be included in the programme and identified those that truly exemplify best practice and leading-edge thinking for inclusion.</p> <p>Impressions: <i>“Each session tickled and challenged my mind set!” (IFC 2016, attendee)</i> <i>“Sessions were a real chance to explore new ideas from sector practitioners” (IFC 2016, attendee)</i> <i>“Amanda Palmer’s plenary was radical and completely re-energised me and gave me a lot to think about” (IFC 2016, attendee)</i></p> |
| <p>This year we piloted delivering IFC content via video to fundraisers and change-makers in South Africa through one-day IFC ‘Pop Up’ events. The pop up events enable hundreds of fundraisers in a developing country to access and benefit from the insights, learnings, best practices and new ways of thinking shared by our amazing IFC speakers and in so doing helped them strengthen, improve and transform their fundraising practice to achieve greater social impact.</p> <p>Impressions: <i>“This is an incredible valuable conference for fundraisers and seeing as not everybody can attend the IFC in the Netherlands - it would be great to make this an annual event in South Africa.”</i> <i>(IFC pop-up attendee, South Africa)</i></p> |

As part of the Resource Alliance Scholarship Programme we provided six change makers from around the world with the opportunity to participate in the IFC, who wouldn't otherwise have been able to attend due to budget restrictions. These individuals were partnered with experienced practitioners to enhance their networking during the event, as well as follow up support after to maximise on their learnings.

Impressions:

"The discussion forum and the ability to pass on the knowledge and the experience I am sure to attain after the conference, will not only cement my learning but it will start a new era of information sharing and finding new ways of solving the same issues we have faced"

(IFC 2016, Bursary Winner)

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 achieved our strategic aim

Through the delivery of our leadership initiative with the Oak Foundations we facilitated a programme tailored to enhancing leadership practices, through transparent governance and sector awareness. The programme further allowed the onward development with a globally respected funding partner.

Impressions:

"This has been an important learning opportunity for the trustees and senior management team at the foundation. It is often difficult to identify organisations in our field to trust with confidential information but the programme was well managed, sensitively handled and has created impetus internally to ensure our processes are of the highest quality"

(V Rishi, Director of HR and Services)

To encourage greater sharing between individuals and organisations we 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, speakers, panels and partners, and developing new ways of working with them:

IFC Ambassadors - we brought together well connected and respected fundraising professionals in key markets to collaborate with the team on promoting the Resource Alliance 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 collaborate to maximise impact through our events.

Impressions:

"Thank you for the IFC experience. It challenged my thinking - it made connections - separate thoughts in my head seem to have now connected - sparked by discussions with others and forums like the one with the Merry Band of Revolutionaries and Burkhard. It has opened-up new thought processes. I feel I have had multiple epiphanies...IFC is not your classic delegate and speaker gathering. You feel part of something where the sum is greater than the parts, from how the speakers interact to how open everyone is in speaking to a stranger. The reason for this is clearly what the IFC team create. It really is a community!"

(Richard Turner, IFC 2016 speaker, iFundraiser)

"...I believe this connection to a community of people with common values is incredibly important to each of us in our work and personal life."

(Corine Aartman, IFC 2016 speaker, Wilde Ganzen)

"The Resource Alliance has changed my perspective on what is possible. I am now working to help social change organisations across India."
(Nishka Krishna, India)

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 achieved our strategic aim

The School of Fundraising was delivered in Turkey for its third iteration and for the first time in Serbia, delivering new models and system thinking through peer to peer learning in these burgeoning regions of the fundraising sector.

Impressions:

"The train the trainers section of the course will allow us to take our learning to many other organisations and create real change"
(S. Ylentya, Trag Foundation, 2016)

The Oak Foundation Emerge programme was redeveloped to create integrate new learning initiatives working with organisations in the DRC, USA, Honduras, Switzerland, Tanzania, China and Argentina, to improve capacity and create awareness of the evolving social impact ecosystem by showcasing and learning of new models to contribute to the shift towards greater systems thinking.

Impressions:

"We have only been in the programme for 5 months but we already are seeing a difference in our membership – we are very excited about the future"
(P Pyining, Krouser Thmey Cambodia, 2016)

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

How we achieved our strategic aim

Working together with transformative partners that share our vision has helped the organisation to become stronger and more effective. Having the right partners in place has supported the Resource Alliance to deliver a diverse portfolio of activities, to a broad audience and to a high standard.

Impressions:

"Partnering with the Resource Alliance has been a positive experience from start to finish where there has been a real understanding of who and what we are as a business and an appreciation of how we can complement and add to the Resource Alliance's vision. Rarely have I worked with a more creative, positive, braver group of people who really strive to push the boundaries, working in partnerships with Resource Alliance has been amazing!"
(Sarah Carter, Home Fundraising, 2016)

We recognise that people are our key strength and further investment has been made into aspects of human resources, including the many ways we can utilise volunteers, advisory panels, and working groups to multiply our impact and reach. Inspiring staff and collaborators alike to work with energy, talent and conviction and thereby enabling us to maintain a high operational tempo.

Impressions:

"We have worked to strengthen our people engagement with key stakeholders as well as explore how individual's strengths can be harnessed to their full potential. We look forward to building on this work as we move forward."

(RSM, 2017)

To ensure that everything we do positively builds our brand and enhances our reputation as an organisation which pushes boundaries and creates powerful change, we continue to monitor and evaluate the organisation to gather robust data and evidence that can be used to inform decisions, in strategic planning, reporting, marketing and communications as well as future events.

Impressions:

"Thank you for the opportunity to feedback, it's important that you value my opinion when considering future developments for programmes and your organisation to ensure it is relevant."

(Africa Scoping Report participant, 2016)

With the introduction of the Resource Alliance Manifesto and intensified commitment to support our community, engaging with social impact organisations of every size and type, we have been developing a suite of programmes that are starting to attract investment and support. Furthermore, work has been undertaken to develop a Case for Support. This was then tested with a focus group of foundations and contacts with feedback then discussed and recommendations taken on board.

Partners are recognising the value and impact our unique Resource Alliance approach can have as our world and the social impact sector navigates disruptive shifts, challenges and unprecedented opportunities. Our holistic model is enabling us to work smarter, seek synergies across our different offerings and amplify the reach of each piece of content we generate, which in turn is attracting collaborative partnership opportunities.

Impressions:

"The Resource Alliance is a trusted partner in the global INGO and NGO community. They have a tremendous focus on quality educational programs and provide inspiring platforms for sharing best practices. We are excited to collaborate with The Resource Alliance to help organizations enact their influence on social change and together we know we can bring new technology and new techniques to the new day we all face in fundraising and mission building."

(Vice President, Blackbaud, Inc.)

Impressions:

"The Case for Support shows the vision the Resource Alliance has for a dynamic future: the challenge is now about getting the sector to rise to that challenge"

(C. Davies: MADT Foundation)

We continue to multiply our impact and reach by further leveraging our network and sharing learnings and initiatives in new regions, ensuring diversification of the Resource Alliance service offering to meet the changing needs of the sector.

Impressions:

"I have not been able to attend training before as my charity is very small and in the hills. I have learnt how to talk to my donors and use my mobile phone to make money. Thank you for the opportunity"

(Ms Leeja, Hill Area and Community Development Foundation)

Looking ahead for 2017/18

Social impact and civil society organisations are more necessary than ever when considering the continuing 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 social impact organisations to come together and lead the way in securing our future.

The Resource Alliance will continue to build bridges to the best ideas and has a track record as a convener, bringing together leading-edge thinkers from organisations of every size and type, so that all of us may learn from each other's successes and failures.

For us, success is driven by leveraging our impressive network of volunteers, from world class fundraisers to private-sector entrepreneurs and creating a ripple effect as local organisations and people increase their impact in every place we work.

In 2017/18, we will 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. We will again invest in our manifesto and particularly focus on:

- International Fundraising Congress (IFC2017) - an annual three/four-day conference which brings together fundraisers, change-makers and leaders in the social impact sector from around the world and provides unparalleled world-class learning and networking opportunities.
- International Fundraising Congress Asia (IFCASIA2017) – a new offering to the Resource Alliance portfolio, a three-day conference which brings together change makers, leaders and thinkers from the Asia Pacific region, recognising the different philanthropic contexts specific to this area and providing unparalleled world-class learning and networking opportunities.
- Curated and collaborative events 'Pop-Ups'– 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.
- Social Impact Awards – our awards programme celebrates best practice within the sector in the Asia region. The 2017/18 awards programme will be delivered by the Resource Alliance India and Thailand. The awards will be part of IFC Asia, held for the first time in Bangkok in the summer of 2017.
- Emerge – Continue delivering a globally accessible programme designed to take an individual organisation or a network of 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.
- The introduction of the Resource Alliance case for support 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.

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, another Trustee 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 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 and Audit Committee

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

The Board of Trustees is accountable and responsible for managing and supervising the activities and affairs of the organisation. The recruitment selection and subsequent induction of one or more new Trustees can influence how effective the charity is. As a result, a great amount of importance is placed upon recruiting the right candidates; as it can lead to a balanced and effective Trustee Board and a well governed and effective charity. In 2017, we embarked on an open process of recruitment, advertising the positions externally in the search for new Trustees and a new Chair (the current Chair's term comes to an end in October of 2017). We will work to ensure that the recruitment process recognises the new skills that we will need at the Board level as we operationalise our manifesto, considering the need for geographical diversity based on our global programmes.

Trustees are appointed for a term of three years and no more than two consecutive terms may be served except in the case of a Trustee becoming Chair. New Trustees are appointed by majority decision of the Board, and are typically individuals who already have an existing involvement with, and knowledge of, the charity. Upon appointment, new Trustees receive a Board induction pack, including information

about the charity, its history, strategy, Board manual as well as copies of past minutes, accounts and other key documents. Induction meetings are held around the first Board meeting they are in participation. Individual Trustees often have significant volunteer roles within the organisation and support the CEO and staff team in implementing agreed programmes.

General management of the global brand is overseen by the CEO who is responsible for the interaction of all Resource Alliance operations. General management of the UK office is delegated to the management team who are based in London, with oversight from the CEO. The Resource Alliance is actively committed to impacting all aspects of international operations of organisations serving countries, people, groups and individuals. In addition to the team in London there are teams in regional centres which enable the Resource Alliance to maintain close contacts and collaboration with local networks. They also work on programmes related to Resource Alliance projects and objectives and assist in the accessing of grant funding. The Resource Alliance has two affiliated charities, the Resource Alliance Inc. in the US, and the Resource Alliance (India) Trust operating in India. The Resource Alliance continues to develop its work into southern Africa and Thailand through carefully chosen partnerships designed to maximise its global reputation and connections whilst ensuring the values, mission direction and quality of work undertaken is of a consistently high standard.

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.

2016/17 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

THE RESOURCE ALLIANCE LIMITED

TRUSTEES' REPORT

YEAR ENDED 31 MARCH 2017

changing needs of the sector. As a result, we had a planned deficit in this fiscal year. Along with this, we experienced a 6% decline in the overall number of attendees to our IFC offering, caused in part by challenging economic circumstances faced by NGOs in several key markets. At the end of the financial year the accounts show a deficit on unrestricted funds of £311,829 (2016: £253,462) and a deficit on restricted funds of £40,153 (2016: deficit £102,928) for the year.

Total unrestricted reserves at 31 March 2017 were £631,771 (2015: £943,600) and restricted funds £151,959 (2015: £192,112). There will be a focus on stabilising and building the reserves in 2017/18 and beyond.

Related Parties

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

In addition, the Resource Alliance had staff members and operations in Thailand and South Africa, which have been consolidated in these accounts.

Investment and Reserves Policy

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

Trustees carry out a detailed review of the level of reserves required on a regular basis. The main objective of this review is to establish a level of unrestricted reserves that would provide a sustainable platform allowing the organisation to plan more effectively for its strategic needs. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. The current unrestricted reserves of £631,771 (2016: £943,600) is slightly below the range determined in the last policy review. This stated the total estimated level of unrestricted reserves should be between £718,400 and £1,095,400. The trustees are monitoring the reserve level with an intention to build reserves over the next three years in order to comply with the reserves policy.

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 social impact 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;

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TRUSTEES' REPORT

YEAR ENDED 31 MARCH 2017

- 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 16 October 2017 and signed on their behalf by:



.....
Victoria Annis
Chair and Board Member

THE RESOURCE ALLIANCE LIMITED

INDEPENDENT AUDITORS REPORT

FOR THE YEAR ENDED 31 MARCH 2017

We have audited the financial statements of Resource Alliance Limited for the year ended 31 March 2017 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 13, 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 2017 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:

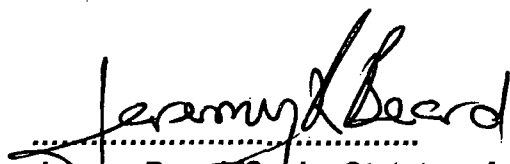
- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or

THE RESOURCE ALLIANCE LIMITED

INDEPENDENT AUDITORS REPORT

FOR THE YEAR ENDED 31 MARCH 2017

- 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: 16/10/2017

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 2017

| | Notes | Unrestricted Funds £ | Restricted Funds £ | Total 2017 £ | Total 2016 £ |
|--|-------|----------------------------|--------------------------|--------------------|--------------------|
| Income | | | | | |
| <i>Income from donations</i> | | | | | |
| Donations | 2 | 1,410 | - | 1,410 | 3,155 |
| <i>Income from charitable activities:</i> | 3 | | | | |
| Conferences and Learning | | 1,660,478 | 80,201 | 1,740,679 | 1,714,876 |
| Grants – professional standards advice and information | | - | 175,784 | 175,784 | 230,026 |
| Consultancy fees and other income | | 7,799 | - | 7,799 | 14,990 |
| | | <u>1,668,277</u> | <u>255,985</u> | <u>1,924,262</u> | <u>1,959,892</u> |
| Income from investments | | | | | |
| Investment Income | 4 | 2,324 | - | 2,324 | 5,852 |
| TOTAL INCOME | | <u>1,672,011</u> | <u>255,985</u> | <u>1,927,996</u> | <u>1,968,899</u> |
| EXPENDITURE | | | | | |
| <i>Charitable activities:</i> | | | | | |
| Conferences and Learning | | 1,836,493 | 81,272 | 1,917,765 | 1,694,240 |
| Training and Education | | 135,885 | - | 135,885 | 171,157 |
| Professional Standards Advice and Information | | 11,462 | 214,866 | 226,328 | 254,036 |
| TOTAL EXPENDITURE | 5 | <u>1,983,840</u> | <u>296,138</u> | <u>2,279,978</u> | <u>2,119,433</u> |
| Net Income/(Expenditure) | | (311,829) | (40,153) | (351,982) | (150,534) |
| Fund balances brought forward 1 April 2016 | 11 | 943,600 | 192,112 | 1,135,712 | 1,286,246 |
| Fund balances carried forward 31 March 2017 | 11,12 | <u>631,771</u> | <u>151,959</u> | <u>783,730</u> | <u>1,135,712</u> |

The accompanying notes are an integral part of the financial statements.

All transactions during the year are derived from continuing activities.

THE RESOURCE ALLIANCE LIMITED**BALANCE SHEET****AS AT 31 MARCH 2017****Company Number: 4007393**

| | Notes | 2017 £ | 2016 £ |
|---|-------|----------------|------------------|
| Fixed assets | | | |
| Intangible assets | 8 | 49,660 | 37,133 |
| Tangible assets | 8 | <u>5,673</u> | <u>8,823</u> |
| | | 55,333 | 45,956 |
| Current assets | | | |
| Debtors | 9 | 397,729 | 102,003 |
| Cash at bank and in hand | | <u>867,392</u> | <u>1,178,153</u> |
| | | 1,265,121 | 1,280,156 |
| Creditors: amounts falling due within one year | 10 | 536,724 | 190,400 |
| Net current assets/(liabilities) | | <u>728,397</u> | <u>1,089,756</u> |
| Net assets | | <u>783,730</u> | <u>1,135,712</u> |
| Funds | 11,12 | | |
| Unrestricted funds – General | | 631,771 | 943,600 |
| Restricted funds | | <u>151,959</u> | <u>192,112</u> |
| Total funds | | <u>783,730</u> | <u>1,135,712</u> |

These accounts were approved by the Board of Trustees and authorised for issue on 16/10/2017 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 2017

| | £ | 2017 £ | £ | 2016 £ |
|--|-----------------|-----------------------|------------------|-------------------------|
| Cash flows from operating activities: | | | | |
| Net income/(expenditure) for the year (as per the statement of financial activities) | (351,982) | | (150,534) | |
| Adjustments for: | | | | |
| Depreciation charges | 18,582 | | 18,018 | |
| Dividends, interest and rents from investments | (2,324) | | (5,852) | |
| (Increase)/decrease in debtors | (295,726) | | (16,809) | |
| Increase/(decrease) in creditors | <u>346,324</u> | | <u>(118,492)</u> | |
| Net cash provided by (used in) operating activities | | (285,126) | | (273,669) |
| Cash flows from investing activities: | | | | |
| Dividends, interest and rents from investments | 2,324 | | 5,852 | |
| Purchase of tangible fixed assets | <u>(27,959)</u> | | <u>(44,166)</u> | |
| Net cash provided by (used in) investing activities | | (25,635) | | (38,314) |
| Change in cash and cash equivalents in the year | | (310,761) | | (311,983) |
| Cash and cash equivalents at the beginning of the year | | 1,178,153 | | 1,490,136 |
| Cash and cash equivalents at the end of the year | | <u>867,392</u> | | <u>1,178,153</u> |

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.

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 expenditure.

(g) 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 are included in the SOFA.

(i) 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.

(j) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

(k) Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2017

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.

2. DONATIONS

| | Unrestricted | Restricted | Total | Total |
|------------------------|--------------|------------|--------------|--------------|
| | | | 2017 | 2016 |
| | £ | £ | £ | £ |
| Donations | 1,140 | - | 1,140 | 3,155 |
| Total Donations | 1,140 | - | 1,140 | 3,155 |

Prior year donations of £3,155 were £3,125 restricted and £30 unrestricted.

3. INCOME FROM CHARITABLE ACTIVITIES

| | Unrestricted | Restricted | Total | Total |
|--|------------------|----------------|------------------|------------------|
| | | | 2017 | 2016 |
| | £ | £ | £ | £ |
| Conferences and Learning | | | | |
| Oak Foundation Emerge Campaign | - | 80,201 | 80,201 | - |
| Conferences and Events | 1,660,478 | - | 1,660,478 | 1,714,876 |
| Total Conferences and Learning | 1,660,478 | 80,201 | 1,740,679 | 1,714,876 |
| Professional Standards Advice and Information | | | | |
| Oak Foundation Emerge Campaign | - | 125,476 | 125,476 | 174,456 |
| NGO Awards Pan Asia – Rockefeller Foundation | - | 50,308 | 50,308 | 55,570 |
| Total Professional Standards Advice and Information | - | 175,784 | 175,784 | 230,026 |
| Other | | | | |
| Other | 7,799 | - | 7,799 | 14,990 |
| Total Other | 7,799 | - | 7,799 | 14,990 |
| Total Income from charitable activities | 1,668,277 | 255,985 | 1,924,262 | 1,959,892 |

Prior year conferences and learning income and other income was unrestricted, professional standards advice and information income was restricted.

4. INVESTMENT INCOME

| | 2017 | 2016 |
|--------------------------|-------|-------|
| | £ | £ |
| Bank Interest Receivable | 2,324 | 5,852 |

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2017

5. TOTAL EXPENDITURE

| | Conference and Learning £ | Resources and Education £ | Professional Standards Advice and Information £ | 2017 Total £ | 2016 Total £ |
|--|------------------------------------|------------------------------------|---|--------------------|--------------------|
| Direct Costs | | | | | |
| Staff Costs (incl. overseas self employed staff) | 414,063 | 47,996 | 58,326 | 520,385 | 500,673 |
| Other Staff Costs | 60,809 | 7,049 | 8,566 | 76,424 | 90,580 |
| Event food, accommodation, travel | 504,003 | - | 3,694 | 507,697 | 511,142 |
| Event Marketing | 134,140 | 5,448 | - | 139,588 | 134,454 |
| Event other direct costs | 290,143 | 17,480 | 5,675 | 313,298 | 261,409 |
| Consultants and translation services | 55,879 | 4,791 | 75,265 | 135,935 | 96,939 |
| Travel and subsistence | 438 | - | 232 | 670 | 8,008 |
| Grants to related parties | - | - | 10,013 | 10,013 | 13,694 |
| Grants for joint activities | - | - | - | - | (9,379) |
| Awards programme | - | - | - | - | 24,465 |
| | 1,459,475 | 82,764 | 161,771 | 1,704,010 | 1,631,985 |
| Support Costs | | | | | |
| Staff Costs (incl. overseas self employed staff) | 189,334 | 21,946 | 26,670 | 237,950 | 219,227 |
| Governance direct costs | 20,959 | 2,429 | 2,952 | 26,340 | 48,316 |
| Other staff related costs | 27,806 | 3,223 | 3,917 | 34,946 | 23,960 |
| Premise costs | 53,818 | 6,238 | 7,581 | 67,637 | 67,122 |
| IT costs | 7,380 | 855 | 1,040 | 9,275 | 12,897 |
| Depreciation | 14,785 | 1,714 | 2,083 | 18,582 | 18,018 |
| Marketing | 52,986 | 6,142 | 7,464 | 66,592 | 65,558 |
| Other | 91,222 | 10,574 | 12,850 | 114,646 | 32,350 |
| | 458,290 | 53,121 | 64,557 | 575,968 | 487,448 |
| TOTAL | 1,917,765 | 135,885 | 226,328 | 2,279,978 | 2,119,433 |

6. TRUSTEES' REMUNERATION

Trustees received no remuneration during the year. Expenses reimbursed to 11 Trustees in the period were £8,986 (2016: 11 - £25,506).

7. STAFF COSTS

| | 2017 £ | 2016 £ |
|--|----------------|----------------|
| Wages and Salaries – UK based | 479,113 | 469,629 |
| Social security costs | 48,211 | 47,540 |
| Redundancy and termination costs | 7,000 | 8,490 |
| Employer's contribution to defined contribution pension scheme | 27,660 | 22,557 |
| Other forms of employee benefits | 8,377 | 6,265 |
| Temporary Staff | 33,996 | 12,327 |
| Staff costs UK | <u>604,357</u> | <u>566,808</u> |
| Overseas staff costs | <u>162,356</u> | <u>183,930</u> |
| | <u>766,713</u> | <u>750,738</u> |

Costs of self-employed overseas staff (including the CEO) were £162,356 (2016: £183,930)

No employees received emoluments totalling over £60,000 (2016: 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 £370,694 (2016 - £376,216).

| | 2017 | 2016 |
|----------------------|------|------|
| Actual Staff Numbers | 15 | 15 |

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2017

8. FIXED ASSETS

| | Website/ Database (Intangible) £ | Fixtures and Fittings (Tangible) £ | Computer Equipment £ | Total £ |
|------------------------------|---|---|----------------------------|----------------|
| Cost | | | | |
| Brought forward 1 April 2016 | 87,146 | 7,457 | 40,493 | 135,096 |
| Additions | 25,845 | - | 2,114 | 27,959 |
| At 31 March 2017 | 112,991 | 7,457 | 42,607 | 163,055 |
| Depreciation | | | | |
| Brought forward 1 April 2016 | 50,013 | 7,457 | 31,670 | 89,140 |
| Charge for the year | 13,318 | - | 5,264 | 18,582 |
| At 31 March 2017 | 63,331 | 7,457 | 36,934 | 107,722 |
| Net Book Value | | | | |
| At 31 March 2017 | 49,660 | - | 5,673 | 53,333 |
| At 31 March 2016 | 37,133 | - | 8,823 | 45,956 |

9. DEBTORS

| | 2017 £ | 2016 £ |
|--|----------------|----------------|
| Trade debtors | 203,390 | 20,100 |
| Other debtors including grant receivable | 102,592 | 10,358 |
| Prepayments and accrued income | 91,747 | 71,545 |
| | 397,729 | 102,003 |

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2017 £ | 2016 £ |
|--|----------------|----------------|
| Trade creditors | 45,605 | 69,212 |
| Other creditors, including taxes and social security | 50,532 | 41,869 |
| Accruals and deferred income | 440,587 | 79,319 |
| | 536,724 | 190,400 |

11. STATEMENT OF FUNDS

| Current Year | 1 April 2016 £ | Income £ | Expenditure £ | 31 March 2017 £ |
|---------------------------|-------------------------------|---------------------|--------------------------|--------------------------------|
| Unrestricted Funds | 943,600 | 1,672,011 | 1,983,840 | 631,771 |
| Restricted funds: | | | | |
| Emerge Campaign | 99,954 | 205,677 | 245,831 | 59,800 |
| NGO Awards Pan Asia | 92,158 | 50,308 | 50,307 | 92,159 |
| | 192,112 | 255,985 | 296,138 | 151,959 |
| Total funds | 1,135,712 | 1,927,996 | 2,279,978 | 783,730 |
| Prior Year | 1 April 2015 £ | Income £ | Expenditure £ | 31 March 2016 £ |
| Unrestricted Funds | 1,197,062 | 1,735,748 | 1,989,210 | 943,600 |
| 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 | 2,119,433 | 1,135,712 |

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

Awards – The awards programme aims to promote best practice and effectiveness of NGOs in the Asia Pacific region. Each annual awards programme spans two financial years and is supported by the Rockefeller Foundation and most recently additional funders such as Edel Give and Irish Aid.

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

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2017

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

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

| | Unrestricted Funds £ | Restricted Funds £ | Total Funds £ |
|---|----------------------------|--------------------------|---------------------|
| Fund balances at 31 March 2016 are represented by: | | | |
| Intangible Fixed Assets | 37,133 | - | 37,133 |
| Tangible Fixed Assets | 8,823 | - | 8,823 |
| 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 |

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:

| | 2017 | 2016 |
|-------------------------|-------|-------|
| Property leases | | |
| Within one year | - | - |
| Other leases | | |
| Within one year | 4,062 | 4,793 |
| In two to five years | - | 4,062 |
| In more than five years | - | - |

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2017

14. COMPARATIVE 2016 SOFA

| | Unrestricted Funds £ | Restricted Funds £ | Total 2016 £ |
|--|-------------------------------------|-----------------------------------|-----------------------------|
| Income | | | |
| <i>Income from donations</i> | | | |
| Donations | 30 | 3,125 | 3,155 |
| <i>Income from charitable activities:</i> | | | |
| Conference and Learning | 1,714,876 | - | 1,714,876 |
| Resources and Education | - | - | - |
| Grants – professional standards advice and information | - | 230,026 | 230,026 |
| Consultancy fees and other income | 14,990 | - | 14,990 |
| | <u>1,729,866</u> | <u>230,026</u> | <u>1,959,892</u> |
| Income from investments | | | |
| Investment Income | 5,852 | - | 5,852 |
| TOTAL INCOME | <u>1,735,748</u> | <u>233,151</u> | <u>1,968,899</u> |
| EXPENDITURE | | | |
| <i>Charitable activities:</i> | | | |
| Conferences and Learning | 1,694,240 | - | 1,694,240 |
| Resources and Education | 82,222 | 88,935 | 171,157 |
| Professional Standards Advice and Information | 212,748 | 41,288 | 254,036 |
| TOTAL EXPENDITURE | <u>1,989,210</u> | <u>130,223</u> | <u>2,119,433</u> |
| Net Income/(Expenditure) | (253,462) | 102,928 | (150,534) |
| Fund balances brought forward 1 April 2015 | 1,197,062 | 89,184 | 1,286,246 |
| Fund balances carried forward 31 March 2016 | <u>943,600</u> | <u>192,112</u> | <u>1,135,712</u> |