

STICHTING ALLIANCE 2015

FINANCIAL REPORT 2020

15 June 2021

KvK 27196663 | Raamweg 16 | 2596 HL 'S-GRAVENHAGE

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Stichting Alliance2015

GENERAL INFORMATION

Alliance2015 is a strategic partnership of eight European non-governmental organisations engaged in humanitarian and development activities. Alliance2015 members are ACTED (France), Ayuda en Acción (Spain; full membership from 1 September 2019) Cesvi (Italy), Concern Worldwide (Ireland), HELVETAS Swiss Intercooperation (Switzerland), Hivos (The Netherlands), People in Need (Czech Republic) and Welthungerhilfe (Germany).

Formation and purpose of the Foundation

The Foundation was formed on 10 November 2000 and is registered with the Chamber of Commerce under number 27196663.

The object of the foundation is the promotion and strengthening of collaboration between like-minded European development organisations that are active in the field of humanitarian and sustained development assistance. More about this object has been mentioned in the Memorandum of Understanding, the text of which will be attached to this deed. The foundation supports the striving after a worldwide reduction of poverty, as formulated in the OESO/DAG report “Shaping 21st Century Strategy”.

Members of the Executive Board

Ms. M.P. Caley
Mr. P. Fagiano
Mr. E. Huizing
Mr. M. Lengsfeld
Mr. D. MacSorley
Mr. M. Mogge
Mr. F. Mudarra
Mr. Š. Pánek

Director

Ms. A. Potter Prentice

Financial contributions

The Foundation receives contributions from its founding members.

MANAGEMENT REPORT 2020

Introduction

In a year defined by Covid-19, the escalating crises of climate and inequality, and marked by tragedies such as the attack on the ACTED team in Niger, A2015 members and the hub have had to rise to the new challenges for the populations at the heart of our work, while remaining, in most cases, more sedentary than ever before. We have said goodbye to some of the 'pillars' of the Alliance, like Programme Group Chair Anne O'Mahony, and welcomed other pillars of the Alliance to the Executive Board, like PierSilvio Fagiano. The hub lost one Senior Programme Advisor (Ripin Kalra) and gained another (Annalisa Bertoluzzi). But we emerge from the year feeling quietly proud of what we were able to accomplish in these unprecedented circumstances, and determined to make the best of the opportunities afforded to us through what we achieved and learnt in 2020.

2020 in review

We adapted our workplan on the basis of projected Covid-19 impacts, and a massive decrease in international travel. Members found that while staff and teams were affected very differently across the globe, our member financial bottom lines were much healthier than predicted, even though the medium term prospects are more challenging and harder to predict. Many members are entering, in or emerging from strategy processes, and the Alliance itself was no exception – a useful and crucial opportunity for cross-referencing.

Our best external achievement: Covid-19 capacity statement and a limited number of new joint initiatives in response (Pakistan, Somaliland; potentially Guatemala, 2nd in Pakistan); and the Covid-19 23-country research: the MEAL group came into its own, and we are making the use of the results to promote adapted and new programming and country-specific advocacy messages will be a priority activity in 2021. We have engaged countries at unprecedented levels with the new EU programming instrument process.

Our best internal achievement: the unprecedented involvement of over 200 people in the strategy process, predominantly from countries/regions. This sets the scene for a considerably more field driven, widely owned and country-responsive new strategy. The energy across the Alliance feels different.

Stichting Alliance2015

Ways of working and collaboration tools:

- the IFG database is finally a functional up to date document and analyses are regularly produced. The IFG is now well formed as a Core Group and has progressed on gripping its key task of gathering and sharing global level funding intelligence.
- Direct engagement through the Hub and IFG of countries in the EU NDICI programming process.
- New website, functional intranet, good progress in use online meeting tools for collaboration: next challenge is the KPIs dashboard and the next level.

Joint operations/initiatives highlights

- We provided assistance and facilitation for other A2015 members to participate in the ECHO PPP process, successfully won by Concern and ACTED. So far there has been no opportunity for field level participation in a PPP effort for A2015 members, though ECHO has requested this in Ethiopia (Tigray response).
- Joint Tigray response; joint assessment in response to Lebanon explosion; LAC initiated effort to run regional level workshop to identify potential shared joint initiatives.
- GHI engagements in Brussels were judged our best yet, including range of units and delegations and with very concrete programming asks. The Generation Nutrition roundtable we organized with David Nabarro as keynote was also strong positioning for us.
- The research on EU funding on resilience in the Horn of Africa was completed and is in the process of being digested with/for the Ethiopia country team to strengthen their positioning towards the new EU programming cycle. This will be done for other HoA countries showing interest in 2021.
- The solidarity with ACTED behind the Call for Action was an important moment for the Alliance, but concrete Alliance roles need to be defined in 2021.

On **knowledge and learning**, active exchanges were initiated and are ongoing between:

- US leads
- COOs/CFOs
- Technical Quality Assurance focal points
- Digitalisation focal points

We conducted a valuable mid term review and used this as the basis to kick of the strategy process.

Internally: we have also assessed the team/roles in the Hub so that we can present new ideas, fitting the new strategy, to the EB in 2021. Both pilot positions (Ethiopia coordinator and EPRO) were positively assessed by stakeholders across the hub, groups and where relevant, countries.

Referring to last year's report, the commitments we made for this year included:

1. Increased joint initiatives with a regional focus – including a minimum 4=member joint representation to a major global fund (such as GCF), at-least 2 more regional collaborative bids supported by ANIF. (Objectives 1 and 4) – *not achieved*
2. Strengthened our capacity to share and collaborate on service contracts with at least one joint new one attempted. (Objectives 1 and 4) – *not achieved*
3. Access to improved information on joint funding achievements through quarterly updates¹ and opportunities and a clear definition of what success looks like in terms of joint fundraising (Objectives 1 and 4) – *partially achieved*
4. Launched two concrete value adding initiatives flowing from A2015 network exchanges (migration, digitalization, logistics, human resources, security CFOs/COOs). (Objective 4)

partially achieved: relatively strong interest in the US network to prepare for large joint funding opportunities together; CFOs/COOs are prioritising a list of topics for further exchange; the digitalisation network has progressed significantly in mapping the terrain and setting up different workstreams, plus identifying their recommended focus for the new strategy.

5. Ensured the creation of 4 new JEPREPS, jointly responded to at least one significant emergency and conducted systematic learning exercises to improve our joint emergency response capacity. (Objective 2)

partially achieved: process taken online and completed in Western Balkans and India at countries' request.

6. Supported the conclusion of the ECHO PPP contracting process with meaningful Alliance inclusion in delivery. (Objective 2)

partially achieved: hub role considered useful in bringing other Alliance members on board and supporting Alliance-flavoured submissions to ECHO; delivery aspects remain to be seen.

7. Streamlined and better targeted all our advocacy efforts, according to the revised strategy, with clear a protocol for A2015 humanitarian advocacy and for A2015 sign offs on one-off strategic issues in place. (Objectives 2 and 3)

a. Contributed to and pushed Generation Nutrition ask to the EU on its commitment to Nutrition for Growth

achieved: we will be ready for N4G now in Dec 2021

b. Engaged at least 3 EU delegations with AG, PG, IFG supported joint Alliance delegations on joint programming, resilience, emergency response

achieved: successful workshops using GHI as entry point, and EU programming ask messages which engaged geographic and technical units and at least 3

8. Improved quality and internal impact of Alliance Updates (Objective 4)

partially achieved; feedback shows quality is improved, but our sense is while people appreciate it, they don't really read it so we often have to spend time in meetings updating people.

9. Delivered an AGM and 20th anniversary celebration which result in clear learning and application of this to strategy completion and design of new strategy with step change elements (Objective 4)

partially delivered: converted this to successful online May meetings to process the MTR learning.

In addition, the hub will undertake at least 10 field visits (1-2 Director, 4-5 each EPRO and SPA) to foster and support more effective collaboration, communication and mutual learning. Visit locations are proposed by the hub and consulted with PG and EG based on the following criteria:

- Strategic priorities agreed with A2015 core groups based on geography, opportunity, significant presence of Alliance members
- Expressions of interest/request from field offices
- Needs as assessed in using the database and tools developed by the Emergency Group

A tiny bit achieved: SPA managed a visit to Bangladesh and one to Lebanon before Covid struck. SPA and Director visit to Haiti was planned but cancelled.

2021 in prospect

In 2021 the Alliance will reorganize, per strategy needs, and find our voice (meaning reorganize and brand our advocacy under the new strategy). We will influence the EU to ensure the needs of the most marginalized are recognized and better met through policy and funding pledges at the World Food Systems Summit and N4G. We will see a small increase in quantity and quality of joint initiatives at country and regional level.

We'll do this through:

- Completing and launching our **new strategy**.
- Designing and rolling out **e-learning and webinar series** to allow a more continuous engagement for members across the Alliance with our purpose and added value, roles, responsibilities and tools.
- Using the **Covid-19 research, EU programming asks and EU Resilience Funding** in the HoA products as the basis to
 - o support countries in more effective **engagements in the new EU programming cycle**
 - o prepare key countries for **significant joint bids** for new EU programming
 - o continue delivering and **developing new advocacy strands** according to our new strategy.
- Focusing first on our **sustainable food systems strand of advocacy** because of the World Food Summit and N4G; second on defining our approach and messaging on the climate crisis. We will refine our concept on building solidarity with global civil society, expecting to have clear messaging and strategy on this in 2022.
- Being realistic that it will be a **slow year in results for EU development programming** (as is typical in a new programming cycle) but very important for preparations for what should be a strong year in 2022.
- Pushing to **support one regional programme design**; and an increase in nexus programming from which we can start establishing our collection and dissemination of good practices.
- Redefining and better **organizing our internal community of practice exchanges**, and prepare for sharing specific, relevant learnings **externally**.

KEY RISKS AND UNCERTAINTIES

In the Alliance's strategic risk matrix, we identify the follow generic risks and mitigations:

Strategic Risks to the Alliance				
RISK	DESCRIPTION	PROBABILITY	SEVERITY	ACTIONS TO MINIMIZE RISK
Strategic Positioning/ reputation	<i>Poor positioning or reputational damage resulting from inadequate communications or faulty interpretation of intelligence/poor analysis.</i>	Remote	Major	<i>Proper recruitment and management of staff; oversight and engagement of competent members across the Alliance to provide advice and guidance (communications and advocacy specialists).</i>
Regulatory Changes	<i>Changes in law/regulation affecting our status in Belgium, Netherlands, EU.</i>	Unlikely	Major	<i>Yearly review with local advisors (Local Knowledge, with whom we have a service agreement) on tax, HR and legal compliance issues.</i>
Geopolitical environment	<i>Changes in institutions and politics that can affect strategy and operations.</i>	Moderate	Moderate	<i>Executive Board, Director and Programme Group all have spaces, mandates and agendas to bring these issues forward for discussion and planning.</i>
Availability of funding	<i>Members withdraw, change funding model.</i>	Moderate	Major	<i>Maintenance of generous reserves policy (6 months essential operating costs); mechanism being put in place to assess financial sustainability of the Alliance.</i>
Innovation	<i>Inability to keep up with changes and development in the sector.</i>	Moderate	Moderate	<i>Executive Board, Director and Programme Group all have spaces, mandates and agendas to bring these issues forward for discussion and planning.</i>
Organisational	<i>Loss of key personnel, breakdown in internal communications or structure, leading to inability to deliver on key commitments.</i>	Moderate	Major	<i>Proper recruitment and management of staff; oversight and engagement of competent members across the Alliance to provide advice and guidance.</i>
Internal risks				
RISK	DESCRIPTION	PROBABILITY	SEVERITY	ACTIONS TO MINIMIZE RISK
HR	<i>Continuity and delivery issues if staff not available, competent; issues with code of conduct compliance.</i>	Unlikely	Major	<i>Proper recruitment and management of staff; oversight and engagement of competent members across the Alliance to provide advice and guidance.</i>
Technological	<i>ICT does not meet needs of key work processes or is poorly or mismanaged.</i>	Moderate	Moderate	<i>Administrative Assistant to be put in place, who will have oversight of this. External consultancies are engaged in ICT support.</i>
Cybersecurity	<i>External threats from unauthorized access to confidential info which threaten org ability to function properly.</i>	Likely	Moderate	<i>Cyberfraud insurance policy to be sought. Advice to be sought by Director from peer organisations in Brussels.</i>
Procurement	<i>Poor or mismanagement of procurement processes.</i>	Unlikely	Minor	<i>Our procurement is limited. Finances are externally reviewed. Internal audits are periodically requested by the Treasurer.</i>
Complaints management	<i>Claims made by stakeholders for breaches of contract, quality and delivery issues.</i>	Unlikely	Moderate	<i>The Alliance has no direct engagements with stakeholders; its members do, and they all have elaborated complaints management mechanisms.</i>
Occupational safety	<i>Workplace accidents.</i>	Unlikely	Minor	<i>The Alliance is a member of Mensura which provides advice and support on workplace safety issues.</i>
Physical safety/ security	<i>Damage, theft, natural catastrophe affecting people or assets, and thus operations.</i>	Unlikely	Moderate	<i>The Covid-19 pandemic has severely impacted our working model which was very reliant on travel; but we were able to adapt fast to an online model. We have an elaborated security protocol, linked to those of the members, for Alliance staff who do travel.</i>

NOTES ON FINANCES

Financial results for 2020

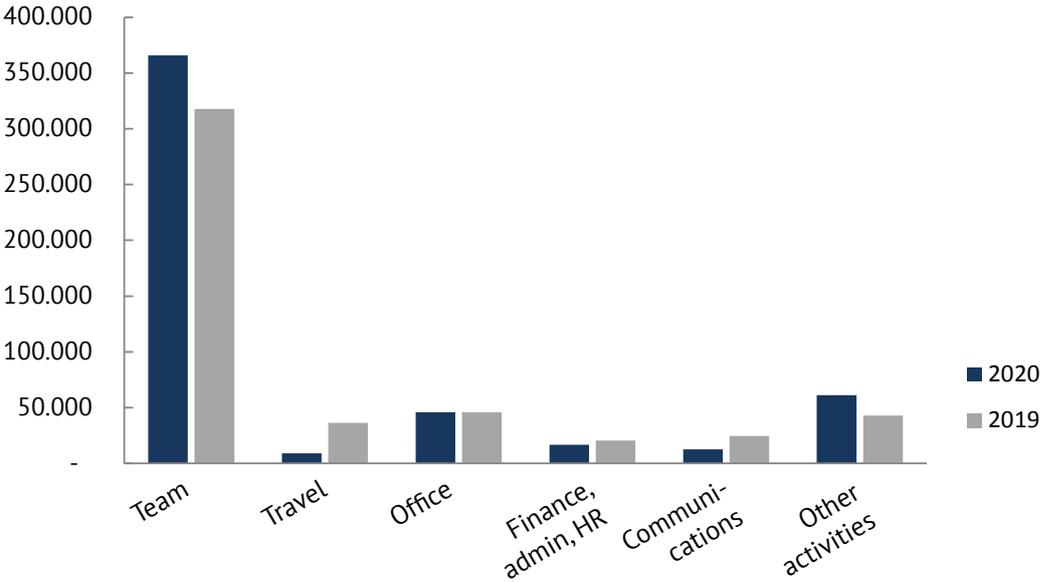
The Alliance realized a result of € 47.710 over the year 2020. This is € 185.853 more than the planned deficit for 2020 of € 138.143.

The reason for the different in the results surplus and planned deficit of the managed grant funds is that we had only two predictable expenditures:

- For the Ethiopia Coordinator from ANIF; this cost is now covered as of October 2020 by the country programmes themselves and is out of the Alliance2015 2021 budget entirely;
- For the Emergency Preparedness and Response Officer pilot position.

All other potential expenditures depend on spontaneous applications to our internal process by the country teams.

OPERATING EXPENSES COMPARING 2020 AND 2019



Composition of assets and liquidity position at 31st of December 2020

A2015’s assets consist of:

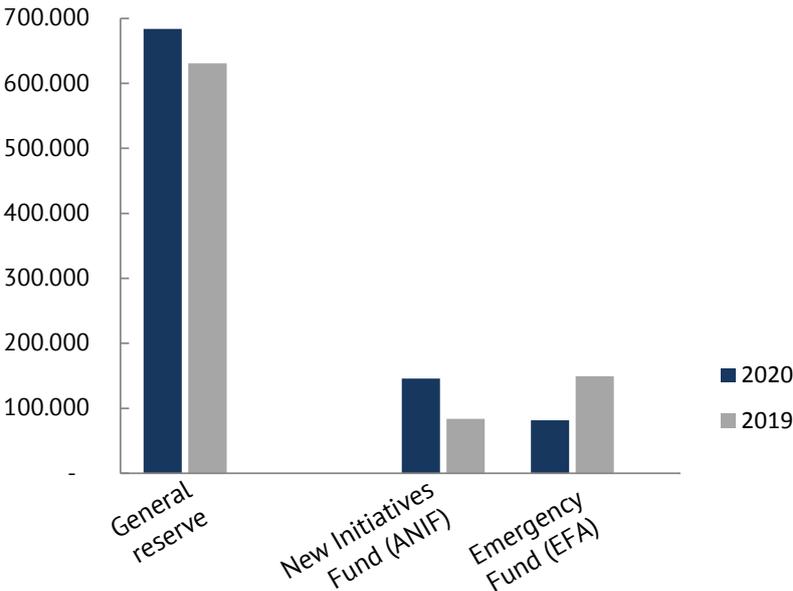
- Receivables & accrued assets - € 5.144 rent deposit and € 5.586 prepaid expenses for 2021;
- Liquid assets - € 948.045; of which is on accounts of restricted funds € 145.841 (ANIF) and € 156.573 (EFA). Available cash in the bank of operations account is € 645.631;
- Current liabilities and provisions total € 47.338; Alliance2015 has a very healthy financial position.

Note on the position of funds

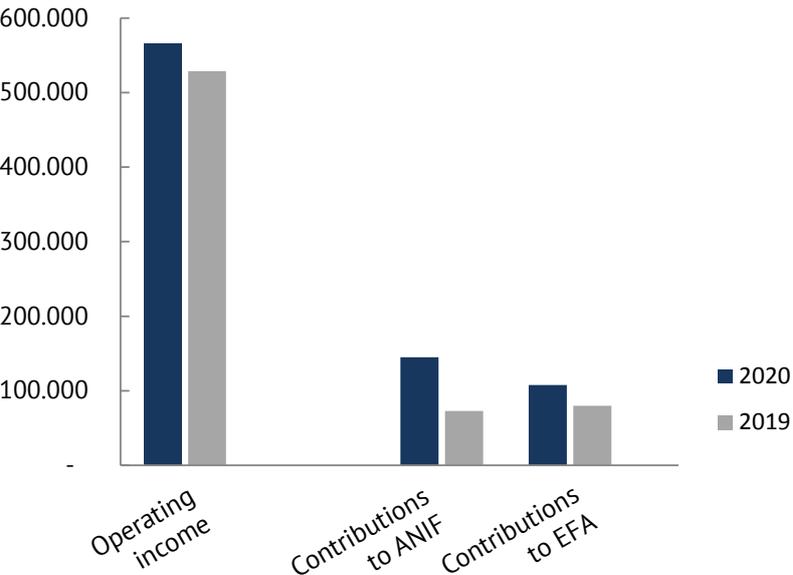
It is the policy of the Alliance2015 to maintain internal grant funds in separated bank accounts such that fund liabilities are always matched with assets and to separate out operational reserves and project funds.

As of 1 May 2021, the pilot position of the Emergency Preparedness and Response Officer, which had been covered by the Emergency Fund (EFA) of the Alliance, transitions to being funded through membership fee, as per the other team positions.

OVERVIEW OF RESERVES AND RESTRICTED FUNDS



INCOME COMPARING 2020 AND 2019



Stichting Alliance2015

Consolidated balance sheet as at 31 december 2020 (after profit appropriation)

ASSETS	31-12-2020	31-12-2019
Tangible fixed assets (1)		
Inventory	-	-
Receivables and accrued assets (2)	10.730	16.902
Liquid assets (3)		
Alliance2015 - operations	645.631	892.439
Alliance2015 New Initiatives Fund (ANIF)	145.841	151.909
Emergency Fund Alliance2015 (EFA)	156.573	221.581
	948.045	1.265.929
Total	958.775	1.282.831

LIABILITIES	31-12-2020	31-12-2019
Reserve		
- General Reserve (4)	683.928	630.678
Restricted Funds (5)		
- New Initiatives Fund (ANIF)	145.841	83.909
- Emergency Fund (EFA)	81.668	149.140
Current liabilities and provisions (6)	47.338	11.104
Accruals and deferred income (7)	-	408.000
Total	958.775	1.282.831

Stichting Alliance2015

Statement of income and expenses 2020

	Realisation 2020	Budget 2020	Realisation 2019
INCOME			
Membership income	490.000	490.000	478.334
EFA funding for Emergency Preparedness and Response Officer	74.905	87.348	50.441
Total operating income	564.905	577.348	528.775
Contributions to managed fund: ANIF	144.755	-	72.717
Contributions to managed fund: EFA	107.500	-	80.000
Total income	817.160	577.348	681.492
EXPENSES			
Operating expenses			
Team costs	365.657	380.243	317.747
Travel costs	9.198	45.000	36.317
Office costs	45.899	48.350	46.029
Finance, admin and HR management costs	16.868	19.050	20.664
Communications costs	12.706	20.000	24.543
Other activities	61.327	87.000	42.996
Contingency	-	3.500	-
Total operating expenses	511.655	603.143	488.296
Operating contributions minus expenses	53.250	25.795-	40.479
Grants made by managed Funds			
Alliance2015 New Initiatives Fund (ANIF)			
Grant: Coordinator Ethiopia	31.720	25.000	-
Grant: Haïti 2021 project	16.500	-	-
Grant: Lebanon	14.500	-	-
Grant: South Sudan	20.000	-	-
Grants in 2019	-	-	37.204
Bank and general costs	103	-	67
Total	82.823	25.000	37.271
Emergency Fund Alliance2015 (EFA)			
Grant: Cyclone India	100.000	-	-
Grant: Mozambique Idai Response	-	-	100.000
Emergency Preparedness and Response Officer (EPRO)	74.905	87.348	50.441
Bank and general costs	67	-	66
Total	174.972	87.348	150.507
TOTAL RESULT	47.710	138.143-	5.417
Addition from/to general reserve	53.250	25.795-	40.479
Addition from/to New Initiatives Fund (ANIF)	61.932	25.000-	35.446
Addition from/to Emergency Fund Alliance 2015 (EFA)	67.472-	87.348-	70.507-
RESULT AFTER ALLOCATION FROM/(TO) RESERVES	-	-	-

NOTES TO FINANCIAL STATEMENT

Basis of preparation

The financial statements are prepared in accordance with accounting principles generally accepted in the Netherlands and comply with the financial reporting requirements included in Part 9 of Book 2 of the Dutch Civil Code. The financial statements are prepared under the historic cost convention and presented in EURO.

The Company qualifies as a small sized company. Therefore, based on article 396 of Book 2 of the Dutch Civil Code, exemptions apply to the figures, presentation and disclosures in the Company's financial statements.

Foreign currencies

Assets and liabilities denominated in foreign currencies are translated at year-end exchange rates. Foreign currency transactions are accounted for at the exchange rate prevailing at the date of the transactions: gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies, are recognized in the income statement. Non-monetary balance sheets items, which are valued at cost and resulting from transactions in foreign currencies, are translated at the rate prevailing on the date of the transaction.

Current assets

Receivables are stated net of a provision for doubtful debts.

Other assets and liabilities

All other assets and liabilities are stated at the amounts at which they were acquired or incurred.

Income and expense

The income of the Foundation consists of the membership contributions of the partners. Other income, costs and expenses are allocated to the year to which they relate. Losses are accounted for in the year in which they are identified.

Stichting Alliance2015

Notes to balance sheet as at 31 December 2020

Tangible fixed assets (1)	2020	2019
Book value as at December 31st	-	-

Receivables and accrued assets (2)	31-12-2020	31-12-2019
Rent deposit	5.144	5.144
Interest to be received	-	-
Fees members - to receive	-	11.667
Prepaid expenses	5.586	-
Other receivables and accrued assets	-	91
Total	10.730	16.902

Liquid assets (3)	31-12-2020	31-12-2019
Alliance2015 - operations		
Cash box	28	28
Bank account BE	55.478	36.299
Bank account NL	590.123	856.112
	645.631	892.439
Bank account New Initiatives Fund (ANIF)	145.841	151.909
Bank account Emergency Fund (EFA)	156.573	221.581
Total	948.045	1.265.929

General Reserve (4)	2020	2019
Balance as at January 1st	630.678	590.199
Result	53.250	40.479
Balance as at December 31st	683.928	630.678

Stichting Alliance2015

Notes to balance sheet as at 31 December 2020 (continued)

Restricted Funds (5)	2020	2019
Alliance2015 New Initiatives Fund (ANIF)		
Balance as at January 1st	83.909	48.463
Addition	144.755	72.717
Withdrawal (grants & costs)	82.823-	37.271-
	145.841	83.909
Emergency Fund of the Alliance (EFA)		
Balance as at January 1st	149.140	219.647
Addition	107.500	80.000
Withdrawal (grants & costs)	174.972-	150.507-
	81.668	149.140
Balance as at December 31st	227.509	233.049

Current liabilities and provisions (6)	2020	2019
Creditors	43.536	6.729
Accrued liabilities	3.635	3.210
CO2-compensation for flights (to pay)	-	115
Taxes and social charges	-	-
Other liabilities	167	1.050
Total	47.338	11.104

Accruals and deferred income (7)	2020	2019
2020 membership fees received in 2019	-	285.000
2020 ANIF grants received in 2019	-	68.000
2020 EFA grants received in 2019	-	55.000
Total	-	408.000

Stichting Alliance2015

Notes to statement of income and expenses 2020

Contributions for operating expenses	Realisation 2020	Budget 2020	Realisation 2019
Annual fees members			
ACTED	80.000	80.000	80.000
Ayuda en Accion	35.000	35.000	23.334
Cesvi	35.000	35.000	35.000
Concern	80.000	80.000	80.000
HELVETAS	70.000	70.000	70.000
Hivos	55.000	55.000	55.000
People in Need	55.000	55.000	55.000
Welthungerhilfe	80.000	80.000	80.000
Total membership income	490.000	490.000	478.334
Other income			
EFA contribution for EPRO	74.905	87.348	50.441
Total	564.905	577.348	528.775

Contributions to managed Funds	Realisation 2020	Budget 2020	Realisation 2019
Alliance2015 New Initiatives Fund (ANIF)			
ACTED	33.100	-	12.000
Cesvi	10.000	-	6.000
Concern	20.000	-	12.000
HELVETAS	16.000	-	9.600
Hivos	12.000	-	7.200
People in Need	12.000	-	7.200
Welthungerhilfe	20.000	-	12.717
Ayuda en Accion	21.655	-	6.000
Total contributions ANIF	144.755	-	72.717
Emergency Fund Alliance2015 (EFA)			
ACTED	22.500	-	33.000
Cesvi	10.000	-	7.000
Concern	22.500	-	-
HELVETAS	10.000	-	7.000
People in Need	10.000	-	-
Welthungerhilfe	22.500	-	33.000
Ayuda en Acción	10.000	-	-
Total contributions EFA	107.500	-	80.000
Total	252.255	-	152.717

Stichting Alliance2015

Notes to statement of income and expenses 2020 (continued)

Operating expenses	Realisation 2020	Budget 2020	Realisation 2019
Team Costs			
Director Salary Gross	86.304	86.304	84.878
Director employer's costs	12.866	24.288	10.522
Director - total cost	99.170	110.592	95.400
Senior Programme Advisor Gross Cost	107.857	94.855	95.022
SPO - total costs	107.857	94.855	95.022
Communications Officer Salary Gross	45.541	43.152	44.159
Communications Officer employer's costs	15.191	15.047	13.305
CO - total costs	60.732	58.199	57.464
EPRO Salary Gross	54.068	55.680	34.667
EPRO employer's costs	17.312	19.668	8.605
EPRO - total costs	71.380	75.348	43.272
Interns Salary Gross	22.990	27.840	22.696
Interns employer's costs	3.132	9.309	1.805
Interns - total costs	26.122	37.149	24.501
Staff training/CB/retreat	-	3.500	1.746
Mandatory insurances	396	600	342
Other staff costs	396	4.100	2.088
Total team costs	365.657	380.243	317.747
Travel Costs			
Travel Costs President	40	2.000	-
Travel Costs Director	743	8.000	14.672
Travel Costs Senior Programme Officer	2.008	12.000	10.641
Travel Costs Communications Officer	85	1.000	331
Travel Costs EPRO	3.525	12.000	7.169
Travel Costs Interns	257	3.000	1.405
Travel Insurances	2.500	3.000	1.983
CO2 compensation on flights	40	4.000	116
Total travel costs	9.198	45.000	36.317

Stichting Alliance2015

Notes to statement of income and expenses 2020 (continued)

Operating expenses	Realisation 2020	Budget 2020	Realisation 2019
Office costs			
Office rent	33.882	34.000	33.486
Telephone/internet costs	5.046	4.100	4.103
Office supplies	879	2.750	3.252
Cleaning and office maintenance	4.285	3.750	3.779
Office equipment and set up	1.290	2.500	507
Office Insurance costs	179	250	173
Business related meals and expenses	338	1.000	729
Total office costs	45.899	48.350	46.029
Finance, admin and HR management costs			
Bank costs	384	300	312
HR, Admin and Finance Management	12.248	13.000	14.830
Registration and legal costs	2.118	3.000	2.118
Audit & financial report	2.118	2.750	3.404
Total finance, admin and HR management costs	16.868	19.050	20.664
Communications costs			
Internet/Website/Intranet	1.304	5.000	16.846
Other communications materials	11.402	15.000	7.697
Total communications costs	12.706	20.000	24.543
Other activities			
Advocacy Country Capacity Building/research	19.815	25.000	4.782
Alliance internal.external events/strategic activities	8.102	30.000	29.278
AGM and Strategy evaluation costs	33.410	32.000	8.936
Total costs other activities	61.327	87.000	42.996
Contingency	-	3.500	-
Total expenses	511.654	603.143	488.296

Explanation of significant variances: the Senior Programme Advisor went over budget because of the unplanned departure of the postholder in March 2020, followed by urgent recruitment of an interim consultant at a slightly higher cost, considered acceptable in the frame of the overall budget expenditure and the special skills required. Travel costs significant underspending is fully related to the breakout of the Covid19 pandemic. In terms of the budget line "Alliance internal external events/strategic activities", our event costs were substantially reduced by going from in person to online events due the pandemic.

Stichting Alliance2015

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