



2018/2019 Annual Report

Incorporating

Action Learning, Action Research Association Inc.

2018/2019

(and final)

Annual Report

ISBN 978-0-9871181-4-1

Overview and Highlights

This Annual Report consists of two parts. Action Learning, Action Research Association Inc. (and its predecessor) existed for 26 years, with its financial year running from 1 April to 31 March. It ceased to exist when it transformed into Action Learning, Action Research Association Ltd on 1 November 2018. The financial year for Action Learning, Action Research Association Ltd runs from 1 July to 30 June.

This report therefore covers the last seven months of Action Learning, Action Research Association Inc. and the first eight months of Action Learning, Action Research Association Ltd.

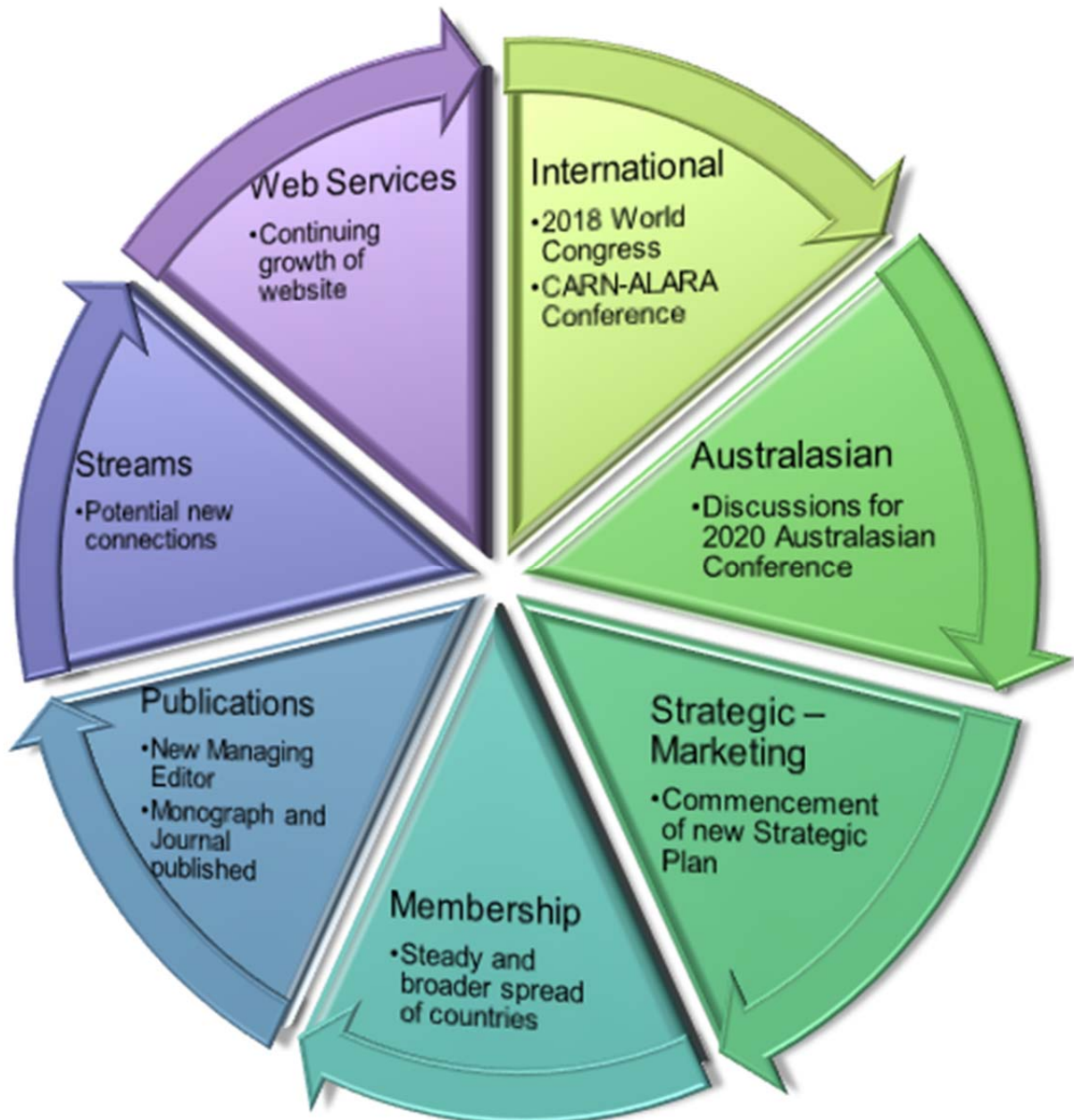


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Our Purpose

The Object (or Objective) of Action Learning, Action Research Association Ltd (ALARA) is:

To promote by all available means the scientific study, practice, research and teaching of Action Learning, Action Research and Process Management, and to bring together those of whatsoever professional discipline who are concerned with AL, AR and PM.

This Objective guides our vision and action. ALARA seeks:

1. To serve our members' action research and action learning practices, communities and fields of action

Our members are action researchers and action learners working at multiple scales and in multiple modes: one on one mentoring, collaboration building, program and project delivery, and whole system transformation. Some of us make Action Learning and Action Research our core business, while some make it a means to another end (social justice, environmental restoration or participatory journalism, for example). ALARA serves members in both their "core" and "means" approaches.

2. To build our organisation so it may promote Action Learning and Action Research in multiple fields beyond our organisation

At ALARA, we believe that more than ever Action Learning and Action Research are essential capabilities to meet the very considerable challenges of our 21st century world. Locally and globally, our practitioners address the "wicked problems". Whether we are working in public and corporate governance arenas, community development, social learning and/or advocacy and activism organisations, Action Learning and Action Research approaches bring qualities that are unique to our field and essential to outcome resilience. ALARA serves its members to serve their fields beyond ALARA's boundaries.

3. To create the resources to actively co-operate with the global network of Action Learning and Action Research

ALARA is one of many Action Learning and Action Research networks, schools, centres and associations around the world. Many concerns-based organisations use Action Learning and Action Research as their primary mode of operation.

We share common approaches to how we support our members - visiting each other's conferences, contributing to each other's journals and staying in touch. However, we also believe that the global field of Action Learning and Action Research is under-developed and one way to overcome this is to be more co-operative with other networks. To do this we need to offer complimentary services to diversify and strengthen our global field, and we need to be actively reciprocal - co-learning and co-facilitating other networks' well-being through recognition, co-operation and inclusion.

Who We Are

Action Learning, Action Research Association Ltd (ALARA)¹ is a global network of programs, institutions, professionals, and people interested in using Action Learning and Action Research to generate collaborative learning, training, research and action to advance social change and to transform workplaces, schools, colleges, universities, communities, voluntary organisations, governments and businesses.

ALARA's vision is that Action Learning and Action Research will be widely used and publicly shared by individuals and groups creating local and global change for the achievement of a more equitable, just, joyful, productive, peaceful and sustainable society.²

ALARA aims to facilitate networking amongst members and others in projects, research, teaching or learning about Action Learning, Action Research and related approaches. Members are encouraged to work as network hubs generating interaction among members with a particular interest or in a specific geographical area.

ALARA also actively connects with the international Participatory Action Research (PAR) community, promoting collaboration across international borders, especially in the form of our joint world congresses since 1997.

Our History

Action Learning Action Research and Process Management Association Inc. (ALARPM) was formerly registered in 1991 in Queensland, Australia, following an inaugural Research Symposium in Brisbane in 1989 and a first World Congress, also in Brisbane, in 1990.

The first local network was Brisbane ALARPM in Queensland, and this network (with name change as described below) remains a highly active powerhouse. It has generated numerous activities and fund-raisers. It is associated with Bob Dick's AR-list service and [AR website](#). Other networks have existed in Victoria, Cairns, Singapore and South Africa.

The organisation established itself as the world's earliest international action learning / action research professional association to mount World Congresses for this field, bringing together theorists and practitioners with novices, innovators and managers. In 2007, the members decided to rename the association as Action Learning, Action Research Association Inc. (and adopt the acronym ALARA).

Late in 2018, the organisation became a Company Limited by Guarantee, Action Learning, Action Research Association Ltd, registered under Australian Commonwealth legislation, and retaining the acronym ALARA. This Annual Report represents the transition from Action Learning, Action Research Association Inc. to Action Learning, Action Research Association Ltd.

Over the last thirty years, the members of the Association have held ten World Congresses in Australian and International settings, and twenty-three Australasian conferences, as well as many other local workshops and seminars for members and their networks. The ALARA website includes the lists of Conferences and World Congresses. ALARA's members have produced 24 volumes of the Association's Journal (generally with two issues per volume) and other publications, and established a part-time professional administration and an on-line presence at <https://www.alarassociation.org>.

¹ The acronym "ALARA" is an informal (and easier) way to refer to Action Learning, Action Research Association Ltd (and its former name of Action Learning, Action Research Association Inc.), but it is not the legal name of the organisation, as there are other entities registered in Australia that use "ALARA" as part of their name.

² The Board has since modified this Vision Statement during strategic planning commenced in June 2019. Please see the revised version emphasising the outcome of ALARA's work on page 25.

Our Governance

Action Learning, Action Research Association Inc.

Management Committee (1 April to 31 October 2018)

Name	Country	Title	No. Meetings	No. Attended
Colin Bradley	Australia	President (Chair)	6	6
Dr Chivonne Algeo	Australia	Vice-President (Australasia)	1	1
Dr Emmanuel Tetteh	USA	Vice-President (International)	6	4
Dr John Molineux	Australia	Treasurer	6	6
Prof. Tome Mapotse	South Africa	Publications Co-ordinator	6	2 *
Sarah Choudhury	Australia	Constitutional Secretary	1	0
Robyn Lynn	Australia	Administration Secretary / Constitutional Secretary	6	6

* The internet connections to Prof. Mapotse in Johannesburg were frequently unreliable.

Action Learning, Action Research Association Ltd

Board (from 1 November 2018)

Name	Country	Title	No. Meetings	No. Attended
Colin Bradley	Australia	President (Chair)	6	6
Dr Chivonne Algeo	Australia	Vice-President (Australasia)	6	6
Dr Emmanuel Tetteh	USA	Vice-President (International)	6	4
Dr John Molineux	Australia	Treasurer	6	6
Andrew Cook	Australia	Secretary	6	6



Action Learning, Action Research Association Inc. became a registered charity with the Australian Charities and Not-for-profit Commission (ACNC) on 1 April 2015.

ALARA's registration with ACNC continued following the transition to Action Learning, Action Research Association Ltd.

As a registered Charity, ALARA receives specific entitlements with respect to reporting and taxation, provided its Constitution and operations meet the requirements for charities. ALARA's Constitution is available on its website <https://www.alarassociation.org>.

ALARA does not have (at this time) DGR (Deductible Gift Recipient) status.

Board Sub-Committees (from 1 November 2018)

Committee Group

Name	Country	Title	No. Meetings	No. Attended
Dr Chivonne Algeo	Australia	Vice-President (Australasia)	6	6
Dr Emmanuel Tetteh	USA	Vice-President (International)	6	3
Prof. Tome Mapotse	South Africa	Publications Co-ordinator	6	2 *
Colin Bradley	Australia	President (Chair) – Membership; Web Services	6	6
Robyn Lynn	Australia	Administration Secretary	2	2
Dr John Molineux	Australia	Treasurer – ex-officio **	6	6
Andrew Cook	Australia	Secretary – ex-officio **	6	1

* The internet connections to Prof. Mapotse in Johannesburg were frequently unreliable.

** Ex-officio members are not required to attend meetings but may attend when available.

Risk Committee

Name	Country	Title	No. Meetings	No. Attended
Colin Bradley	Australia	President (Chair)	2	2
Dr John Molineux	Australia	Treasurer	2	2
Andrew Cook	Australia	Secretary	2	2

Our Supporters

Life Members

Dr Jacques Boulet

Ms Anne-Marie Carroll

Dr Susan Goff

Em. Prof. Ron Passfield

A/Prof. Yoland Wadsworth

Mrs Joan Bulcock

Dr Lynn Cundy

Dr Paul Inglis

Dr Ernie Stringer

Prof. Ortrun Zuber-Skerritt AO

Organisational Members

Action Research Issues Association Inc.



Global Centre for Work-Applied Learning

Australian Institute of Business



Global University for Lifelong Learning

Norwich University



Research@EastZone
(Ministry of Education, Singapore)

Advertisers and Sponsors

Global Centre for Work-Applied Learning



President's Report

Action Learning, Action Research Association Inc. (1 April to 31 October 2018)

The highlights over the seven months to 31 October 2019 were:

- The vote, and then the process, to create Action Learning, Action Research Association Ltd
- The tenth World Congress in USA (see also the report from the Vice-President (International) on page 11)
- The agreement with the Collaborative Action Research Network (CARN) to co-host the 2019 Conference
- Awarding of an Officer in the General Division in the Order of Australia (AO) to Life Member Dr Ortrun Zuber-Skerritt

The creation of Action Learning, Action Research Association Ltd ended a yearlong process that included consultation with ALARA members, and the development of the required documentation and authorisation for the transition.

The World Congress was very inspiring and interesting, but had fewer participants than in past years. The smaller attendance did not help ALARA's finances, as had been hoped (see the Our Finances section on page 16).

The desire to work with other Action Learning or Action Research networks has been evident for much of ALARA's existence. Reaching agreement with CARN, along with the Faculty of Humanities and Social Sciences at the University of Osijek, to co-host the 2019 Conference was another example of ALARA's willingness to find ways to increase the awareness and use of Action Learning and Action Research.

At the 2015 World Congress in Pretoria South Africa, ALARA Life Member, Dr Ortrun Zuber-Skerritt, was honoured, and the Festschrift about her, *Lifelong Action Learning and Research. A Tribute to the Life and Pioneering Work of Ortrun Zuber-Skerritt* was launched. It seemed only fitting that she be nominated for an award with the Order of Australia. Dr Zuber-Skerritt became an Officer in the General Division in the Order of Australia (AO) in the June 2018 Queen's Birthday Honours.

Action Learning, Action Research Association Ltd (1 November 2018 to 30 June 2019)

Starting a new organisation is never a simple and rarely a smooth process, and so it was with Action Learning, Action Research Association Ltd.

Changes to logos, official signs (web sites' entries, for example), bank accounts, and all of those things an organisation creates over its 27-year history have occupied the new Board for most of the year since commencement. The renewal continued beyond the end of the financial year but it is now complete.

Key highlights for the first eight months of Action Learning, Action Research Association Ltd were:

- Appointment of a new Managing Editor (see also Publications update on page 13)
- Initiation of a Risk Committee and a search for members for a Global Strategic Publications Editorial Board
- Commencement of a strategic planning process
- Registration with the United Nations

After some years of searching by ALARA Management Committee / Board members, Publications Co-ordinator, Prof. Tome Mapotse was able to convince Prof Mishack Gumbo to become the

Managing Editor for the *Action Learning and Action Research Journal*. We welcome Prof. Gumbo and look forward to many issues under his guidance.

All organisations need strong governance to ensure their long-term viability. In addition to the Board, ALARA now has a Committees Group, which oversees the operations of ALARA, and a Risk Committee to ensure that the Board can manage the risks associated with running an organisation in the ever-more-complicated environment that exists in today's world. The Risk Committee has identified the various risks ALARA faces and is preparing strategies to manage those risks.

Late in the financial year, the Board met for the first strategic planning session. They identified some key strategies on which it must focus, including the need to develop a marketing plan (a plan to promote ALARA so that it can achieve its Objective).

The Board believes that one way to achieve ALARA's Objective is to increase its prominence and contribution to the world generally. Becoming involved in assisting the United Nations seems very synergistic to ALARA's goals. ALARA has therefore registered with the United Nations and waits for a decision on whether the United Nations wishes ALARA to become involved in that organisation.

Matters of importance that have occurred since 30 June 2019

Subsequent to the end of the financial year, the following matters have occurred.

- ALARA continued to work with CARN and the University of Osijek to conduct a very successful CARN-ALARA Conference in Split, Croatia in mid-October 2019.
- The Action Learning, Action Research Association Ltd Global Strategic Publications Editorial Board held its first meeting
- The ALARA Board decided from its strategic planning considerations to
 - a) Change ALARA's Vision statement to emphasise the outcomes of using Action Learning and Action Research
 - b) Propose to the membership adjustments to ALARA's Purpose statement to also reflect the outcome of the work of Action Learning and Action Research practitioners. The Board will invite the membership to discuss this proposal over coming months and to then vote for or against the proposal at next year's AGM.
- ALARA negotiated with Business Action Learning Tasmania (BALT) to co-host an Australasian conference in Launceston Tasmania in November 2020 (see page 26).
- ALARA is in negotiations with Ghana universities to co-host the 11th ALARA Action Learning, Action Research and 15th Participatory Action Research World Congress in 2021

Our Activities

Australasian Activities – Vice-President (Australasia)

Action Learning, Action Research Association Inc. (1 April to 31 October 2018)

With no Vice-President (Australasian) during the last months of Action Learning, Action Research Association Inc., the Management Committee could not identify any suitable locations for local events. Fortunately, the Brisbane ALARA Conversations continued with the support of several local members.

Action Learning, Action Research Association Ltd (1 November 2018 to 30 June 2019)

Following the commencement of Dr Chivonne Algeo as Australasian Vice-President, the Board undertook a review of the various types of events and the procedures to engage with members and the wider action learning action research community. A framework was subsequently developed to support a series of 'conversations' similar to those conducted in Brisbane in targeted locations in the lead up to an Australasian conference planned for 2020. The Board identified potential collaborators and co-hosts for the conversations and the Australasian conference.

International Activities – Vice-President (International)

Action Learning, Action Research Association Inc. (1 April to 31 October 2018)

The highlights over the seven months to 31 October 2019, which outlines the provision of support for marketing planning, policies, and processes made by Dr Emmanuel Tetteh, were:

- Based on the approved ALARA Future Strategic Directions for 2014 – 2020 that led to the exploration of Memorandum of Understanding (MOU) for the formation of the ALARA Chapter at Norwich University, I worked closely with ALARA's President, Colin Bradley and Dr Rosemarie Pelletier of Norwich University, coupled with the collaborative support of the ALARA Management Committee in planning and organizing the ALARA 2018 World Congress held at Norwich University in Vermont USA, on 17 - 20 June 2018
- I was able to assemble five world-renowned scholars and esteem fellows of the action research/participatory action research community who served as the ALARA 2018 World Congress Keynote Speakers
- These prominent Keynote Speakers were distinguished professors, authors, and action research practitioners from Australia, UK, and USA. They were Dr Hilary Bradbury, Prof Jack Whitehead, Dr Mary Brydon-Miller, Dr Ernie Stringer, and H. E. Prof Hassana Alidou. Prof Alidou was the Republic of Niger Ambassador Extraordinary and Plenipotentiary to the United States and Canada, co-author of an editorial AR/PAR Guidebook, professor/scholar of sociolinguistics and education and policymaker for UNICEF, UNESCO
- To promote the ALARA 2018 World Congress, I travelled to Cartagena, Colombia participated and presented a report at the 5th Action Research Network of the Americas (ARNA) Conference & 1st Global Assembly for Knowledge Democracy
- I continued follow-up efforts on the official invitations sent to Dr Brian Jennings of Ghana Christian University College for strategic alliances with ALARA that has led to the formation of Ghana Action Learning, Action Research Association (GALARA)
- I travelled to Ghana and met with Dr Brian Jennings of Ghana Christian University College to support the efforts for the initiation of the GALARA Inaugural Meeting

Action Learning, Action Research Association Ltd (1 November 2018 to 30 June 2019)

The highlights over the eight months to 30 June 2019, which outlines the provision of support for marketing planning, policies, and processes made by Dr Emmanuel Tetteh, were:

- Based on the approved ALARA Future Strategic Directions for 2014 – 2020, I continued with the follow-up efforts on the several outreaches made with Dr Brian Jennings of Ghana Christian University College for strategic alliances with ALARA that has led to the formation of Ghana Action Learning, Action Research Association (GALARA)
- I commenced discussions with Dr Brian Jennings of Ghana Christian University College (GCUC) and Dr Augustine Tawiah, Honourable Member of Parliament of the Republic of Ghana to advance the official GALARA Inaugural Meeting Initiation and a proposed ALARA 2021 World Congress in Ghana (further discussed in Future Thinking on page 26)
- I continuing to work with the ALARA Board and Publications Coordinator on proposals for ALAR Journal classification direction
- I initiated and promoted the interests, recruitment, and increased participation of faculty, students, and ALAR practitioners across the USA for ALARA membership and involvement in ALARA-related activities
- I initiated and advanced marketing strategies to increase faculty and students' participation in the ALARA Tertiary Education Community on LinkedIn

Marketing

Action Learning, Action Research Association Inc. (1 April to 31 October 2018)

The Management Committee recognised the need to develop a plan for promoting ALARA to increase its membership, activities and income. Attempts to attract a person with marketing skills who could provide assistance and guidance proved fruitless.

Action Learning, Action Research Association Ltd (1 November 2018 to 30 June 2019)

At its initial strategic planning session, the Board agreed to meet to devise a marketing strategy. This work continues into 2019/2020.

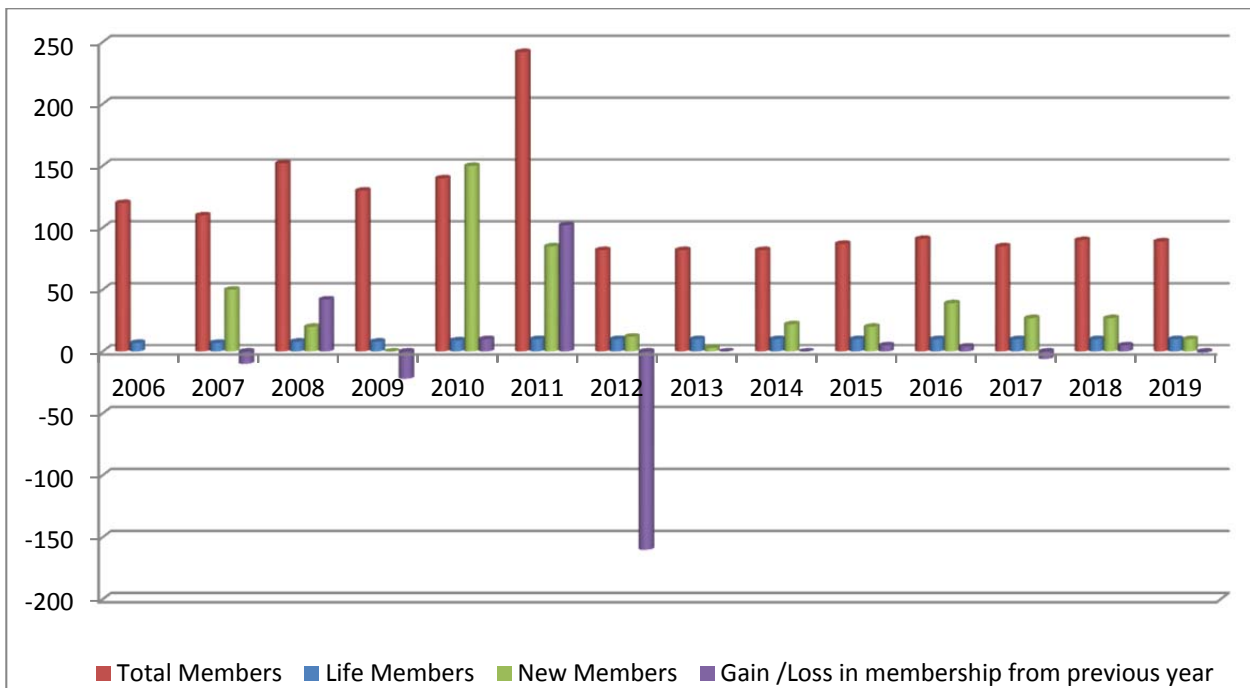
Membership

Action Learning, Action Research Association Inc. (1 April to 31 October 2018)

ALARA's membership increased slightly in association with the World Congress in the USA (both before and after 1 April 2018), but then returned to pre-Congress levels by the end of the financial year. The graph below shows the membership levels.

Action Learning, Action Research Association Ltd (1 November 2018 to 30 June 2019)

One of the decisions of the former Management Committee was recognising the level of membership in ALARA, where members with substantial experience and education in the action learning and action research fields could be recognised as Associate Fellows or Fellows. The Board instigated the Membership Levels policy early in 2019, with 23 Associate Fellows and 20 Fellows recognised. In addition, the Board recognised four Esteemed Fellows for their contribution to the worldwide Action Learning / Action Research community.



An important consideration not recognised in the above graph is the up to 200 members associated with Norwich University's membership in ALARA. The arrangements for the finalisation of the individuals from Norwich joining ALARA are proving more complex than anticipated.

Publications

Action Learning, Action Research Association Inc. (1 April to 31 October 2018)

Publications during the last months of Action Learning, Action Research Association Inc. concentrated on three things:

- Preparation of the *Action Learning and Action Research Journal* (an issue was produced in December 2018)
- Distribution of e-News to members (14 were sent to 31 October)
- Planning and preparing for important changes to the way in which ALARA conducted its publications activities.

Action Learning, Action Research Association Ltd (1 November 2018 to 30 June 2019)

The following is the summary of the activities of Publications Coordinator Prof Tome Mapotse.

As Publication Coordinator, I am looking at taking the *Action Learning and Action Research Journal* to another level. The most important item is to make sure the Journal is listed in different citation indexes and is also ranked. This process comes with a lot of responsibility during our transition phase of our association from Action Learning, Action Research Association Inc. to Action Learning, Action Research Association Ltd.

Many things have to be in place before journal listing and ranking can occur. I managed to enlist the services of Prof Mishack Gumbo as the Managing Editor of the *Action Learning and Action Research Journal*, who is a competitive scholar in AR/AL. He comes with lot of research throughputs in supervision, article writing, books and book chapters' contributions, presenting conference papers, research papers, delivering key note/guest lecturer addresses, etc. in different structures and formations.

ALARA was able to establish the Global Strategic Publications Editorial Board. Our thanks go to Dr Mary Brydon-Miller, Dr Susan Goff, Assoc. Prof Erik Lindhult and Prof Shankar Sankaran for being the inaugural members of this Editorial Board.

During the first eight months of Action Learning, Action Research Association Ltd, we published a seventh Monograph (Eileen Piggot-Irvine, Wendy Rowe and Lesley Ferkins, entitled *Thumbs Up for Action Research in Case Studies from the Evaluation Study of Action Research*), an issue of the *Action Learning and Action Research Journal*, and 16 issues of the e-News.

This period also marked the end of the relationship with Sydney University Press (SUP), who had been ALARA's print-on-demand supplier. The University decided that SUP should concentrate on publishing works by the University and that it should stop publishing non-University works. ALARA is seeking an alternative print-on-demand supplier.

Streams

Action Learning, Action Research Association Inc. (1 April to 31 October 2018)

With no volunteer helping develop streams, there was little action in this area. While the creation of a Chapter in Norwich University the previous year was exciting, there was little activity in the Chapter, as the formalisation of the relationship took considerably longer than anticipated.

Action Learning, Action Research Association Ltd (1 November 2018 to 30 June 2019)

As indicated by Dr Tetteh in his report (on page 11), he continued discussions with Action Research academics and practitioners in Ghana about the formation of a local association, with the expectation that the association will create links with ALARA.

Web Services, including Social Media

Action Learning, Action Research Association Inc. (1 April to 31 October 2018)

The ALARA website (<https://www.alarassociation.org>) continues to be well visited, although there is much competition for the abbreviation "ALARA" on the Internet. A Google search for "ALARA" produces ALARA QLD Limited, which is a not-for-profit community-based organisation that provides a broad range of support services for people with a disability and their families. Other uses of the acronym include "As Low As Reasonably Achievable" and "Australian Ladies Amateur Radio Association", as well as a mining company, a motor inn and even a block of flats! Two years ago, the current site did not rate in a Google search, and it now appears within the top twenty. As ALARA adds more information, more people will access the site and it will become more prominent in these searches.



Importantly, ALARA is aiming to include information, such as its publications and news items, that Action Learning and Action Research practitioners are seeking.

Action Learning, Action Research Association Ltd (1 November 2018 to 30 June 2019)

Hackers attacked ALARA's old website (www.alara.net.au), putting it offline for some weeks. This attack reinforced the need for ALARA to remove its content and close this old site.

In the meantime, work continued on developing the content of the new website (<https://www.alarassociation.org>) and on preparing it for the useful content from the old site.

ALARA's social media content continues, although with minimal activity, as the Board searches for someone to offer to manage these various media (see page 28).

Other Important Matters

Climate Change

ALARA supports efforts to reduce the impact of human activity on the environment. The increasing use of electronic communication and delivery of information by ALARA is one way in which it is trying to reducing its own carbon footprint.

Whenever possible, the Board and sub-committees meet via Zoom video conferencing to minimise travel by members, or meet when members are together at another event.

The Board is aware, however, that bringing people together to attend conferences does have an environmental impact. The Board is seeking ways to allow small groups, gathering locally, to meet remotely with other small groups in other locations (countries) in a semi-virtual conference.

Ethics

ALARA has defined its values and principles and these are available on the ALARA website <https://www.alarassociation.org>. The Board is investigating ways to communicate the ethics of action research projects to academic and other institutions to assist practitioners in gaining approval for these projects.

Employment Practices

ALARA does not employ staff; instead utilising volunteers and contracted specialist services (such as bookkeeping). The Board aims to ensure that contracted services ethically employ any employees and have appropriate conditions and salaries. The Board also encourages volunteers to work on matters that are of direct interest and value to the volunteers, and to ensure that they do not over-extend themselves in this volunteer work.

Modern-Day Slavery

ALARA has few products, and the Board believes that the production of these products is by organisations that are not involved in modern-day slavery.

Vision

ALARA's vision is to support those creating local and global change for the achievement of a more equitable, just, joyful, productive, peaceful and sustainable society. This vision is an overarching theme in the work performed by the Board.

Our Finances – Summary

Action Learning, Action Research Association Inc. (1 April to 31 October 2018)

The assets of the ALARA Inc. entity were transferred to ALARA Ltd during the period from 1 November 2018. The bank accounts were closed in 2019, and were being managed after the creation of the new entity by the ALARA Board until monies were transferred and accounts closed. This delay was due to a number of accounts payable by entities unaware of the change in bank accounts.

Action Learning, Action Research Association Ltd (1 November 2018 to 30 June 2019)

ALARA Ltd is now operating with all new bank accounts operational. The total assets of \$9,972.41 as at 30 June 2019 represents a manageable position for the next financial year. The Board will need to carefully monitor expenditure during the 2019-2020 financial year to ensure that income and expenditure are reasonably balanced.

Financial Statements

Action Learning, Action Research Association Inc.

Balance Sheet (to 31 October 2018)

ACTION LEARNING, ACTION RESEARCH ASSOCIATION INC.
ABN: 41 587 420 126

BALANCE SHEET AS AT 31st MARCH 2019

	2019	2018
ASSETS		
Current Assets		
Cash at Bank (1)	0.00	2,148.63
Cash at Bank (2)	0.00	239.63
WC 2017 Bank Account	0.00	19.50
Term Deposit	0.00	20,190.72
GST Paid	0.00	171.55
BAS Receivable	0.00	0.00
WC 2017 Seed Fund Account	0.00	0.00
Accounts Receivable	0.00	777.06
	-----	-----
Total Current Assets	0.00	23,547.09
Non-Current Assets		
	-----	-----
Total Non-Current Assets	0.00	0.00
	-----	-----
TOTAL ASSETS	0.00	23,547.09
	-----	-----
LIABILITIES		
Trade Creditors	0.00	2,047.62
Sundry Creditor – WC Africa Trust	0.00	11,785.43
BAS Payable	0.00	160.00
World Congress Cost Provision	0.00	0.00
Prepayments-Membership in Adv	0.00	6915.50
GST Collected	0.00	74.17
	-----	-----
TOTAL LIABILITIES	0.00	20,982.72
	-----	-----
NET ASSETS	0.00	2564.37
	-----	-----
MEMBERS FUNDS		
Opening Accumulated Funds	0.00	32,529.17
Add Surplus/Deficit	0.00	-29,964.80
	-----	-----
TOTAL MEMBERS FUNDS	0.00	2,564.37
	-----	-----

Revenue and Expenditure (to 31 October 2018)

ACTION LEARNING, ACTION RESEARCH ASSOCIATION INC.
ABN: 41 587 420 126

INCOME AND EXPENDITURE STATEMENT
FOR THE PERIOD ENDED 31st MARCH 2019

	2019	2018
INCOME		
Copyright Income	777.06	1,071.01
Conferences	11,787.08	0.00
Interest	208.90	966.99
Membership Fee	3,426.52	509.29
Tax refundable	67.00	0.00
	-----	-----
TOTAL INCOME	16,266.56	2547.29
	-----	-----
EXPENDITURES		
Administration Services	6,773.27	14,684.82
ALARA Journal	1,165.61	0.00
Audit Fees	0.00	990.00
Bank and PayPal Fees	28.25	217.17
Email/internet account	213.71	625.22
Insurance	1,641.43	1,504.53
Licence & Registration	102.55	53.50
PO Box	0.00	151.08
Printing, Postage and Stationery	15.50	281.15
Sponsorship	0.00	13,464.62
Web Maintenance	0.00	290.00
Web Design/Development	0.00	250.00
Tax payable	160.00	0.00
Zoom	209.90	0.00
	-----	-----
TOTAL EXPENDITURE	10,310.22	32,512.09
	-----	-----
Other Expenditures		
Action Learning, Action Research Association		
Limited GIFT	5,956.34	0.00
	-----	-----
NET SURPLUS/DEFICIT	0.00	-29,964.80
	-----	-----

Action Learning, Action Research Association Ltd

Balance Sheet (1 November 2018 to 30 June 2019)

ACTION LEARNING, ACTION RESEARCH ASSOCIATION LIMITED
ABN 90 629 762 232

BALANCE SHEET
AS AT 30th June 2019

	2019	2018
ASSETS		
Current Assets		
Cash at Bank (1)	8,187.22	0.00
Cash at Bank (2)	169.79	0.00
WC 2017 Bank Account	19.64	0.00
Term Deposit #1	6,706.96	0.00
Term Deposit #2	5,000.27	0.00
GST Paid	567.55	0.00
Accounts Receivable	3,996.00	0.00
Action Learning, Action Research Association Inc. Contra Account	237.31	0.00
Total Current Assets	24,884.74	0.00
Non-Current Assets		
Total Non-Current Assets	0.00	0.00
TOTAL ASSETS	24,884.74	0.00
LIABILITIES		
Accounts Payable	2,999.96	0.00
Sundry Creditor – WC Africa Trust	11,785.43	0.00
BAS Payable	25.00	0.00
GST Collected	101.94	0.00
TOTAL LIABILITIES	14,912.33	0.00
NET ASSETS	9,972.41	0.00
MEMBERS FUNDS		
Opening Accumulated Funds	9,972.41	0.00
Add Surplus/Deficit	0.00	0.00
TOTAL MEMBERS FUNDS	9,972.41	0.00

Revenue and Expenditure (1 November 2018 to 30 June 2019)

ACTION LEARNING, ACTION RESEARCH ASSOCIATION LIMITED
ABN 90 629 762 232

INCOME AND EXPENDITURE STATEMENT
FOR THE PERIOD ENDED 30th June 2019

	2019	2018
INCOME		
Copyright Income	0.00	0.00
Conferences	0.00	0.00
World Congress	0.00	0.00
Interest	220.18	0.00
Local Events	0.00	0.00
Membership Fee	2,970.21	0.00
Publications	915.78	0.00
Tax refundable	305.00	0.00
	-----	-----
TOTAL INCOME	4,411.17	0.00
	-----	-----
Other Income		
Action Learning, Action Research Association Inc. - Gift	5,956.34	0.00
	-----	-----
	10,367.51	0.00
	-----	-----
EXPENDITURES		
Administration Services	5,614.74	0.00
Advertising	0.00	0.00
ALARA Journal	1,278.23	0.00
Audit Fees	1,111.00	0.00
Bank and PayPal Fees	25.27	0.00
Email/internet account	470.51	0.00
Zoom	209.90	0.00
Insurance	1,650.28	0.00
Licence & Registration	488.00	0.00
PO Box	419.80	0.00
Printing, Postage and Stationery	0.00	0.00
Sponsorship	0.00	0.00
Web Maintenance	250.00	0.00
Web Design/Development	660.00	0.00
Travel Expense	416.93	0.00
	-----	-----
TOTAL EXPENDITURE	12,594.66	0.00
	-----	-----
NET SURPLUS/DEFICIT	-2,227.15	0.00
	-----	-----

Audit Statements

Action Learning, Action Research Association Inc.

Auditors Report

Report of audit

The Treasurer has reviewed the bank statements, financial transactions made and the financial statements compiled by our contract bursar. The published balance sheet and income and expenditure statements represent an accurate position of the financial position of ALARA Inc.

Notes to the Financial Report:

1. There are no mortgages, charges or securities affecting the assets of the Association.
2. There are no other known liabilities.
3. All Assets and Liabilities of Action Learning, Action Research Association Inc. held have been transferred to Action Learning, Action Research Association Limited.
4. Membership Renewal Income – membership income has been rolled over to Action Learning, Action Research Association Limited
5. Action Learning, Action Research Association Limited commenced on 1 November, but the accounts of the new entity were not set up until 2019. The financial affairs of the old entity (Action Learning, Action Research Association Inc.) were being managed by the new entity during this time. This annual financial report covers the twelve months to 31 March 2019 for Action Learning, Action Research Association Inc., but the financial management of the operations for the last five months were managed by the new entity Action Learning, Action Research Association Limited. The financial transactions following the date 1 November have been recorded in the new entity.
6. One important matter occurred after the end of the financial year:
 - (i) All funds, Assets and Liabilities of Action Learning, Action Research Association Inc. have been Gifted to the new entity Action Learning, Action Research Association Limited.

Action Learning, Action Research Association Ltd

Audit Statement

Report of audit

The Treasurer has reviewed the bank statements, financial transactions made and the financial statements compiled by our contract bursar. The published balance sheet and income and expenditure statements represent an accurate position of the financial position of Action Learning, Action Research Association Ltd.

Notes to the financial report:

1. There are no mortgages, charges or securities affecting the assets of the Association.
2. There are no other known liabilities.
3. Term Deposits held

1 \$5,000.27
2 \$6,706.96

Total \$11,707.23

4. Membership Renewal Income – membership income has been rolled over from Action Learning, Action Research Association Inc.
5. Please Note - Entity started 1st November 2018, therefore reporting is for 8 months only.

Supporting Action Learning, Action Research Association Ltd

The activities and successes of Action Learning, Action Research Association Ltd are due to the work of volunteers, supported by Business in Mind for bookkeeping services. There are many ways that you can support us in our work.

Become a member

ALARA is a membership organisation. There are several types of membership to suit most circumstances:



- Individual, at either Full or Concessional Membership, for each of three categories of economic situations for the country of residence of the member
- Organisational, from Micro Enterprise to large Corporate, as well as Affiliate

More details are available on the [ALARA website](#).

Membership offers several benefits to individuals and organisations, and allows those members to become involved in ALARA's activities.

Support your organisation becoming an ALARA member

ALARA welcomes organisational members. Members (staff, associates, members) of Organisational Members of ALARA can also join ALARA at a Reduced Fee rate, which means those staff, etc. can directly gain the benefits of being part of the ALARA community.

Please see the [ALARA website](#), or contact ALARA at secretary@alarassociation.org for more information about your organisation joining ALARA.

Volunteer your time

Volunteering for ALARA can be as simple as helping to set up for, or clean up after, an event, through to joining the Committees Group in one of the roles coordinating ALARA's activities. As a membership organisation, ALARA is always looking for more assistance. If you are interested in Action Learning and Action Research, ALARA may be able to help you, so please consider how you and ALARA can gain from your energy.



Make a donation



ALARA, as a charity, encourages Action Learning and Action Research practitioners to consider supporting it through donations. Money received is used on ALARA activities and operations, as Board and Co-ordinator roles are volunteer positions.

You can contact ALARA at secretary@alarassociation.org, or click on the Donations button on the website.

Support the *Action Learning and Action Research Journal* by becoming a contributor or a reviewer

ALARA welcomes contributions from authors of papers on action learning and action research. Issues are usually published twice each year. ALARA has over sixty reviewers of papers for the double blind review, but is always seeking additional reviewers. Authors and reviewers can register on the Journal website - <https://journal.alara.net.au/>.

Organise an event or fundraising activity



An important way in which ALARA supports the use of Action Learning and Action Research is supporting the conduct of events where Action Learning and Action Research practitioners can meet to discuss their activities and learn from fellow practitioners.

ALARA organises those events directly or with others. It has conducted over thirty conferences and world congresses, and its members have held over eighty smaller events, such as the Brisbane Conversations and a variety of workshops in other cities. See the website for [more information](#) on these events.

If you would like to organise (or help conduct) an ALARA event or fundraising activity, please contact ALARA at secretary@alarassociation.org.

Attend an ALARA event

ALARA promotes its events on in the [News and Events](#) section of its website and through the e-News members receive each fortnight. Attendance is usually open to all people, with some events free, and most of the remainder at very low admission price. We would welcome your attendance at these events.

Support your organisation, or encourage another organisation, to form an alliance with ALARA

ALARA has developed alliances with several organisations and networks (page 8 lists some of these entities). By joining with other organisations and networks, ALARA is able to both promote its work and those partners. You can discuss linking with ALARA with your organisation, or one that you believe would be well suited to an alliance with ALARA. The alliance might be sponsorship, co-hosting an event, or offering benefits to members. Please contact ALARA at secretary@alarassociation.org to discuss any potential alliance.

Support the social media activities of ALARA

You can tell the Action Learning and Action Research community within and beyond ALARA about events and activities of interest through ALARA's social media (see page 28). Our Twitter account is most active around conferences, but you can access it anytime. Our YouTube site has a range of useful videos about Action Learning and Action Research. We welcome additions to these media, so contact us to discuss how you can join in the conversation.



Join and promote the ALARA Tertiary Education Community on LinkedIn



If you are currently undertaking a Master or Doctorate using Action Learning or Action Research, please consider joining ALARA's [Tertiary Education Community](#) on LinkedIn, where you can discuss your work with fellow students.

If you are a lecturer or professor in Action Research, please consider contacting ALARA to discuss how you could use the LinkedIn group to support your students.

Promote Action Learning and Action Research

ALARA's vision is:

To create a more equitable, just, joyful, productive, peaceful and sustainable society by creating local and global change through the wide use of Action Learning and Action Research by individuals, groups and organisations.

If there is anything you can do to help ALARA promote Action Learning and Action Research, or if there is anything you believe ALARA can do to help you promote Action Learning and Action Research, please contact ALARA.

Future Thinking

ALARA's future activities will concentrate in the following five areas.

- Australasian Conference 2020
- 11th Action Learning, Action Research and 15th Participatory Action Research World Congress in 2021
- Publications
- Strategic Plan, leading to strategic alliances
- Improving ALARA's financial position

Australasian Conference 2020

At the time of preparation for the Annual General Meeting, ALARA was negotiating an agreement with Business Action Learning Tasmania (BALT) to co-host an Australasian conference in Launceston Tasmania in November 2020. This conference will be the first ALARA has held in Australasia in several years. ALARA will conduct events in other cities prior to the conference it re-invigorates local networks.

11th Action Learning, Action Research and 15th Participatory Action Research World Congress in 2021

Prof Emmanuel Tetteh is having ongoing discussions with Dr Brian Jennings of Ghana Christian University College (GCUC) and Dr Augustine Tawiah, Honourable Member of Parliament of the Republic of Ghana to advance a proposed ALARA 2021 World Congress in Ghana.

To assist in the advancement of the proposed ALARA 2021 World Congress, he travelled to Ghana in August 2019 to meet with Dr Brian Jennings, Dr Augustine Tawiah, Prof George Kankam, Dean of the School of Graduate Studies and Prof Charles K. Assuah both of whom are at the University of Education, Winneba, Ghana to explore the possibilities of hosting the proposed World Congress.

Dr Jennings, Dr Tawiah, and Emmanuel met with Prof Michael A. Tago, Provost of the School of Continuing and Distance Education of the College of Education at the University of Ghana, Legon to further explore the possibilities of hosting the proposed World Congress.

Emmanuel expects to return to Ghana between January and April and in August next year (2020) for the preliminary plans of the hosting of the 2021 World Congress, as well as in facilitation of an action learning, action research workshop sessions towards the official GALARA Inaugural Meeting Initiation.

Other possible local ALARA activities in Ghana under discussion include professional events, ALAR coaching, facilitator training, program endorsement, support for ALAR certification prospects, etc.

Emmanuel has also started a preliminary conversation for possible local ALARA Chapter and activities in Trinidad and Tobago in the West Indies.

Publications

Since the end of the financial year, ALARA formally established its Global Strategic Publications Editorial Board. That Editorial Board has already met twice, including with members of other Editorial Boards at Split.

During the coming year, the philosophy of the Journal will need to be revisited and redefined to meet the needs and demands of 21st Century AR/AL practitioners. This revision will also help to make sure that ALARA is not duplicating other journals' types or foci of publications, which could lead to divided attention of journal contributors. The Journal aims to complement, not compete with, other Journals.

As Publication Coordinator, Prof Mapotse sees his role is to advise the Managing Editor on how ALARA can have synergy with other journals that are action research and action learning (AR/AL) focused. With the Editorial Board, ALARA needs to clarify the Journal trajectory during this transition period and beyond as a means of showing contributors what type of articles are acceptable to the Journal.

Prof Mapotse will aim to make sure that the Journal meets all the criteria to allow listing in many ministries of higher education from different countries. The Journal should be appealing to attract the authors' contributions and it must have an 'online first' publication as well. ALARA should encourage its members to publish in-house (within the *Action Learning and Action Research Journal*).

ALARA has a sizable group of reviewers constituted from the world over who have diverse backgrounds in their fields of specialization, and Prof Mapotse aims to grow this team of reviewers. Please see the request for more reviewers on page 23.

Finally, Prof Mapotse plans to market the Journal to diverse AR/AL organizations, formations and/or networks so that ALARA can have either special issues or guest editors for the Journal.

Strategic Plan

The ALARA Board has met several times to develop a new strategic plan. It plans to provide this draft plan to the members for their input during this year. Key elements arising from the plan are as follows.

- Opening discussions with members to adjust the Object as described in the Constitution, with members voting on whether to accept changes late next year
- Updating ALARA's Vision Statement as indicated in the footnote on page 5 and the promoting ALARA on page 25
- Improving ALARA's finances through donations, gifts, scholarships and research activities, and through strategic alliances
- Increasing ALARA's profile through a promotion / marketing plan and registering ALARA with the United Nations. It is also investigating other world bodies that may provide support for ALARA by ALARA providing those organisations with its members' expertise and advice.

Contact Us

Action Learning, Action Research Association Ltd is a company limited by guarantee, registered in Adelaide South Australia. Its postal address remains in Brisbane, Queensland.



Postal Address: P.O. Box 162
Greenslopes, QLD 4120



Internet: <https://www.alarassociation.org/>



Email: secretary@alarassociation.org



Facebook: <https://www.facebook.com/groups/218695368241066/>



LinkedIn: <http://www.linkedin.com/groups/4914977/profile>



Twitter: @alaraevents (<https://twitter.com/alaraevents>)



Youtube: <https://www.youtube.com/channel/UCmYoR3roBtt77d-6h1RI9Lg>