



2020/2021 Annual Report

ISSN 2653-3510



Overview and Highlights

Last year's Annual Report included information about ALARA's disappointment at not obtaining registration with the United Nations, and not obtaining funds from the 2019 conference, while looking forward to the planned conference in Launceston Tasmania and research activities.

The ALARA Board could not have predicted the extent and length of the restrictions arising from the Coronavirus pandemic, although the Board was anticipating some reduction in activity. Preparation had begun for conducting the ALARA-BALT conference as a virtual event and for potential webinars to keep members in contact with each other.

Important highlights did occur, with many firsts:

- A very successful virtual conference conducted via Launceston, in partnership with Business Action Learning Tasmania (BALT), which produced a small profit.
- Registration with Special Consultative status with the Economic and Social Council of the United Nations (formally confirmed after the end of the financial year).
- ALARA's first webinar - *Enabling Leadership Capacity for Higher Education Scholarship in Learning and Teaching (SOTL) through Action Research* – led by ALARA member Dr Marina Harvey and Professor Emerita Sandra Jones in May 2021.
- ALARA's first Higher Degree Research Awards, sponsored by ALARA member Australian Institute of Business, conducted as part of the ALARA-BALT conference
- Commencement of a research function within ALARA's Committees Group, with four research groups supported and encouraged by the new Research Co-ordinator.
- Associated with that research function, commencement of research funding by Global Centre for Work-Applied Learning (GCWAL).

The year, therefore, was a very good one for ALARA, despite the concerns raised for the health, safety and mental well-being of members, their families and the action learning / action research community generally due to the Coronavirus pandemic.

As the world recovers and begins to develop new ways of living in a post-Coronavirus world, ALARA continues to plan to spread its vision to create a more equitable, just, joyful, productive, peaceful and sustainable society by promoting local and global change through the wide use of Action Learning and Action Research by individuals, groups and organisations. Activities already underway include:

- Further webinars
- Publication of research findings and support for further research projects
- Preparation for a face-to-face conference (in possibly 2023) and a World Congress (in possibly 2024).



Table of Contents

Overview and Highlights	2
Our Purpose	4
Who We Are	5
Our History.....	5
Our Governance	6
Action Learning, Action Research Association Ltd.....	6
Our Supporters	7
Life Members	7
Organisational Members	7
Advertisers and Sponsors	8
President's Report	9
Our Activities.....	11
Australasian Activities – Vice-President (Australasia).....	11
International Activities – Vice-President (International).....	11
Marketing	11
Membership	12
Publications.....	12
Research.....	14
Streams.....	14
Web Services, including Social Media	14
Other Important Matters	15
Financial Statements	16
Audit Statements.....	18
Supporting Action Learning, Action Research Association Ltd	19
Future Thinking	22
Contact Us	23



Our Purpose

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

To promote by all available means the study, practice, research and teaching of Action Learning and Action Research in all their forms, and to bring together people who are interested in or involved with Action Learning and Action Research.

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 (ALAR Association or ALARA¹) 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 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.

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 [ARAL 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.

Over the last thirty-one years, the members of the Association have held ten World Congresses in Australian and International settings, a joint conference with the Collaborative Action Research Network (CARN) in Europe and twenty-four Australasian conferences, as well as many other local workshops and seminars, and beginning this year, webinars for members and their networks. The ALARA website includes the lists of Conferences and World Congresses. ALARA's members have produced 26 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.

Our Governance

Action Learning, Action Research Association Ltd

Board

Name	Country	Title	No. Meetings	No. Attended
Colin Bradley	Australia	President (Chair)	8	8
Dr Chivonne Algeo	Australia	Vice-President (Australasia)	9	8
Dr Emmanuel Tetteh	USA	Vice-President (International)	8	5
Dr John Molineux	Australia	Treasurer	9	9
Andrew Cook	Australia	Secretary	9	8



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

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 DGR (Deductible Gift Recipient) status.

Board Sub-Committees

Committees Group

Name	Country	Title	No. Meetings	No. Attended
Dr Chivonne Algeo	Australia	Vice-President (Australasia)	8	6
Dr Emmanuel Tetteh	USA	Vice-President (International)	8	5
Prof. Tome Mapotse	South Africa	Publications Co-ordinator (until 19/11/2020)	3	1
Prof Tome Mapotse	South Africa	Research Co-ordinator (from 1/01/2021)	4	3
Dr Susan Goff	Australia	Publications Co-ordinator (from 1/01/2021)	4	4
Colin Bradley	Australia	President (Chair) – Membership; Web Services	8	8
Dr John Molineux	Australia	Treasurer – ex-officio **	8	8
Andrew Cook	Australia	Secretary – ex-officio **	8	6

** 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

Global Strategic Publications Editorial Board

Name	Country	Title	No. Meetings	No. Attended
Dr Azril Bacal	Sweden / Peru		6	3
Colin Bradley	Australia	President (Chair)	6	6
Dr Susan Goff	Australia	Publications Co-ordinator (from 1/01/2021)	6	6
A/Prof Erik Lindhult	Sweden		6	6
Riripeti Reedy (from 1 October 2020)	New Zealand		5	4
Dr Shankar Sankaran	Australia		6	5
Dr Shawn Wilson (from 1 October 2020)	Australia / Canada		5	2
Prof Tome Mapotse	South Africa	Publications Co-ordinator (until 19/11/2020)	2	0

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 Lyn Cundy

Dr Paul Inglis

Dr Ernie Stringer

Prof. Ortrun Zuber-Skerritt AO

Organisational Members

Action Research Issues Association Inc.

Australian Institute of Business





Business Action Learning Tasmania

Global Centre for Work-Applied Learning



Global University for Lifelong Learning

Norwich University



**Research@EastZone
(Ministry of Education, Singapore)**

Advertisers and Sponsors

Global Centre for Work-Applied Learning



Australian Institute of Business

President's Report

Action Learning, Action Research Association has had a very busy year, with the realisation of several important initiatives and the commencement of several other important actions. Key highlights for the year include the following.

- United Nations

Last year, ALARA reported that one area of disappointment for the year was the unsuccessful attempt to register with the United Nations. We had hoped that the disruption caused by Coronavirus may have affected the process of selection, but we were not contacted about selection. The United Nations did consider and recognise ALARA, not in 2019/20 as expected, but in 2021. Late in June 2021, the Committee on Non-Governmental Organizations decided to recommend Special consultative status with the Economic and Social Council to ALARA. The Economic and Social Council must endorse the recommendation, which they planned to do in late July.

- ALARA-BALT Conference

ALARA and Business Action Learning Tasmania (BALT) had planned to hold this conference in Launceston, Tasmania, but Coronavirus and lock downs prevented a face-to-face event. The challenge to hold ALARA's first virtual conference was significant, but with excellent help from the team at BALT, up to 70 participants enjoyed a remarkable conference over four days in early November 2020 (see the report from Vice-President – Australasia on page 11).

- Publications

The Norwegian Registry of Scientific Journals recognised the *Action Learning and Action Research Journal* in late June. This important listing is a step towards gaining academic recognition of the papers the Journal publishes. Unfortunately, just as this important step was taken, the Editor, Prof Mishack Gumbo, resigned due to academic commitments.

ALARA also initiated a group of editorial representatives from ten Action Learning / Action Research publications around the world. That group has agreed to conduct a webinar to help aspiring authors in their submissions to the publications. The Publications Report on page 12 has more details about the work in this area.

- Research

The new Research portfolio commenced, with Prof Tome Mapotse stepping into the Co-ordinator role to help the several research projects underway. ALARA sees this area of activity growing. See the Research report on page 14 for details of initial research work.

- Sponsorship

Also commencing in 2020 was the agreement with Global Centre for Work-Applied Learning. This agreement sees participants in Action Learning Facilitator and Action Learning Practitioner programmes become members of ALARA. In addition, GCWAL are financially supporting research initiatives undertaken by ALARA, and Australian Institute of Business has sponsored the Higher Degree Research awards.

- Volunteers

ALARA joined Volunteers South Australia and Northern Territory, which is part of the Volunteers Australia network. This membership has enabled access to much resource material and advice, including sample policies. Associated with this move, the ALARA Board decided that it needed to add a Volunteers Co-ordinator to the Committees Group. This position will join that Group after the Annual General Meeting.

- Indigenous AL / AR Co-ordinator

ALARA also recognised the need to add a position to create and support networking amongst Indigenous action learning and action research practitioners. This position will also join the Committees Group after the Annual General Meeting. The Board thank the working committee who developed the role description for this new role: Margaret O'Connell, Riripeti Reedy, Mishack Gumbo, Tome Mapotse, Liz Orr and Susan Goff.

- Website Upgrades

ALARA undertook a range of improvements to its internet presence, described in the Web Services report on page 14, with new icons and menus on the main site, and a new *Action Learning and Action Research Journal* site and Bob Dick's ARAL and AREOL sites.

Governance

ALARA's Board sub-committees continued to meet during the year.

- The Committees Group oversees the operations of ALARA. It contains positions for Co-ordinators for Marketing, Membership, Publications, Research, Streams and Web Services in addition to the two Vice-Presidents, who also manage events. The addition of the Indigenous AL / AR Co-ordinator and Volunteer Co-ordinator in 2021/22 will enhance this Group.
- The Risk Committee ensures that the Board can manage the risks associated with running an organisation in the environment that exists in today's world. The Risk Committee identifies the risks ALARA faces and the strategies to manage those risks.
- The Global Strategic Publications Editorial Board provides guidance and advice to the Board on the direction and management of ALARA's publications, and assists in its promotion. See the Publications Co-ordinator's Report on page 12 for more information.

Matters of importance that have occurred since 30 June 2021

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

- The Norwegian Registry of Scientific Journals formally listed the *Action Learning and Action Research Journal* on its listing site.
- The webinar organised by the group of Action Learning / Action Research publications – *Publish Your Values-Driven Research for Systemic Change* – was held (twice) on 28 September with over 60 people attending.
- ALARA received formal notification of its obtaining Special Consultative status with the United Nations.
- ALARA has announced a Climate Action webinar (see page 15) for November 2021.



Implications and Consequences of Coronavirus

The ongoing restrictions caused by Coronavirus have prevented many activities in ALARA's networks, such as face-to-face events. The virtual conference in November 2020 was a success, but the travel restrictions effectively stopped any planning of a conference in 2021.

While vaccinations in richer, "Global North" countries continue and restrictions allow greater freedoms, the world will not be free of restrictions vaccinations occur across the population in all countries. ALARA anticipates that it will not be able to hold a face-to-face conference until 2023, although it will be aiming to increase its number and range of virtual activities.

Our Activities

Australasian Activities – Vice-President (Australasia)

To continue our engagement with members and the wider action learning and action research community, ALARA launched our first online webinar titled "Enabling leadership capacity for higher education scholarship in learning and teaching (SOTL) through action research" by Marina Harvey and Sandra Jones. Unfortunately, due to the Coronavirus restrictions we postponed future webinars, including "Collaborative Climate Change Initiatives" with Ernie Stringer.

We delivered, in partnership with the Business Action Learning Tasmania, our first all-virtual conference, "Discovering the Future Together: Action Learning and Action Research at Work" held from 8 to 11 November 2020. The event featured a series of online webinars, co-ordinated from Launceston, with sixty-nine participants from twelve countries attending the conference. The audience expressed surprise and delight at the intimacy, comradery, openness and quality of the presentations and discussions during the conference. We also held our first Doctoral Workshop, sponsored by Australian Institute of Business (AIB), and presented awards for the Best Student Action Research Paper and the Best Student Action Research Presentation.



International Activities – Vice-President (International)

We received notification about the NGO membership with the UN (even though we have not yet received the official announcement, it happened before 1 July). As soon as we receive the notification, Emmanuel Tetteh, the ALARA Vice-President (International), will follow it up via face-to-face or virtual meetings.



Emmanuel Tetteh had planned to visit Ghana between January and April and in August this year to finalize the preliminary plans of hosting the 2023 World Congress. However, because of the Coronavirus Pandemic, his travel plan was postponed to later this year. For this, he held virtual meetings with the GALARA (Ghana Action Learning, Action Research Association) standing committee representatives regarding the prospect of having the World Congress in 2023. Discussion for tentative agreement is ongoing with forthcoming meeting during 2021. Equally important is a continuing conversation to facilitate an action learning and action research workshop session leading to the official GALARA Inaugural Meeting Initiation. Although the Coronavirus pandemic has interfered with the scheduled trips, Emmanuel is continuing his conversations with GALARA. Negotiations about the next World Congress will recommence once some stability and certainty return to enable World Congress planning. Meanwhile, Emmanuel is also exploring prospective grants proposal initiatives within the US to help with the proposed Congress. Other communications with some officials in Trinidad and Tobago have started for a potential ALARA chapter and networking projects; however, the Coronavirus pandemic has impeded it until stability and certainty return.

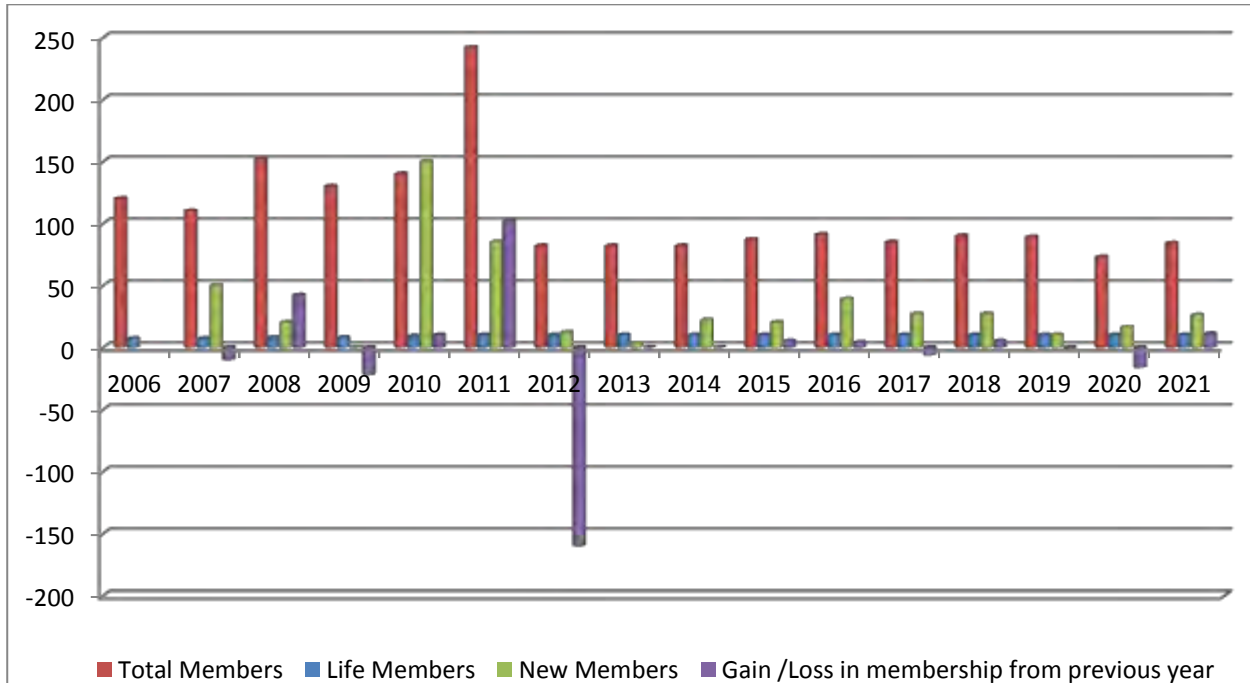
Marketing

The Board developed a number of marketing strategies in late 2019 and began implementing them during the reporting year. These strategies included:

- Emailing members of old ALARA site;
- Developing and uploading short videos for inclusion on the ALARA site and social media;
- Seeking further alliances with organisations to add to the one arranged in 2020 with Global Centre for Work-Applied Learning, and which initiated further marketing strategies; and
- Creating an ethical statement about action learning and action research, which is being developed by an ALARA member as a guide for Ethics Committees / Boards to assist those undertaking action learning / action research projects.

Membership

ALARA's membership experienced a slight increase in numbers during 2020/21. The graph below shows the membership levels. ALARA is directing its actions towards gaining engagement from transient participants, aiming to keep action learning / action research academics and practitioners networking and informed of activities.



Publications

The Global Strategic Publications Editorial Board was formed by ALARA at the end of 2019. Its objective is to provide strategic advice to the Board on its global mission for the editorial direction and management of its publications. The challenge is to make ALARA publications more relevant, higher quality, with a greater impact, and supported by increased informed volunteerism. Meetings are a minimum of three per year or as needed, and conducted via Zoom in consideration of international membership and time zones. Minutes are reported to the ALARA Board.



Matters that have been discussed this year include:

- How to recognise the value of reflective writing in ALAR journal publications
- How to improve the quality of papers submitted to the *Action Learning and Action Research Journal (ALARj)*
- How to encourage publication approaches that reflect Indigenous Knowledge Systems
- Review of *ALARj* selection criteria
- Review of *ALARj* submissions procedures on the OJS platform

ALARA delivered two issues of the journal: a September issue made up of conference papers from the 2019 Conference in Croatia, and a December issue. We are most grateful to Professor Mishack Gumbo for maintaining the *ALARj* publication record, and very sorry to announce that Professor Gumbo has resigned from the *ALARj* Editor role due to demands of his professional academic work. We are also very grateful to the reviewers who ensure the quality of *ALARj* publications.



The Editorial Board recognises the increasing difficulty in successfully competing in the academic journal world, but given the 26 years of leading edge work promoting the AL AR field nationally and internationally, is seeking to identify and resolve structural issues which will develop a new pathway to ensure its ongoing viability. In the last year the group has successfully resolved some long standing matters:

- The accreditation of the *ALARj* with the Norwegian Registry of Scientific Journals. *ALARj* has been accredited at Level 1. This means that the *ALARj*, and the papers that are published through it, are recognised as academic standard and impact factors will be monitored. This should increase the relevance of article submission to academic authors which, over time may have many benefits for the journal and the association
- Broadened the cultural representation on the group to include First Nations in decolonising contexts
- Reviewed the active status of the 60 registered *ALARj* reviewers. This resulted in about half being deemed as “inactive”
- Initiated a research project with a group of 6 international action researchers to explore the current status and future direction of action research publications with the intention of advising the future direction of *ALARj*. Currently this group has submitted an article to *ALARj* to test the manifestation of ALAR in home ground

For the year ahead matters of concern include:

- Seeking accreditation in other international scientific journal registries to increase *ALARj*'s appeal and impact factor
- Refreshing our collaboration with *ALARj* reviewers to better recognise voluntary contributions, to enable increased activity and reviewer feedback that is consistent with ALAR criteria
- Collaborating with the new position of Indigenous Action Learning and Action Research Coordinator to further progress the inclusion of modes of publication that better serve First Nations scholars and other participants in Action Learning and Action Research initiatives
- Continuation of the research project to reposition *ALARj* in the ALAR publications constellation so that it more acutely fills a niche not met by other journals related to our field

ALARA is grateful to the Global Strategic Publications Group members:

- Riripeti Reedy
- Dr Shawn Wilson
- Professor Shankar Sankaran
- Assistant Professor Erik Lindhult
- Dr Azril Bacal
- Colin Bradley
- Dr Susan Goff (Secretary)

The group also expresses its appreciation to the research group and looks forward to its first delivery in the next financial year. Its members are:

- Adjunct Professor Yedida Bessemer
- Dr Geof Hill
- Dr Vicki Vaartjes
- Dr Liz Orr
- Dr Diana Austin
- Dr Susan Goff

Research

The research portfolio was an addition in 2020 that has had much activity. As part of the agreement with Global Centre for Work-Applied Learning (GCWAL), ALARA receives funds to undertake research. The first project commenced in 2021, and due to be completed late in the year, is a research of Action Learning certifications around the world – seeking ideas to maximise the quality of those certifications.



Also commenced during the year was a research project on action research publications, adding to the work by a member researching ethics to develop a guide for Ethics Committees (see page 15). Another research project, initiated by members in New Zealand, was looking into the “Ah-ha” moment for action research practitioners.

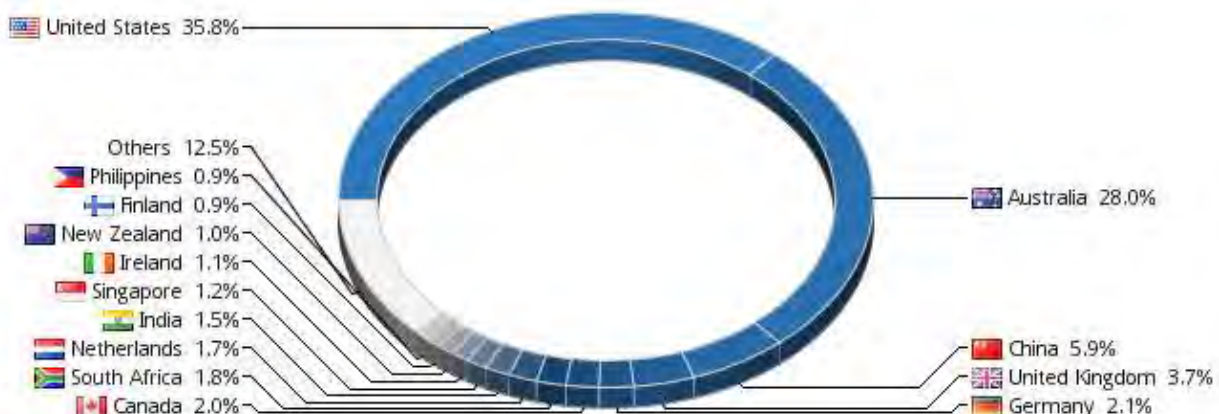
Streams

A continuing vacancy in the Streams Co-ordinator role has meant little development of streams and chapters, although the Board remain hopeful that chapters will commence in coming years.

Web Services, including Social Media

The ALARA website (<https://www.alarassociation.org>) continues to be well visited.

125 different countries have visited this site. 710 flags collected. [View all details »](#)



During the year, ALARA made several improvements to the site and to related sites. Short videos relating to the ALARA-BALT Conference 2020, introduction of icons for the main menu, which also included a restructuring of that menu, and many new pages were among the improvements to the main site. Late in the year, ALARA decommissioned the old ALARA site – alara.net.au.

The Online Journal Service (OJS) provides the operating software that houses *Action Learning and Action Research Journal* site. A major upgrade of that software allowed the ALARA to move the *Journal* from a sub-domain of the old ALARA site to a new sub-domain of the main site - <https://alarj.alarassociation.org>.

With Bob Dick’s kind agreement, ALARA also began hosting his suite of information about action research and action learning – ARAL – on two new locations: <https://aral.alarassociation.org/> and <https://aral.alarassociation.org/areol/>.

ALARA’s social media content continues with varying amounts of activity. In the lead up to the ALARA-BALT Conference 2020, there was much traffic, as was the case leading up to the webinar in May. The Board continues to search for someone to offer to manage these various media (see page 23).



Other Important Matters

Climate Change

ALARA supports efforts to reduce the impact of human activity on the environment. ALARA use of electronic communication and delivery of information is one way in which it is trying to reduce 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 virtual Conference in 2020 enabled promotion of networking at a conference while having a smaller environmental impact. It is likely that future large face-to-face events will include components that allow participants to join virtually. The Board continues to seek ways to allow small groups, gathering locally, to meet remotely with other small groups in other locations (countries) in semi-virtual events.

ALARA plans to take a more active role in climate action. It plans to conduct a webinar late in 2021 to identify interest in research projects in climate action utilising action learning and action research.

Ethics

ALARA has defined its values and principles and these are available on the ALARA website <https://www.alarassociation.org>. An ALARA member is working with a group of Board and other members to develop a guide for Ethics Committees, which should be available for review during the coming year.

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. To support volunteers, the Board intends to introduce a volunteer status form and policy late in 2021.

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.

Unite Nations Strategic Development Goals

As indicated in the Vice President International's report, ALARA was registered as an NGO (Non-Government Organisation) just at the end of the financial year. Associated with the decision to apply for this registration, ALARA added a series of pages on its website to reflect the work done by members and others under the seventeen UN Strategic Development Goals. ALARA will add more examples over coming months.

Vision

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 organisation. This vision is an overarching theme in the work performed by the Board and the activities of ALARA.



Financial Statements

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

INCOME AND EXPENDITURE STATEMENT **FOR THE PERIOD ENDED 30th June 2021**

	2021	2020
INCOME		
Advertising	0.00	0.00
Conferences & Sponsorship	4,449.91	0.00
Interest	160.46	171.51
Local Events	446.17	18.20
Membership Fee	6,594.62	6,492.77
Publications	501.65	1,408.13
Royalty / Copyright Income	342.37	429.25
Alliance	10,967.60	0.00
Tax refundable	0.00	0.00
	-----	-----
TOTAL	23,462.78	8,519.86
	-----	-----
OTHER INCOME		
Expenses Recovered	66.85	0.00
Donation	50.00	0.00
	-----	-----
TOTAL INCOME	23,579.63	8,519.86
	-----	-----
EXPENDITURES		
Administration Services	5,346.06	4,903.21
Advertising	436.67	95.45
ALARA Journal	1,444.61	1,534.11
Bank and PayPal Fees	201.51	93.55
Email/internet account	869.53	856.74
Insurance	1,454.50	1,441.57
Zoom	230.89	0.00
Licence & Registration	0.00	245.00
PO Box	123.64	121.82
Printing, Postage and Stationery	926.94	608.31
Sponsorship	883.64	1,516.36
Web Maintenance	100.00	250.00
Web Design/Development	1,720.00	0.00
Travel Expense	0.00	0.00
	-----	-----
TOTAL EXPENDITURE	13,737.99	11,666.12
	-----	-----
NET SURPLUS/DEFICIT	9,841.64	-3,146.26
	-----	-----

The accompanying notes form part of this financial report.



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

BALANCE SHEET
AS AT 30th June 2021

	2021	2020
ASSETS		
Current Assets		
Cash at Bank (1)	14,282.88	6,120.95
Cash at Bank (2)	179.49	618.13
WC 2017 Bank Account	19.68	1,185.96
Term Deposit #1	6,767.46	6,706.96
Term Deposit #2	5,017.97	5,000.00
GST Paid	35.14	42.66
Accounts Receivable	3,955.76	0.00
	-----	-----
Total Current Assets	30,258.38	19,674.66
Non-Current Assets	0.00	0.00
	-----	-----
Total Non-Current Assets	0.00	0.00
	-----	-----
TOTAL ASSETS	30,258.38	19,674.66
	-----	-----
LIABILITIES		
Accounts Payable	1,443.10	433.13
Sundry Creditor – WC Africa Trust	11,785.43	11,785.43
BALT (Seed Funds)	0.00	834.00
BAS Payable	-2.00	-206.00
GST Collected	364.06	1.95
	-----	-----
TOTAL LIABILITIES	13,590.59	12,848.51
	-----	-----
NET ASSETS	16,667.79	6,826.15
	-----	-----
MEMBERS FUNDS		
Opening Accumulated Funds	6,826.15	9,972.41
Add Surplus/Deficit	9,841.64	-3,146.26
	-----	-----
TOTAL MEMBERS FUNDS	16,667.79	6,826.15
	-----	-----

The accompanying notes form part of this financial report.



Audit Statements

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	\$5,017.97
2	\$6,767.46
- Total **\$11,785.43****
4. Please Note – Coronavirus still affecting Events and Conferences being held and Norwich University have still not renewed their Annual Membership as at 30 June 2021.
5. Deed of Agreement signed with GCWAL (Global Centre for Work Applied Learning Pty Ltd).

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 admin@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, leading a research project or 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 admin@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://alarj.alarassociation.org>.

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.

The radical changes over 2020 and 2021 also means that ALARA is seeking to conduct virtual events – from small Conversations to large conferences, so the Board would welcome suggestions on people and organisations that would like to assist in conducting such events.

If you would like to organise (or help conduct) an ALARA event or fundraising activity, please contact ALARA at admin@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 7 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 admin@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 23). 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 2023
- Webinars
- 11th Action Learning, Action Research and 15th Participatory Action Research World Congress in 2024
- Publications
- Strategic alliances
- Improving ALARA's financial position

Australasian Conference 2023

ALARA had expected to conduct its next conference as a face-to-face event in 2021 or 2022. The ongoing problems of travel restrictions and social distancing means ALARA is now working towards its first post-Coronavirus conference in 2023, and Australasian conference. A small sub-committee have commenced working on themes and ideas for this event.

Webinars

The success of the first ALARA webinar held in May 2021 and the ALARA –BALT Conference in November 2020 pointed to webinars as a substitute for face-to-face events, and the potential to complement those face-to-face events into the future. Importantly, as demonstrated in both of the conducted virtual events, the nature of highly interactive discussions are essential in ALARA events, just as they are in face-to-face events.

11th Action Learning, Action Research and 15th Participatory Action Research World Congress in 2024

Prof Emmanuel Tetteh has had 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 World Congress in Ghana. These discussions will recommence in late 2021 when some certainty about international travel becomes clearer.

Publications

The ALARA Board and Global Strategic Publications Editorial Board are aiming to increase the profile of the *Action Learning and Action Research Journal* in coming years. The Editorial Board is considering two special issues as well as other strategies to increase the *Journal's* profile.

Strategic Alliances

The ALARA Board entered into a strategic alliance with Global Centre for Work-Applied Learning (GCWAL) just before the end of last financial year. The group with representatives from ten other Action Learning / Action Research publications is another example of the strategic alliances ALARA is fostering. The recognition with the United Nations will lead to further introductions and possibilities for more alliances.

Financial Position

ALARA's financial position has improved this year (see the Financial Statements commencing on page 16), and further work is planned to increase sources and amount of income to help with covering the costs of operations. These ideas include the creation of gift-deductible trusts and increasing the types of events ALARA conducts.



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: admin@alarassociation.org



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



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



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



Vimeo <https://vimeo.com/user123729223>



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



© 2021 Action Learning, Action Research Association Ltd