

INTEGRAL ALLIANCE

England & Wales · Charity number 1112515

Details

Other names INTEGRAL

Status Registered

Legal form Charitable company

Company number [05442605](#)

Registered 2005-12-14

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: TO PROMOTE THE EFFICIENCY AND EFFECTIVENESS OF CHRISTIAN CHARITIES INVOLVED IN, AND THE EFFECTIVE USE OF CHARITABLE RESOURCES FOR, THE RELIEF OF POVERTY, SUFFERING AND DISTRESS AND THE PREVENTION OF DISEASE AND ILL HEALTH AMONGST THE PEOPLE OF THE WORLD.

Activities: Integral Alliance is an alliance of 21 Christian relief and development agencies headquartered in 14 countries. They work in over 85 countries, across 34 sectors, and have a network of over 540 local Partners. Integral Members collaborate together in disasters by bringing their different strengths and resources to situations of need around the world.

Classification

- **How:** Provides Human Resources, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief, Accommodation/housing, Religious Activities, Economic/community Development/employment
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** WORLDWIDE
- Australia
- Belgium
- Canada
- Denmark
- France
- Hong Kong
- Ireland
- Netherlands
- New Zealand
- Slovakia
- Sweden
- Switzerland
- United States
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£366,022	£347,101	-	-
2023-12-31	£321,059	£307,594	-	-
2022-12-31	£332,047	£305,297	-	-
2021-12-31	£156,168	£252,735	-	-
2020-12-31	£313,662	£262,667	-	-

Trustees

Name	Role	Appointed
Carol Bremer-Bennett	Chair	2021-01-01
ALLAN BUSSARD		2006-10-13
Adele Paterson		2017-11-01
Anne Christine Reitsema		2023-04-01
Chris Lukkien		2017-07-19
Guido Johannes De Vries		2023-05-01
Professor Ruth Osarenti Uwaifo Oyelere		2025-04-02
Rev Melissa Anne Lipsett		2021-11-01

INTEGRAL ALLIANCE

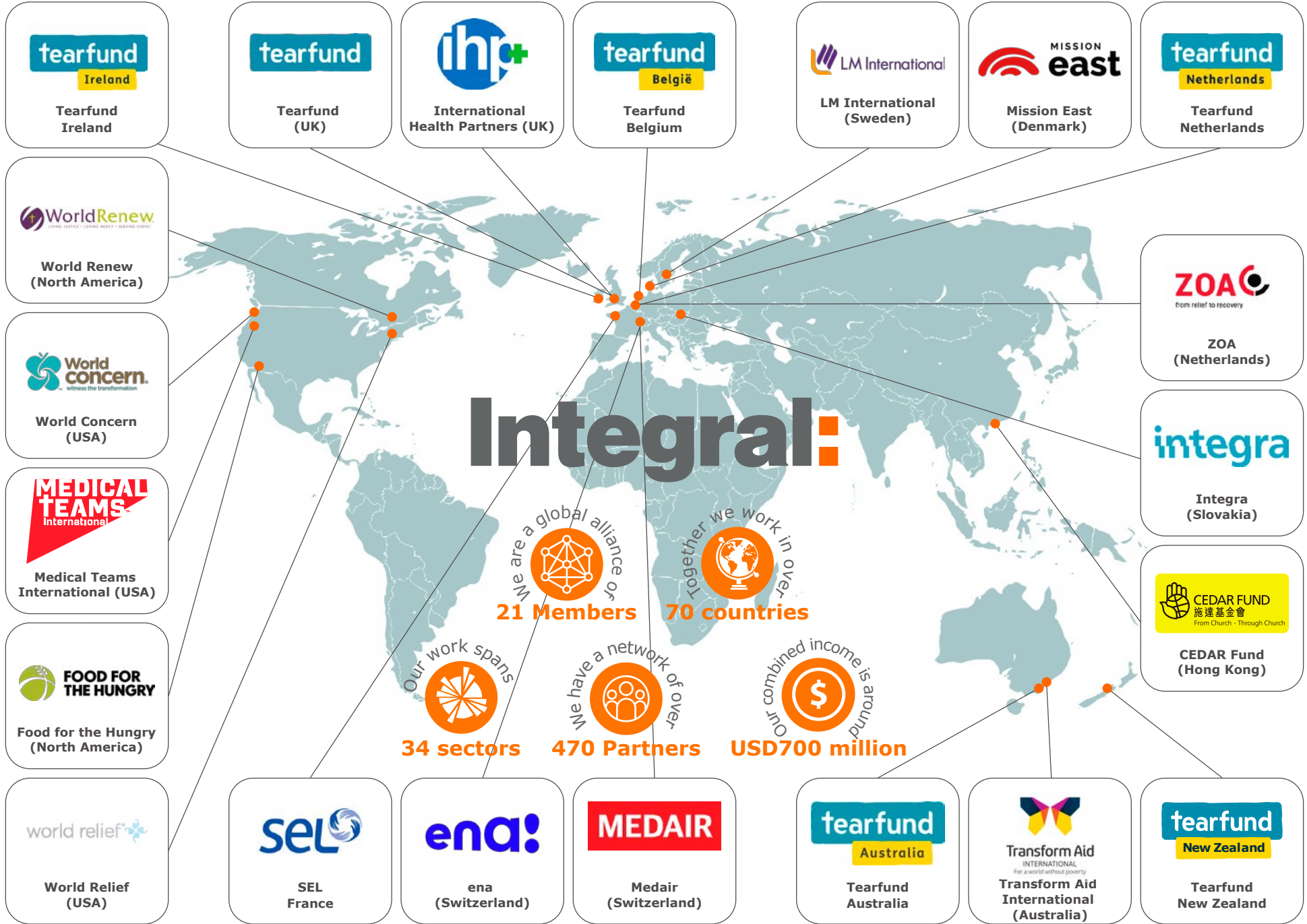
England & Wales - Charity number 1112515

Accounts



Integral  Responding Faster.
Reaching Further.
In Christ.

ANNUAL REPORT **2024**
AND UNAUDITED FINANCIAL STATEMENTS



tearfund
Ireland
Tearfund Ireland

tearfund
Tearfund (UK)

ihp+
International Health Partners (UK)

tearfund
België
Tearfund Belgium

LM International
LM International (Sweden)

MISSION east
Mission East (Denmark)

tearfund
Netherlands
Tearfund Netherlands

WorldRenew
World Renew (North America)

World concern.
World Concern (USA)

MEDICAL TEAMS
International
Medical Teams International (USA)

FOOD FOR THE HUNGRY
Food for the Hungry (North America)

world relief
World Relief (USA)

sel
SEL France

ena!
ena (Switzerland)

MEDAIR
Medair (Switzerland)

tearfund
Australia
Tearfund Australia

Transform Aid INTERNATIONAL
Transform Aid International (Australia)

tearfund
New Zealand
Tearfund New Zealand

ZOAC
from relief to recovery
ZOA (Netherlands)

integra
Integra (Slovakia)

CEDAR FUND
施達基金會
From Church - Through Church
CEDAR Fund (Hong Kong)

Integral:

We are a global alliance of **21 Members** in **70 countries**.
Together we work in over **34 sectors**.
We have a network of over **470 Partners**.
Our combined income is around **USD700 million**.

Front cover: © Abdul Dennaoui, Medair (Switzerland). Families seek safety in an intermediate school turned collective shelter in Beirut, Lebanon, after a series of intense airstrikes. October 2024

Integral's Vision

Christian agencies uniting globally, alleviating suffering, and restoring hope, in disasters and beyond.

Our Mission

Integral exists to see God's Kingdom demonstrated by uniting our Members. We champion, encourage and facilitate collaborative working across the Alliance, particularly in disasters.

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Charitable Object

The Company's object is to promote the efficiency and effectiveness of Christian charities involved in, and the effective use of charitable resources for, the relief of poverty, suffering and distress and the prevention of disease and ill health among the people of the world.

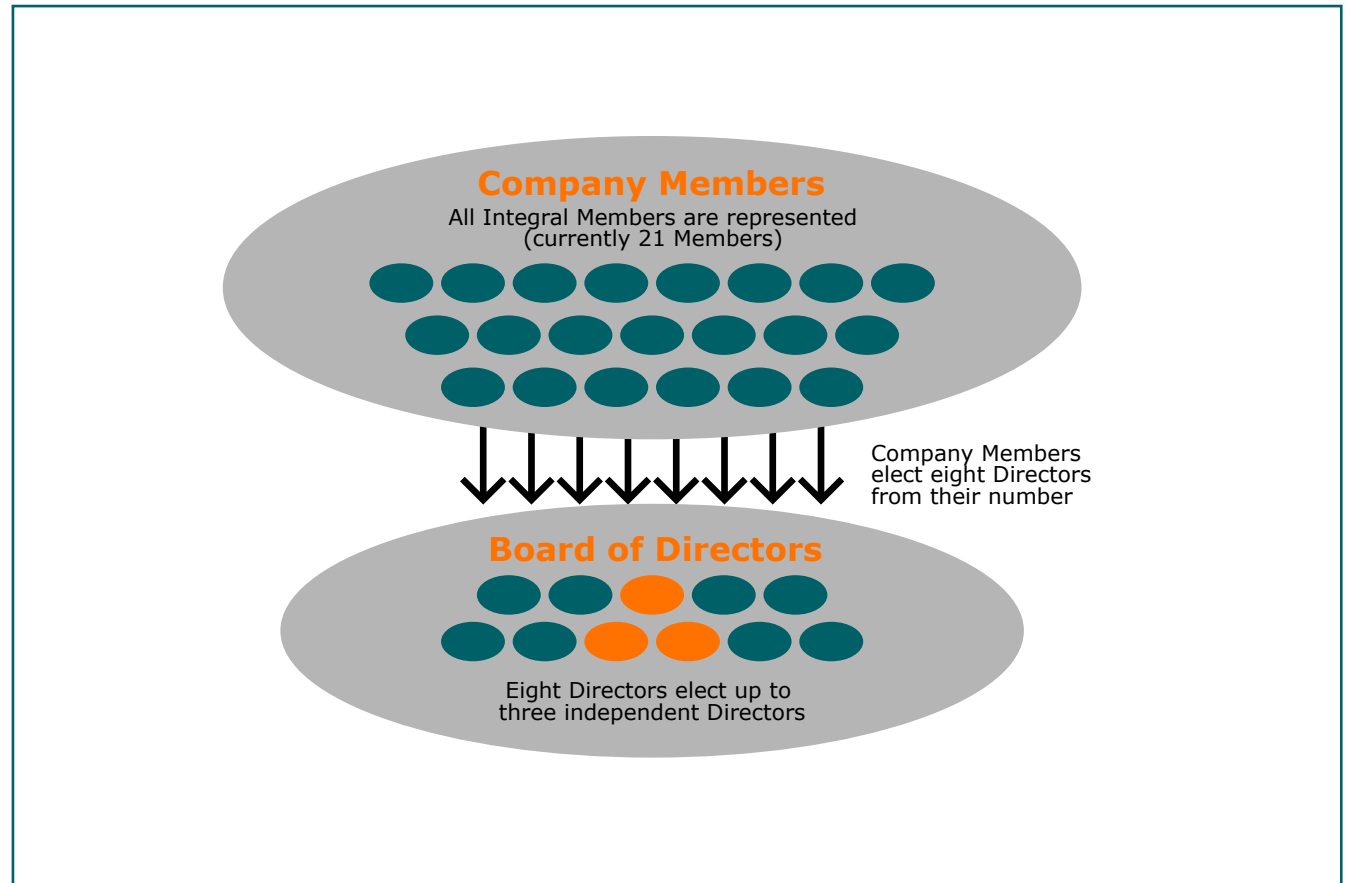
Integral Alliance

A company limited by guarantee
For the year ended 31 December 2024
Company number: 5442605
Charity number: 1112515

COMPANY MEMBERS AND BOARD OF DIRECTORS

For the first 20 years of Integral's existence, the Board of Integral consisted of the CEO or President of each of our Members, so the Board had 21 members. In desiring Integral to diversify and grow as an Alliance, the Board agreed to create a smaller representative Board.

After careful revision of our legal statutes and in-depth consultation with all of our Members, as well as discussion with the whole Board, in April the new statutes and governance structure were agreed. The previous Board are now Company Members of Integral, and they voted in a representative Board of eight of their number. They also created space to appoint up to three independent members, thus supporting the desire for increased diversity in Integral.



Foreword from our Chair



As the new Chair of Integral, I would like to welcome you to our 2024 Annual Report. I took over from Martha Newsome in January and would like to thank her for her excellent contribution to Integral, particularly in encouraging and driving through the work on the strategic shifts for Integral throughout 2023.

2024 marks the 20th anniversary of the founding of Integral. We are so grateful for Integral as an expression

of God's gift of unity in the relief and development sector – this underpins all our collaboration. And in January we welcomed LM International, one of our founding Members back into the membership of Integral.

Integral is about people! Integral is God's gathering and we model a virtual Christian community: interdependence, vulnerability, prayer and fellowship – these are foundational to Integral. We unite our Members for two main reasons: because of Jesus' call to unity, and because of our strong conviction that more people are better served through collaborative working. Through Members working collaboratively, we see Integral as the means to the end of helping more people, especially in disasters.

We model unity in diversity – Members are different but we see how we can add value by bringing that diversity together. We have responded to 44 disasters together since we began our Disaster Response work 15 years ago. We have grown from five founding Members to 21 Members from 13 countries with a network of 540 Partners.

At our October face-to-face meetings we welcomed some of our Integral 'Alumni' – past Chairs and Board members – to join us in looking back with thanks in order to look forward with hope. Faithful to our calling, we stand joyfully on the shoulders of those who have gone before us.

As well as celebrating our 20th anniversary, 2024 has been a year of continuing to enable all of our Members to respond collaboratively to the increasing number of disasters in the world around us. As well as running four Integral Disaster Responses this year, calls were held on at least six other neglected crises, and Integral facilitated information sharing among Members on 12 other crisis situations around the world.

Following on from the decisions taken by the Board in October 2023, I would like to highlight the work we have done on redesigning Integral's governance structure (see diagram and description on the facing page). This is an historic moment in Integral's 20-year history. The new simplified governance structure enables us to be more flexible and diverse as an Alliance, both within our membership and to our key stakeholders. This is vital as we seek to collaborate as Christian agencies to meet the increasing challenges we face.

As we look back on 2024, we are grateful for all the people we have served. We look forward to continuing to simplify and reduce the administrative burden of membership on Members, and to help Integral achieve diversity, more local relevance and wider reach.

Wholeheartedly,

A handwritten signature in black ink, reading "Carol Bremer-Bennett". The signature is written in a cursive, flowing style.

Carol Bremer-Bennett
Chair of Integral Alliance

Our Kingdom values unite us in prayer, Christian reflection and collaborative action. We work to create and sustain a community of trust among our Members in which collaborative work can thrive.

UNITY

We are committed to Jesus' call to unity, and believe unity is God's gift to us outworked through the power of the Holy Spirit. We unite in order to enable all people in need to flourish as God intended.

RELATIONAL

We put people first, and desire to see each person fulfil their God-given potential. We want all our interactions to be marked by servant-heartedness, generosity, openness, integrity and mutual respect. We believe that by expressing organisational humility we demonstrate the character of God to a suffering world.

ACCOUNTABILITY

We strive for professional excellence and are mutually accountable for the quality of our work to each other, those we serve, our supporters, and to God. We are a learning alliance, committed to transparency, reflecting on and evaluating our joint work and assessing our collective impact.

In a world that is often cynical, fragmented and hostile, we are Christians who believe that disaster and suffering are not the end of the story.

CHRIST-CENTREDNESS

We practise the presence of God in our midst through listening, Biblical reflection and prayer. We strive to provide space for the prophetic voice of the Spirit to shape and guide us as an alliance and inform our actions.

IMPARTIALITY

We acknowledge the image of God in every person, therefore we adhere to core principles of the Red Cross Code of Conduct and the Core Humanitarian Standard. Aid is given regardless of the race, religion, creed or nationality of the recipients, and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.

COMPLEMENTARITY

As Christ has called us to be the many parts of one body, we believe that when our Members combine their strengths and work interdependently, we have greater reach and impact. By working together, we provide a more complete response to the needs of those we serve.





“ Integral helps us understand the trends in development and relief work as well as fundraising challenges that other Members are facing in their parts of the world, and helps our organisation learn from some of the strategic directions that others are taking or planning to take. The discussions about localisation and decolonisation have inspired us with ideas on how to promote our work on Church and Community Mobilisation. The Storyteller’s Guide has been invaluable in guiding our communication efforts.

CEDAR Fund (Hong Kong)

“ Integral remains our go-to place for Disaster Response (DR) engagement to ensure missional reach and focus, reliable Partners who have the same calling, and a very valuable way to extend our organizational DR reach around the world.

World Concern (USA)

“ Continual collaboration and information sharing with other Integral Members provides the biggest value to our work. It allows us access to primary information from disaster areas or potential implementation sites that we would not otherwise have access to, and it gives us the opportunity to partner directly with trusted organizations quickly without having to undergo extensive vetting of new Partners that would otherwise be required.

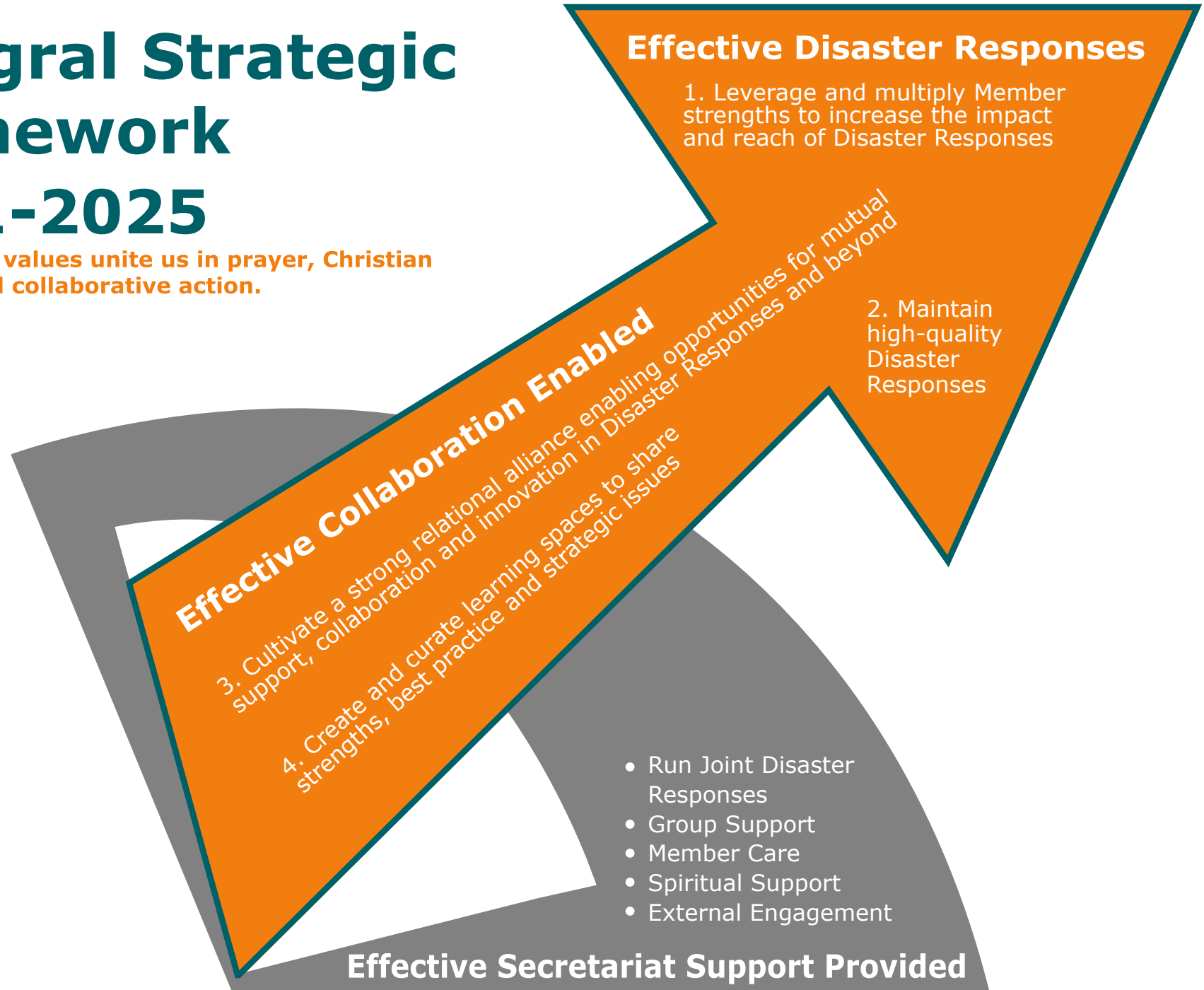
World Relief (USA)

“ Integral provides: support in prayer and collaboration on mutual trust with same values and drive; a massive network of local Partners you can approach when starting in a new area; source of seed money to start quickly with support from cooperational Partners.

ZOA (Netherlands)

Integral Strategic Framework 2021-2025

Our Kingdom values unite us in prayer, Christian reflection and collaborative action.



Effective Collaboration in Disaster Response

3.4m
people served by Integral Members

\$103m mobilised

Active Integral Disaster Responses:

- Haiti
- Israel, Palestine & Lebanon
- Turkiye & Syria
- Ukraine



Members are highly committed to joint responses

75%
Of Members opted into three or more **active Integral Disaster Responses** in 2024

86
Highlights of collaboration in Disaster Response shared by Members



The value added in Disaster Response is widely appreciated

Since 2020, Disaster Response has been highlighted every year as the **most valuable aspect** of Integral membership



Generous sharing demonstrates the depth of collaboration

\$20m
Shared with other Members in Disaster Response

\$6.4m
Raised in private donations using **comms material shared** by other Members



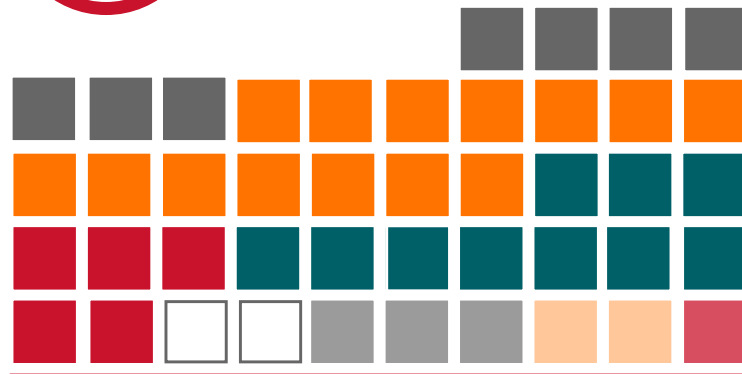
Shared commitment to quality is a strong base for collaboration

Increased level of **High Compliance Donor** funding is an indicator of high-quality programming

Members are committed to working towards **CHS**

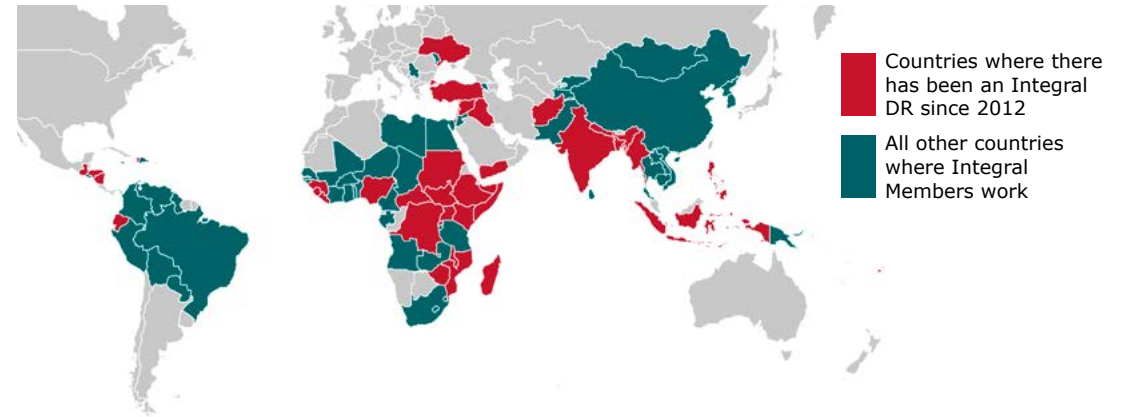
133
External **evaluations**

44 Integral Disaster Responses



- Mass displacement or conflict
- Typhoon or hurricane
- Flooding
- Other disaster
- Earthquake, tsunami or volcano
- Health emergency
- Food insecurity
- Neglected crisis

- Chronic
- Low profile
- Sudden onset
- Cross-border



Every Member has opted into at least one Integral Disaster Response

435

Conference calls have been chaired by the Secretariat for Integral responses.

+5,520

Photos from Integral Responses have been shared on the Integral website for Members to use freely.

106

Additional crises have been jointly monitored by Integral Members.

Thousands more photos have been made available to Members through direct access to the online photo libraries of Food for the Hungry, Medair and Tearfund (UK).


4 Active Responses

12 Additional Crises Monitored

Nov 2024		Philippines
Sep 2024		Malawi, Zambia, Zimbabwe
Sep 2024		Bangladesh, Laos, Myanmar, Thailand, Vietnam
Aug 2024		DRC
Jul 2024		Myanmar
Jul 2024		Caribbean
Jun 2024		Sudan
Jun 2024		Niger
May 2024		Papua New Guinea
May 2024		Brazil
May 2024		Kenya
Jan 2024		China

Haiti
7 Members opted in

- 41,900 people served at six months
- 17 photos shared
- Launched: April 2024




Israel, Palestine & Lebanon
15 Members opted in

- 863,400 people served at 12 months
- 110 photos shared
- Launched: October 2023




Türkiye & Syria
20 Members opted in

- 1,191,200 people served at 12 months
- 190 photos shared
- Launched: February 2023



Ukraine
17 Members opted in




- 1,520,100 people served at 18 months
- 470 photos shared
- Launched: February 2022





The context



-  **5.5 million people** in need of humanitarian assistance
-  **4 million people** in need of food aid
-  **1 million children** out of school

Our response



Integral Disaster Response launched





7 Integral Members are responding to this crisis



The context



 Conflict between Israel and Hamas has worsened the humanitarian crisis faced by two million people living in Gaza

 Thousands of people in Gaza and Israel and the wider region are experiencing devastating loss and trauma

Our response



Integral Disaster Response launched



15 Integral Members are responding to this crisis



The context



Two massive earthquakes destroyed buildings and infrastructure

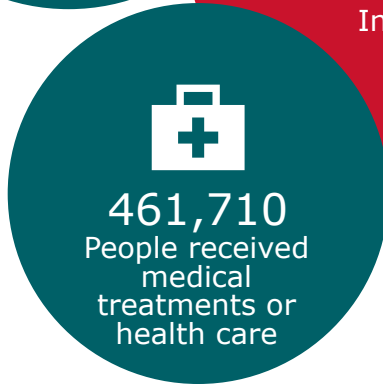
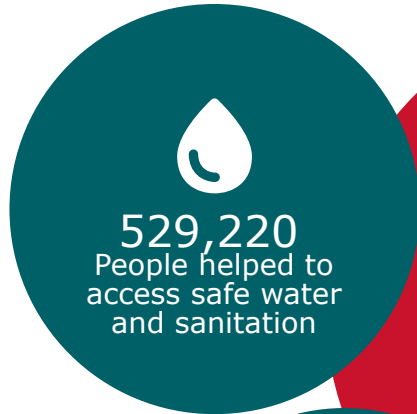


More than 50,000 people lost their lives

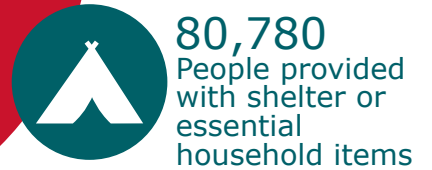


More than 50 million people affected

Our response



1,191,210
People have been assisted by Integral Members



Integral Disaster Response launched



19
Integral Members responded to this crisis



The context



Conflict in Ukraine has resulted in more than five million people being internally displaced

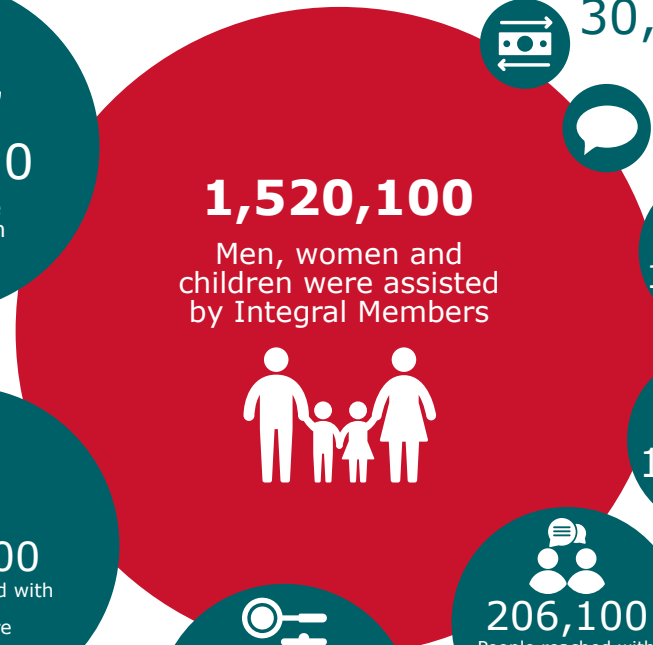


More than 17 million people are in urgent need of humanitarian assistance and protection



More than eight million people have sought refuge in neighbouring countries

Our response



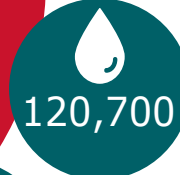
30,400 People received cash transfers



32,400 People reached with advocacy activities



105,100 People provided with child protection training, advice or information



120,700 People received essential hygiene items or improved access to water and sanitation



206,100 People reached with psychosocial training, advice or support



18 Integral Members are responding to this disaster



Integral Disaster Response launched

AFGHANISTAN

8 Integral Members and their Partners are working here

NEEDS:



23.7 m people are in need

FACTORS DRIVING THE CRISIS:



BURKINA FASO

4 Integral Members and their Partners are working here

NEEDS:



6.3 m people are in need

FACTORS DRIVING THE CRISIS:



COLOMBIA

4 Integral Members and their Partners are working here

NEEDS:



8.3 m people are in need

FACTORS DRIVING THE CRISIS:



DEMOCRATIC REPUBLIC OF CONGO

10 Integral Members and their Partners are working here

NEEDS:



25.4 m people are in need

FACTORS DRIVING THE CRISIS:



ETHIOPIA

12 Integral Members and their Partners are working here

NEEDS:



21.4 m people are in need

FACTORS DRIVING THE CRISIS:



MADAGASCAR

5 Integral Members and their Partners are working here

NEEDS:



2.3 m people are in need

FACTORS DRIVING THE CRISIS:



MYANMAR

8 Integral Members and their Partners are working here

NEEDS:



18.6 m people are in need

FACTORS DRIVING THE CRISIS:



SOUTH SUDAN

12 Integral Members and their Partners are working here

NEEDS:



9 m people are in need

FACTORS DRIVING THE CRISIS:



SUDAN

7 Integral Members and their Partners are working here

NEEDS:



24.8 m people are in need

FACTORS DRIVING THE CRISIS:



YEMEN

9 Integral Members and their Partners are working here

NEEDS:

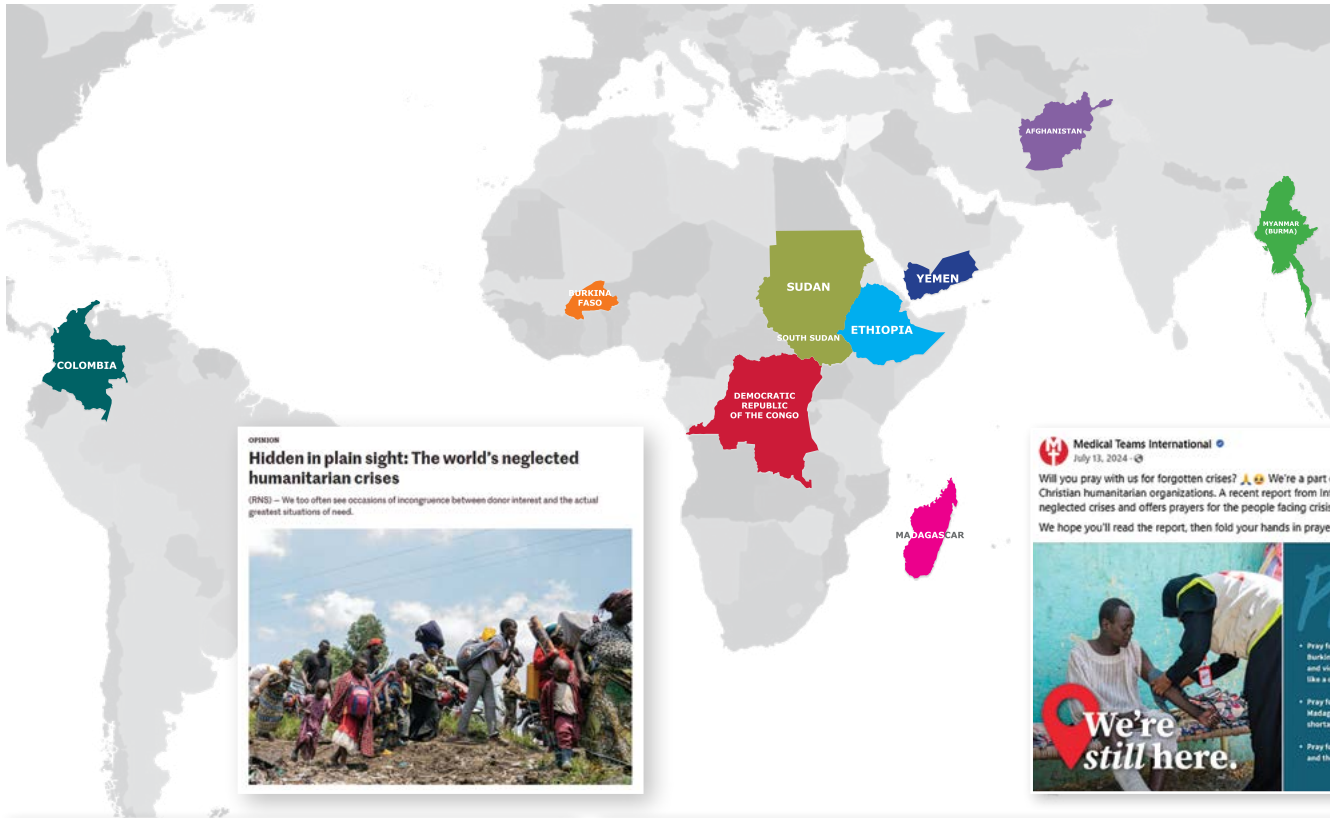


18.2 m people are in need

FACTORS DRIVING THE CRISIS:



All of these countries received less than 55% of the funding they required in 2023, except South Sudan, which received 64%.*



Hidden in plain sight: The world's neglected humanitarian crises

(RNS) — We too often see occasions of incongruence between donor interest and the actual greatest situations of need.

Terfund Australia, along with 20 other members of the Integral Alliance, is calling for collective action with a new report: **Five Factors Driving Neglected Crises**. See more

Five Factors Driving Neglected Crises

[Download the report](#)

We're Still Here

Neglected Crises Around The World

17 1 comment

Medical Teams International

July 13, 2024

Will you pray with us for forgotten crises? 🙏 We're a part of the **Integral Alliance**, a network of Christian humanitarian organizations. A recent report from Integral highlighted the causes of neglected crises and offers prayers for the people facing crisis around the world. We hope you'll read the report, then fold your hands in prayer! <https://buff.ly/4c1sGU4>

We're still here.

For Neglected Crises Around the World

- Pray for peace, safety and help for families living in Burkina Faso, Myanmar and Sudan where displacement and violence have become the new normal and life feels like a constant emergency
- Pray for enough food for Afghanistan, Ethiopia and Madagascar where millions of families are suffering food shortages and drought
- Pray for provision and protection for Integral Members and their local Partners working in these countries

MEDAIR

URGENCE CRISES OUBLIÉES

Why some humanitarian crises are forgotten?

Watch later Share

We're still here

Watch on YouTube

WorldRenew

LIVING BETTER • LOVING DEEPER • SERVING CHRIST

ABOUT OUR WORK GET INVOLVED SHOP GIFTS DONATE

INTEGRAL ALLIANCE CALLS FOR MORE ATTENTION ON NEGLECTED CRISES

July 9, 2024

Please note: The situations highlighted in this graphic are examples of Neglected Crises where Integral Members and Partners are working. They are not necessarily the most Neglected Crises globally.
 * Source: <https://humanitarianaction.info/overview/2023>

'The value comes from being able to highlight a specific neglected crisis and being able to speak with the enhanced credibility of the insights and understanding from all Members.'



Joint report

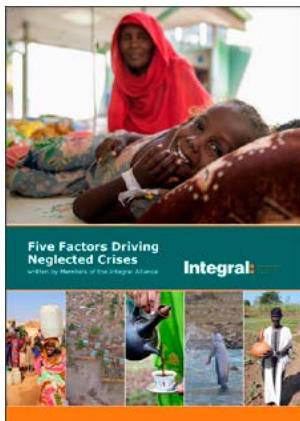
The main focus of the campaign was the joint report: "Five Factors Driving Neglected Crises"

14

Members promoted the report during the campaign

The report was jointly produced by Members whose contributions included sharing photos and stories, writing articles, doing translations, proofreading and providing funding

Members shared the report in five languages: Dutch, English, French, German and Slovak



Campaign actions

17

Members planned and took part in a joint awareness-raising campaign for Neglected Crises

16

Members helped create the joint materials used in the campaign

Campaign actions included:

- Highlighting the campaign on social media
- Issuing press releases
- Communicating with donors
- Raising funds for Neglected Crises
- Sharing the joint report
- Sharing prayer points
- Taking part in press calls



Added value

Members appreciated the campaign materials that were produced and used them widely in their communications

10

Members said they would not have had the capacity or resources to produce the report alone

'The resources provided were excellent and not something we would have had the capacity to put together ourselves.'



Future plans

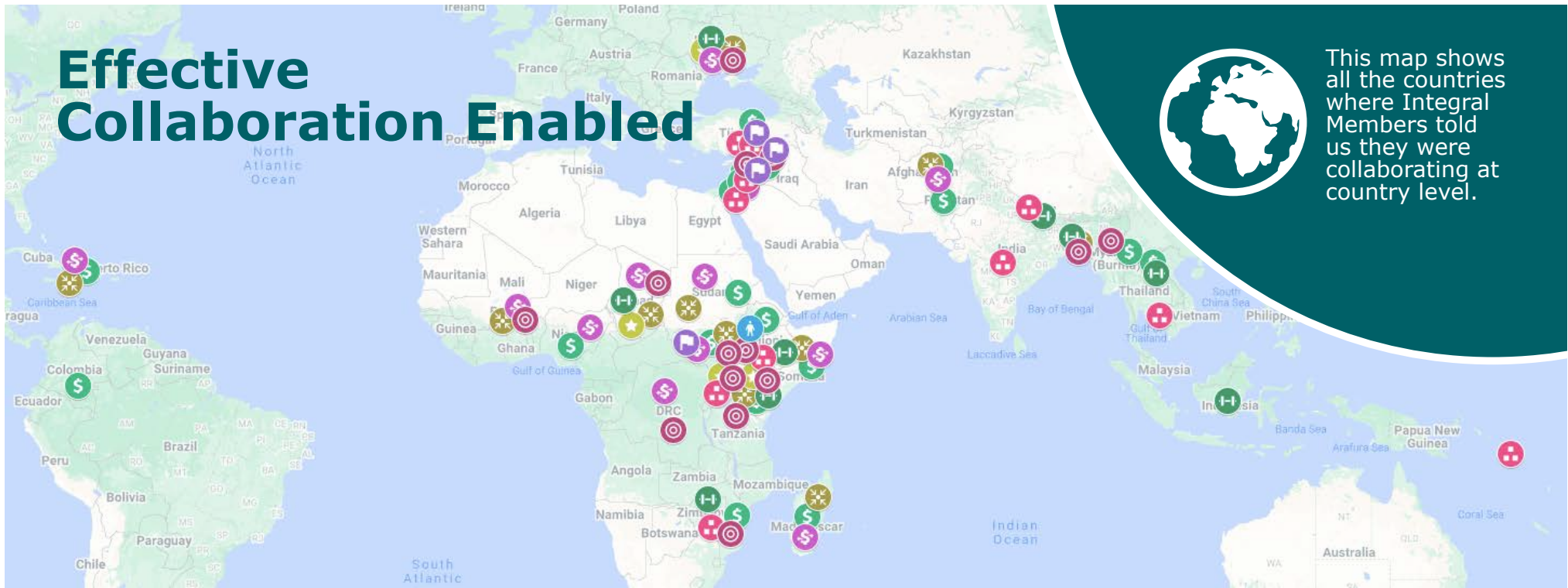
13

IMG Members would like to see Integral run regular joint Neglected Crises campaigns

Some Members are continuing to focus on Neglected Crises in their communications in the coming months

We're still here.

Effective Collaboration Enabled



Where are Members collaborating?

38

In 2024, Integral Members told us about collaboration in 38 countries – almost half of all the countries where they work.



Who is collaborating?

100%

All Members work with a number of other Members. On average Members work with five other Integral Members.



How much collaboration?

150

In total, Members shared more than 150 examples of collaboration.

Types of collaboration

- Funded another Member (21)
- Met with other Members (14)
- In-country group/meeting (12)
- Joint funding proposal (12)
- Jointly funded shared Partners (12)
- Joint capacity building (10)
- Integral champion (4)
- Multi-Member evaluation (4)
- Seconded staff (1)

In our annual Mutual Accountability and Learning Tool (MALT), we ask Members how Integral adds value to their work. Every Member identified benefits from Integral Membership that they are not able to get anywhere else.

There are close connections between the areas Integral adds value: our **collaboration in Disaster Response** is facilitated by **established relationships** and improved by **joint learning** and a shared commitment to quality. At the same time, relationships are built as Members come together through the Disaster Response Process and learning is motivated by a desire to improve the work we do together.

Disaster Response

86

Examples shared of how collaboration with other Integral Members adds value in Disaster Response. These include:

- Expanded reach to respond to disasters
- Opportunities to fund others in new disaster responses
- Funding from other Members to start or scale-up an operational response
- Access to donor funds through another Integral Member
- Support to improve quality
- Access to comms resources for new disasters
- Timely and accurate information or advice



Relationships and Fellowship

Members appreciate working with others with a shared vision and values and prayer support is highly valued.

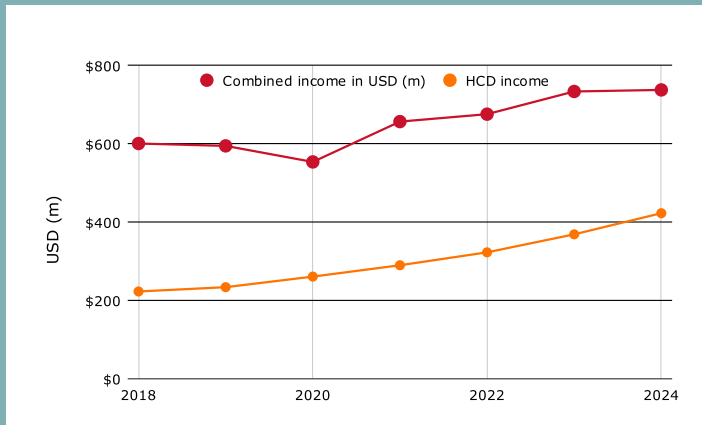
Members view Integral as a safe space and view one another as trusted partners. This community of trust allows collaboration and learning to flourish.

Learning

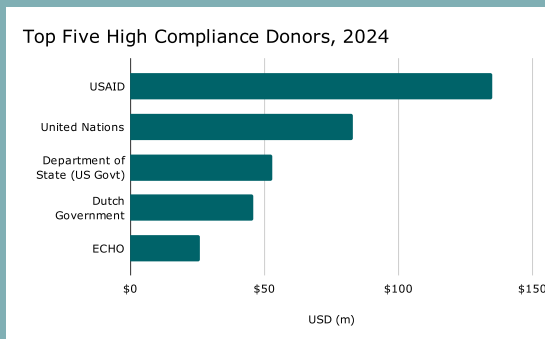
Members value the open and transparent sharing on trends, innovations and challenges that allows them to learn from one another. Learning is facilitated by:

- High levels of trust
- Working together
- Shared faith
- Openness to different perspectives
- Good relationships
- Meeting face to face

High Compliance Donor funding rose again this year



37 High Compliance Donors (HCDs) supported Integral Members



80% Of Integral Members had at least one relationship with a HCD in the last 12 months



Members routinely collaborate around funding

86 Funding relationships between Members in Integral Disaster Responses

21 Joint funding proposals

19 Examples of joint funding of shared Partners



Sharing comms facilitates fundraising

\$6.4m Raised in private donations using shared comms resources

27 Fundraising campaigns launched using shared communications resources



A diverse funding base is a strength of Integral

Privately raised funds often contribute towards match funds for institutional grants or provide unrestricted funding at the start of a project

Integral's Localisation Commitments

For our work in disasters, Integral Members will ensure:



© Medair (Switzerland)

1. Partner organisations and their needs and aspirations are understood and responded to flexibly
(CHS 1.5, 1.6, 2.1, 2.6)

2. Shared investment in capacity strengthening leads to effective and accountable humanitarian action
(CHS 2.6, 3.2, 6.2)

3. Local actors' voices are present and heard in spaces of influence
(CHS 1.6, 6.1)

4. Partnerships are shaped by shared decision-making
(CHS 1.2, 1.4, 1.6, 6.4, 7.4)

5. Resources from Integral Members flow as directly as possible to Partners for the delivery of quality programming
(CHS 9.2, 9.4, 9.6)

Our Commitment to Quality and Accountability



Integral is a global alliance of Christian relief and development agencies, working together to present a more effective response to poverty worldwide.

We believe that:

- More people in need will be helped if relief and development agencies combine their resources, and put their Christian faith into action by working together;
- By working together, expressing organisational humility and servanthood, we can demonstrate the character of God to a world in need;
- God cares deeply for people living in poverty, illness, hunger, conflict, alienation and oppression.

As an alliance we want to put people first. We are convinced that God calls us to express love for the world through practical actions. God calls us to serve those who are the least, the forgotten, the most vulnerable, and the unfortunate to the best of our ability. We therefore want to be intentional in our mutual accountability for the quality of our work.

Integral is committed to maintaining high quality in our work in accordance with internationally recognised standards which respect international law and humanitarian principles.

Consistent with our Christian faith and values, the Integral Alliance endorses and commits to working towards the Core Humanitarian Standard.

Integral's Members are committed to working towards ensuring that our work, and that of our Partners, upholds the standards and good practices of the global relief and development community.



[1.] Red Cross Code of Conduct and Sphere Guidelines

KEY THEMES

In 2024 the Board:

- Welcomed LM International, one of our founding Members, back into membership.
- Worked to progress the four agreed strategic shifts:
 - Governance structure change
 - Membership expansion preparation
 - Partnership development
 - Group Structure modelling
- Discussed progress against our objectives through the work of the IMG, IPG, our Disaster Responses and Neglected Crises.
- Celebrated our 20th anniversary.

Drivers for Change



Strategic Shifts

- 1) **Governance**
Redesign governance structure to be a Council of Members with elected Board
- 2) **Membership**
Diversify and grow our membership up to 30 Members
- 3) **Partnerships**
Propose strategic partnerships with other like-minded alliances and networks
- 4) **Groups**
Define and propose internal and external groups for Integral

ACHIEVEMENTS AND KEY DECISIONS

- Carol Bremer-Bennett was voted in as the new Chair of Integral.
- The Board agreed to change its own structure and legal statutes.
- The original Board of 21 Members voted unanimously to move to a representative model, meaning they have now all become Company Members.
- The Company Members voted in eight of their number to become the new Board. They also agreed to recruit up to three independent Board members.
- The new Board did a series of development and training sessions looking at all aspects of their work, and agreed updated policies and processes aligned with our new structure.
- The dormant Membership Committee was resurrected with new members, updated ToRs and is working on increasing Integral's diversity through recruiting both:
 - New independent Board members, and
 - New Integral Member agencies, particularly looking at majority world NGOs.

- We reaffirmed our commitment to the updated Core Humanitarian Standard (CHS) by adding our name to the list of signatories. Our revised Localisation Commitments are now mapped onto the updated Standards.

PARTICIPATION

The Integral Board met twice during 2024, virtually during two sessions in April and in person in October in the Netherlands.

In January we prayed for and said farewell to Martha Newsome, our Chair and President and CEO of Medical Teams International. In April we welcomed Josephine Sundqvist, CEO of LM International, along with Mike Goodwin, Interim President & CEO of MTI to their first Integral Board meetings.

In October, 20 of our 21 Company Members joined us and we welcomed Kelli Tolf, the new President of World Concern, to our Company Members meetings. We thanked two departing Company Members. We prayed for Patrick Guiborat from SEL France who has been on the Board of Integral since April 2006 and retires from SEL in 2025. We also prayed for Matthew Maury, leaving Tearfund Australia at the end of 2024. He joined the Board in 2010 and served on both the ExCo and Board and as Chair of Integral.

We are so grateful to all Members for their investment of time and energy into the Board and Company Members, particularly those taking up positions of leadership in Integral.



“ Integral provides us with the opportunity to work with trusted partners, often at short notice, to respond in ways and places that are aligned with our strategic plan and that our donors are interested in, but where we wouldn't otherwise be able to respond.

Transform Aid International (Australia) ”

KEY THEMES

- The Integral Marketing Group (IMG), along with the Integral Head of Communications and Marketing, oversees the communications aspect of our joint work in disasters. The key part of our communications collaboration in disasters is sharing photographs and stories, as well as holding dedicated communications calls for each of our disaster responses. In 2024 the IMG were a key stakeholder in the Integral Neglected Crises Awareness-raising Campaign — We're *still* here.
- In April 2024 the IMG met online for four sessions. Discussion topics were: how a theology of fundraising might be developed; the marketing and communications contribution to the decolonisation of aid; and trends we are seeing in revenue across the alliance. Case studies were shared about donor acquisition, regular giving and informed consent. The IMG also hosted a cross-group session on Impact Investing.
- At the October 2024 meetings in the Netherlands, the IMG discussed how Members are responding to the current 'polycrisis'. We continued discussions on the decolonisation of aid. Case studies included examples of collaboration in DR, the use of AI, lapsed donors and corporate identity. The topic of Climate Change was explored with the

other Integral groups. We also reflected on the Neglected Crisis Awareness-raising campaign and made suggestions about how to incorporate our learning and develop it in future years.

ACHIEVEMENTS AND KEY DECISIONS

- Sharing communication resources in disasters continues to add significant value for Members. The 2024 MALT reports 27 fundraising campaigns were launched using shared communications resources, resulting in \$6.4 million being raised in private donations.
- The IMG working group, Dignity in Humanitarian Communications, continues to meet and this year oversaw the revision of the Integral Storyteller's Guide. This Guide, along with our local comms capacity mapping, are significant ways that contribute to the areas of localisation and decolonisation.

PARTICIPATION

- Eighteen Members were represented across the four virtual sessions in April 2024. Fifteen Members were represented at October's face-to-face meetings making a total of 20 people (five Members brought another staff member). We are very grateful to Veronika Macsai from Integra (Slovakia) for all her work as IMG chair.



“ Organisationally, Integral allows us to quickly appeal in emergency settings, because we're guaranteed a Partner that we can work with. Personally, it provides contacts with other professionals in Christian non-profits.

Tearfund New Zealand

”

KEY THEMES

- **Disaster Response:** The Disaster Response Process (DRP) is well-established and valued by Integral Members. One new Disaster Response was launched for the crisis in Haiti. Regular operations calls continued for Israel, Palestine & Lebanon and for Ukraine, and coordination calls for Sudan. Members considered recommendations from the joint evaluation of our earthquake response in Türkiye and Syria. Integral's Early Responders Group met on-line and in person.
- **Localisation:** The IPG continues to invest in developing our approach to locally led action. In March 2024, Integral Members agreed an updated Localisation Statement and refreshed commitments for our joint work in disasters. Partners presented at the IPG meetings in April and October.
- **Quality:** The Integral Quality Assurance Task Force (IQATF) continues to champion Integral's commitment to quality. They oversaw our Mutual Accountability and Learning Process and shaped and led learning sessions on quality. In October, the CHS Alliance provided an overview of the updated Core Humanitarian Standard.

- **Climate:** Members continue to learn from one another's work in response to the impact of climate change. During 2024 Members shared case studies and examples of good practice around climate adaptation and mitigation.

ACHIEVEMENTS AND KEY DECISIONS

- In May 2024, we were pleased to reaffirm our commitment to the updated Core Humanitarian Standard (CHS) by adding our name to the list of signatories. Our revised Localisation Commitments are now mapped onto the updated Standards.

PARTICIPATION

The IPG expressed high levels of satisfaction with the value Integral adds. Twenty Integral Members attended the October IPG meeting in the Netherlands. Regional and Kenya-based leaders, Partners, and Micah Kenya representatives joined an IPG meeting in Kenya in April in addition to our on-line meetings. We are very grateful to our colleagues in Kenya and Micah Kenya for their leadership and input for this meeting. Our deepest thanks to Peter Macharia from World Concern, who completed his term as IPG chair in April. We are grateful to the guest chairs who led our October meetings and are seeking a new IPG chair.



“ Integral allows me to have information directly and quickly from the field after a disaster happens in countries where we don't have local Partners. It offers a safe space to interact with Christian humanitarian organisations and discuss innovations from the sector as well as challenges.”

SEL France



Looking to the Future

We ask Members in the MALT to tell us about how Integral can continue to add value in the future and about global uncertainties that are impacting their work.

➔ Future focus



Localisation

- Maintain our focus on this pcommitment
- Deepen our commitment to CHS
- Build a more localised humanitarian response
- Support local Partners in DR



Going wider

- Expand Membership to include majority world organisations
- Develop strategic partnerships
- Work more closely with Micah Global



Learning

- Offer a wider variety of learning opportunities



Going deeper

- Develop more joint assessments, joint programming or joint funding applications

Uncertainties



Funding

- Shifting donor priorities
- Reduced donor budgets
- Changes in churches' and individual supporters' giving
- Cost of living increases



Domestic politics

- Lack of government interest or funding
- Politics of migration
- Closing space for faith-based organisations
- Embargoes on certain countries



Insecurity and conflict

- Ongoing challenges of operating in increasingly insecure environments



The theme for our October celebrations was built around a verse given to Integral when we began 20 years ago:

'Behold, the former things have come to pass, and new things I now declare; before they spring forth I tell you of them.' Isaiah 42:9

We look back with gratitude at the many new things that have happened over those years.

The world has changed since then, and yet we still see God at work, calling us to new things. Another verse given to us challenges us to make space:

'Enlarge the place of your tent, stretch your tent curtains wide, do

not hold back; Lengthen your cords, strengthen your stakes.' Isaiah 54.2

As we look at our approach to topics like localisation and decolonisation, we are opening up Integral, working on embracing greater diversity and becoming more locally relevant by inviting new Members to join Integral. In 2025 we particularly look forward to welcoming majority world NGOs to join us on this journey and help us co-create the future.

We are reimagining how to tackle the issue of our fragmented response to the needs of people affected by disasters around the world. In our partnership discussions we are engaging with like-minded networks and

alliances. We want to learn from each other and strive together to find greater reach and impact in our work and greater flexibility for participation for our Members.

We are working to be flexible and agile to respond in today's complex and ever-changing world. In 2025 we will continue to deepen our collaboration particularly with Micah Global and will be meeting together in October at their Global Consultation.

In these challenging times, we continue to believe that by working together we can have greater reach and impact, and bring hope and good news into the darkest of situations.

In a world that is often cynical, fragmented and hostile, we are Christians who believe that disaster and suffering are not the end of the story.

I would like to end by looking back with thanks to our Secretariat team for their commitment and prayerful hard work through 2024. Thanks to our supporters and pray-ers, our Members and their Partners throughout the year – they truly inspire us and enable us to see how God uses people to turn the 'valley of weeping into a place of springs'.

Thank you for taking the time to read our report and we look forward to more new things in 2025!

We are so grateful for your ongoing interest in our work!

A handwritten signature in black ink that reads "Fiona".

Fiona Boshoff
CEO of Integral Alliance

MEMBERSHIP

The Company Members of the charitable company are the subscribers to the Articles of Association and any Members subsequently admitted to membership by existing members. Every Company Member promises, if the Company is wound up whilst they are a Company Member or within one year after ceasing to be a Company Member, to contribute such amount as is required up to a maximum of £1 towards the costs of winding up the Company and liabilities incurred whilst the contributor was a Company Member. At 31 December 2024 the number of Company Members was 21.

GOVERNANCE

The Trustees of Integral have regards to the Charity Commission's guidance on public benefit. They have put in place a number of both statutory and best-practice policies that help them to deliver the mission and vision of Integral.

CODES OF PRACTICE

The Board has adopted the Charity Governance Code for Smaller Charities and ensures Integral adheres to the Fundraising Regulator's Code of Practice. The Board approved the Revised Position Statement on The Governance Code for Smaller Charities in 2024 following the governance changes.

POLICIES

The Board ratified, revised and updated policies and procedures in the following areas in 2024:

- Board Governance Policy
- Board Conflict of Interest Procedure
- Finance Policies
- Safeguarding Policy – Putting People First, including Safeguarding Children and Safeguarding Vulnerable Adults
- Risk Management Policy and Procedure
- Volunteer Management Policy

All our policies have a regular review cycle that varies from 18 months to three years.

SUB-COMMITTEES

The Terms of Reference (ToR) for existing sub-committees are regularly reviewed by the Board. In 2024, the Board set up a new Membership Committee. The Membership Committee's main objective is to advise the Board on policy matters concerning both membership of the Alliance, and nominations for the Board.



REGISTERED ADDRESS

Egale 1
76-80 St Albans Road
Watford
WD17 1DL
United Kingdom

PRINCIPAL STAFF

F Boshoff – Company Secretary

BANKERS

HSBC, 61 High Street,
Staines-upon-Thames, Surrey,
TW18 4QW, United Kingdom

INDEPENDENT EXAMINER

Nicola Anderson, FCIE,
189 Baldwins Land, Croxley Green,
Rickmansworth, Herts WD3 3LL,
United Kingdom

BOARD OF DIRECTORS AND CHARITY TRUSTEES

Integral’s Board voted on a new governance structure in 2024. Company Members have elected eight Directors to sit on the Board. As a result of this decision, 13 of our previous Directors stood down on the dates indicated in the table opposite.

INTEGRAL COMPANY MEMBERS AND BOARD

(Names in bold are Directors at year end.)

Member	Country	Name	From	To
CEDAR Fund	Hong Kong	W Fung	1 January 2024	21 April 2024
ena	Switzerland	T Stahl	1 September 2020	22 May 2024
Food for the Hungry	USA/Canada	T Maisiri	6 December 2023	10 June 2024
Integra Venture	Slovakia	A Bussard	13 October 2006	
International Health Partners	UK	A Paterson (Treasurer)	1 November 2017	
LM International	Sweden	J Sundqvist	19 January 2024	13 May 2024
Medair	Switzerland	A Reitsema	1 April 2023	
Medical Teams International	USA	M Newsome (Chair of Integral until 12 January 2024)	1 September 2016	12 January 2024
Mission East	Denmark	B Gollander-Jensen	1 January 2021	30 April 2024
SEL	France	P Guiborat	7 April 2006	30 April 2024
Tearfund Australia	Australia	M Maury	13 October 2010	2 May 2024
Tearfund Belgium	Belgium	A Alba	1 February 2023	21 May 2024
Tearfund Ireland	Ireland	S Copeland	14 September 2022	7 May 2024
Tearfund Netherlands	Netherlands	G de Vries	1 May 2023	
Tearfund New Zealand	New Zealand	I McInnes	2 January 2013	30 April 2024
Tearfund	UK and N. Ireland	N Harris	23 November 2015	2 July 2024
Transform Aid International	Australia	M Lipsett	1 November 2021	
World Concern	USA	N Archer	6 April 2020	
World Relief	USA	M Greene	1 October 2021	18 April 2024
World Renew	North America	C Bremer-Bennett (Chair of Integral from 1 February 2024)	1 January 2021	
ZOA	Netherlands	C Lukkien	19 July 2017	

Financial Review

The income of the Trust is primarily derived from membership fees and donations from trusts, corporations and individuals. During 2024, the charitable company received total incoming resources of £366,022 (2023 – £321,059). Resources expended on charitable activities amounted to £347,101 (2023 – £307,594).

The Reserves Policy as agreed at the October 2020 Board meeting is to maintain free reserves equivalent to four month's operating costs. This equates to approximately £111,000 based on 2024 unrestricted expenditure of £331,876. Unrestricted funds carried forward at 31 December 2024 were £372,595 (2023 – £350,949) of which £1,980 (2023 – £2,926) are tied up in Fixed Assets, leaving £370,615 (2023 – £348,023) of free reserves.

The new governance structure unanimously agreed by the Integral Board in April 2024 created a full Company of Members, which includes all Members and a smaller elected Board. The Company Members receive the Annual Report and consider the accounts and independent examiner's report at the AGM.

In 2024, membership expansion began with a new Membership Committee appointed and reporting to the Board. Integral will slowly build up to 30 Members, particularly looking at majority world NGOs, as well as nurturing partnerships with other like-minded networks and alliances. Revising the strategy and planning for the financial implications of the changes will continue in 2025, including monitoring our reserves position.



Directors' Responsibilities in the Preparation of the Financial Statements

Company law requires the Directors to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the charitable company and of the net incoming resources for the period. In preparing the financial statements the Directors are required to:

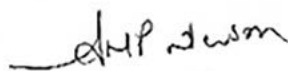
- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to do so.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking steps for the prevention and detection of fraud and other irregularities.

This report and the financial statements have been prepared in accordance with:

- the special provisions of part 15 of the Companies Act 2006 relating to small entities;
- the provisions of the Charities Acts that determine the form and content of Charity Annual Reports; and
- Reporting and Accounting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in July 2014.

Approved by the Directors on 11 March 2025 and signed on their behalf by:



A Paterson

Treasurer and Director
Integral Alliance



Independent Examiner's Report to the Trustees of Integral Alliance

I report to the charity trustees on my examination of the accounts of Integral Alliance (co. no. 5442605 and charity no: 1112515) for the year ended 31 December 2024 which are set out on pages 39 to 40.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a Full member of the Association of Charity Independent Examiners, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Nicola Anderson, FCIE

189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL

18 March 2025

Dated:

Integral Alliance Statement of Financial Activities (incorporating an income and expenditure account) For the Year Ended 31 December 2024

		2024	2024	2024	2023	2023	2023
	Note	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
		£	£	£	£	£	£
Income from:							
Grants and Donations	2	12,500	2,400	14,900	12,500	2,486	14,986
Charitable Activities	3	-	348,202	348,202	-	303,824	303,824
Investments		-	2,920	2,920	-	2,249	2,249
Total Income		12,500	353,522	366,022	12,500	308,559	321,059
Expenditure on:							
Raising Funds		-	-	-	-	-	-
Charitable Activities	4	(15,225)	(331,876)	(347,101)	(12,500)	(295,094)	(307,594)
Total Expenditure		(15,225)	(331,876)	(347,101)	(12,500)	(295,094)	(307,594)
Exchange Gains/ (Losses)		-	-	-	-	249	249
Net Income/ (Expenditure)		(2,725)	21,646	18,921	-	13,714	13,714
Transfer Between Funds		-	-	-	(337)	337	-
Net Income/(Expenditure) After Transfers		(2,725)	21,646	18,921	(337)	14,051	13,714
Reconciliation of Funds							
Total Funds Brought Forward		8,876	350,949	359,825	9,213	336,898	346,111
Total Funds Carried Forward		6,151	372,595	378,746	8,876	350,949	359,825

Integral Alliance Balance Sheet as at 31 December 2024

Company number: 5442605

	Note	£	2024 £	2023 £
Fixed Assets	8		1,980	2,926
Current Assets				
Debtors and Prepayments	9	14,079		9,530
Cash at Bank		375,604		396,294
		389,683		405,824
Creditors: Amounts Falling Due Within One Year	10	(12,917)		(48,925)
Net Current Assets			376,766	356,899
Net Assets			378,746	359,825
Funds of the Charity	11			
Restricted Funds			6,151	8,876
Unrestricted Funds				
General			372,595	350,949
			378,746	359,825

The Directors approved these financial statements on 11 March 2025.

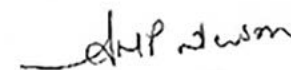
For the year ended 31 December 2024 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Signed on behalf of the Board:



A Paterson

Treasurer and Director, Integral Alliance

Integral Alliance Notes to the Financial Statements For the Year Ended 31 December 2024

1. ACCOUNTING POLICIES

BASIS OF PREPARATION

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective January 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

Going Concern

There are no material uncertainties about Integral's ability to continue as a going concern. The Board consider reserves to be more than adequate to mitigate any risks.

Income Recognition

Income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income received in advance of entitlement passing to the charity is deferred until the criteria for recognition are met.

Expenditure Recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Allocation of Costs

Direct Activity Costs comprise those costs that contribute directly to an activity and are allocated to the relevant activity.

Support costs are initially identified between governance and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs

include independent examination and legal fees. Other support costs comprise the general running costs of the charity. Support and governance costs are allocated to the relevant activity based on the staff time attributed to the activity.

All costs, including apportionment of support and governance, are allocated against the fund to which they relate.

Restricted Funds

These represent income received that is subject to specific restrictions for use determined by the donor which is narrower than the charitable company's general objects.

Unrestricted Funds

These represent all other funds held for the general purposes of the charitable company. Funds set aside by the trustees for specific purposes are shown as designated funds.

Capitalisation and Depreciation

Equipment costing over £350 is capitalised and depreciated over its useful life, which in all cases is estimated at three years.

2. INCOME FROM GRANTS AND DONATIONS

	2024	2023
	£	£
Donations		
Individuals	14,900	14,986
	14,900	14,986

4. RESOURCES EXPENDED BY ACTIVITY

	Direct Costs	Grant Funding	Support and Governance Costs	Total
	£	£	£	£
CURRENT YEAR				
Charitable Activities				
Co-ordination and Infrastructure	24,943	-	13,800	38,743
Programmes and Development	138,708	-	70,153	208,861
Marketing and Communications	63,050	-	36,447	99,497
2024 Total	226,701	-	120,400	347,101
PRIOR YEAR COMPARATIVE				
Charitable Activities				
Co-ordination and Infrastructure	51,086	-	21,454	72,540
Programmes and Development	106,164	-	44,583	150,747
Marketing and Communications	59,373	-	24,934	84,307
2023 Total	216,623	-	90,971	307,594

3. INCOME FROM CHARITABLE ACTIVITIES

	2024	2023
	£	£
Membership Fees	330,477	303,824
Membership Contributions	17,725	-
	348,202	303,824

5. SUPPORT AND GOVERNANCE COSTS

	2024	2023
	£	£
Support		
Staff Costs	15,545	11,300
Travel	15,363	3,318
Technology	9,836	9,479
Office	1,297	753
Professional Support	8,231	6,138
	50,272	30,988
Governance		
Staff Costs	50,813	30,055
Strategy Review and Board Development	11,127	22,330
Board Travel	5,342	3,301
Legal Fees	2,160	3,132
Independent Examiner's Fee	600	600
Other Costs	86	565
	70,128	59,983
Total	120,400	90,971

6. NET INCOME

	2024	2023
	£	£
This is stated after charging:		
Depreciation	1,786	2,096
Independent Examiner's Fee		
<i>Examination</i>	600	600
<i>Other Services</i>	2,600	2,410

7. SALARIES AND RELATED COSTS

	2024	2023
	£	£
Gross Salaries	202,013	190,834
Social Security Costs	16,601	15,083
Pensions	20,201	18,816
	238,815	224,733
Consultants	25,078	17,742
	263,893	242,475
Average Number of Employees (Head Count)	6.0	6.0
Average Number of Employees (Full Time Equivalent)	4.2	4.2
Number of Employees Whose Gross Pay and Employer Pension Exceeded £60,000:		
£70,000 - £80,000	-	1
£80,000 - £90,000	1	-

The trustees and CEO are considered key management. The total remuneration, including on-costs and pension, paid to key management amounted to £86,889 (2023: £82,533). Trustee expenses are shown in note 14.

8. FIXED ASSETS

	Office Equipment
	£
Cost	
Brought Forward	7,747
Disposals	(775)
Additions	840
As at 31 December 2024	7,812
Depreciation	
Brought Forward	4,821
Eliminated on Disposal	(775)
Charge for Year	1,786
As at 31 December 2024	5,832
Net Book Value	
As at 31 December 2023	2,926
As at 31 December 2024	1,980

9. DEBTORS

	2024	2023
	£	£
Trade Debtors	8,897	480
Prepayments and Accrued Income	5,182	9,050
	14,079	9,530

10. CREDITORS

	2024	2023
	£	£
Accruals	2,300	2,880
Deferred Income	10,000	45,589
Other Creditors	617	456
	12,917	48,925
Movement on Deferred Income		
Brought Forward	45,589	38,715
Released	(45,589)	(38,715)
Received in Year	10,000	45,589
As Above	10,000	45,589

11. MOVEMENT IN FUNDS 2023

	At 1.1.2024	Incoming Resources	Resources Expended	Exchange Gains (Losses)	Fund Transfers	At 31.12.2023
	£	£	£	£	£	£
CURRENT YEAR						
Restricted Funds						
Information Officer	-	12,500	(12,500)	-	-	-
Ukraine Response	8,876	-	(2,725)	-	-	6,151
Total Restricted	8,876	12,500	(15,225)	-	-	6,151
Unrestricted Funds						
General	350,949	353,522	(331,876)	-	-	372,595
Total Unrestricted	350,949	353,522	(331,876)	-	-	372,595
Total Funds	359,825	366,022	(347,101)	-	-	378,746

11. MOVEMENT IN FUNDS: PRIOR YEAR COMPARATIVE

	At 1.1.2023	Incoming Resources	Resources Expended	Exchange Gains	Fund Transfers	At 31.12.2023
	£	£	£	£	£	£
Restricted Funds						
Information Officer	-	12,500	(12,500)	-	-	-
Ukraine Response	8,876	-	-	-	-	8,876
Pitch a Project	337	-	-	-	(337)	-
Total Restricted	9,213	12,500	(12,500)	-	(337)	8,876
Unrestricted Funds						
General	336,898	308,559	(295,094)	249	337	350,949
Total Unrestricted	336,898	308,559	(295,094)	249	337	350,949
Total Funds	346,111	321,059	(307,594)	249	-	359,825

12. PURPOSE OF FUNDS

Information Officer

This represents monies received for salary and related costs of the Information Officer.

Ukraine Response

This represents funds received for support to Integral Members working on the Ukraine response, including a learning review of the response and translation of Integral's Storyteller's Guide.

13. ALLOCATION OF NET ASSETS BY FUND

	Restricted Funds	Unrestricted Funds	Total Funds
CURRENT YEAR	2024	2024	2024
	£	£	£
Fixed Assets	-	1,980	1,980
Current Assets	16,151	373,532	389,683
Current Liabilities	(10,000)	(2,917)	(12,917)
	6,151	372,595	378,746
PRIOR YEAR COMPARATIVE	2023	2023	2023
	£	£	£
Fixed Assets	-	2,926	2,926
Current Assets	18,876	386,948	405,824
Current Liabilities	(10,000)	(38,925)	(48,925)
	8,876	350,949	359,825

14. TRUSTEE REMUNERATION AND EXPENSES AND RELATED PARTY TRANSACTIONS

One in-person Board meeting took place in 2024 in the Netherlands. The other meetings were held virtually. Four trustees (2023: 2) received reimbursement of £5,342 (2023: £3,301) for travel expenses to attend meetings.

No trustee received any other remuneration or benefit in the year.

The aggregate amount of donations received from related parties was £1,200 (2023: £1,200).



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Integral

Responding Faster.
Reaching Further.
In Christ.

www.integralalliance.org



CEDAR Fund
(Hong Kong)



ena
(Switzerland)



Food for the Hungry
(North America)



Integra
(Slovakia)



International
Health Partners (UK)



LM International
(Sweden)



Medair
(Switzerland)



Mission East
(Denmark)



Medical Teams
International (USA)



SEL
France



Transform Aid
INTERNATIONAL
For a world without poverty
Transform Aid
International (Australia)



Tearfund
Australia



Tearfund
Belgium



Tearfund
Ireland



Tearfund
Netherlands



Tearfund
New Zealand



Tearfund
(UK)



World Concern
(USA)



World Renew
(North America)



World Relief
(USA)



ZOA
(Netherlands)

INTEGRAL ALLIANCE

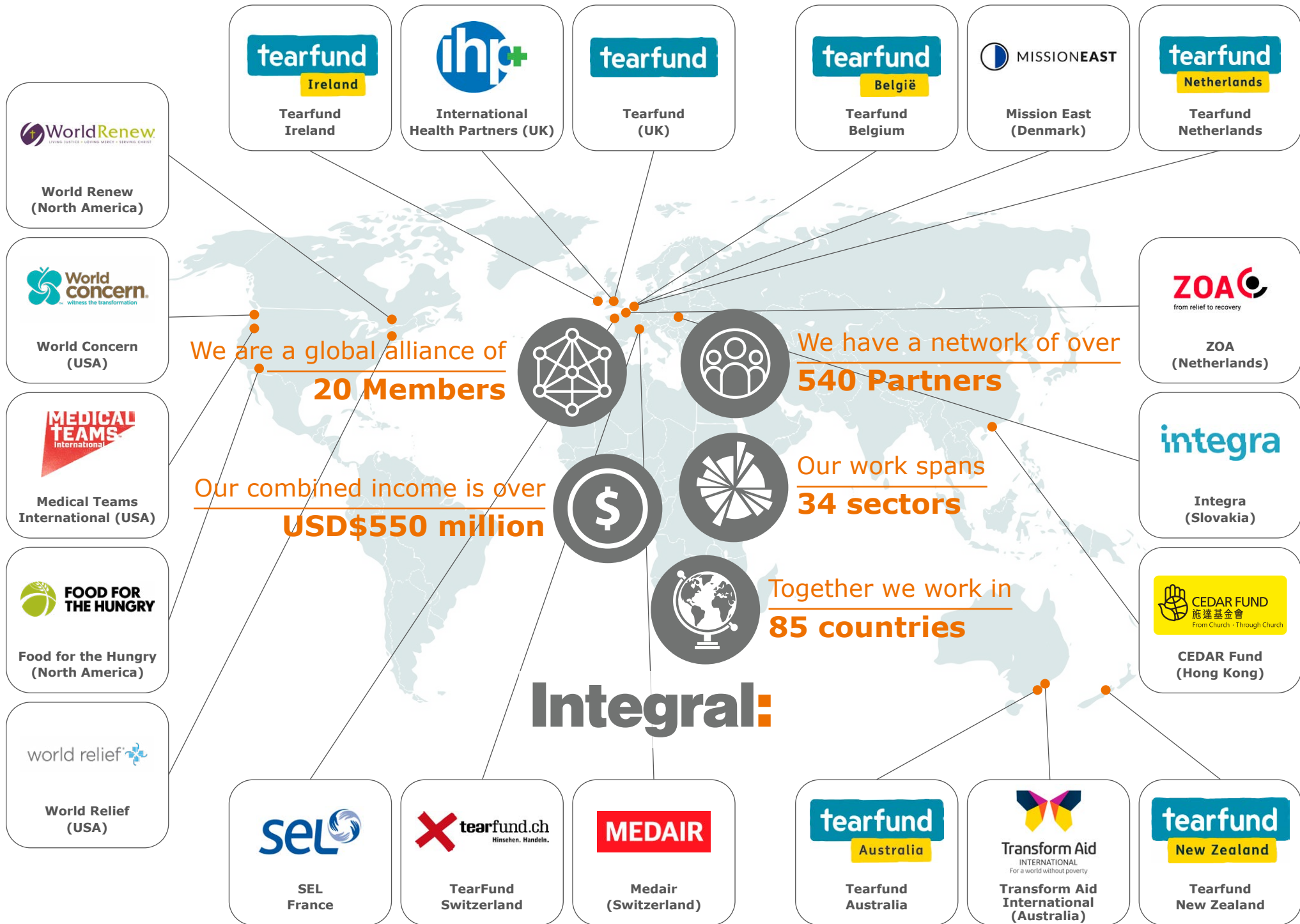
England & Wales - Charity number 1112515

Accounts



Integral ■ Responding Faster.
Reaching Further.
In Christ.

ANNUAL REPORT
AND UNAUDITED FINANCIAL STATEMENTS
2023



Integral's Vision

Christian agencies uniting globally, alleviating suffering and restoring hope, in disasters and beyond.

Our Mission

Integral exists to see God's Kingdom demonstrated by uniting our Members. We champion, encourage and facilitate collaborative working across the Alliance, particularly in disasters.

Contents

SECTION 1	Effective Disaster Response	08
SECTION 2	Effective Collaboration Enabled	20
SECTION 3	Legal and Governance	30
SECTION 4	Financial Statements	32

Charitable Object

The Company's object is to promote the efficiency and effectiveness of Christian charities involved in, and the effective use of charitable resources for, the relief of poverty, suffering and distress and the prevention of disease and ill health among the people of the world.

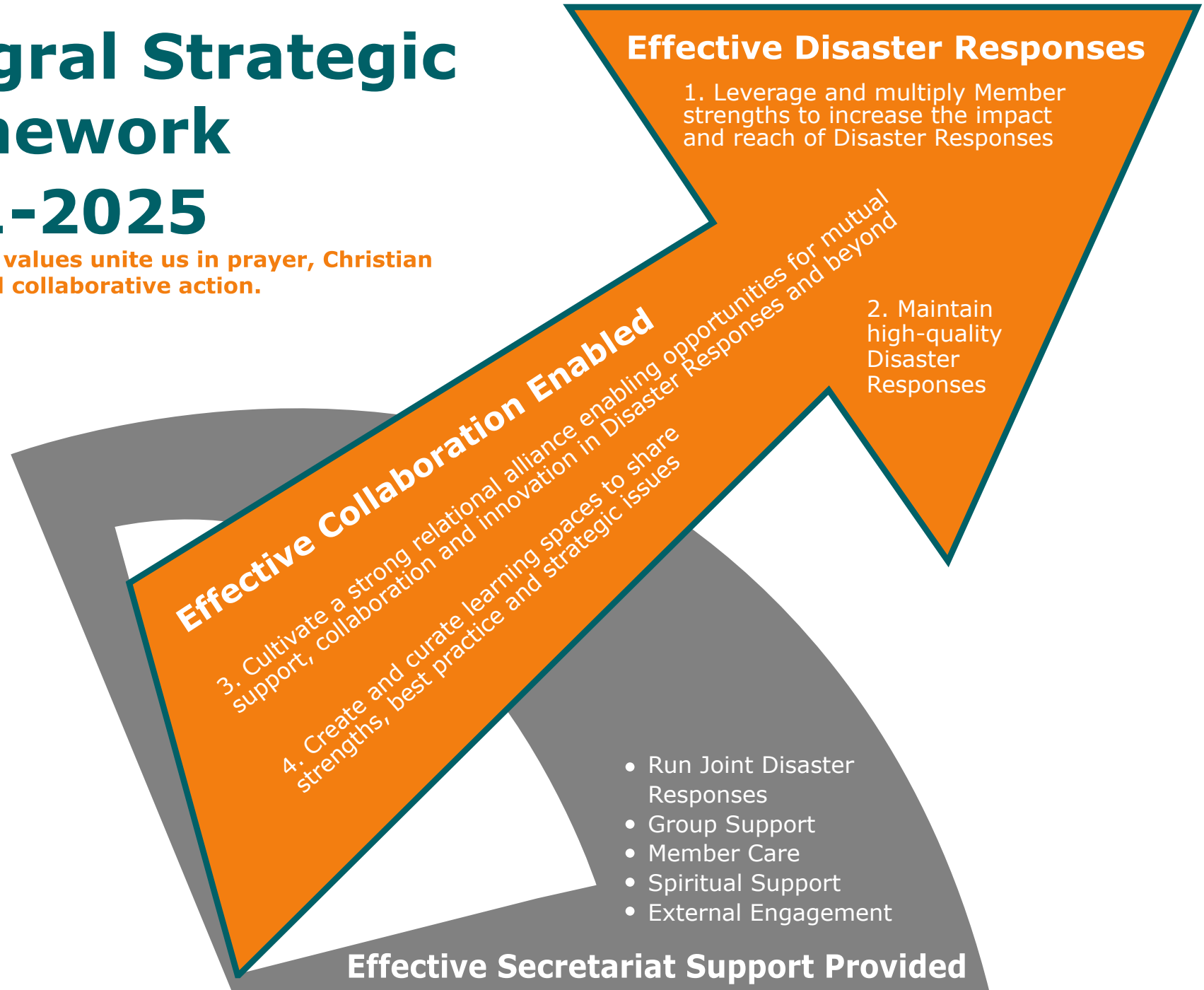
Integral Alliance

A company limited by guarantee
For the year ended 31 December 2023
Company number: 5442605
Charity number: 1112515



Integral Strategic Framework 2021-2025

Our Kingdom values unite us in prayer, Christian reflection and collaborative action.



High levels of engagement

100% Of **Integral Members** opted into at least one Integral Disaster Response (DR)


20/21 Members opted into **three or more** DRs

93 **Highlights** of collaboration in DR shared by Members


9 **Additional crises** monitored by Members


Shared funding

 \$14m* **Shared by Members** to fund other Members' work

 97 **Funding transfers** between Members in these DRs

High levels of satisfaction

 For the **first time ever**, all Members stated that collaboration in Disaster Response will **bring benefit to their organisation** in the next year

 Disaster Response is consistently named as the **greatest benefit** of Integral membership

6 Six active Disaster Responses



4.6 million people served

 \$127m mobilised by Members*

 **Ukraine**

 **Türkiye and Syria**

 **Afghanistan**


 **Haiti**

 **Ethiopia**

 **Greater Horn of Africa**

Sharing comms resources


 \$26.9m*
Raised for Integral DR using **communications material shared** by other Integral Members

 100%
Of Members **used shared** communications materials to raise funds for an active Integral DR

 1,000+
Photos and videos **shared among** Integral Members

9
Members **shared communications material** with other Integral Members

A catalyst for ongoing collaboration

 88%
Of collaborations highlighted were from countries where there has been at least one **Integral Disaster Response**

Values

Our Kingdom values unite us in prayer, Christian reflection and collaborative action. We work to create and sustain a community of trust among our Members in which collaborative work can thrive.

UNITY

We are committed to Jesus' call to unity, and believe unity is God's gift to us outworked through the power of the Holy Spirit. We unite in order to enable all people in need to flourish as God intended.

RELATIONAL

We put people first, and desire to see each person fulfil their God-given potential. We want all our interactions to be marked by servant-heartedness, generosity, openness, integrity and mutual respect. We believe that by expressing organisational humility we demonstrate the character of God to a suffering world.

ACCOUNTABILITY

We strive for professional excellence and are mutually accountable for the quality of our work to each other, those we serve, our supporters, and to God. We are a learning alliance, committed to transparency, reflecting on and evaluating our joint work and assessing our collective impact.

In a world that is often cynical, fragmented and hostile, we are Christians who believe that disaster and suffering are not the end of the story.

CHRIST-CENTREDNESS

We practise the presence of God in our midst through listening, Biblical reflection and prayer. We strive to provide space for the prophetic voice of the Spirit to shape and guide us as an alliance and inform our actions.

IMPARTIALITY

We acknowledge the image of God in every person, therefore we adhere to core principles of the Red Cross Code of Conduct and the Core Humanitarian Standard. Aid is given regardless of the race, religion, creed or nationality of the recipients, and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.

COMPLEMENTARITY

As Christ has called us to be the many parts of one body, we believe that when our Members combine their strengths and work interdependently, we have greater reach and impact. By working together, we provide a more complete response to the needs of those we serve.



Foreword from Chair



It is with gratitude that I present Integral's 2023 Annual Report. During this second year as the Chair of the Board, we witnessed many opportunities to leverage and multiply our strengths in both new and neglected crises. We came together with significant collaboration – the most we've ever seen – in 45 countries. These high levels of engagement allowed us to expand our reach to serve 4.5 million people and mobilise over \$127m in funding for responses in regions like Ukraine, Türkiye and the greater Horn of Africa.

The Integral Board worked closely with a consultant to develop strategic options for the future of the Alliance in 2023. Juan Bertoldi worked with the Secretariat, a Working Group of Board members and the full Board over five months to set out a vision for what Integral could look like with a more diverse membership while continuing to achieve greater reach and impact in disasters. We were pleased with the results of this strategic work.

Juan helped the Board formulate our current value proposition which confirmed the centrality of our Christian ethos and values and highlighted three important elements: our disaster response collaboration, the trusted relationships with peers, and learning from one another affecting our practice. Our membership highly esteems these three elements and benefits from them. Using a tool called the Value Proposition Canvas tool, we looked at the value proposition from the perspective of our main Integral groups (Board, Programmes and Marketing) to identify challenges and unaddressed opportunities.

Five different options emerged from these challenges and opportunities which were mapped onto a continuum from incremental changes to the Alliance, to strategic pivots, and then to becoming something completely new. The Board voted on what to discard, and what to explore more or adopt. Three strategic shifts were identified, underpinned by modifying our governance structure to be more fit for purpose. These agreed shifts will allow greater reach, impact and diversity in our disaster responses, particularly as we look to expand and diversify our membership base and strategic partnerships, and rethink how Members participate within Integral and make connections with others outside.


At our October meetings, the Board discussed, further defined and agreed on how to move each strategic shift forward, beginning with adjustments to our governance structure. Actions have been agreed for all areas, and 2024 will see these actions being implemented.

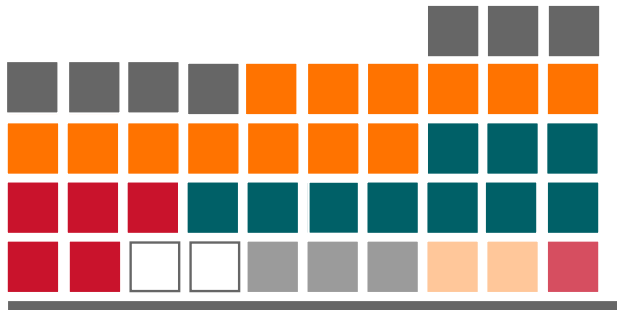
As we look toward the coming year, we anticipate significant and high need for our Members' unique capabilities as we respond together to an unprecedented amount of global suffering. May we continue to stay true to our values and champion a level of collaboration to see hope restored and God's kingdom demonstrated in all we do.









Gratefully,


A handwritten signature in black ink that reads "Martha Newsome". The signature is fluid and cursive.

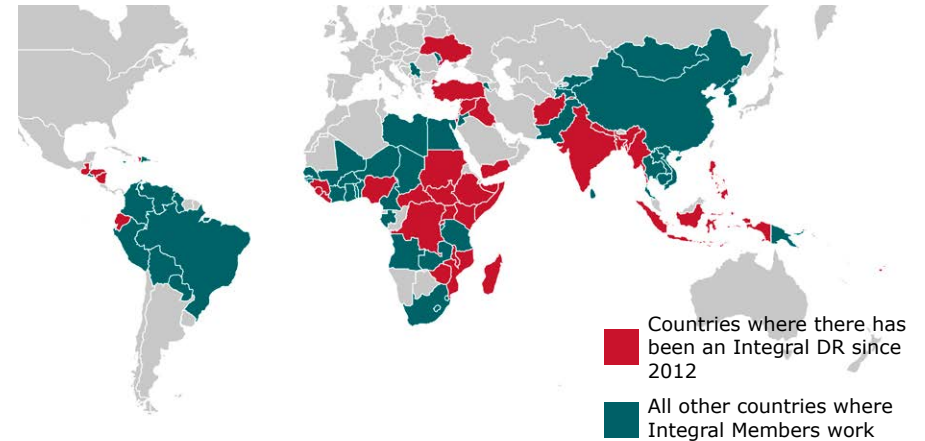
Martha Holley Newsome
President and CEO
Medical Teams International
Chair of Integral Alliance

 **43** Integral Disaster Responses




-  Mass displacement/ conflict
-  Earthquake/ tsunami/volcano
-  Typhoon/ hurricane
-  Health emergency
-  Flooding
-  Food insecurity
-  Other disaster
-  Neglected crisis

-  Chronic
-  Low profile
-  Sudden onset
-  Cross-border



Every Member has opted into at least one Integral Response.

+400 

Conference calls have been chaired by the Secretariat for Integral responses.

+5,500 

Photos from Integral Responses have been shared on the Integral website for Members to use freely.

97 

Additional crises have been jointly monitored by Integral Members.

Thousands more photos have been made available to Members through direct access to the online photo libraries of Food for the Hungry, Medair, Mission East, Tearfund (UK) and Tearfund (NZ).




4

Active Responses

14	Additional Crises Monitored	
Dec 2023		Philippines
Nov 2023		Nepal
Sep 2023		Libya
Sep 2023		Morocco
Jul 2023		Myanmar
Jul 2023		West Bank
Jun 2023		Pakistan
Jun 2023		Haiti
May 2023		Bangladesh Myanmar
Apr 2023		Sudan
Mar 2023		Vanuatu
Mar 2023		Bangladesh
Feb 2023		Mozambique Malawi
Jan 2023		Afghanistan

Israel and Palestine: Crisis




12 Members opted in

-  More than two million people in need
-  40 photos shared
-  Launched: October 2023



Türkiye and Syria: Earthquake




20 Members opted in

-  810,400 people served at six months
-  190 photos shared
-  Launched: February 2023



Greater Horn of Africa: Food Crisis




13 Members opted in

-  992,300 people served at six months
-  60 photos shared
-  Launched: September 2022



Ukraine: Conflict

17 Members opted in

-  1,520,100 people served at 18 months
-  470 photos shared
-  Launched: February 2022



Israel and Palestine: Crisis



The context



Lack of water



Health needs



Food shortages



Ongoing conflict



Infrastructure destroyed



Conflict between Israel and Hamas has worsened the humanitarian crisis faced by two million people living in Gaza



Thousands of people in Gaza and Israel and the wider region are experiencing devastating loss and trauma

Our response



Health



Water

Following the escalation of conflict between Israel and Hamas, the humanitarian needs of people living in Gaza have become acute. More than one million people have been displaced from their homes. There are critical shortages of food, water, fuel, shelter and medicine. Many medical facilities, roads, schools, homes and churches have been damaged or destroyed. Humanitarian access is extremely limited. The high numbers of civilian casualties and deaths are placing an unprecedented strain on medical facilities and hospitals. Extreme shortages of water for drinking and sanitation mean there is an increased risk of dehydration and disease.



Integral Disaster Response launched




12 Integral Members are responding to this crisis


Türkiye and Syria: Earthquake




The context

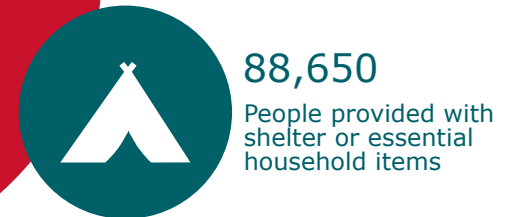


 Two massive earthquakes destroyed buildings and infrastructure

 More than 50,000 people lost their lives

 More than 50 million people are affected

Our response

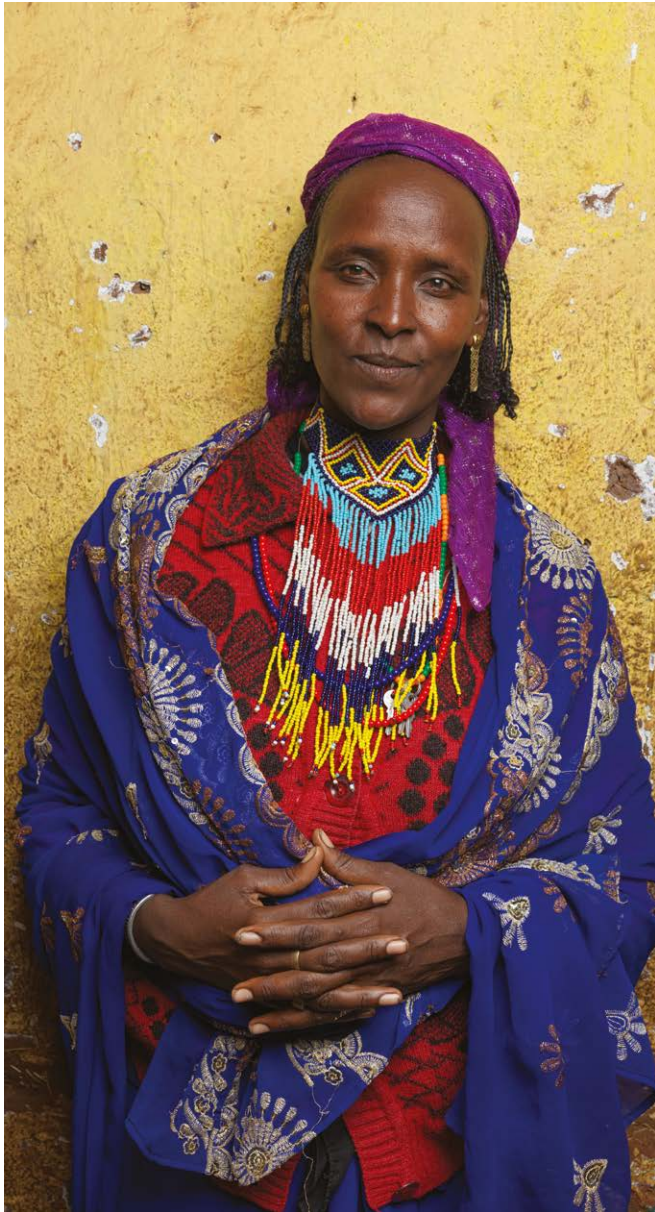


Integral Disaster Response launched



20
Integral Members are responding to this crisis

Greater Horn of Africa: Food Crisis



The context



36.1 million people are experiencing acute food shortages

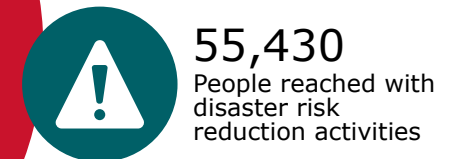
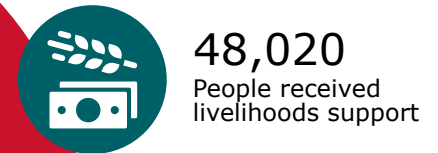
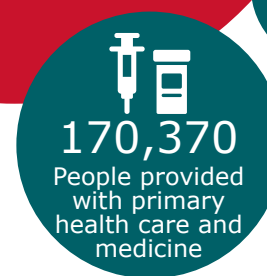
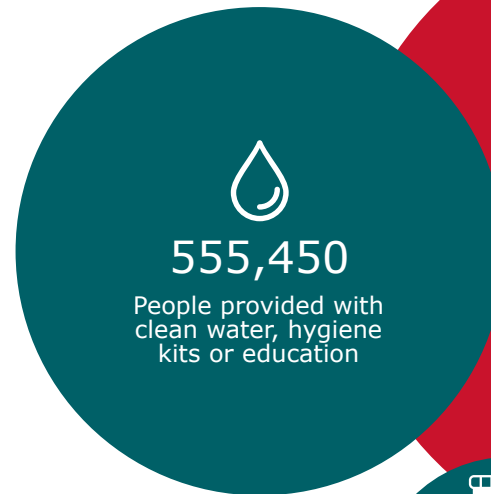


Fifth year of drought has led to crop failure and loss of livestock



4.9 million children are suffering from acute malnutrition

Our response



Integral Disaster Response launched



13
Integral Members are responding to this disaster

Ukraine: Conflict



The context



Conflict in Ukraine has resulted in more than five million people being internally displaced

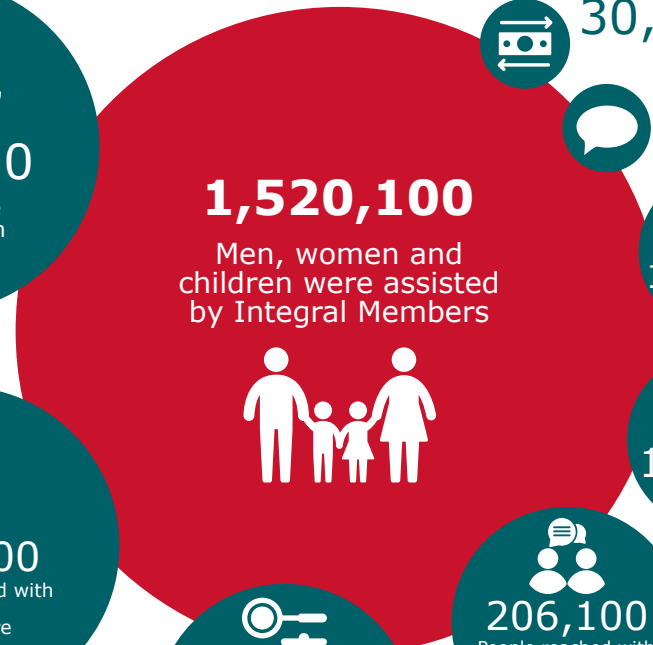


More than 17 million people are in urgent need of humanitarian assistance and protection



More than eight million people have sought refuge in neighbouring countries

Our response



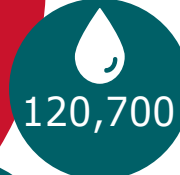
30,400 People received cash transfers



32,400 People reached with advocacy activities



105,100 People provided with child protection training, advice or information



120,700 People received essential hygiene items or improved access to water and sanitation



206,100 People reached with psychosocial training, advice or support



18 Integral Members are responding to this disaster



Integral Disaster Response launched



OCTOBER 20, 2022

Neglected Crises: “We’re Still Here”

By Medical Teams International

We're Still There - Myanmar

Chung Pui Ling (Acting Head of Programme)



I do not want our partners to risk their lives just to join a meeting, not to mention being forced to move from place to place. Whenever hearing “we’re still here” from our partners, I feel comforted but heavy-hearted at the same time. Ah Mei, Pastor Joshua, and the rest of our partners are committed to being the witnesses of Christ in the world, bringing hope to the vulnerable villagers. Their courage and persistence deeply touch our hearts. They encourage us to keep walking on this journey, serving those suffering in endless wars together. Our faith is in Him, who loves the poor relentlessly.

Myanmar Projects

- Anti-human Trafficking: 1 project // 863 beneficiaries
- Humanitarian Relief and Disaster Risk Reduction: 3 projects // 5,848 beneficiaries
- Urban and Rural Development: 4 projects // 4,727 beneficiaries (including a project at the Thai-Myanmar border)
- Children and Youth Development: 2 projects // 300 beneficiaries

In February 2021, the military seized power in Myanmar and overthrew the country's democratic government, causing ongoing chaos across the country. According to UNHCR's figures, more than 690,000 people have been internally displaced since May 2022. People in Myanmar are facing hyperinflation. Money needed for a bottle of oil now only allows people to purchase half of a bottle. Queues lining up for food assistance are very common on the street.

Since 2021, I have had regular online meetings with our partners in Myanmar. One day, when I was in a meeting with the partner's staff Ah Mei (pseudonym), her background (not a virtual one) aroused my interest. Seeing her being under a tree, I asked curiously, “Where are you right now?” “We left the house to look for a safe place to hide so that we could join the meeting.” “This was to avoid the military's surprise inspection, which aimed to suppress the opposition. Her answer worried me. Are you guys safer? Shall we rearrange the meeting to another day?” “No worries. We can handle it.” Ah Mei sounded determined. She then talked us through the situation of the village and the progress of aid and ongoing development projects, which include sending refugees food and medical support and helping villagers with backyard farming due to food shortages.

I was having a meeting with Pastor Joshua one afternoon. Through the screen, he was bearing while updating us on the progress of the resettlement of the internally displaced people (a project in which CEDAR worked with the local church and partner organisations). I recalled my very first online meeting with Pastor Joshua, he kept a straight face and did not talk much. After over a year of regular meetings, our conversations have become more natural. In spite of endless civil wars, our partners are determined to safeguard their homes and help one another.



No. of Beneficiaries: **13,736**



2021-2022 Annual Report

CEDAR Fund 慈德基金會
cedarfund.org | (852) 6383 6861



We're still here.

DIE VERGESSENE KRISE: HUNGER UND DURST IM JEMEN. HELFEN SIE HELFEN, DAMIT KINDER ÜBERLEBEN.

Impressum: Verlag und Redaktion TearFund Schweiz | Josefstrasse 34 | 8005 Zürich
www.tearfund.ch | Tel. 044 447 44 00 | info@tearfund.ch | Postkonto 80-43143-0



The focus on **Neglected Crises** began in 2020 when Members agreed they wanted to explore different approaches to working in neglected crises to achieve more impact and reach.



Low profile



Protracted



Complex

Looking back with thanks



Achieving more together

- More positive collaboration between Members both at country level and head office
- More prayer for Neglected Crises
- A small but significant increase in funds
- Advocacy for Neglected Crises by Members



Sustainable impact in DRC

12-month project in Minembwe, DRC

- Peace-building: community dialogue groups resolving local conflicts
- Food security: 96 farmer groups raised crops and vegetables with support and training
- Village Savings and Credit Associations: established by all 96 farmer groups, enabling ongoing cooperation and mutual support



Awareness raised

Awareness-raising campaign for Neglected Crises

- All 21 Integral Members were involved in the 'We're *still* here' campaign in July 2022. Members took part with communications, advocacy, prayer or marketing



Looking forward with hope



Approaching Disaster Response differently

Bringing Neglected Crises into our Disaster Response Process

Neglected Crises considerations are being mainstreamed into our Disaster Response Process. From the early stages of a new disaster response, Members will plan differently if they judge the situation is likely to become neglected.



Cultivating collaboration in hard places

Stimulating in-country connections in Neglected Crises

Members who have a common interest in a neglected crisis country are coming together in order to identify synergies and support one another.

Initial focus: ● Afghanistan ● Burkina Faso
● Madagascar ● Yemen



Regular joint Neglected Crises campaign

Raising awareness together

Members want a joint campaign to become an annual event. This will be a flexible opportunity for Members to bring attention to Neglected Crises they are working in using shared comms resources.

Next campaign: ● 8-15 July 2024



We're still here.

"Our work in Neglected Crisis is a proven model to see the Alliance function more cohesively and collaboratively. Looking forward to 2024, the campaign offers Members the flexibility to participate in ways that are appropriate for their audiences and unifies all of us with one voice - We're *still* here."

Medical Teams International

Collaboration: a 2023 snapshot

How much collaboration?



More highlights of collaboration shared than ever before



Where does collaboration happen?



Members collaborate in **45 countries** - more than half of the countries in which they work

Who is collaborating?



On average Members work with six other Members

Four Members work with ten or more Members

When does collaboration add value?



All Members agree that collaboration in Disaster Response will **bring benefit to their organisation** in the next year

What encourages collaboration?



- Working together in an Integral DR
- Meeting together in a country

How does collaboration add value?



Disaster Response



Expanded reach

Members can respond more globally



Timely and trusted response

Integral DR process enables a quick with trusted Members and Partners



Efficient support

Members coordinate support around shared Partners



Practical support

Members support one another practically on the ground



Communications



Shared comms materials

Shared high-quality comms assets enable effective fundraising



Funding



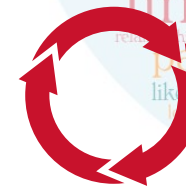
Funding flows

Members benefit both from receiving funding from other Integral Members and being able to fund other Members' work



Joint funding

Collaboration opens up opportunities to access institutional funding



Benefits are interdependent

Disaster Response is named most frequently as where Integral adds value, closely followed by learning and relationships.

These benefits are closely connected to each other. Collaboration in DR is facilitated by good relationships and improved by joint learning and a shared commitment to quality.



Learning together

Every Member reported that learning from other Members has led to positive changes in practice in areas such as:

- Dignity in Humanitarian Comms
- CHS
- Diversity, Equity and Inclusion
- Localisation



Relationships

Members appreciate the mutual support and encouragement they receive in relationship with other Members. Members identify trust as key to enable more collaboration.

How does Integral add value for Members? This is what our Members told us in 2023:



“ Integral Members remain our go-to partnerships for Disaster Response globally. We have no comparable entity to which we would look. The value of Integral was absolutely reflected in the work we did in Ukraine with our Partners, which would have been impossible otherwise. Integral is a good network for disaster response, including options for providing and/or receiving funding; collaboration on pilots; networking with peers on areas of common interest including quality and accountability, localisation and nexus. It is a community of like-minded and -hearted organisations which seek to be better and have more impact together. Integral is a non-competitive space where CEOs truly support and enrich one another.

World Renew (North America)



“ We have been able to partner with organisations and gain access to materials/ comms we wouldn't otherwise have access to. For example, in the recent response to the earthquake in Syria and Turkey, we were able to partner with Medair to both raise funds with their comms materials and support their programmatic work on the ground.

Medical Teams International (USA)



“ Just hearing what other Members do (and did) on campaigns was very helpful. The information on communications and fundraising practice helped us with our own approaches.

Tearfund Netherlands



“ Integral provides trusted sister-agencies in countries where we are present and in new ones where we may start working; funding for emergency responses; and peer sharing around trends, innovations and challenges.

Medair (Switzerland)





Integral is a global alliance of Christian relief and development agencies, working together to present a more effective response to poverty worldwide.

We believe that:

- more people in need will be helped if relief and development agencies combine their resources, and put their Christian faith into action by working together;
- by working together, expressing organisational humility and servanthood, we can demonstrate the character of God to a world in need;
- God cares deeply for people living in poverty, illness, hunger, conflict, alienation and oppression.

As an alliance we want to put people first. We are convinced that God calls us to express love for the world through practical actions. God calls us to serve those who are the least, the forgotten, the most vulnerable, and the unfortunate to the best of our ability. We therefore want to be intentional in our mutual accountability for the quality of our work.

Integral is committed to maintaining high quality in our work in accordance with internationally recognised standards¹ which respect international law and humanitarian principles.

Consistent with our Christian faith and values, the Integral Alliance endorses and commits to working towards the Core Humanitarian Standard.

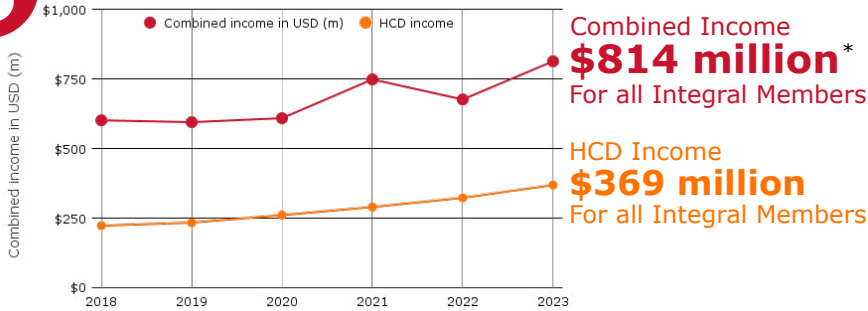
Integral's Members are committed to working towards ensuring that our work, and that of our Partners, upholds the standards and good practices of the global relief and development community.

Core Humanitarian STANDARD

[1.] Red Cross Code of Conduct and Sphere Guidelines



Combined Income 2023



Diverse Funding Base

A diverse funding base is one of the strengths of our Alliance. Privately raised funds often contribute towards matched funds for institutional grants or provide unrestricted funding.



Funding for Disaster Response (DR)

\$127m
Mobilised by Members for active Integral DRs

\$26.9m
Raised for Integral DR using **comms material shared** by other Members

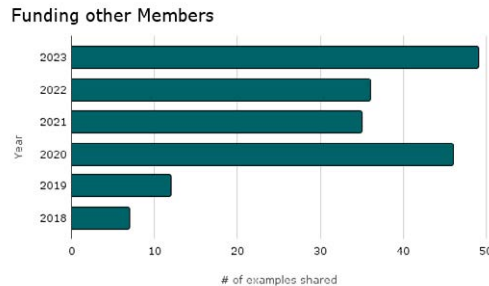


Sharing Funding

Members shared more examples of **funding other Members' work** than ever before

90
Joint proposals developed by Members in the last three years

\$14m
Shared among Integral Members in DR



Quality Assurance

Members who receive High Compliance Donor (HCD) funding are subject to a **high standard of external scrutiny** at both organisation and project level.

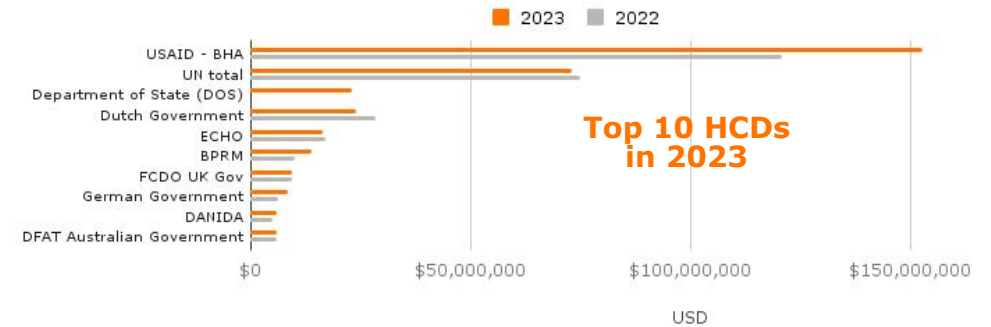
84% of Integral Members had at **least one relationship** with a HCD in the last 12 months



High Compliance Donors

The amount raised by Members from High Compliance Donors (HCDs) has been **steadily increasing** over the last seven years.

38 HCDs supported the work of Integral Members in 2023



89% These 10 donors provided 89% of HCD income

Five of these 10 donors increased their funding to Integral Members in the last financial year

8 Members raised 92% of total donor income

Just under half (45%) of Members' combined income came from HCDs

*All figures in USD

Localisation Commitments

For our work together in disasters, Integral Members will:



1. Act as locally as possible.



2. Recognise that capacity development is a two-way process – from an Integral Member to Partners, as well as from Partners to Members. We will increase support for local Partners and communities through capacity strengthening, allowing for effective and accountable humanitarian action.



3. Work to ensure the voices are heard and capacities of local Partners are known in international fora, coordination systems and with donors.



4. Ensure that information is shared in a transparent way with local Partners, and that local Partners are involved in decision-making throughout the project cycle.



5. Ensure funds flow as directly as possible to local Partners, maintaining quality programming, strong risk management, robust accountability and minimising transaction costs.

“ Integral membership allows us to respond to disasters, both as an operational and cooperational Member, in a way that would not be possible without Integral.”
Integra (Slovakia)



Martha Newsome
Board Chair
Medical Teams
International

Integral Board

- Sets the strategic direction of the Alliance
- Oversees legal and financial governance
- Receives and discusses strategic input from IMG, IPG and Secretariat

Executive Committee

- Mandated to supervise the annual work plan and running of the Alliance

Finance and Audit Committee

- Advises the Board on financial stability, viability and health of the Alliance

“ Our collaboration with Integral allows us to have a further reach and to serve more people in more diverse locations than we would be able to on our own.”
World Relief (USA)



IMG Chair
(Vacant)

Integral Marketing Group (IMG)

- Coordinates communication around our Disaster Responses
- Oversees all marketing and fundraising cooperation within the Alliance
- Provides a platform to share learning



Fiona Boshoff
Integral CEO

Integral Secretariat

- Runs joint Disaster Responses
- Coordinates core group activities
- Engages externally with stakeholders and global partners
- Provides spiritual support for our Members

Integral Programme Group (IPG)



Peter Macharia
IPG Chair
World Concern

- Facilitates collaboration in Disaster Responses
- Coordinates all programme activity in the Alliance
- Provides a platform to foster collaboration outside disasters

Integral Quality Assurance Task Force

- Oversees Alliance-wide mechanisms to ensure the quality of our work is continually improving

Early Responders Group

- Focuses on improving the effectiveness of the Alliance's response in the early stages of a disaster

KEY THEMES

The Integral Marketing Group (IMG) outworks the Integral strategy by overseeing the communications aspect of our joint work in disasters and neglected crises.

- Sharing photos and stories continues to be a key part of our communication collaboration in disasters.
- In 2023 our discussion topics included: the communications contribution to Localisation and Decolonisation; our response to the 'Permacrisis'; and the communications aspect of the CHS commitments revisions.
- In July 2024, the IMG will contribute to Integral's focus on Neglected Crises by launching an Integral-wide awareness-raising campaign. The planning of this was discussed in both April and October meetings.

The IMG continues to share learning and practice. Topics this year have included Public Relations, Digital Acquisition, Regular Giving, Sustainable Livelihoods and Climate Change.

ACHIEVEMENTS AND KEY DECISIONS

Sharing of communication resources in Disaster Response continues to add significant value for Members. Evidence from the 2023 MALT shows that generous sharing of comms material has a huge impact on other Members' ability to raise funds. Those who launched a fundraising campaign using shared communications resources reported raising \$26.9 million in private donations. This is the highest figure ever reported in response to this question and a remarkable demonstration of how communications sharing adds value to Member organisations.

The Dignity in Humanitarian Communications Working Group (made up of seven Integral Members) hosted a webinar in May 2023, in order to introduce Our Storyteller's Guide to a wider audience. A total of 103 people attended two calls. This included 15 Member agencies, five country offices and 12 Partner and other organisations.

PARTICIPATION

In April 2023, 14 Members were represented over our three virtual meeting sessions (28 people). In October 2023, 14 Members were represented at our face-to-face meetings in Switzerland (20 people).



“ It is very helpful to have quick, effective and organised collaboration, particularly during an emergency. Comms materials can be hard to attain during disasters so it is beneficial to have multiple organisations working together to gather and share comms.

Tearfund Ireland

”

KEY THEMES

The Integral Programmes Group (IPG) continued to oversee all of Integral's programme activity during 2023. Our focus was:

- **Disaster Response:** Two new Integral Disaster Responses (DRs) were launched in 2023: Türkiye and Syria Earthquake and Israel and Palestine Crisis. Members continued their work in the Greater Horn of Africa Food Crisis and in the Ukraine Crisis. Following the escalation of violence in Sudan in April 2023, Members met several times to coordinate.
- **Localisation:** We revisited our Localisation Commitments and refreshed our Integral Statement, following input from Partners in 2022.
- **Quality:** The Integral Quality Assurance Task Force (IQATF) continued to steer our Mutual Accountability process (MALT) and encourage evaluations, including joint evaluation of our Integral DRs. At our October meetings, the IQATF arranged an in-person update from the CHS Alliance. They also invited an external facilitator to look at issues of identity, privilege, and power in order to support ongoing IPG discussions around Decolonisation of Aid.
- **Climate:** Members shared their experiences and learning from the Climate and Environment Charter for Humanitarian Organisations, as well as innovations on nature-based programming.

ACHIEVEMENTS AND KEY DECISIONS

- **Learning:** Members continue to be committed to learning from our work together in disasters. Follow-up to the internal learning review for the Ukraine Crisis response in 2022, showed an encouraging picture of practice improvements in 2023. Members have commissioned a joint learning exercise for their earthquake response in Türkiye and Syria.
- **Climate, resilience and risk:** Members highlighted the importance of the alliance as a forum for sharing learning around these areas. These will become priorities for the IPG.

PARTICIPATION

The 2023 MALT survey showed that members of the IPG continue to be satisfied with their membership and are deeply committed to Integral, in particular through involvement in working groups and joint participation in disaster responses. Peter Macharia of World Concern, very ably chaired our online April meetings (40 participants from 20 Members) and Swiss in-person October Meetings (25 participants from 18 Members). Eleven Members joined a one day Early Responders meeting in-person in October, with four others joining remotely.



“ Personally and organisationally, Integral helps us get first hand information when a disaster strikes and to understand better what's going on locally during the first days. It is really efficient when several Integral Members support the same Partners and streamline reports, communications and questions of all kinds. Organisationally, Integral offers opportunities to extend our reach and connect local Partners to broader humanitarian responses.

TearFund Switzerland

”

KEY THEMES

In 2023 the Board:

- Discussed progress against our objectives through the work of the IMG, IPG, our Disaster Responses and Neglected Crises.
- Worked with a consultant to look at the future of Integral. Sought input and recommendations from a Majority World Advisory Group, the Secretariat and membership.
- Used the results and recommendations arising from the Mutual Accountability and Learning Tool (MALT) to inform the process.

ACHIEVEMENTS AND KEY DECISIONS

During 2023 the Integral Board:

- Celebrated the continued growth of collaboration among Members.
- Defined and agreed Integral's value proposition, position and distinctive value.
- Appointed a working group of eight Board members to support the future of Integral work.
- Prayed, listened, discussed and voted on the six strategic shifts for the future of Integral.
- Strongly supported redesigning our governance structure, diversifying our membership criteria, and deepening our strategic partnerships.

PARTICIPATION

The Integral Board met twice during 2023 at two online sessions in April and in person in October in Switzerland. In April we welcomed six new Board members: Winnie Fung (CEDAR Fund); Trevor Maisiri (Food for the Hungry); Anne Reitsema (Medair); Alejandro Alba (Tearfund Belgium); Guido de Vries (Tearfund Netherlands); and Jamie McIntosh (World Renew).

Thanks to Myal Greene, now chair of the Neglected Crises Working Group and to the Future of Integral Working Group: Trevor Maisiri, Anne Reitsema, Martha Newsome, Matthew Maury, Thomas Stahl, Melissa Lipsett, Myal Greene and Chris Lukkien.

We bid farewell to Tearfund Canada at the end of July. As a founding Member of Integral they provided great support in establishing Integral, hosting our launch in Toronto in 2004, and provided our first Chair. We have so valued their contribution and wish them well for the future.

In October, 19 of our 20 Board members attended, eight for their first face-to-face meeting. We welcomed Nick Archer (World Concern) onto the Finance and Audit Committee, and Allan Bussard (Integra) back onto the ExCo. We thanked PuiSi Chan for her service to Integral and on the ExCo, and wish her every blessing as she leaves her CEO role at CEDAR Fund.



“ Personally, Integral provides opportunities for iron sharpening iron in the leadership forum; space and place to raise big questions affecting the sector; and ensures we are aware of best practice and moving towards it. Organisationally, there's a good deal of support for our unique model, and we have enjoyed enabling others to expand their reach.

International Health Partners (UK)

”



I am so thankful for the huge commitment and hard work of our Secretariat team with our Members and their Partners around the world, for our supporters and pray-ers, alongside whom it is a great privilege to serve. The extent and success of our collaboration and the stability of the alliance has led us to challenge ourselves to discuss the future and look at how we can sustain and improve on our work.

The Board decisions on the strategic shifts in October gives us an exciting range of work for 2024. These shifts

will strengthen and protect the backbone of Integral – our Disaster Response process – and will encourage collaboration as it continues to grow between Members, both in and beyond disasters. Each of our strategic shifts emerges from a clear driver for change as shown in the table below.

Driver for Change – We want to:	Strategic Shift – We will:
Simplify and reduce burden on Members	<ul style="list-style-type: none"> Redesign Integral’s governance structure
Achieve diversity, more local relevance and wider reach	<ul style="list-style-type: none"> Diversify and grow our membership up to 30 Members Intentionally look for strategic partnerships with like-minded alliances and networks
Increase flexibility for participation	<ul style="list-style-type: none"> Discuss and decide how best Members can contribute and collaborate in Integral

Work has already begun on making our governance structure more fit for purpose. This will mean creating a smaller elected Board, while all Members continue to participate as part of a Company of Members.

Integral will be reconsidering our current membership criteria to allow greater diversity and inclusiveness and welcome new agencies. We have identified other networks and alliances with common interests with whom to discuss deeper collaboration.

Alongside the governance change, Integral is working on our group structures aiming to find ways for more flexible and open participation and collaboration with others.

In 2024 we are also looking forward to:

- Discussing the five Localisation Outcomes being drafted by the IPG.
- Ongoing discussions on key themes in our sector from a Christian perspective including Localisation, Decolonisation of Aid & Diversity and Equity & Inclusion.

All this new work is possible because of our shared Christian faith and values, and the humility to listen carefully and work together. Building on current successful collaboration enables deeper trusting relationships among Members. And in these challenging times, we believe that by working together we can have greater reach and impact, and bring hope and good news into the darkest of situations.

Thank you for connecting with us!

Fiona Boshoff
CEO of Integral Alliance

MEMBERSHIP

The Members of the charitable company are the subscribers to the Memorandum and Articles of Association and any Members subsequently admitted to membership by existing members. In the event of winding up, Members guarantee to contribute up to £1 towards the costs of winding up and meeting any liabilities while they are Members and within 12 months of ceasing membership. At 31st December 2023 the number of Members was 20.

GOVERNANCE

The Trustees of Integral have regards to the Charity Commission's guidance on public benefit. They have put in place a number of both statutory and best-practice policies that help them to deliver the mission and vision of Integral.

CODES OF PRACTICE

The Board has adopted the Charity Governance Code for Smaller Charities and ensures Integral adheres to the Fundraising Regulator's Code of Practice. The Board approved the Revised Position Statement on The Governance Code for Smaller Charities in 2023.

POLICIES

The Board ratified revised and updated policies and procedures in the following areas in 2023:

- Complaints and Concerns Policy
- Safeguarding Policy – Putting People First, including Safeguarding Children and Safeguarding Vulnerable Adults
- New Member Procedure
- Staff Handbook (delegated approval to the Executive Committee)

All our policies have a regular review cycle that varies from 18 months to three years.

SUB-COMMITTEES

Terms of Reference (ToR) for each sub-committee are regularly reviewed, and in 2023 the Board approved updated ToRs for the Finance and Audit Committee (FAC).



REGISTERED ADDRESS

C/o Myers Clark
Egale 1
76-80 St Albans Road
Watford
WD17 1DL
United Kingdom

PRINCIPAL STAFF

F Boshoff – Company Secretary

BANKERS

HSBC, 61 High Street,
Staines-upon-Thames, Surrey,
TW18 4QW, United Kingdom

INDEPENDENT EXAMINER

Nicola Anderson, FCA, FCIE
189 Baldwins Land, Croxley Green,
Richmansworth, Herts WD3 3LL,
United Kingdom

BOARD OF DIRECTORS AND CHARITY TRUSTEES

Each Member Agency appoints their CEO or President to serve on the Board. Positions on Board standing committees, such as the Finance and Audit Committee and Executive Committee, are voted for by Board Members.

Member	Country	Name	From	To
CEDAR Fund	Hong Kong	<i>P S Chan</i>	1 June 2021	31 December 2023
Food for the Hungry	USA/Canada	M Viso T Maisiri	1 March 2020 6 December 2023	5 December 2023
Integra Venture	Slovakia	<i>A Bussard</i>	13 October 2006	
International Health Partners	UK	<i>A Paterson (Treasurer)</i>	1 November 2017	
Medair	Switzerland	D Verboom A Reitsema	1 April 2018 1 April 2023	31 March 2023
Medical Teams International	USA	<i>M Newsome (Chair of Integral from October 2021)</i>	1 September 2016	
Mission East	Denmark	B Gollander-Jensen	1 January 2021	
SEL	France	P Guiborat	7 April 2006	
Tearfund Australia	Australia	M Maury	13 October 2010	
Tearfund Belgium	Belgium	C van Maelsaeke A Alba	4 October 2005 1 February 2023	31 January 2023
Tearfund Canada	Canada	W Johnson	1 January 2017	31 July 2023
Tearfund Ireland	Ireland	S Copeland	14 September 2022	
Tearfund Netherlands	Netherlands	G de Vries	1 May 2023	
Tearfund New Zealand	New Zealand	<i>I McInnes</i>	2 January 2013	
TearFund Switzerland	Switzerland	T Stahl	1 September 2020	
Tearfund	UK and N Ireland	N Harris	23 November 2015	
Transform Aid International	Australia	M Lipsett	1 November 2021	
World Concern	USA	N Archer	6 April 2020	
World Relief	USA	M Greene	1 October 2021	
World Renew	USA/Canada	<i>C Bremer-Bennett</i>	1 January 2021	
ZOA	Netherlands	<i>C Lukkien</i>	19 July 2017	

Names in italics are members of the Executive Committee as well as the Board at year end.

Financial Review

The income of the Trust is primarily derived from membership fees and donations from trusts, corporations, and individuals. During 2023, the charitable company received total incoming resources of £321,059 (2022 - £332,047). Resources expended on charitable activities amounted to £307,594 (2022 - £305,297).

The Reserves Policy as agreed at the October 2020 Board meeting is to maintain free reserves equivalent to four month's operating costs. This equates to approximately £98,000 based on 2023 unrestricted expenditure of £295,094. Unrestricted funds carried forward at 31 December 2023 were £350,949 (2022 - £336,898) of which £2,926 (2022 - £1,602) are tied up in Fixed Assets leaving £348,023 (2022 - £335,296) of free reserves.

The 2023 future of Integral work undertaken by the Board with a consultant looked at simplifying the burden on Members by creating a lighter governance structure. In line with our charitable objectives, we also want to achieve greater diversity and local relevance by growing our membership, while increasing flexibility for participation. The planning including the financial implications of these shifts will continue in 2024, including looking at our reserves position.



Directors' Responsibilities in the Preparation of the Financial Statements

Company law requires the Directors to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the charitable company and of the net incoming resources for the period. In preparing the financial statements the Directors are required to:

- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to do so.

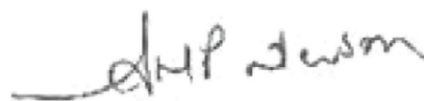
The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking steps for the prevention and detection of fraud and other irregularities.

This report and the financial statements have been prepared in accordance with:

- the special provisions of part 15 of the Companies Act 2006 relating to small entities;

- the provisions of the Charities Acts that determine the form and content of Charity Annual Reports; and
- Reporting and Accounting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in July 2014.

Approved by the Directors on 9th April 2024 and signed on their behalf by:



A Paterson

Treasurer and Director
Integral Alliance



N Harris

Director
Integral Alliance



Independent Examiner's Report to the Trustees of Integral Alliance

I report to the charity trustees on my examination of the accounts of Integral Alliance (co. no. 5442605 and charity no: 1112515) for the year ended 31 December 2023 which are set out on pages 35 to 42.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Nicola Anderson, FCA, FCIE
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL

29th April 2024

Dated:

Integral Alliance Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 31 Dec 2023

		2023	2023	2023	2022	2022	2022
	Note	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
		£	£	£	£	£	£
Income from:							
Grants and Donations	2	12,500	2,486	14,986	27,577	2,400	29,977
Charitable Activities	3	-	303,824	303,824	11,827	289,941	301,768
Investments		-	2,249	2,249	-	302	302
Total Income		12,500	308,559	321,059	39,404	292,643	332,047
Expenditure on:							
Raising Funds		-	-	-	-	-	-
Charitable Activities	4	(12,500)	(295,094)	(307,594)	(29,701)	(275,596)	(305,297)
Total Expenditure		(12,500)	(295,094)	(307,594)	(29,701)	(275,596)	(305,297)
Exchange Gains/ (Losses)		-	249	249	-	480	480
Net Income/ (Expenditure)		-	13,714	13,714	9,703	17,527	27,230
Transfer between funds		(337)	337	-	(827)	827	-
Net income/(expenditure) after transfers		(337)	14,051	13,714	8,876	18,354	27,230
Reconciliation of Funds							
Total funds brought forward		9,213	336,898	346,111	337	318,544	318,881
Total Funds carried Forward		8,876	350,949	359,825	9,213	336,898	346,111

Integral Alliance Balance Sheet As at 31 December 2023

Company number: 5442605

	Note	£	2023 £	2022 £
Fixed Assets	8		2,926	1,602
Current Assets				
Debtors and Prepayments	9	9,530		9,237
Cash at Bank		396,294		376,397
		405,824		385,634
Creditors: Amounts Falling Due Within One Year	10	(48,925)		(41,125)
Net Current Assets			356,899	344,509
Net Assets			359,825	346,111
Funds of the Charity	11			
Restricted Funds			8,876	9,213
Unrestricted Funds				
General			350,949	336,898
			359,825	346,111

The Directors approved these financial statements on 9th April 2024.

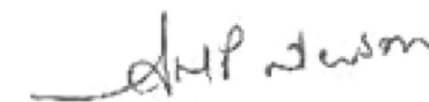
For the year ended 31 December 2023 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.


The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Signed on behalf of the Board:



A Paterson

Treasurer and Director, Integral Alliance



N Harris

Director, Integral Alliance

Integral Alliance Notes to the Financial Statements For the Year Ended 31 December 2023

1. ACCOUNTING POLICIES

BASIS OF PREPARATION

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective January 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

Going Concern

There are no material uncertainties about Integral's ability to continue as a going concern. The Board consider reserves to be more than adequate to mitigate any risks.

Income Recognition

Income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Income received in advance of entitlement passing to the charity is deferred until the criteria for recognition are met.

Expenditure Recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Allocation of Costs

Direct Activity Costs comprise those costs that contribute directly to an activity and are allocated to the relevant activity.

Support costs are initially identified between governance and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance

with regulation and good practice. These costs include independent examination and legal fees. Other support costs comprise the general running costs of the charity. Support costs are allocated to the relevant activity based on the staff time attributed to the activity.

All costs, including apportionment of support and governance, are allocated against the fund to which they relate.

Restricted Funds

These represent income received that is subject to specific restrictions for use determined by the donor which is narrower than the charitable company's general objects.

Unrestricted Funds

These represent all other funds held for the general purposes of the charitable company. Funds set aside by the trustees for specific purposes are shown as designated funds.

Capitalisation and Depreciation

Equipment costing over £350 is capitalised and depreciated over its useful life which in all cases is estimated at three years.

2. INCOME FROM GRANTS AND DONATIONS

	2023	2022
	£	£
Grants		
Trusts and Foundations	-	11,577
Donations		
Individuals	14,986	18,400
	14,986	29,977

4. RESOURCES EXPENDED BY ACTIVITY

	Direct Costs	Grant Funding	Support and Governance Costs	Total
	£	£	£	£
CURRENT YEAR				
Charitable Activities				
Co-ordination and Infrastructure	51,086	-	21,454	72,540
Programmes and Development	106,164	-	44,583	150,747
Marketing and Communications	59,373	-	24,934	84,307
2023 Total	216,623	-	90,971	307,594
PRIOR YEAR COMPARATIVE				
Charitable Activities				
Co-ordination and Infrastructure	54,212	-	13,134	67,346
Programmes and Development	113,093	20,000	32,243	165,336
Marketing and Communications	58,453	-	14,162	72,615
2022 Total	225,758	20,000	59,539	305,297

3. INCOME FROM CHARITABLE ACTIVITIES

	2023	2022
	£	£
Membership Fees	303,824	289,941
Membership Contributions	-	11,827
	303,824	301,768

5. SUPPORT AND GOVERNANCE COSTS

	2023	2022
	£	£
Support		
Staff Costs	11,300	13,060
Travel	3,318	5,714
Technology	9,479	5,835
Office	753	355
Professional Support	6,138	7,275
	30,988	32,239
Governance		
Staff costs	30,055	26,465
Strategy Review	22,330	-
Board Travel	3,301	-
Legal Fees	3,132	-
Independent Examiner's fee	600	600
Other costs	565	235
	59,983	27,300
Total	90,971	59,539

6. NET INCOME

	2023	2022
	£	£
This is stated after charging:		
Depreciation	2,096	1,215
Independent Examiner's Fee		
<i>Examination</i>	600	600
<i>Other services</i>	2,410	3,050

7. SALARIES AND RELATED COSTS

	2023	2022
	£	£
Gross salaries	190,834	182,715
Social Security costs	15,083	15,106
Pensions	18,816	18,670
	224,733	216,491
Consultants	17,742	22,362
	242,475	238,853
Average number of employees (head count)	6.0	6.0
Average number of employees (full time equivalent)	4.2	4.2
Number of employees whose gross pay and employer pension exceeded £60,000:		
£60,000 - £70,000	-	1
£70,000 - £80,000	1	1

The trustees and CEO are considered key management. The total remuneration, including on-costs and pension, paid to key management amounted to £82,533 (2022: £79,024). Trustee expenses are shown in note 14.

8. FIXED ASSETS

	Office Equipment
	£
Cost	
Brought forward	6,211
Disposals	(1,884)
Additions	3,420
As at 31 December 2023	7,747
Depreciation	
Brought forward	4,609
Eliminated on disposal	(1,884)
Charge for year	2,096
As at 31 December 2023	4,821
Net Book Value	
As at 31 December 2022	1,602
As at 31 December 2023	2,926

9. DEBTORS

	2023	2022
	£	£
Trade Debtors	480	5,984
Other Debtors	-	2,500
Prepayments and Accrued Income	9,050	753
	9,530	9,237

10. CREDITORS

	2023	2022
	£	£
Accruals	2,880	555
Deferred Income	45,589	38,715
Other Creditors	456	1,855
	48,925	41,125
Movement on Deferred Income		
Brought Forward	38,715	15,000
Released	(38,715)	(15,000)
Received in Year	45,589	38,715
	45,589	38,715

11. MOVEMENT IN FUNDS 2023

	At 1.1.2023	Incoming Resources	Resources Expended	Exchange Gains (Losses)	Fund Transfers	At 31.12.2023
	£	£	£	£	£	£
CURRENT YEAR						
Restricted Funds						
Information Officer	-	12,500	(12,500)	-	-	-
Ukraine Response	8,876	-	-	-	-	8,876
Pitch a Project	337	-	-	-	(337)	-
Total Restricted	9,213	12,500	(12,500)	-	(337)	8,876
Unrestricted Funds						
General	336,898	308,559	(295,094)	249	337	350,949
Total Unrestricted	336,898	308,559	(295,094)	249	337	350,949
Total Funds	346,111	321,059	(307,594)	249	-	359,825

11. MOVEMENT IN FUNDS: PRIOR YEAR COMPARATIVE

	At 1.1.2022	Incoming Resources	Resources Expended	Exchange Gains	Fund Transfers	At 31.12.2022
	£	£	£	£	£	£
Restricted Funds						
Information Officer	-	15,000	(15,000)	-	-	-
Ukraine Response	-	23,404	(13,701)	-	(827)	8,876
Neglected Crises Response	-	1,000	(1,000)	-	-	-
Pitch a Project	337	-	-	-	-	337
Total Restricted	337	39,404	(29,701)	-	(827)	9,213
Unrestricted Funds						
<i>Designated</i>						
Short-term Coordination	20,000	-	-	-	(20,000)	-
Total Designated	20,000	-	-	-	(20,000)	-
General	298,544	292,643	(275,596)	480	20,827	336,898
Total Unrestricted	318,544	292,643	(275,596)	480	827	336,898
Total Funds	318,881	332,047	(305,297)	480	-	346,111

12. PURPOSE OF FUNDS

Information Officer

This represents monies received for salary and related costs of the Information Officer.

Pitch a Project

This represents funds received for seed-funding innovative work of Integral Members, when Members are able to showcase potential projects to fellow Members during our bi-annual meetings.

Ukraine Response

This represents funds received for support to Integral Members working on the Ukraine response including a learning review of the response.

13. ALLOCATION OF NET ASSETS BY FUND

	Restricted funds	Unrestricted funds	Total funds
CURRENT YEAR	2023	2023	2023
	£	£	£
Fixed Assets	-	2,926	2,926
Current Assets	18,876	386,948	405,824
Current Liabilities	(10,000)	(38,925)	(48,925)
	8,876	350,949	359,825
PRIOR YEAR COMPARATIVE	2022	2022	2022
	£	£	£
Fixed Assets	-	1,602	1,602
Current Assets	21,713	363,921	385,634
Current Liabilities	(12,500)	(28,625)	(41,125)
	9,213	336,898	346,111

14. TRUSTEE REMUNERATION AND EXPENSES AND RELATED PARTY TRANSACTIONS

One in person Board meeting took place in 2023 in Switzerland. The other meetings were held virtually. Two trustees (2022: none) received reimbursement of £3,301 (2022: £-) for travel expenses to attend meetings.

No trustee received any other remuneration or benefit in the year.

The aggregate amount of donations received from related parties was £1,200 (2022: £2,200).

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Integral

Responding Faster.
Reaching Further.
In Christ.

www.integralalliance.org



CEDAR Fund
(Hong Kong)



Food for the Hungry
(North America)



International Health Partners
(UK)



Integra
(Slovakia)



Medair
(Switzerland)



Mission East
(Denmark)



Medical Teams International
(USA)



SEL
France



Transform Aid International
(Australia)



Tearfund
Australia



Tearfund
Belgium



TearFund
Switzerland



Tearfund
Ireland



Tearfund
Netherlands



Tearfund
New Zealand



Tearfund
(UK)



World Concern
(USA)



World Renew
(North America)



World Relief
(USA)



ZOA
(Netherlands)

INTEGRAL ALLIANCE

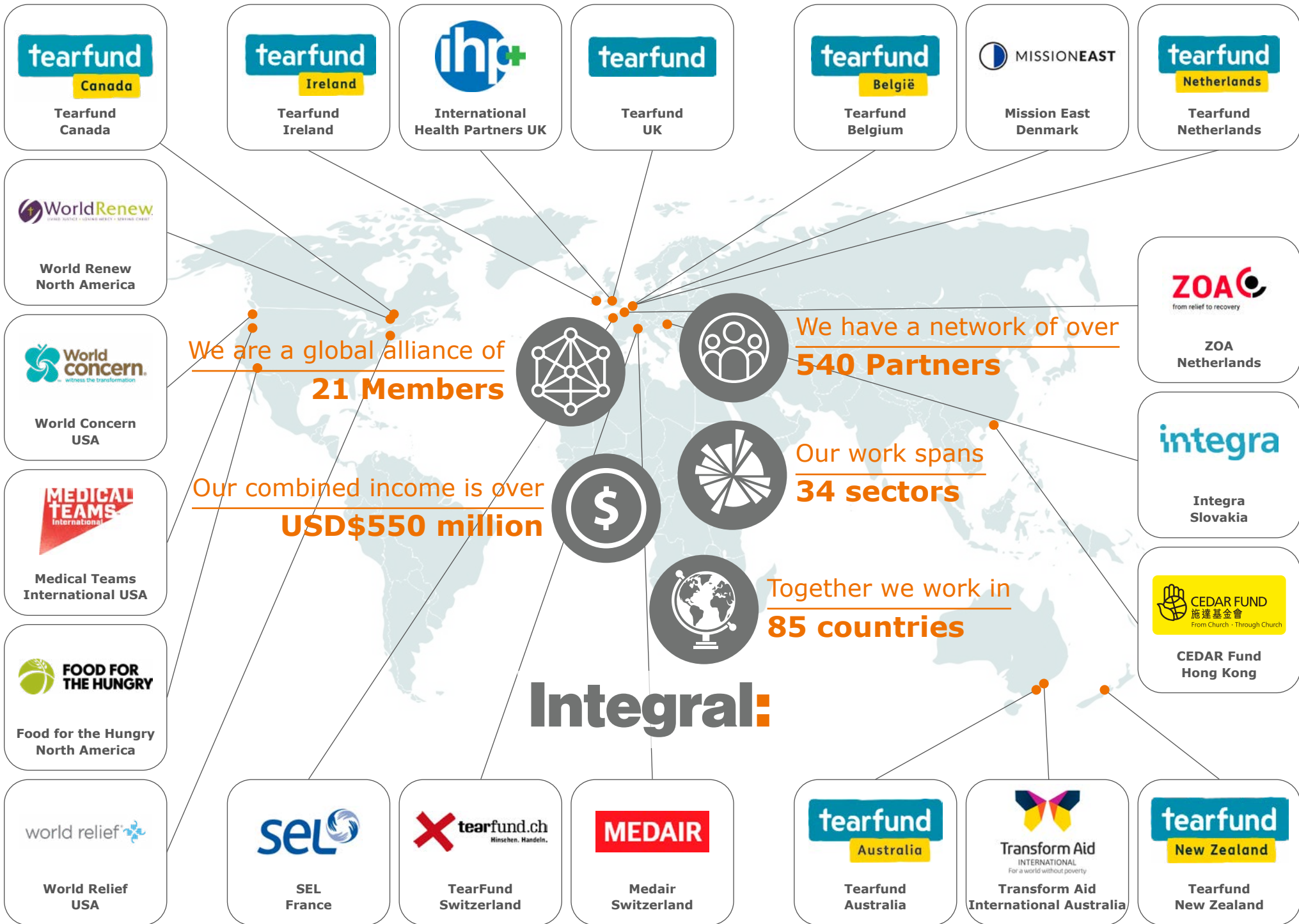
England & Wales - Charity number 1112515

Accounts



Integral ■ Responding Faster.
■ Reaching Further.
■ In Christ.

ANNUAL REPORT 2022
AND UNAUDITED FINANCIAL STATEMENTS



Integral's Vision

Christian agencies uniting globally, alleviating suffering and restoring hope, in disasters and beyond.

Our Mission

Integral exists to see God's Kingdom demonstrated by uniting our Members. We champion, encourage and facilitate collaborative working across the Alliance, particularly in disasters.

Contents

SECTION 1	Effective Disaster Response	08
SECTION 2	Effective Collaboration Enabled	23
SECTION 3	Legal and Governance	34
SECTION 4	Financial Statements	37

Integral Alliance

A company limited by guarantee
for the year ended **31 December 2022**

Company number: **5442605**

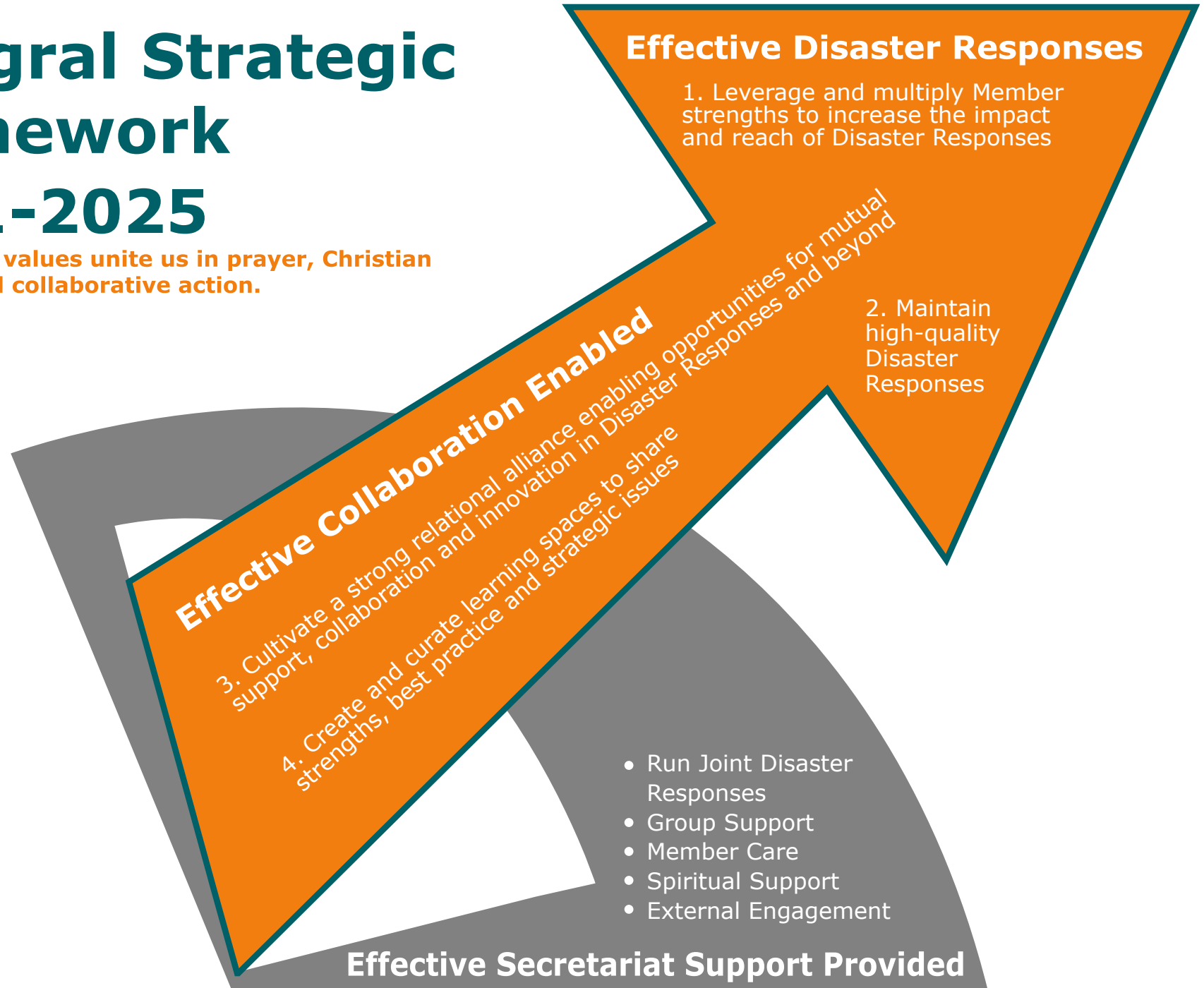
Charity number: **1112515**

Charitable Object

The Company's object is to promote the efficiency and effectiveness of Christian charities involved in, and the effective use of charitable resources for, the relief of poverty, suffering and distress and the prevention of disease and ill health among the people of the world.

Integral Strategic Framework 2021-2025

Our Kingdom values unite us in prayer, Christian reflection and collaborative action.



Leveraging and multiplying Member strengths to increase the impact and reach of Disaster Responses

Integral Strategic Objective 1



Collaboration in Disaster Response: Leveraging and multiplying Member strengths

Collaboration in Disaster Response: High levels of engagement

- 6 Active Integral Disaster Responses
- 18 Members were opted into three or more Responses
- 100% Of Integral Members opted into at least one Integral Disaster Response
- 119 Highlights of working together in Disaster Responses shared by Integral Members
- 9 Additional crises monitored by Members

Leveraging and multiplying: Funding

- \$65m***
Mobilised by Members for their work as part of an Integral Disaster Response
- \$8m***
Shared by Members to fund other Members' work as part of an Integral Disaster Response
- 70**
Funding transfers between Members

Collaboration in Disaster Response: high levels of satisfaction

- Consistently named as the greatest benefit of Integral membership
- Rated significantly higher by the Integral Marketing Group this year (compared to previous years)
- Consistently rated higher than wider collaboration



3.2 million people

Reached as part of an active Integral Disaster Response

Leveraging and multiplying: Communications resources

- \$12m***
Raised for Integral Disaster Response using communications material shared by other Integral Members
- 1,400**
Photos and videos shared among Integral Members for the six active Disaster Responses this year

Disaster Response as a catalyst for ongoing collaboration

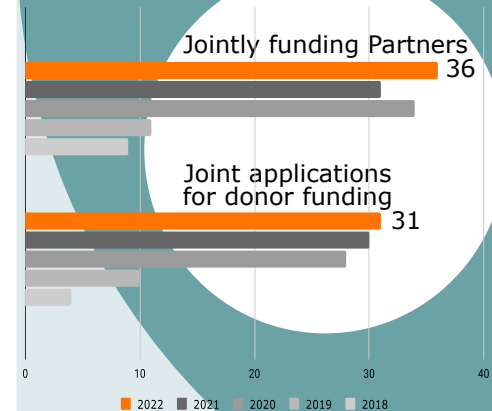
75% of collaboration highlights are in countries where there is or has been an Integral Disaster Response



36 Examples of jointly funding Partners - more than ever before



31 Joint applications for donor funding - more than ever before



*All \$ figures in USD

Values

Our Kingdom values unite us in prayer, Christian reflection and collaborative action. We work to create and sustain a community of trust among our Members in which collaborative work can thrive.

UNITY

We are committed to Jesus' call to unity, and believe unity is God's gift to us outworked through the power of the Holy Spirit. We unite in order to enable all people in need to flourish as God intended.

RELATIONAL

We put people first, and desire to see each person fulfil their God-given potential. We want all our interactions to be marked by servant-heartedness, generosity, openness, integrity and mutual respect. We believe that by expressing organisational humility we demonstrate the character of God to a suffering world.

ACCOUNTABILITY

We strive for professional excellence and are mutually accountable for the quality of our work to each other, those we serve, our supporters, and to God. We are a learning alliance, committed to transparency, reflecting on and evaluating our joint work, and assessing our collective impact.

CHRIST-CENTREDNESS

We practise the presence of God in our midst through listening, Biblical reflection and prayer. We strive to provide space for the prophetic voice of the Spirit to shape and guide us as an alliance and inform our actions.

IMPARTIALITY

We acknowledge the image of God in every person, therefore we adhere to core principles of the Red Cross Code of Conduct and the Core Humanitarian Standard. Aid is given regardless of the race, religion, creed or nationality of the recipients, and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.

COMPLEMENTARITY

As Christ has called us to be the many parts of one body, we believe that when our Members combine their strengths and work interdependently, we have greater reach and impact. By working together, we provide a more complete response to the needs of those we serve.

In a world that is often cynical, fragmented and hostile, we are Christians who believe that disaster and suffering are not the end of the story.



Foreword from Chair



It is my pleasure to present Integral's 2022 Annual Report. As I reflect on my first full year as the Chair of the Board, I am proud of the many ways we united to restore hope and alleviate suffering in both ongoing and new contexts. This past year offered opportunities to collaborate in unprecedented ways as we combined our areas of expertise in six active Disaster Responses. Our collective response to Russia's invasion of Ukraine helped Integral Members to assist nearly

one million individuals. This crisis challenged us in unique ways as an alliance and showcased our abilities to leverage our individual strengths to increase our collective impact and reach. By the end of 2022, our efforts as Integral in our active Disaster Responses have reached more than three million people in areas like Northern Ethiopia, the Greater Horn of Africa and Haiti.

While these humanitarian 'hot spots' garner global attention, we continued serving people in neglected crises around the world - the forgotten places where needs are still acute, and resources and attention are low. In response, Members started a new initiative together in the DRC as part of our Neglected Crises Pilot Project. We also launched our 'We're *still* here' campaign, to raise awareness and bring focus not only to the DRC but also other countries like Afghanistan and Yemen.

The Integral Marketing Group offered guidance in the way we communicate about the individuals we serve. They created 'Our Storyteller's Guide' utilising the talent and expertise of our diverse agencies and building upon industry best practice in humanitarian storytelling. Through this practical guide, we honour the people we serve and aim to tell their story in compelling and dignifying ways.

Using these principles throughout 2022, Alliance Members confidently shared thousands of photos and other media among themselves to assist fundraising and communication efforts.

This year we were finally able to meet face-to-face after three years, and it was an encouragement for all to reconnect and collaborate in-person across our membership. During our time together, we shared the ways COVID-19 had shaped and continues to shape our work and were inspired by examples of our commitment to quality and accountability as we respond in challenging contexts around the world. I am energised about how Integral continues to add value to each of our Members - especially through our partnerships. The number of joint funding proposals between Members has increased steadily over the last five years and is one of the key ways we were able to care for more people in crisis in 2022.

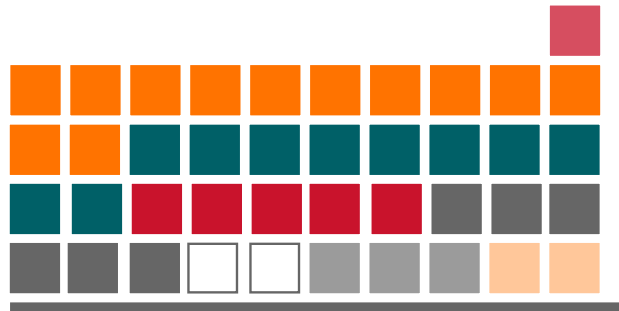
Perhaps most importantly, I am proud of the way Integral Members lived out their commitment to our Christian faith and values, putting others first in a spirit of servanthood that reflects the heart of our Father. As we celebrate all that we accomplished together in 2022, I pray we will continue to grow in our capacity to demonstrate the character of God to a suffering world through connecting, engaging and partnering with one another.

Gratefully,

A handwritten signature in black ink that reads "Martha Newsome". The signature is fluid and cursive.

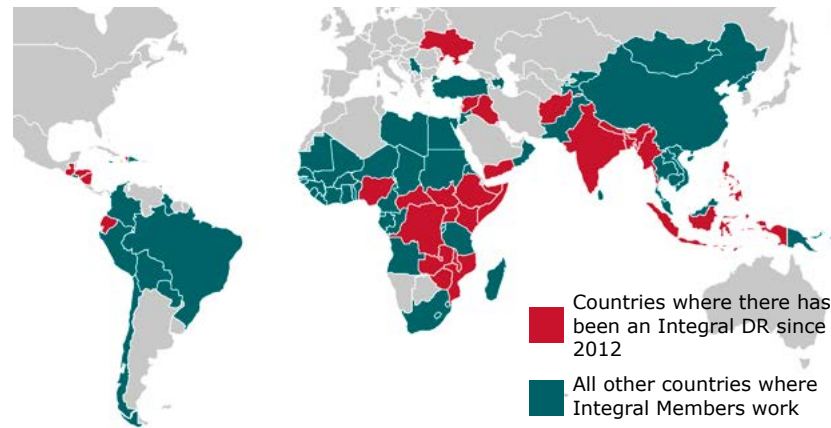
Martha Newsome
President and CEO of Medical Teams International
Chair of Integral Alliance

41 Integral Disaster Responses since 2012



- Mass displacement/conflict
- Earthquake/tsunami/volcano
- Typhoon/hurricane
- Health emergency
- Flooding
- Food insecurity
- Other disaster
- Neglected crisis

- Chronic
- Low profile
- Sudden onset
- Cross-border



Every Member has opted into at least one Integral Response.

+330

Conference calls have been chaired by the Secretariat for Integral responses.

87

Additional crises have been jointly monitored by Integral Members.

+5,200

Photos from Integral Responses have been shared on the Integral website for Members to use freely.

Thousands more photos have been made available to Members through direct access to the online photo libraries of Food for the Hungry, Medair, Mission East, Tearfund (UK) and Tearfund (NZ).

Integral Disaster Response Summary

January 2022 – December 2022



Greater Horn of Africa Food Crisis
13 Members opted in

474,400 people assisted at three months
61 photos shared
Launched: September 2022

Ukraine Conflict
17 Members opted in

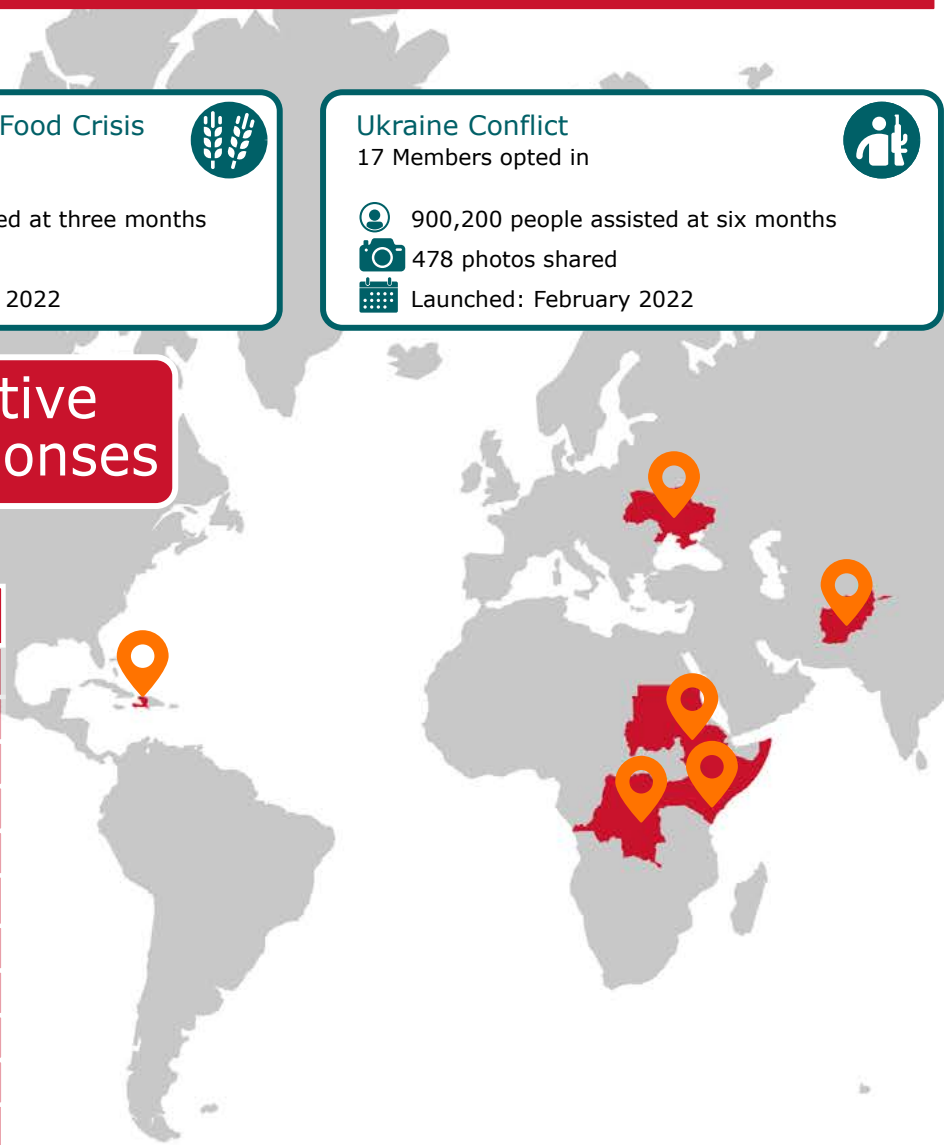
900,200 people assisted at six months
478 photos shared
Launched: February 2022

Afghanistan Humanitarian Crisis
12 Members opted in

762,900 people assisted at 12 months
Photos shared
Launched: September 2021

6 Active Responses

12 Additional Crises Monitored	
Aug 2022	Pakistan
July 2022	Philippines
Jun 2022	Afghanistan
May 2022	Haiti
Apr 2022	Sri Lanka
Mar 2022	Bangladesh
Feb 2022	Madagascar
Feb 2022	Horn of Africa
Feb 2022	Madagascar
Jan 2022	Tonga
Jan 2022	Madagascar
Jan 2022	Haiti



Haiti Earthquake
13 Members opted in
6 Partners

550,000 people assisted at six months
76 photos shared
Launched: August 2021

Ethiopia Crisis
14 Members opted in
3 Partners

998,300 people assisted at 18 months
200 photos shared
Launched: December 2020

DRC Pilot Neglected Crisis Response
11 Members opted in
3 Partners

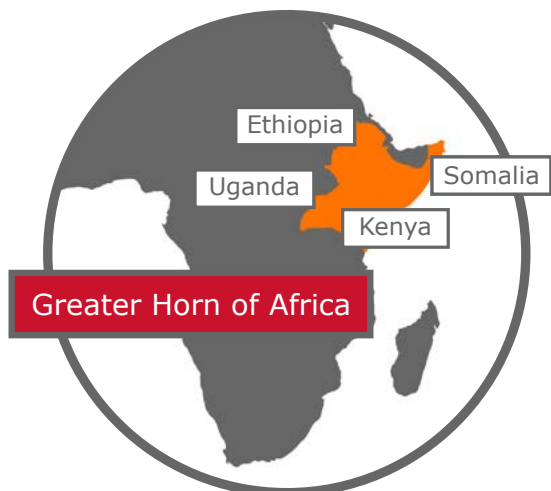
5m people in need across the country
592 photos shared
Launched: May 2021



GREATER HORN OF AFRICA: FOOD CRISIS



The context



36.1 million people are experiencing acute food shortages

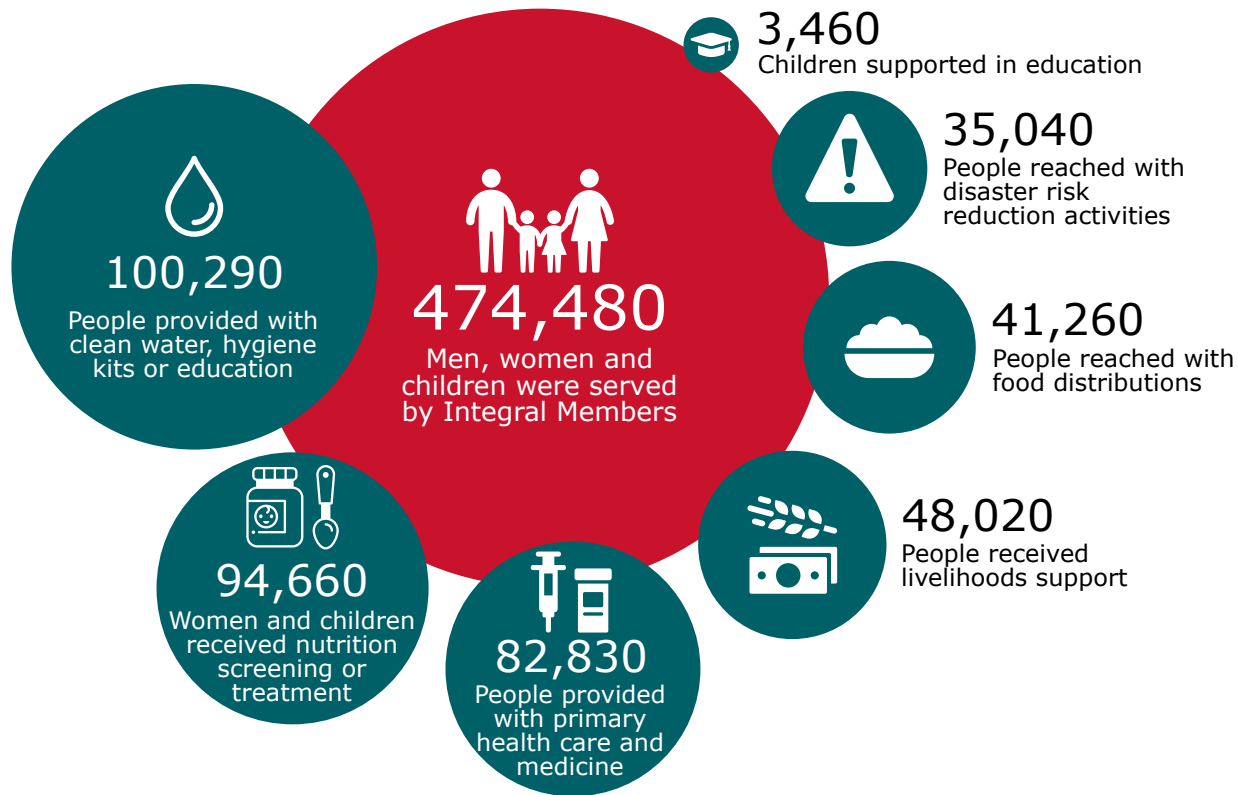


Fifth year of drought has led to crop failure and loss of livestock



4.9 million children are suffering from acute malnutrition

Our response



Integral Disaster Response launched



13 Integral Members are responding to this disaster



UKRAINE: CONFLICT



The context



Conflict in Ukraine has resulted in at least six million people being internally displaced

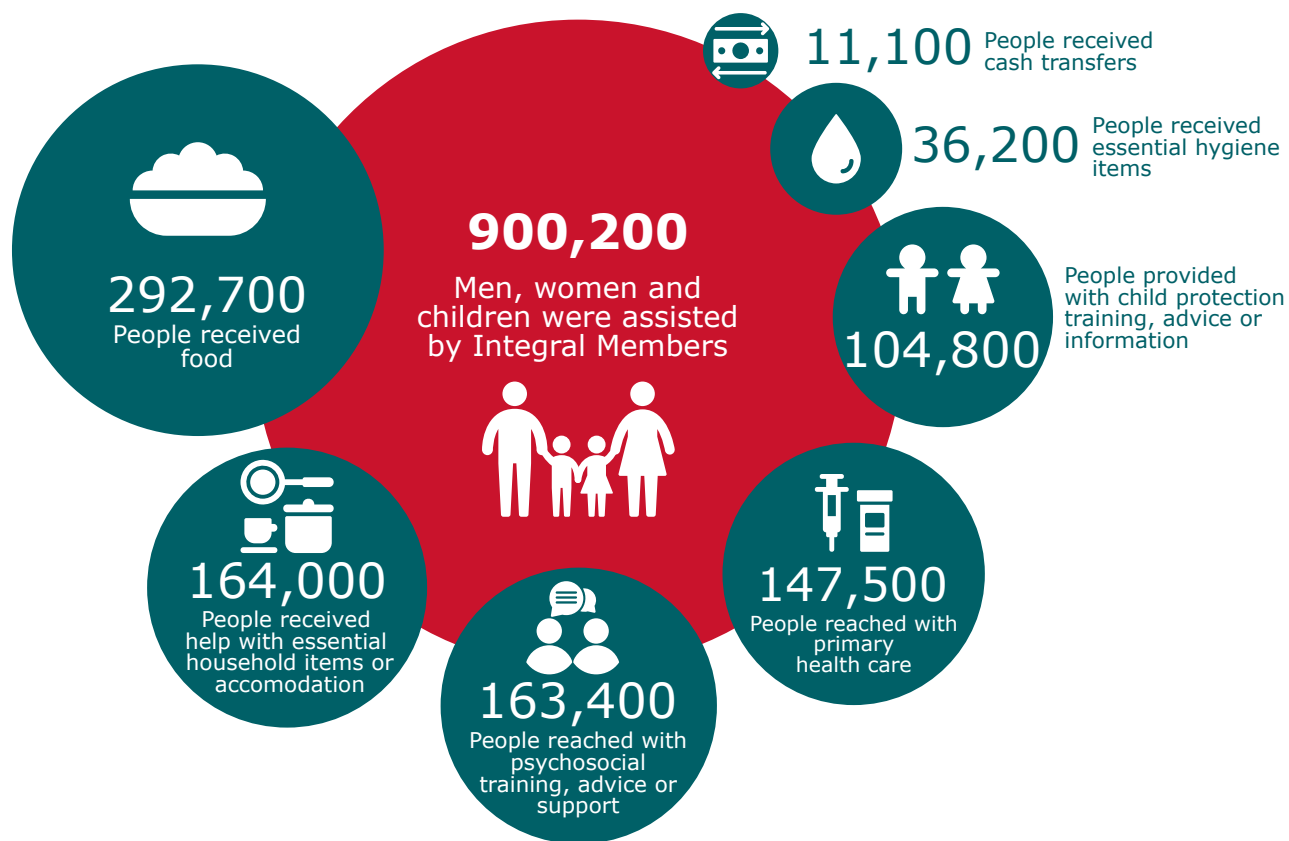


More than 17 million people are in urgent need of humanitarian assistance and protection



Seven million people have sought refuge in neighbouring countries

Our response



Integral Disaster Response launched



18 Integral Members are responding to this disaster



AFGHANISTAN: HUMANITARIAN CRISIS



The context



Afghanistan



28 million people in need of humanitarian assistance

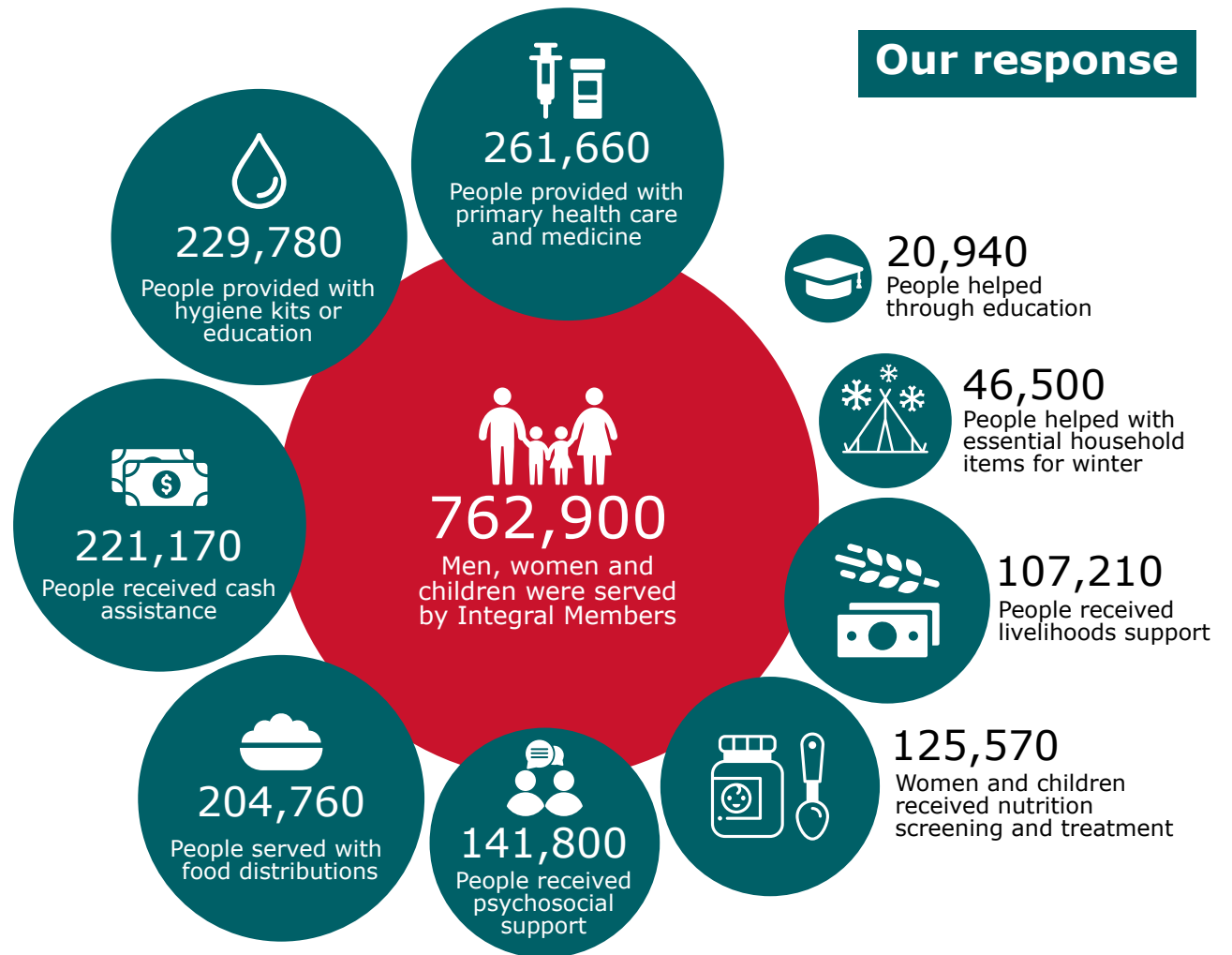


More than four million people are internally displaced



Multiple compounding crises

Our response



Integral Disaster Response launched



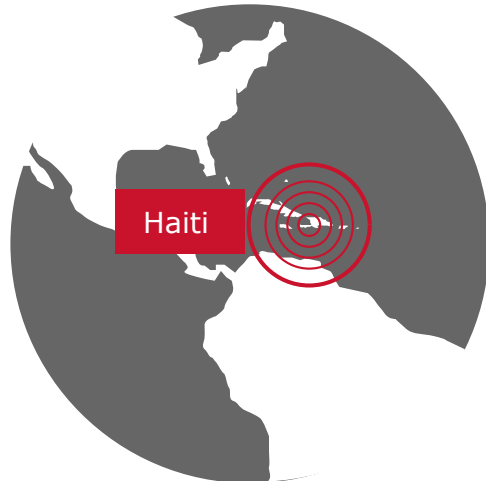
12 Integral Members are working together to respond to this disaster



HAITI: EARTHQUAKE



The crisis



7.2-magnitude earthquake

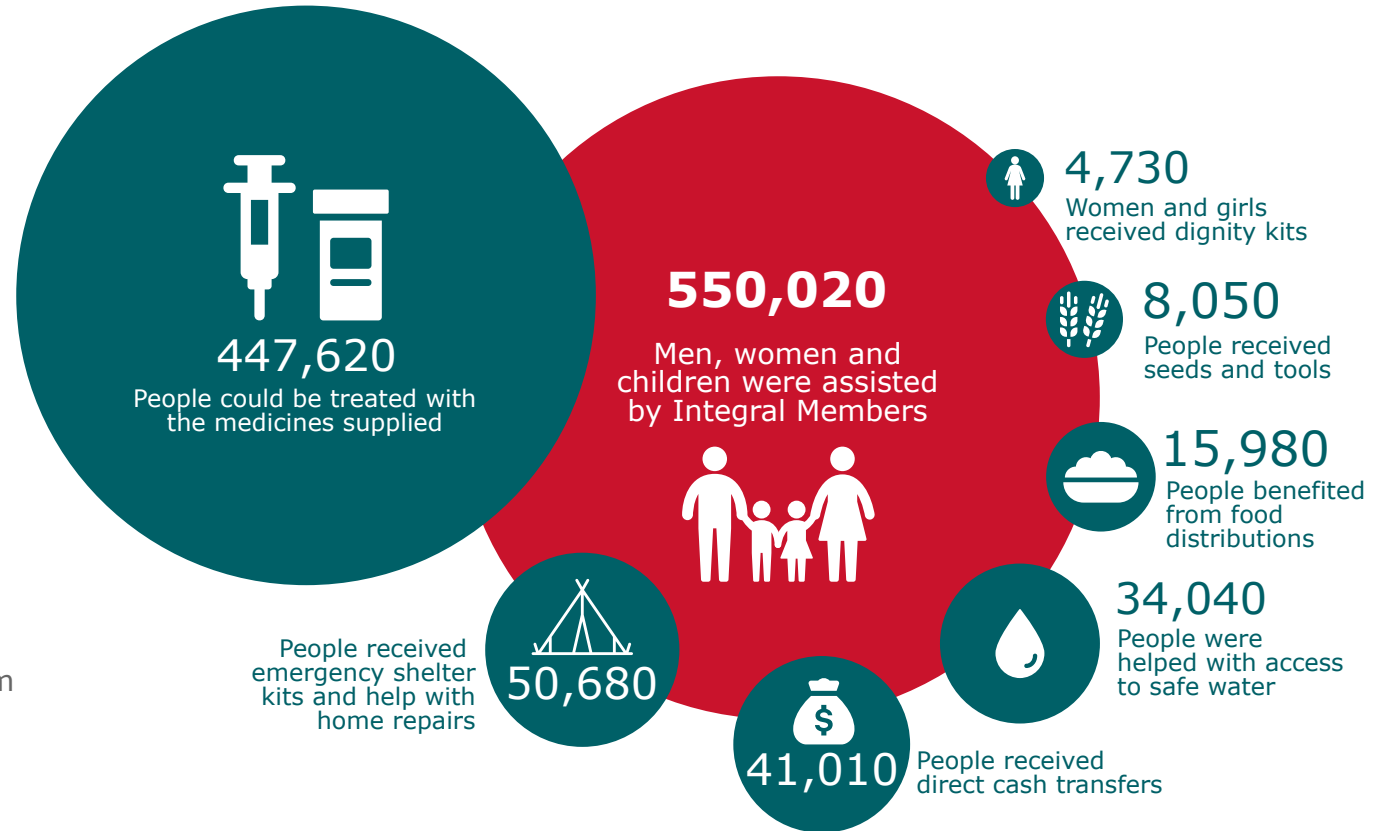


More than 230,000 people living within 15 km of the epicentre



More than 2,200 deaths and 12,000 people critically injured

Our response



Integral Disaster Response launched



13 Integral Members are working together to respond to this disaster



NORTHERN ETHIOPIA: HUMANITARIAN CRISIS



The context



Nearly 9.4 million people in need of aid in N. Ethiopia

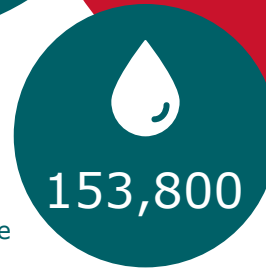
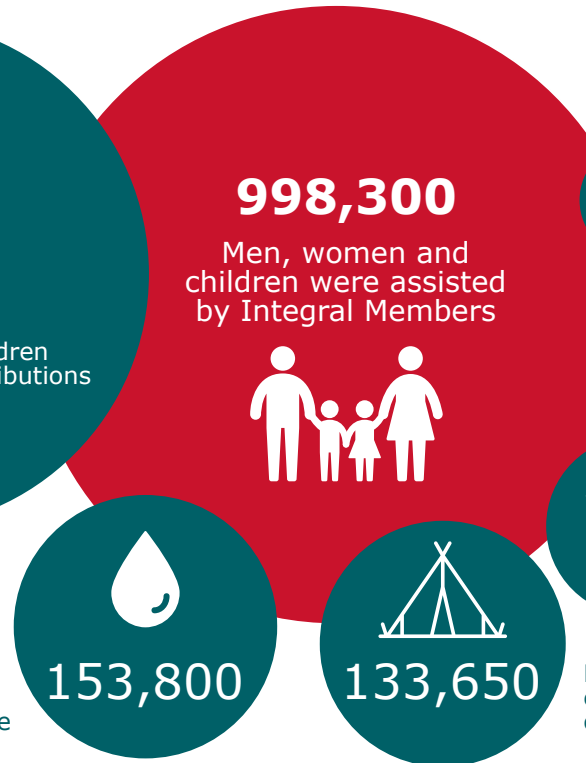


60,000+ people have arrived in Sudan as refugees

Our response



People were helped with water supply, sanitation or hygiene



30,200
People received cash distributions



46,750
Women and girls were able to access safe spaces



131,000
People received primary health care

People received emergency shelter kits and other household items



Integral Disaster Response launched



14 Integral Members are responding to this disaster



NEGLECTED CRISES RESPONSE

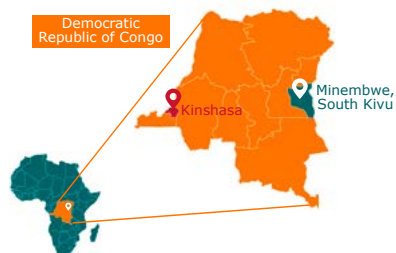


Neglected Crises

Integral:

Neglected Crisis Response Pilot

The context

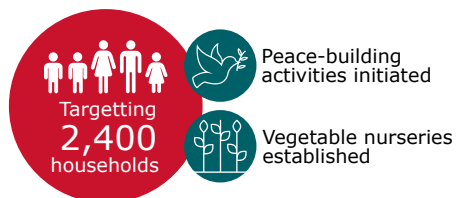


Our pilot response in Democratic Republic of Congo (DRC) focuses on Minembwe, South Kivu.

Minembwe is a rural area in eastern DRC that has seen increased violence and food insecurity, causing internal displacement and hardship.

Our response

A small 12-month project began in September 2022. Members hope this will develop into something larger as they discuss options for further collaboration in eastern DRC.



The project aims to:

- Address underlying tensions between different communities in Minembwe through peace initiatives
- Improve access to food through increased food supply and diversified food production

Our vision

The vision for our work in Neglected Crises is that the 'forgotten' places where Integral Members work get the attention and support that they so desperately need.

In July 2022, the Members of Integral Alliance launched a new awareness-raising campaign called 'We're *still* here' to draw attention to Neglected Crises around the world.

This joint campaign by Integral Members saw them collaborate intentionally to have greater impact.



We're still here.

Working together

21 Members are supporting this work in prayer

14 Members are supporting this work through awareness raising and communications

8 Members are supporting this work through funding and implementation

6 Members are providing support in DRC through coordination, planning and sharing expertise

Ongoing work in Neglected Crises

Integral Members continue to work in many crises that are no longer in the headlines. This map highlights just 10.



Low profile

Protracted

Complex

Our Commitment to Quality and Accountability

Integral is a global alliance of Christian relief and development agencies, working together to present a more effective response to poverty worldwide.

We believe that:

- more people in need will be helped if relief and development agencies combine their resources, and put their Christian faith into action by working together;
- by working together, expressing organisational humility and servanthood, we can demonstrate the character of God to a world in need;
- God cares deeply for people living in poverty, illness, hunger, conflict, alienation and oppression.

As an alliance we want to put people first. We are convinced that God calls us to express love for the world through practical actions. God calls us to serve those who are the least, the forgotten, the most vulnerable, and the unfortunate to the best of our ability. We therefore want to be intentional in our mutual accountability for the quality of our work.

Integral is committed to maintaining high quality in our work in accordance with internationally recognised standards^[1] which respect international law and humanitarian principles.

Consistent with our Christian faith and values, the Integral Alliance endorses and commits to working towards the Core Humanitarian Standard.

Integral's Members are committed to working towards ensuring that our work, and that of our Partners, upholds the standards and good practices of the global relief and development community.

[1.] Red Cross Code of Conduct and Sphere Guidelines



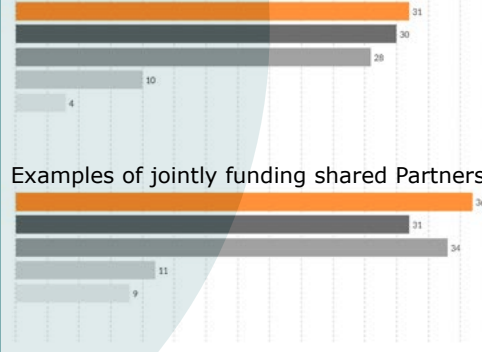
Integral: Raising and Sharing Funding



Joint funding

Members shared 31 examples of developing joint funding proposals, more than any other year.

Examples of developing joint funding proposals with other Integral Members



Examples of jointly funding shared Partners



2022 2021 2020 2019 2018



Funding joint Partners

Members shared 36 examples of jointly funding shared Partners, more than any other year.



High Compliance Donors

The amount raised by Members from High Compliance Donors (HCDs) has been steadily increasing over the last seven years and rose again this year.



41

High Compliance Donors supported the work of Integral Alliance Members this year, providing 48% of total Members' income (excluding Gifts-In-Kind).



Diverse Funding Base

While funding from HCDs is important for Members, a diverse funding base is one of the strengths of our Alliance.



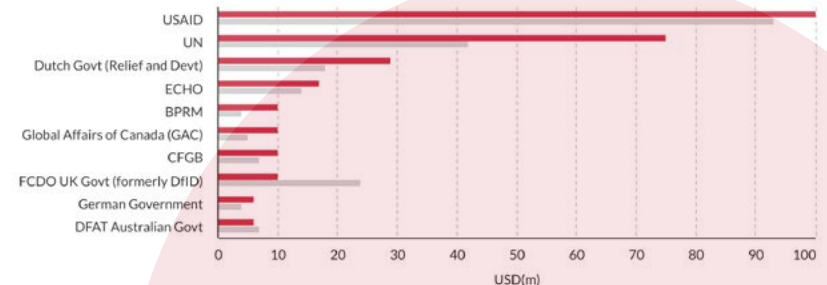
Privately raised funds often contribute towards match funds for institutional grants or provide unrestricted funding.



Top 10 Donors in 2022

91% of donor income came from these 10 donors.

8/10 of these donors increased their funding to Integral Alliance Members in 2022.



Quality Assurance

Members who receive High Compliance Donor funding are subject to a high standard of external scrutiny at both organisation and project level.



86% of Integral Members had at least one relationship with a HCD in the last 12 months.

How does Integral add value for our Members? This is what our Members told us in 2022:

Integral provides effective delivery of disaster response for major acute and protracted humanitarian crises... Membership of Integral enables us to position ourselves in the Dutch humanitarian sector as a relevant and professional actor. Integral creates a space for open conversation, learning and exchange of information that enables collaboration among the Members.

Tearfund Netherlands

Personally, I have the opportunity to learn from more experienced Board members, benefitting especially from the thoughtful and humble approach they embody in their roles... Organisationally, Integral has been an enormous support with practical and spiritual support for the team, and a hugely generous financial network supporting our work.

International Health Partners

The opportunity we have to learn from like-minded organisations through authentic and transparent relationships has helped us grow in areas to improve our own emergency response, as well as learning more around climate change approaches and collaborative efforts.

Food for the Hungry

Without our membership in the Integral Alliance, we would not be able to help in humanitarian crises as we can now. In 2021, we were able to get a Slovak Aid grant for Syria in cooperation with Medair. Thanks to Integral, we were able to respond to crises such as the war in Ethiopia and the famine in Yemen. With Integral we obtain necessary information about crises, training and know-how from highly professional partners.

Integra



Integral: How Integral Adds Value

In our annual MALT survey, we ask Members how Integral adds value to their work. Members consistently mention three main areas where they benefit from Membership of Integral: **Disaster Response**, **Relationships** and **Learning**. This is what they told us in 2022.

Collaboration in Disaster Response



Integral Coordination



The Disaster Response Process provides an effective mechanism to respond with trusted Members and Partners



We receive timely access to information when disaster strikes, particularly through the joint calls



Integral Disaster Responses give us expanded reach into disasters, enabling us to respond more globally



Funding opportunities



Our collaboration opens up opportunities to access institutional funding



We are able to fund other Members' work



We both receive funding from other Integral Members and fund other Members' work



Communications



We were able to launch fundraising campaigns using high-quality communications material shared by other Members



We used shared guidelines on messaging in complex crises like Ethiopia



In a country



We received practical support from other Members, which enabled us to respond operationally in a country



In some responses we implemented a joint project



We coordinated around shared Partners, enabling more effective support

Relationships and fellowship

Members regularly used these words to describe why they value relationships within Integral



Trusted
Supportive
Confidential
Transparent
Highly professional
Non-competitive
Innovative
Authentic
Generous

Members value opportunities to pray for and with one another



Learning from other Integral Members

Learning areas:

Decolonisation of aid

CHS

Climate change

COVID-19

Change management

Emergency response

Ethical storytelling

Fundraising

Neglected Crises

Staff care

Every Member gave an example of how learning from the alliance has influenced their practice.

Where does learning happen?

Integral meetings
1:1 conversations
Working groups
Case studies
DR calls

Localisation Commitments

For our work together in disasters, Integral Members will:



1. Act as locally as possible.



2. Recognise that capacity development is a two-way process – from an Integral Member to Partners, as well as from Partners to Members. We will increase support for local Partners and communities through capacity strengthening, allowing for effective and accountable humanitarian action.



3. Work to ensure the voices are heard and capacities of local Partners are known in international fora, coordination systems and with donors.



4. Ensure that information is shared in a transparent way with local Partners, and that local Partners are involved in decision-making throughout the project cycle.



5. Ensure funds flow as directly as possible to local Partners, maintaining quality programming, strong risk management, robust accountability and minimising transaction costs.

Integral: Localisation in 2022

Commitments



Every Member made commitments to make progress on localisation this year.
 Every Member took action on these commitments and made changes to their ways of working.
 Every Member committed to making more progress over the next 12 months.
 85% of our Members made specific quality commitments to strengthening work with Partners.

Progress in 2022



Accountability Groups
 Members took part in accountability groups on localisation in February 2022.



Our Storyteller's Guide
 Members worked together to produce a Storyteller's Guide. 11 Members have already used this with Partners.



Local Comms Capacity
 Members mapped their capacity for gathering communications material locally. This tool will help Members source local expertise in the countries where they work.

Examples of changes made as a result of listening to Partners

Listening to Partners

In the 2022 MALT, Members reported making changes to how they work as a result of listening to their Partners.

Partner Survey – March 2022
 Partners fed back that while there is work to be done, the overall picture is of increasing power and decision-making at a local level.



Creating opportunities for Partners to present directly to funding committees



Strengthening complaints and response mechanisms



Making changes to operational processes



Asking for input from Partners to organisational planning



Recognising concerns around transferring security risks to Partners



Allowing time to invest in relationships, including praying with Partners

Localisation in a global pandemic

COVID-19 has caused devastating hardship for the communities we serve and significant disruption for our Members. Nevertheless, Members reported this disruption led to some positive changes that encouraged localisation efforts. These included:



Increased levels of trust placed in Partners



Better communication with Partners and staff through use of technology



More globally connected organisations



Greater use of local talent for consultancies, monitoring and evaluation and gathering comms material



There is a challenge for all organisation not to return to business as usual but rather to sustain the positive ways of working that have developed during the pandemic.

Integral: Integral Structure and Groups

“In the last year, we have witnessed major global disasters ranging from the Afghanistan takeover by the Taliban, the Haiti earthquake, war in Ukraine, and the Horn of Africa drought. These are major crises that can't be addressed through individual efforts. Integral Alliance has been a perfect platform to coordinate the response and provide real time information through regular calls and issuing alerts.”

Tearfund Canada



Martha Newsome
Board Chair
(Medical Teams International)

Integral Board

- Sets the strategic direction of the Alliance
- Oversees legal and financial governance
- Receives and discusses strategic input from IMG, IPG and Secretariat

Executive Committee

- Mandated to supervise the annual work plan and running of the Alliance

Finance and Audit Committee

- Advises the Board on financial stability, viability and health of the Alliance

“Integral helped us shape our messaging around the Ukraine conflict to ensure the safety and security of operational Members as well as encourage donors to remember the numerous conflicts and crises going on around the world that are often neglected or forgotten when a well known nation is in crisis.”

World Concern



Sue O'Connor
IMG Chair
(Medair)

Integral Marketing Group (IMG)

- Coordinates communication around our Disaster Responses
- Oversees all marketing and fundraising cooperation within the Alliance
- Provides a platform to share learning



Fiona Boshoff
Integral CEO

Integral Secretariat

- Runs joint Disaster Responses
- Coordinates core group activities
- Engages externally with stakeholders and global partners
- Provides spiritual support for our Members

Integral Programme Group (IPG)



Peter Macharia
IPG Chair
(World Concern)

- Facilitates collaboration in Disaster Responses
- Coordinates all programme activity in the Alliance
- Provides a platform to foster collaboration outside disasters

Integral Quality Assurance Task Force

- Oversees Alliance-wide mechanisms to ensure the quality of our work is continually improving

Early Responders Group

- Focuses on improving the effectiveness of the Alliance's response in the early stages of a disaster

Board

KEY THEMES

In 2022 the Board continued to fulfil its roles and responsibilities by overseeing the fulfilment of the refreshed strategy objectives and providing leadership and governance for the alliance. This included:

- Receiving updates on progress against the objectives in virtual meetings in February and April, and at face-to-face meetings in October. Discussing the combined data collated to form the Mutual Accountability and Learning Tool (MALT).
- Engaging with updates and input from the IMG and IPG on their key areas of work.
- Discussing Disaster Responses being monitored (12 crises) and responded to by Integral in 2022 (6 active responses).
- Targeting key areas of collaboration in panel discussions: the Ukraine crisis (twice), Decolonisation of Aid, and Leading in Complex Times.

ACHIEVEMENTS AND KEY DECISIONS

- Unanimously endorsing the Storyteller's Guide, produced by the IMG sub-group 'Dignity in Humanitarian Communications'.
- Supporting the pilot project for Neglected Crises in the Democratic Republic of the Congo (DRC), and the awareness-raising campaign connected to it: 'We're still here'.
- Voting on updated policies and procedures, minutes and Terms of Reference.
- Leading learning sessions in our face-to-face meetings on four key areas: Climate Change; Decolonisation of Aid; Diversity, Equity and Inclusion (DEI); and Localisation.
- Deciding to look at the future of Integral and our membership.



PARTICIPATION

After continuing to meet virtually in February and April 2022, October finally saw us meet face-to-face for the first time in three years in the Netherlands! Nine new CEOs have joined the Board since we last met, and Martha Newsome (MTI) was able to finally chair a physical meeting of the Board! We welcome Puisi Chan (CEDAR Fund) as she joins ExCo, and Mark Viso (FH) and Thomas Stahl (TearFund Switzerland) as they both join the Finance and Audit Committee.

“As an organisation, we have been able to collaborate around funding disaster responses, gain insights on change management as well as learning to encourage staff care. Personally, it gives me a cohort of peers in the sector for guidance and learning. It also has become a place of spiritual nourishment. The calls during the pandemic were invaluable as we all sought ways to adapt and pivot.”

World Renew

Integral Marketing Group (IMG)

KEY THEMES

In 2022 the key areas of work for the IMG were:

- Disaster response: Overseeing the communications aspect of the Integral Disaster Response Process.
- Neglected crises: Contributing to the alliance's work in Neglected Crises, especially through the 'We're *still* here' campaign.
- Learning spaces: Sharing learning and best practices in fundraising and communications. Topics included: content marketing, hope-based messaging, church engagement, disaster campaigns, donor acquisition, how to use data effectively, and events.
- Global trends: Sharing about the marketing and communications contribution to alliance-wide discussions about localisation, climate change, the global food crisis, diversity, equity and inclusion and the decolonisation of aid.

ACHIEVEMENTS AND KEY DECISIONS

- In Disaster response: Dedicated communication calls for our joint Disaster Responses have continued in 2022. Our Members continue to generously share media assets in each of our Disaster Responses.
- 'Our Storyteller's Guide' was finalised in May 2022. This Guide brings together industry best-practice about dignity in humanitarian storytelling and has been made available to our Members and their Partners. We are very grateful to the Dignity in Humanitarian Communications Working Group, and especially the Chair, Helen Manson (from Tearfund New Zealand), who worked on this guide. In 2023 costs for translation will be explored, along with exploring how to best operationalise training for our Members and their Partners through using the Guide.



- Neglected crises: The 'We're *still* here' campaign was finalised and made available to all Integral Members to promote their own work in countries that receive no or little media attention. The uptake of this campaign amongst our membership will be monitored.
- The survey to map our local communications-gathering capacity as an alliance was completed and will be integrated into our annual MALT survey. How to best empower local storytellers is an ongoing topic for the IMG to consider under the area of localisation.

PARTICIPATION

Sue O'Connor, Medair's Head of Corporate Communications and Partnerships, is the Marketing Group Chair. The regular bi-annual meetings took place virtually in April, where 19 of our 21 Members were represented, and in October, where 14 Members were represented at our face-to-face meetings in the Netherlands.

“ We have been able to partner with organisations and gain access to comms materials we wouldn't otherwise have access to. A recent example is receiving photos from Integra concerning the Ukraine crisis. Access to these photos helped us mount and sustain a response.

Medical Teams International



Integral Programme Group (IPG)

The IPG continued to coordinate Integral's programme activity in relief and development. Our focus during 2022 was:

- Disasters: The IPG reviewed our work in Afghanistan, Northern Ethiopia, Horn of Africa and Ukraine. We continued to work together in Neglected Crises, through our pilot project in Democratic Republic of Congo (DRC) and our awareness-raising campaign, 'We're still here'.
- Localisation: We continued to learn from Partners, through a survey and a visit to our October meetings from a Partner from Uganda, Kigezi Diocese Water and Sanitation Project.
- Quality: The Integral Quality Assurance Task force (IQATF) ran CHS peer learning sessions on CHS Commitments Three and Six. The Integral Members Area now includes CHS leads so that staff can connect with one another.
- Climate change: The IPG provided a platform for Members to share their learning on climate change and the Climate and Environment Charter.
- Decolonisation of aid: The IPG started to engage with this topic by sharing the questions Members are asking themselves. We also looked at feedback from Partners, focusing on the areas where Partners expressed they held the least power.

ACHIEVEMENTS AND KEY DECISIONS

- Localisation: Two years on from our Partner consultation, 41 Partners working in disasters across 10 countries completed a follow-up survey. This gathered information on how Partners' experience of working with international organisations, and in particular with Integral Members, has changed during this time. The IPG discussed the results, reflecting on their own Partnerships, and in 2023 the Localisation Working Group will refresh the Integral Localisation Statement.



- Neglected crises: Following a needs assessment, 11 Integral Members are jointly supporting a pilot project in South Kivu, DRC.
- Ukraine response: To inform future programming, we carried out a rapid internal learning review involving 18 Members.

PARTICIPATION

As chair of the IPG, Peter Macharia (World Concern) led our conference calls in January and June and our virtual meetings in April. Thirty-three participants from 20 Members took part in our April meetings. In October, 32 participants from 18 Members met in person in the Netherlands. Roger Sandberg (Medical Teams International), Isabelle Duval (SEL) and Charles Franzén (World Relief) guest chaired these in-person meetings. The Early Responders Group also held a hybrid meeting in the Netherlands with 20 participants. The IPG saw excellent participation in working groups on Localisation, Quality Assurance, Climate Change, Decolonisation of Aid, and Neglected Crises.

“Integral provides rapid links with like-minded organisations at a time of crisis and the period leading up to complex humanitarian situations. The IPG serves as a useful grouping of experienced humanitarian practitioners on similar journeys to develop around areas of changing practice.”

Tearfund (UK)

Human Resources Meeting

KEY THEMES AND PARTICIPATION

Fourteen Human Resources (HR) staff from six Integral Member agencies met concurrently with the other Integral groups in the Netherlands in October 2022. By meeting at the same time as the Board, IMG and IPG they were able to participate in the joint devotions and joint topic sessions. Discussions focussed on learning from one another and sharing strengths and best practices in the following areas:

- Human Resource/Personnel basics globally and locally, including establishing policies and standards
- Recruitment, career opportunities and succession planning in the sector
- International trends in HR including hybrid working and duty of care
- Diversity, equity and inclusion
- HR and safeguarding

ACHIEVEMENTS AND KEY DECISIONS

- The group agreed to consider the opportunities for establishing a formal, core HR group within Integral. A process is underway to consider the need for this and how this group can contribute towards Integral achieving its mandate.
- The group is exploring mechanisms to facilitate sharing of resources and discussion between Members around Human Resources.
- The group agreed to continue to share on diversity, equity and inclusion; safeguarding; and supporting hybrid and remote working.
- Future topics are likely to include people management, competency frameworks, compensation and benefits, and conducting investigations.



“ The greatest strength in doing HR is knowing we don’t do it alone. Partnering together within the Integral Alliance gives us the deep encouragement that we share the same great joys and the deep challenges of our work, and that there is help along the way when we need it. We are keen to continue supporting the emerging and strategic people-related needs across our organizations and the core groups of Integral. Collaborating together allows us to do more, and at the same time be enriched by the friendships that enable it.

Medical Teams International

“ One of our greatest joys, as an HR Group, has been seeing the product of our collective efforts enhance the sharing of talent between our agencies during emergency responses, thus enhancing our collaboration and partnerships. This is just one reason why we are eager to continue contributing to strategically help the Alliance deliver on its mandate.

Medair

Future Plans

We are grateful for all the work done through Integral in 2022. Integral remains in a healthy position and continues to add value to our Members as they collaborate with one another, both in disasters and beyond. As we move forwards we will continue fulfilling our mission of seeing God's Kingdom demonstrated by uniting our Members, and championing, encouraging and facilitating collaboration in the following ways.

IN DISASTERS

Going forwards Integral will:

- Help induct key staff of Members about Integral to enable faster and more effective collaboration when disasters strike.
- Continue to engage with the Core Humanitarian Standard (CHS), taking part in the CHS revision process aiming to make the Standard more accessible for affected people.
- Follow up on the Ukraine Response learning review, particularly encouraging Members to simplify their partnership processes to increase speed of collaboration when a crisis happens. We will also explore a common toolkit of Humanitarian Standards to use with Partners new to humanitarian work.
- Continue to support the Neglected Crisis pilot in the Democratic Republic of Congo, and monitor the use of the 'We're *still* here' campaign. We will explore how best to ensure a sustainable focus on Neglected Crises.
- Disseminate and translate 'Our Storyteller's Guide' and provide training webinars on it.

BEYOND DISASTERS

Integral will continue to encourage and facilitate opportunities for mutual support, collaboration and innovation among Members. Our meetings will continue to provide learning opportunities and meeting spaces for Members to share strengths, best practices and strategic issues. All groups have identified relevant issues and topics to address together in 2023.

FUTURE OF INTEGRAL

At the October 2022 meetings, the Board agreed to look at the future of Integral while maintaining our distinctiveness as Christ-centred INGOs working in disaster response. This work will look at our distinctiveness, our sphere of work and where we can be most effective, prayerfully doing some scenario-planning. An advisory group with input from the majority world is working with us to move our thinking forwards.

We look forward with hope to 2023, conscious of the increasing number of disasters around the world and the challenges we face, but mindful God has gone before us. We can only respond faster and reach farther with His presence to lead and guide us. Thank you for taking time to look at our Annual Report and for your support.



Fiona Boshoff
CEO of Integral Alliance



Structure, Governance and Management

MEMBERSHIP

The Members of the charitable company are the subscribers to the Memorandum and Articles of Association and any Members subsequently admitted to membership by existing members. In the event of winding up, Members guarantee to contribute up to £1 towards the costs of winding up and meeting any liabilities while they are Members and within 12 months of ceasing membership. At 31st December 2022 the number of Members was 21.

GOVERNANCE

The Trustees of Integral have regards to the Charity Commission's guidance on public benefit. They have put in place a number of both statutory and best practice policies that help them to deliver the mission and vision of Integral.

CODES OF PRACTICE

The Board has adopted the Charity Governance Code for Smaller Charities and ensures Integral adheres to the Fundraising Regulator's Code of Practice.

POLICIES

The Board have ratified revised and updated policies and procedures in the following areas in 2022:

- Complaints and Concerns Policy
- Data Protection and Privacy Policy
- Risks Management Policy and Procedure, Risk Register and Assessment
- Finance Policy
- Safeguarding Policy – Putting People First, including Safeguarding Children and Safeguarding Vulnerable Adults, and
- Volunteer Management Policy

All our policies have a regular review cycle that varies from 18 months to three years.

SUB-COMMITTEES

Terms of Reference (ToR) for each sub-committee are regularly reviewed, and in 2022 the Board approved updated ToRs for the ExCo. The process for forming new groups in Integral was also updated and approved.



Administrative and Legal Details

REGISTERED ADDRESS

Egale 1
76-80 St Albans Road
Watford
WD17 1DL
United Kingdom

PRINCIPAL STAFF

F Boshoff – Company Secretary

BANKERS

HSBC, 61 High Street,
Staines-upon-Thames, Surrey,
TW18 4QW, United Kingdom

INDEPENDENT EXAMINER

Nicola Anderson, FCA, FCIE
189 Baldwins Land, Croxley Green,
Richmansworth, Herts WD3 3LL,
United Kingdom

BOARD OF DIRECTORS AND CHARITY TRUSTEES

Each Member Agency appoints their CEO or President to serve on the Board. Positions on Board standing committees, such as the Finance and Audit Committee and Executive Committee, are voted for by Board Members.

Member	Country	Name	From	To
CEDAR Fund	Hong Kong	<i>P S Chan</i>	1 June 2021	
Food for the Hungry	USA/Canada	M Viso	1 March 2020	
Integra Venture	Slovakia	A Bussard	13 October 2006	
International Health Partners	UK	<i>A Paterson (Treasurer)</i>	1 November 2017	
Medair	Switzerland	D Verboom	1 April 2018	
Medical Teams International	USA	<i>M Newsome (Chair of Integral from October 2021)</i>	1 September 2016	
Mission East	Denmark	B Gollander-Jensen	1 January 2021	
SEL	France	P Guiborat	7 April 2006	
Tearfund Australia	Australia	M Maury	13 October 2010	
Tearfund Belgium	Belgium	C van Maelsaeke	4 October 2005	
Tearfund Canada	Canada	<i>W Johnson</i>	1 January 2017	
Tearfund Ireland	Ireland	S Kelly S Copeland	1 July 2015 14 September 2022	10 May 2022
Tearfund Netherlands	Netherlands	M van Bergeijk	2 December 2019	13 October 2022
Tearfund New Zealand	New Zealand	<i>I McInnes</i>	2 January 2013	
TearFund Switzerland	Switzerland	T Stahl	1 September 2020	
Tearfund	UK and N. Ireland	N Harris	23 November 2015	
Transform Aid International	Australia	M Lipsett	1 November 2021	
World Concern	USA	N Archer	6 April 2020	
World Relief	USA	M Greene	1 October 2021	
World Renew	USA/Canada	<i>I Kaastra-Mutoigo C Bremer-Bennett</i>	31 July 2015 1 January 2021	28 February 2022
ZOA	Netherlands	<i>C Lukkien</i>	19 July 2017	

Names in italics are members of the Executive Committee as well as the Board at year end.

Financial Review

The income of the Trust is primarily derived from membership fees and donations from trusts, corporations and individuals. During 2022, the charitable company received total incoming resources of £332,047 (2021 - £156,168). Resources expended on charitable activities amounted to £305,297 (2021 - £252,735).

The Reserves Policy as agreed at the October 2020 Board meeting is to maintain free reserves equivalent to four month's operating costs. This equates to approximately £92,000 based on 2022 unrestricted expenditure of £275,596. Unrestricted funds carried forward at 31 December 2022 were £336,898 (2021 - £318,544) of which £0 (2021: £20,000) were designated as explained in note 12 and £1,602

(2021 - £879) is tied up in Fixed Assets leaving £335,296 (2021 - £297,665) of free reserves.

During 2023 the Board will be looking at the future of Integral and where and how we can be most effective in delivering our charitable objectives when responding to disasters as a Christian alliance. This will include looking at our membership, funding and governance structures. Our level of free reserves will allow us to carefully consider how best to implement decisions made and change our structure appropriately. In light of this the Board will also consider our reserves position throughout 2023.



Directors' Responsibilities in the Preparation of the Financial Statements

Company law requires the Directors to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the charitable company and of the net incoming resources for the period. In preparing the financial statements the Directors are required to:

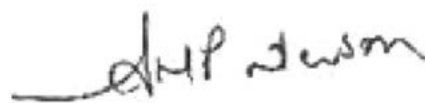
- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to do so.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking steps for the prevention and detection of fraud and other irregularities.

This report and the financial statements have been prepared in accordance with:

- the special provisions of part 15 of the Companies Act 2006 relating to small entities;
- the provisions of the Charities Acts that determine the form and content of Charity Annual Reports; and
- Reporting and Accounting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in July 2014.

Approved by the Directors on 21st April 2023 and signed on their behalf by:



A Paterson

Treasurer and Director
Integral Alliance



N Harris

Director
Integral Alliance

Independent Examiner's Report to the Trustees of Integral Alliance

I report to the charity trustees on my examination of the accounts of Integral Alliance (co. no. 5442605 and charity no: 1112515) for the year ended 31 December 2022 which are set out on pages 39 to 46.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Nicola Anderson, FCA, FCIE
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL

23 May 2023

Dated:

**INTEGRAL ALLIANCE STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2022**

		2022	2022	2022	2021	2021	2021
	Note	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
		£	£	£	£	£	£
Income from:							
Grants and Donations	2	27,577	2,400	29,977	13,750	2,710	16,460
Charitable Activities	3	11,827	289,941	301,768	-	139,694	139,694
Investments		-	302	302	-	14	14
Total Income		39,404	292,643	332,047	13,750	142,418	156,168
Expenditure on:							
Raising Funds		-	-	-	-	-	-
Charitable Activities	4	(29,701)	(275,596)	(305,297)	(13,750)	(238,985)	(252,735)
Total Expenditure		(29,701)	(275,596)	(305,297)	(13,750)	(238,985)	(252,735)
Exchange Gains/ (Losses)		-	480	480	-	(2,409)	(2,409)
Net Income/ (Expenditure)		9,703	17,527	27,230	-	(98,976)	(98,976)
Transfer between funds		(827)	827	-	-	-	-
Net income/(expenditure) after transfers		8,876	18,354	27,230	-	(98,976)	(98,976)
Reconciliation of funds							
Total funds brought forward		337	318,544	318,881	337	417,520	417,857
Total funds carried forward		9,213	336,898	346,111	337	318,544	318,881

INTEGRAL ALLIANCE BALANCE SHEET AS AT 31 DECEMBER 2022
COMPANY NUMBER: 5442605

	Note	£	2022 £	2021 £
Fixed Assets	8		1,602	879
Current Assets				
Debtors and Prepayments	9	9,237		5,798
Cash at Bank		376,397		328,914
		385,634		334,712
Creditors: Amounts Falling Due Within One Year	10	(41,125)		(16,710)
Net Current Assets			344,509	318,002
Net Assets			346,111	318,881
Funds of the Charity	11			
Restricted Funds			9,213	337
Unrestricted Funds				
Designated			-	20,000
General			336,898	298,544
			346,111	318,881

The Directors approved these financial statements on 21st April 2023.

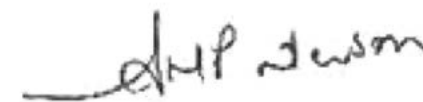
For the year ended 31 December 2022 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Signed on behalf of the Board:



A Paterson
Treasurer and Director, Integral Alliance



N Harris
Director, Integral Alliance

The notes on pages 41 - 46 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

1. ACCOUNTING POLICIES

BASIS OF PREPARATION

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

Going Concern

As explained in the financial review, the Board consider reserves to be more than adequate to mitigate any impact the global cost of living crisis will have on the financial

health of the charity and that there are no material uncertainties about Integral's ability to continue as a going concern.

Income recognition

Income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income received in advance of entitlement passing to the charity is deferred until the criteria for recognition are met.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Allocation of Costs

Direct Activity Costs comprise those costs that contribute directly to an activity and are allocated to the relevant activity.

Support costs are initially identified between governance and other support costs. Governance costs comprise all costs involving

the public accountability of the Foundation and its compliance with regulation and good practice. These costs include independent examination and legal fees. Other support costs comprise the general running costs of the charity. Support costs are allocated to the relevant activity based on the staff time attributed to the activity.

All costs, including apportionment of support and governance, are allocated against the fund to which they relate.

Restricted Funds

These represent income received that is subject to specific restrictions for use determined by the donor which is narrower than the charitable company's general objects.

Unrestricted Funds

These represent all other funds held for the general purposes of the charitable company. Funds set aside by the trustees for specific purposes are shown as designated funds.

Capitalisation and Depreciation

Equipment costing over £350 is capitalised and depreciated over its useful life which in all cases is estimated at three years.

2. INCOME FROM GRANTS DONATIONS

	2022	2021
	£	£
Grants		
Trusts and Foundations	11,577	-
Donations		
Individuals	18,400	16,460
	29,977	16,460

3. INCOME FROM CHARITABLE ACTIVITIES

	2022	2021
	£	£
Membership Fees	289,941	139,694
Membership Contributions	11,827	-
	301,768	139,694

4. RESOURCES EXPENDED BY ACTIVITY

	Direct Costs	Grant Funding	Support and Governance Costs	Total
	£	£	£	£
Activities for Raising Funds	-	-	-	-
Charitable Activities				
Co-ordination and Infrastructure	54,212	-	13,134	67,346
Programmes and Development	113,093	20,000	32,243	165,336

	Direct Costs	Grant Funding	Support and Governance Costs	Total
	£	£	£	£
Marketing and Communications	58,453	-	14,162	72,615
2022 Total	225,758	20,000	59,539	305,297
Activities for Raising Funds		-	-	-
Charitable Activities				
Co-ordination and Infrastructure	52,191	-	14,955	67,146
Programmes and Development	104,901	-	30,058	134,959
Marketing and Communications	39,354	-	11,276	50,630
2021 Total	196,446	-	56,289	252,735

5. SUPPORT AND GOVERNANCE COSTS

	2022	2021
	£	£
Support		
Staff Costs	13,060	26,003
Travel	5,714	939
Technology	5,835	7,817
Office	355	191
Professional Support	7,275	5,251
	32,239	40,201
Governance		
Staff costs	26,465	15,475
Independent Examiner's fee	600	600
Other costs	235	13
	27,300	16,088
Total	59,539	56,289

6. NET INCOME

	2022	2021
	£	£
This is stated after charging:		
Depreciation	1,215	1,196
Independent Examiner's Fee		
<i>Examination</i>	600	600
<i>Other services</i>	3,050	1,750

7. SALARIES AND RELATED COSTS

	2022	2021
	£	£
Gross salaries	182,715	170,357
Social Security costs	15,106	12,822
Pensions	18,670	16,760
	216,491	199,939
Consultants	22,362	20,733
	238,853	220,672
Average number of employees (head count)	6.0	5.9
Average number of employees (full time equivalent)	4.2	4.2
Number of employees whose gross pay and employer pension exceeded £60,000:		
£60,000 - £70,000	-	1
£70,000 - £80,000	1	-

The trustees and Executive Director are considered key management. The total remuneration, including on-costs and pension, paid to key management amounted to £79,024 (2021: £77,097). Trustee expenses are shown in note 14.

8. FIXED ASSETS

	Office Equipment
	£
Cost	
Brought forward	6,073
Disposals	(1,800)
Additions	1,938
As at 31 December 2022	6,211
Depreciation	
Brought forward	5,194
Eliminated on disposal	(1,800)
Charge for year	1,215
As at 31 December 2022	4,609
Net Book Value	
As at 31 December 2021	879
As at 31 December 2022	1,602

9. DEBTORS

	2022	2021
	£	£
Trade Debtors	5,984	-
Other Debtors	2,500	3,000
Prepayments and Accrued Income	753	2,798
	9,237	5,798

10. CREDITORS

	2022	2021
	£	£
Accruals	555	-
Deferred Income	38,715	15,000
Other Creditors	1,855	1,710
	41,125	16,710
Movement on Deferred Income		
Brought Forward	15,000	13,750
Released	(15,000)	(13,750)
Received in Year	38,715	15,000
	38,715	15,000
As Above	38,715	15,000

11. MOVEMENT IN FUNDS 2022

	At 1.1.2022	Incoming Resources	Resources Expended	Exchange Gains (Losses)	Fund Transfers	At 31.12.2022
	£	£	£	£	£	
Restricted Funds						
Information Officer	-	15,000	(15,000)	-	-	-
Ukraine Response	-	23,404	(13,701)	-	(827)	8,876
Neglected Crises Response	-	1,000	(1,000)	-	-	-
Pitch a Project	337	-	-	-	-	337
Total Restricted	337	39,404	(29,701)	-	(827)	9,213
Unrestricted Funds						
Designated						
Short Term Co-ordination	20,000	-	-	-	(20,000)	-
Total Designated	20,000	-	-	-	(20,000)	-
General	298,544	292,643	(275,596)	480	20,827	336,898
Total Unrestricted	318,544	292,643	(275,596)	480	827	336,898
Total Funds	318,881	332,047	(305,297)	480	-	346,111

11. MOVEMENT IN FUNDS 2021

	At 1.1.2021	Incoming Resources	Resources Expended	Exchange Gains	Fund Transfers	At 31.12.2021
	£	£	£	£	£	
Restricted Funds						
Information Officer	-	13,750	(13,750)	-	-	-
Pitch a Project	337	-	-	-	-	337
Total Restricted	337	13,750	(13,750)		-	337
Unrestricted Funds						
Designated						
Short Term Co-ordination	20,000	-	-	-	-	20,000
Total Designated	20,000	-	-	-	-	20,000
General	397,520	142,418	(238,985)	(2,409)		298,544
Total Unrestricted	417,520	142,418	(238,985)	(2,409)		318,544
Total Funds	417,857	156,168	(252,735)	(2,409)		318,881

12. PURPOSE OF RESTRICTED FUNDS

Information Officer

This represents monies received for salary and related costs of the Information Officer.

Pitch a Project

This represents funds received for seed-funding innovative work of Integral Members, when Members are able to showcase potential projects to fellow Members during our bi-annual meetings.

Ukraine Response

This represents funds received for support to Integral Members working on the Ukraine response including a learning review of the response.

Neglected Crises Response

This represents funds for Integral's work on Neglected Crises and donations towards it.

Short Term Co-ordination

This fund was established to fund rapid deployment of staff or consultants in the event of an emergency. The fund was released back into general funds during the year because funding staff or consultants during the early stages of a crisis is now covered through Member contributions.

13. ALLOCATION OF NET ASSETS BY FUND

	Restricted funds	Unrestricted funds	Total funds
	2022	2022	2022
	£	£	£
Fixed Assets	-	1,602	1,602
Current Assets	21,713	363,921	385,634
Current Liabilities	(12,500)	(28,625)	(41,125)
	9,213	336,898	346,111
	2021	2021	2021
	£	£	£
Fixed Assets	-	879	879
Current Assets	15,337	319,375	334,712
Current Liabilities	(15,000)	(1,710)	(16,710)
	337	318,544	318,881

14. TRUSTEE REMUNERATION AND EXPENSES AND RELATED PARTY TRANSACTIONS

One in-person Board meeting took place in 2022 in the Netherlands. The other meetings were held virtually. No trustee received any reimbursements for travel or other expenses.

No trustee received any other remuneration or benefit in the year.

The aggregate amount of donations received from related parties was £2,200 (2021: £1,200).



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Integral

Responding Faster.
Reaching Further.
In Christ.

www.integralalliance.org



**CEDAR Fund
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**Food for the Hungry
North America**



**International
Health Partners UK**



**Integra
Slovakia**



**Medair
Switzerland**



**Mission East
Denmark**



**Medical Teams
International USA**



**SEL
France**



**Transform Aid
INTERNATIONAL
For a world without poverty
Transform Aid
International Australia**



**Tearfund
Australia**



**Tearfund
Belgium**



**Tearfund
Canada**



**TearFund
Switzerland**



**Tearfund
Ireland**



**Tearfund
Netherlands**



**Tearfund
New Zealand**



**Tearfund
UK**



**World Concern
USA**



**World Renew
North America**



**World Relief
USA**



**ZOA
Netherlands**

INTEGRAL ALLIANCE

England & Wales - Charity number 1112515

Accounts



Integral  Responding Faster.
Reaching Further.
In Christ.

ANNUAL REPORT
AND UNAUDITED FINANCIAL STATEMENTS

2021



Integral Alliance

A company limited by guarantee

For the year ended

31 December 2021

Company number: **5442605**

Charity number: **1112515**

Charitable Object

The Company's object is to promote the efficiency and effectiveness of Christian charities involved in, and the effective use of charitable resources for, the relief of poverty, suffering and distress and the prevention of disease and ill health among the people of the world.

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Integral's Vision

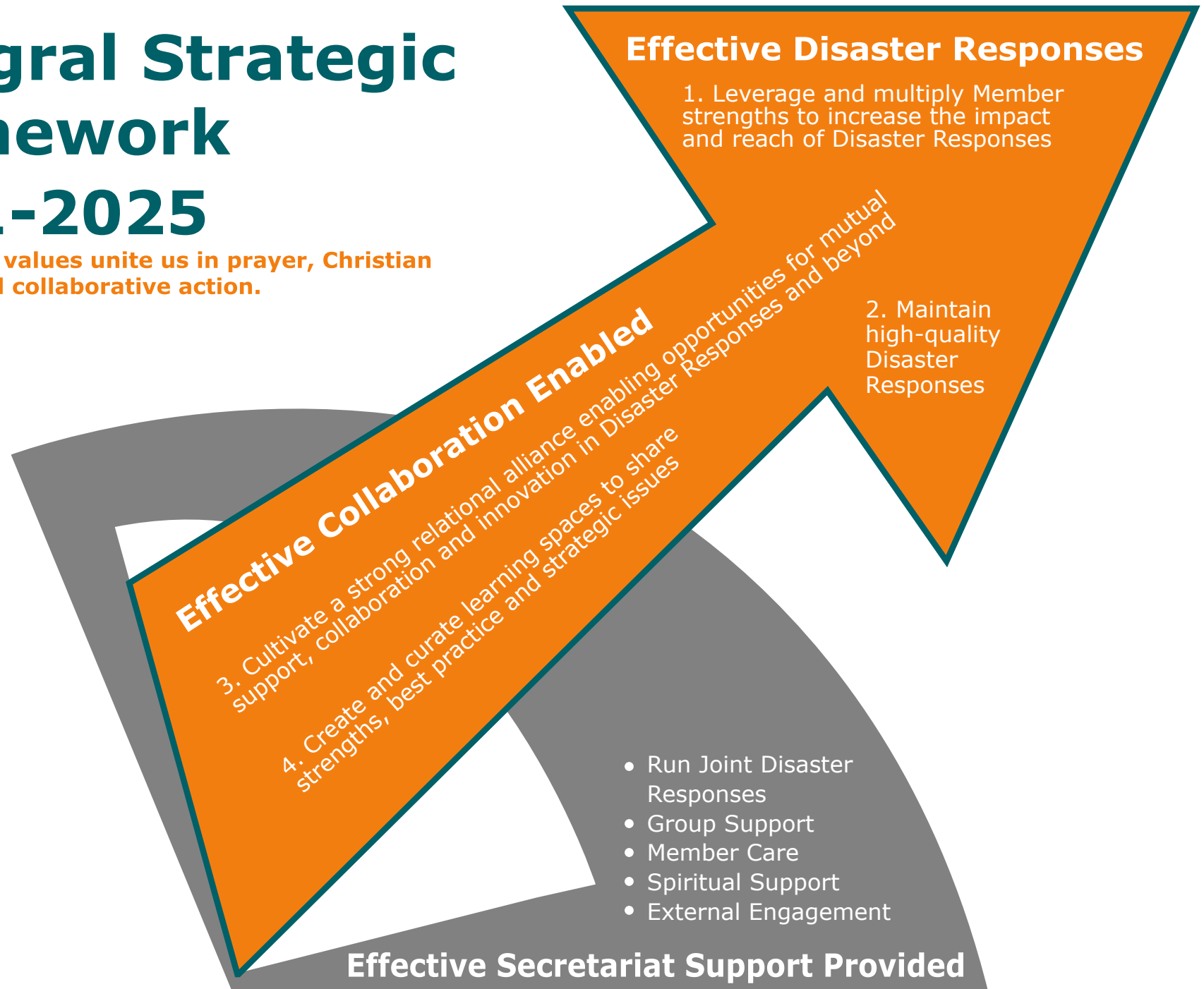
Christian agencies uniting globally, alleviating suffering, and restoring hope, in disasters and beyond.

Our Mission

Integral exists to see God's Kingdom demonstrated by uniting our Members. We champion, encourage and facilitate collaborative working across the Alliance, particularly in disasters.

Integral Strategic Framework 2021-2025

Our Kingdom values unite us in prayer, Christian reflection and collaborative action.



Values

Our Kingdom values unite us in prayer, Christian reflection and collaborative action. We work to create and sustain a community of trust among our Members in which collaborative work can thrive.

UNITY

We are committed to Jesus' call to unity, and believe unity is God's gift to us outworked through the power of the Holy Spirit. We unite in order to enable all people in need to flourish as God intended.

RELATIONAL

We put people first, and desire to see each person fulfil their God-given potential. We want all our interactions to be marked by servant-heartedness, generosity, openness, integrity and mutual respect. We believe that by expressing organisational humility we demonstrate the character of God to a suffering world.

ACCOUNTABILITY

We strive for professional excellence and are mutually accountable for the quality of our work to each other, those we serve, our supporters, and to God. We are a learning alliance, committed to transparency, reflecting on and evaluating our joint work, and assessing our collective impact.

In a world that is often cynical, fragmented and hostile, we are Christians who believe that disaster and suffering are not the end of the story.

CHRIST-CENTREDNESS

We practise the presence of God in our midst through listening, Biblical reflection and prayer. We strive to provide space for the prophetic voice of the Spirit to shape and guide us as an alliance and inform our actions.

IMPARTIALITY

We acknowledge the image of God in every person, therefore we adhere to core principles of the Red Cross Code of Conduct and the Core Humanitarian Standard. Aid is given regardless of the race, religion, creed or nationality of the recipients, and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.

COMPLEMENTARITY

As Christ has called us to be the many parts of one body, we believe that when our Members combine their strengths and work interdependently, we have greater reach and impact. By working together, we provide a more complete response to the needs of those we serve.



Foreword from Chair



It is my pleasure to present Integral's 2021 Annual Report. As I read this report and reflect on the power of our collective efforts to alleviate suffering and restore hope in our joint responses to disasters, I am truly honoured to have been recently elected as Chair of the Board. Our trusted relationships, strategic synergy and common desire to see God's Kingdom demonstrated impact for millions of people.

We entered 2021 with hopeful prayers for a reprieve from the unprecedented pandemic-induced events of 2020. Instead, we faced a series of natural disasters, including hurricanes throughout Central America, flooding in Southeast Asia, and another earthquake that devastated Haiti. We witnessed a dramatic increase in numbers of displaced people and encountered the sobering reality of increasing global poverty levels due to COVID-19. In 2021 alone, estimates show that 97 million people were living in poverty due to COVID-19. (World Bank).

Despite so much tragedy, I believe that each one of our Integral Members has been called for such a time as this. In terms of joint responses, 2021 was our strongest year yet. We met the challenge of responding to numerous disasters while continuing to navigate the complexity of the COVID-19 pandemic. Our Members reported that they and their Partners reached 10.7 million people across 57 countries with COVID-related programmes over the last year. Each response proved to be an opportunity to learn from and support one another, thus galvanising our united efforts to meet the needs of those experiencing vulnerability and crisis.

This year afforded us ample opportunities to prove our resilience as an Alliance. In the face of programming challenges, each organisation demonstrated agility and an unwavering commitment to the quality

of their work and toward continual learning. Our Members reported more benefit from their collaborations than ever before, including a deeper cooperation and appreciation for one another's expertise, catalysed by the pandemic.

This took shape in many practical ways including:

- providing expanded reach into disasters
- sharing communications resources from a disaster response
- funding one another's work
- raising donor funds on behalf of another Member
- coordinating support for a Partner
- sharing products and ideas for fundraising

Perhaps more than anything, this year proved that we truly are better together than alone. We united around our values to collaborate effectively and enable the people we served to flourish as God intended. This report is a testament to what we have achieved and a sign that God is always in our midst, guiding and informing our actions as an Alliance. As we celebrate all that was accomplished in 2021, my prayer is that our Alliance continues to grow in our capacity to collaborate and respond. I pray that our joint effort is a witness to the Lord's work to bring light, hope and salvation to those walking in darkness (Isaiah 9:2).

Gratefully,

A handwritten signature in black ink that reads "Martha Newsome". The signature is fluid and cursive.

Martha Newsome
President and CEO of Medical Teams International
Chair of Integral Alliance

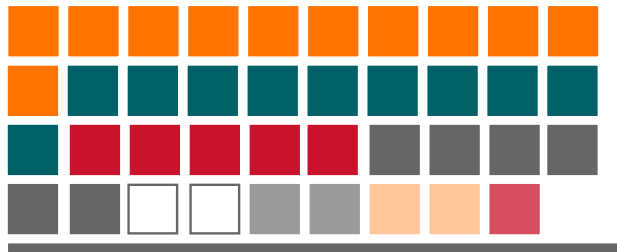
Integral:

2021 saw the greatest number of new responses since the launch of our Disaster Response process in 2012.



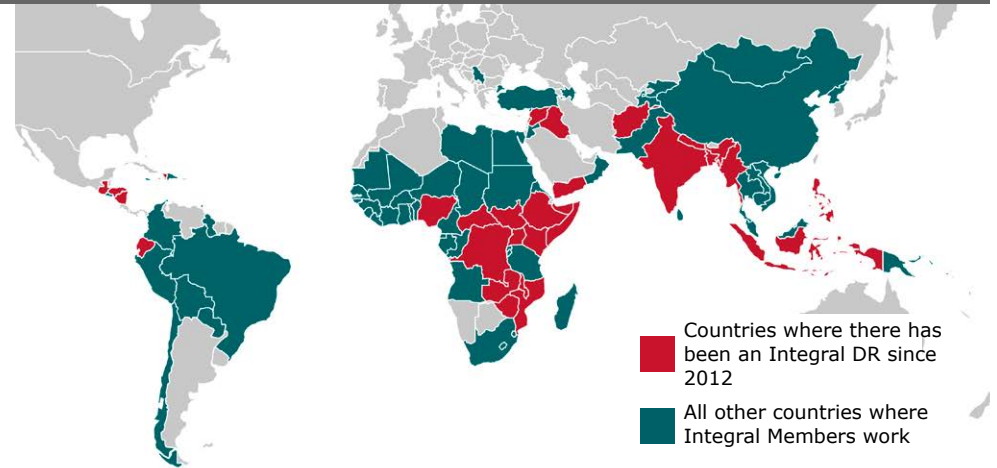
39

Integral Responses since 2012



- Mass displacement/ conflict
- Earthquake/ tsunami/volcano
- Typhoon/ hurricane
- Health emergency
- Flooding
- Food insecurity
- Other disaster
- Neglected crisis

- Chronic
- Low profile
- Sudden onset
- Cross-border



Every Member has opted into at least one Integral Response.

+320



Conference calls have been chaired by the Secretariat for Integral responses; 60 in the last year alone.

+3,950



Photos from Integral Responses have been shared on the Integral website for Members to use freely.

+75



Additional crises have been jointly monitored by Integral Members. 12 crises were monitored in 2021.

Thousands more photos have been made available to Members through direct access to the online photo libraries of Food for the Hungry, Medair, Mission East, Tearfund (UK) and Tearfund (NZ).

Integral Disaster Response Summary

January 2021 - December 2021



Afghanistan: Humanitarian Crisis
 12 Members Opted In

100,000 people assisted at 3 months

Photos shared

Launched: September 2021

Haiti: Earthquake
 13 Members Opted In
 6 Partners

172,800 people assisted at 3 months

76 photos shared

Launched: August 2021

DRC & Rwanda: Volcano
 6 Members Opted In
 3 Partners

105,800 people assisted at 3 months

12+ photos shared

Launched: June 2021

India and Nepal: COVID Crisis
 16 Members Opted In
 13 Partners

397,700 people assisted at 6 months

59 photos shared

Launched: May 2021

DRC: Pilot Neglected Crisis Response
 11 Members Opted In
 3 Partners

5m people in need across the country

Launched: May 2021

Mozambique: Cyclone Eloise
 4 Members Opted In
 1 Partner

18,000 people directly assisted at 4 months

110+ photos shared

Launched: January 2021

Lebanon: Beirut Explosion
 18 Members Opted In
 10 Partners

318,000 people reached at 12 months

250+ photos shared

Launched: August 2020

Central America: Hurricanes Eta and Iota
 6 Members Opted In
 6 Partners

123,000 people directly assisted at 3 months

260+ photos shared

Launched: November 2020

Ethiopia Crisis
 14 Members Opted In
 3 Partners

827,900 people directly assisted at 12 months

10+ photos shared

Launched: December 2020

12	Additional Crises Monitored
Dec 2021	Philippines
Nov 2021	Madagascar
Jun 2021	Haiti
Jun 2021	Myanmar
May 2021	Gaza
Apr 2021	Indonesia
Mar 2021	Mozambique
Mar 2021	Pacific Region
Mar 2021	Bangladesh
Feb 2021	Guinea
Feb 2021	Myanmar
Jan 2021	Indonesia



9 Active Responses



Maintaining momentum

Members and Partners have been able to reach at least 10.7 million people in 57 countries with COVID-19 interventions.



Resilient relationships

Members were able to share 126 highlights of how they worked together, despite restrictions during the COVID-19 pandemic. Another 140 examples were shared of joint working at country level.



Impact of COVID-19

Members reported:

- New needs emerging
- Integrating COVID-19 protection into existing programmes
- Adapting programmes
- Changes in allocation of funds
- Delivery stopped or paused
- Slower implementation
- Logistics hampered
- More remote monitoring
- External evaluations postponed
- Fewer field visits
- Training or events cancelled
- Additional workload for staff
- Staff quarantined
- Staff not able to take R&R



Positive changes

Every Member was able to identify positive changes to their practice as a result of the pandemic. Members mentioned:



Increased levels of trust and confidence with field staff and Partners



More globally connected organisations



Reduced carbon footprint



Mutual learning

Members highly valued learning from one another about how to adapt to the pandemic and took part in 20 calls focussed on sharing and learning around COVID-19



We have reached

10.7 million

people. This includes:



5.2 million

People reached with hygiene education



1.2 million

People who can be treated with medicines shipped



1.1 million

People supported with hygiene kits or WASH



748,000

People who received food, cash vouchers or livelihood support



560,000

People screened for symptoms of COVID-19



130,000

People received PPE



We have reached more than **10 million** people in **57 countries**



We are working in

57 countries

- | | | | | |
|--------------------------|--------------------|-------------|------------------|-------------|
| Afghanistan | Colombia | Iraq | Nepal | Somalia |
| Australia | Dominican Republic | Ivory Coast | Nicaragua | South Sudan |
| Bangladesh | DR Congo | Jordan | Niger | Sri Lanka |
| Brazil | Ethiopia | Kenya | Nigeria | Syria |
| Burkina Faso | Ghana | Laos | Pakistan | Sudan |
| Burundi | Guatemala | Lebanon | Papua New Guinea | Tajikistan |
| Cambodia | Haiti | Liberia | Philippines | Tanzania |
| Cameroon | Honduras | Madagascar | Rwanda | Thailand |
| Central African Republic | Hong Kong | Malawi | Senegal | Uganda |
| Chad | India | Mali | Serbia | Yemen |
| China | Indonesia | Mozambique | Sierra Leone | Zambia |
| | | Myanmar | | Zimbabwe |

March 2020 – March 2021



Why are Integral Members working together on Neglected Crises?

Integral Members are piloting a new approach to enable more strategic and effective collaboration in crisis areas that become neglected.



Building on a foundation of successful work together in sudden-onset disasters, Members are keen to realise similar synergy in Neglected Crises.



Members are called to Neglected Crises, believing that faith rather than media exposure or donor interest drives our response to suffering.



What does Integral mean by a Neglected Crisis?

	Low profile Little attention with donors, the media, political leaders and the general public
	Protracted Long duration over multiple years
	Complex Significant factors make addressing needs more of a challenge



What is the 'more' we want to do together?

Through working together we are seeking to increase the resources available to these Neglected Crises and ultimately serve more people in need.



Top 10 most Neglected Crises in 2021



In January 2021, our Working Group produced this list of the most Neglected Crises, ranked using external data.

- 1 Haiti
- 2 Democratic Republic of Congo
- 3 North Korea (DPRK)
- 4 Central African Republic
- 5 Chad
- 6 Burundi
- 7 Afghanistan
- 8 Colombia
- 9 Mali
- 10 Cameroon

Democratic Republic of Congo was selected for the **Pilot Neglected Crisis Response** through a participatory selection process involving all 21 Members



Response Launched

Pilot Neglected Crisis Response: Democratic Republic of Congo



Our pilot response in DRC will focus on Minembwe, South Kivu. The situation there will be used to highlight the wider needs across DRC.

Minembwe is a rural area in Eastern DRC that has seen increased violence and food insecurity causing internal displacement and hardship.

Six Members who work in DRC are jointly planning a visit to Minembwe.

Context



19.6 million
in need of humanitarian assistance

DRC is one of the most Neglected Crises in the world: year after year needs are not matched by donor funding.



3.6 million children are acutely malnourished



COVID-19, cholera, measles and the ebola virus increase vulnerability



Protracted armed conflict has an ongoing destabilising effect

Minembwe Joint Assessment Visit

Members are contributing staff, resources and expertise. The assessment will be jointly funded by Members.



Working Together

- 6 Integral Members are present in DRC
 - 2 Partners are part of this pilot response
 - 11 Integral Members are currently opted into this response
- Other Integral Members will be involved after the assessment.

Coordination is happening at four different levels:

- In-Country Coordination Group
- DR Operations Group
- DR Communications Group
- Neglected Crises Working Group

Potential Areas for Collaboration

	Advocacy
	Communication
	Donor Funding
	Implementation
	Information Sharing
	Prayer and Fellowship
	Private Fundraising
	Sharing of Resources

AFGHANISTAN: HUMANITARIAN CRISIS



The context



24.4 million people in need of humanitarian assistance

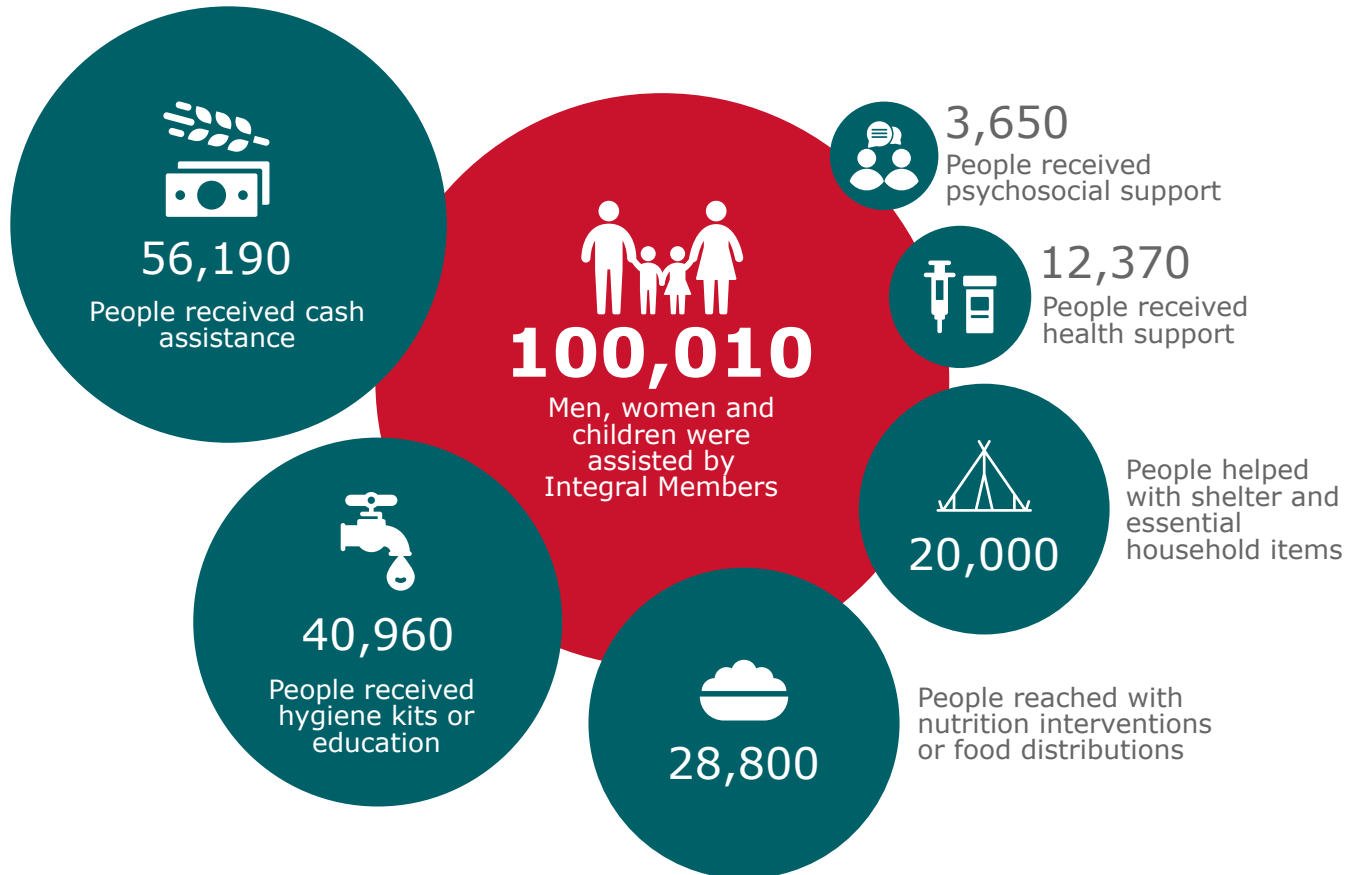


More than 650,000 people are internally displaced



Multiple compounding crises

Our response



Integral Disaster Response launched

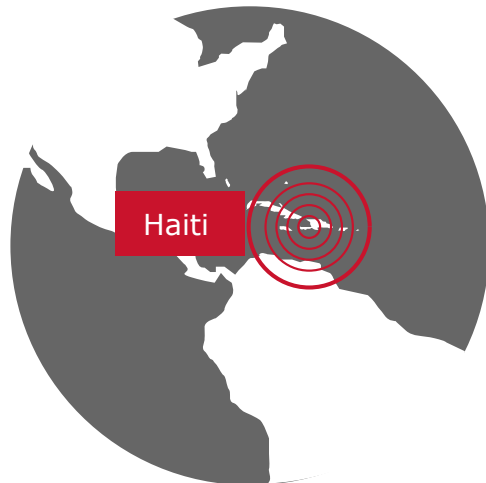


12 Integral Members are working together to respond to this disaster

HAITI: EARTHQUAKE



The crisis



7.2-magnitude earthquake

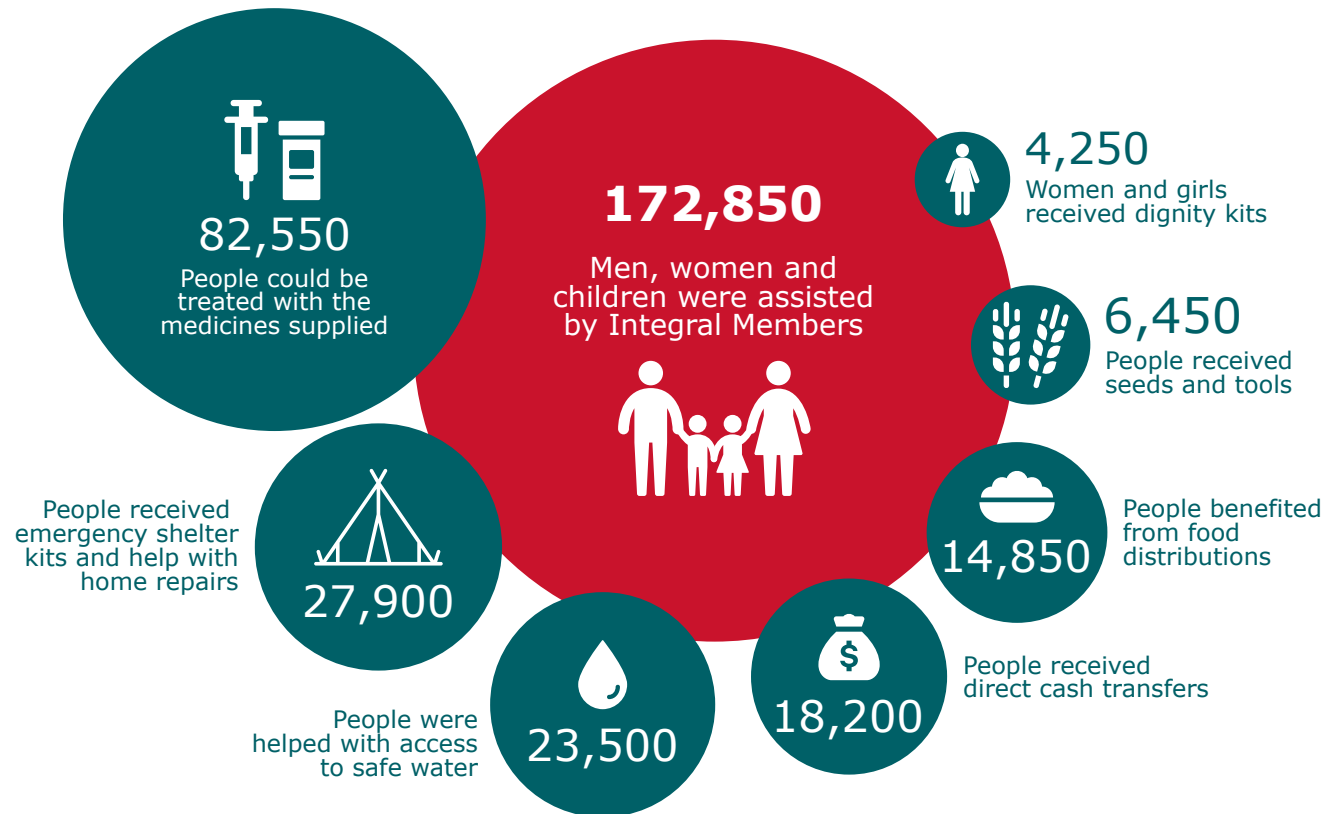


More than 230,000 people living within 15 km of the epicentre



More than 2,200 deaths and 12,000 people critically injured

Our response



Integral Disaster Response launched



13 Integral Members are working together to respond to this disaster

DRC AND RWANDA: VOLCANO



The context



Mount Nyiragongo volcanic eruption

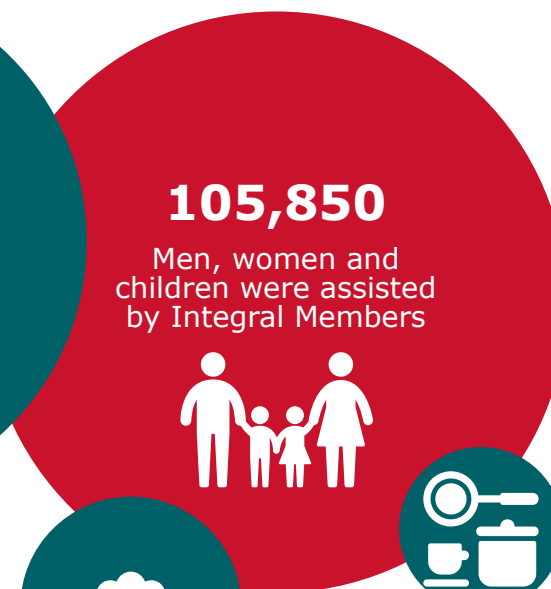
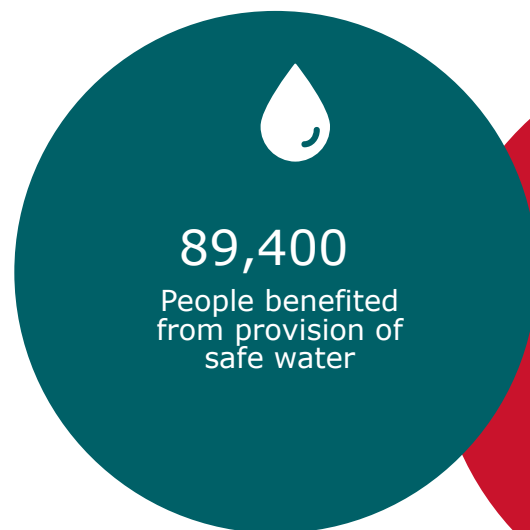


Continued ongoing tremors



More than 500,000 people affected

Our response



Integral Disaster Response launched



6 Integral Members are responding to this disaster

INDIA AND NEPAL: COVID CRISIS



The crisis



Coronavirus

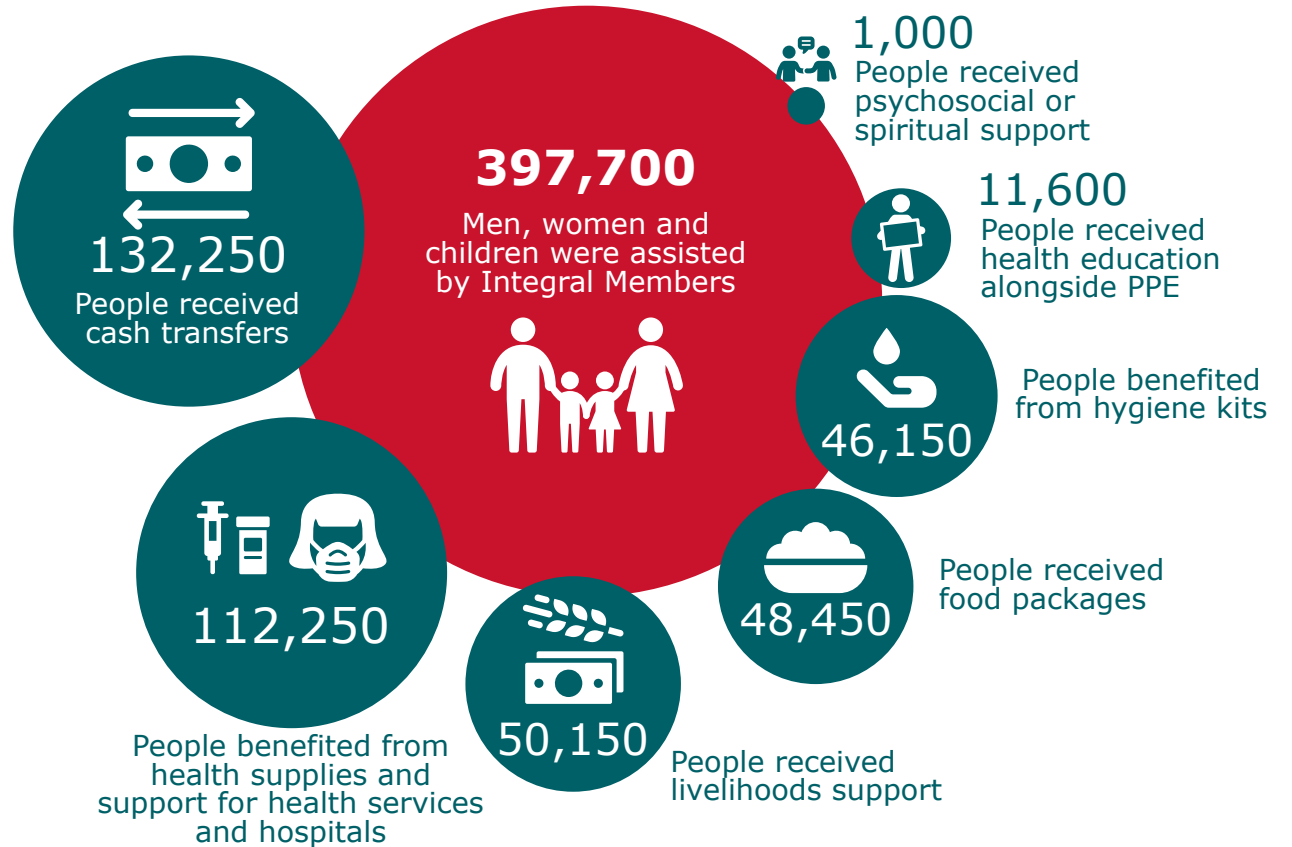


Hospitals overwhelmed



More than 20 million cases across India

Our response



Integral Disaster Response launched



16 Integral Members are working with Partners to respond to this disaster

MOZAMBIQUE: CYCLONE ELOISE



The context



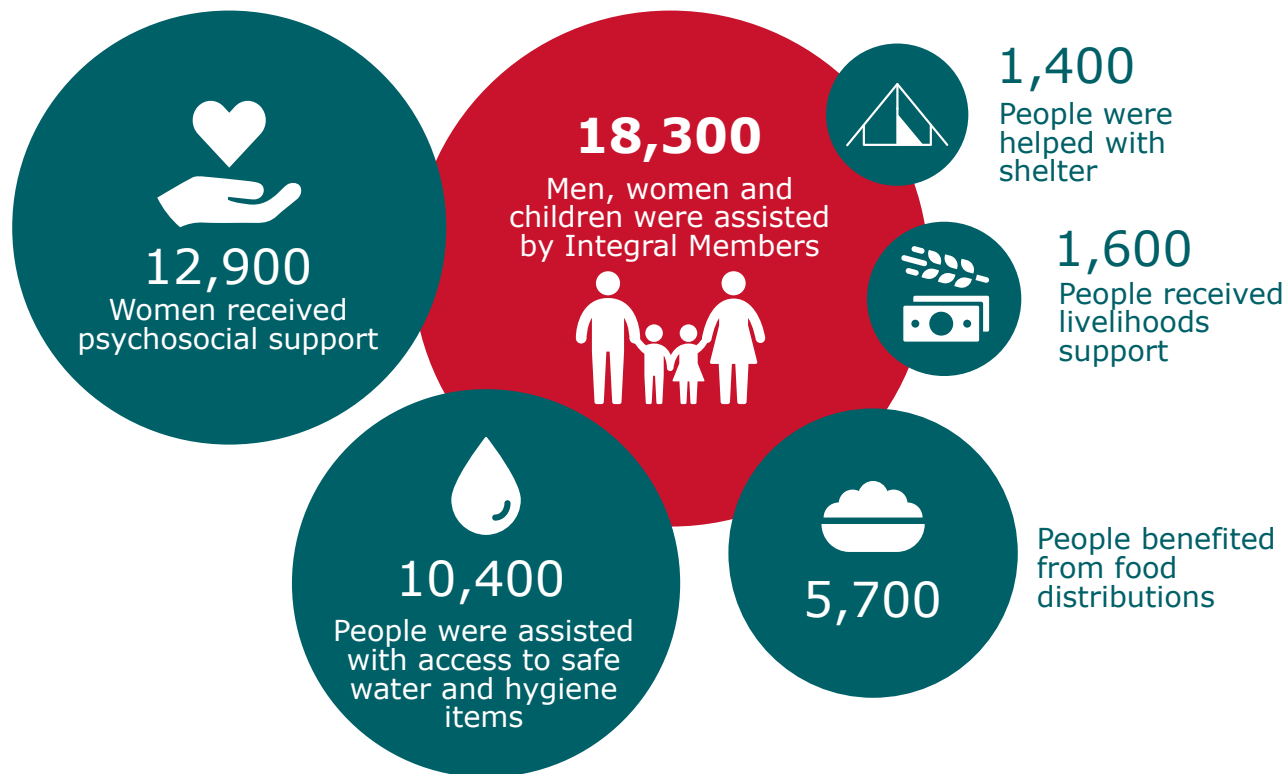
More than 314,000 people affected by Cyclone Eloise



Houses and shelters have been damaged or destroyed



20,000 people displaced



Integral Disaster Response launched



4 Integral Members responded to this disaster

ETHIOPIA CRISIS



The crisis



Nearly 9.4 million people in need of aid in N. Ethiopia

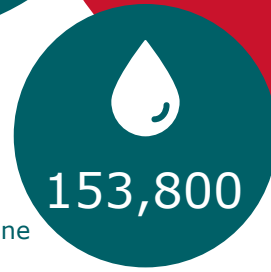
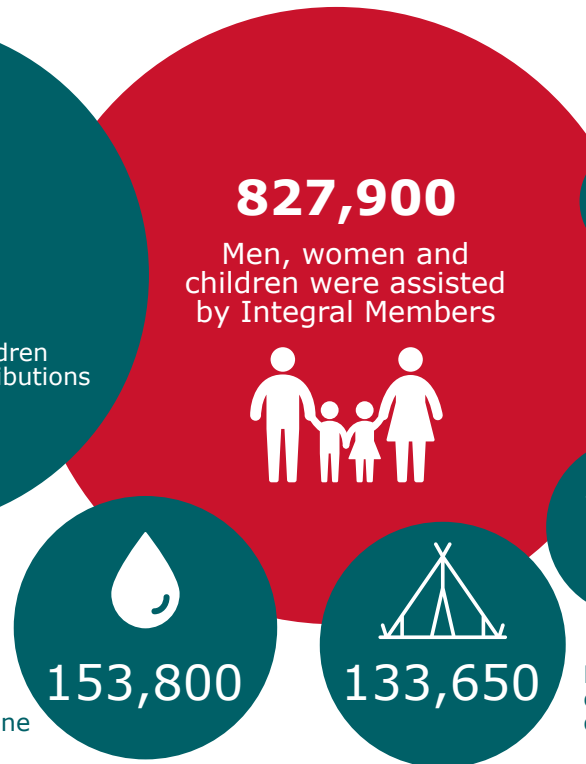


60,000+ people have arrived in Sudan as refugees

Our response



People were helped with water supply, sanitation and hygiene



30,200 People received cash distributions



46,750 Women and girls were able to access safe spaces



66,450 People received primary health care

People received emergency shelter kits and other household items



Integral Disaster Response launched



14 Integral Members are responding to this disaster

CENTRAL AMERICA: HURRICANES ETA AND IOTA



The context



Tropical storm, Hurricanes Eta and Iota

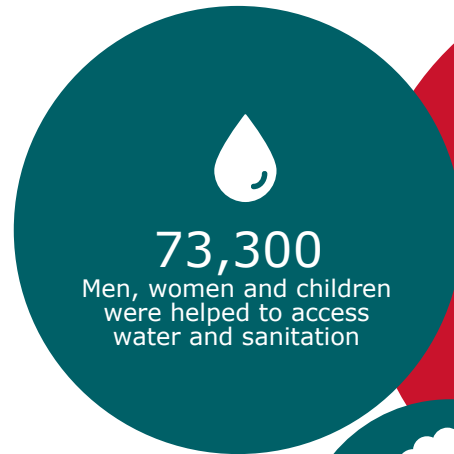


Significant flooding and landslides



More than 5.2 million people affected

Our response



2,800
Children received back-to-school kits



7,900
People received cash or livelihoods support



9,500
People received health support, treatment or PPE



Integral Disaster Response launched



6 Integral Members responded to this disaster

LEBANON: BEIRUT EXPLOSION



The context



Massive explosion in Beirut



300,000 people lost homes and businesses

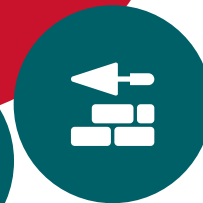


More than 170 people killed, 6,500 people injured

Our response



318,090
Men, women and children were assisted by Integral Members



3,550
Men and women benefitted from cash programming



10,300
Individuals were helped with psychosocial first aid



10,550
People benefitted from food distributions

35,750
People received emergency shelter kits or repairs to their homes



Integral Disaster Response launched



18 Integral Members worked together to respond to this disaster

Our Commitment to Quality and Accountability

Integral is a global alliance of Christian relief and development agencies, working together to present a more effective response to poverty worldwide.

We believe that:

- more people in need will be helped if relief and development agencies combine their resources, and put their Christian faith into action by working together;
- by working together, expressing organisational humility and servanthood, we can demonstrate the character of God to a world in need;
- God cares deeply for people living in poverty, illness, hunger, conflict, alienation and oppression.

As an alliance we want to put people first. We are convinced that God calls us to express love for the world through practical actions. God calls us to serve those who are the least, the forgotten, the most vulnerable, and the unfortunate to the best of our ability. We therefore want to be intentional in our mutual accountability for the quality of our work.

Integral is committed to maintaining high quality in our work in accordance with internationally recognised standards^[1] which respect international law and humanitarian principles.

Consistent with our Christian faith and values, the Integral Alliance endorses and commits to working towards the Core Humanitarian Standard.

Integral's Members are committed to working towards ensuring that our work, and that of our Partners, upholds the standards and good practices of the global relief and development community.

[1.] Red Cross Code of Conduct and Sphere Guidelines



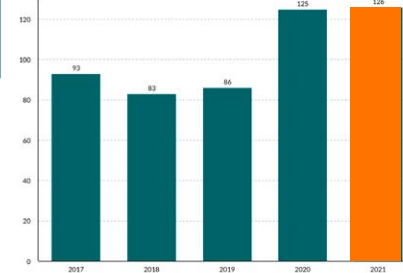
Integral: MALT 2021: Country Collaboration

More collaboration



In 2021, the IPG shared more highlights of collaboration than ever before.

No. of examples of collaboration shared over the last five years



Disaster response



Collaboration continues to be most likely to happen in a country where there is, or has been, an Integral Disaster Response.

A catalyst for collaboration

Five countries where Members reported the most collaboration in the last year:

- Lebanon
- Ethiopia
- Indonesia
- Bangladesh
- South Sudan

All of these countries have had an Integral DR in the last five years.

Stronger partnerships



50% of Members want to contribute to Integral over the coming year by building stronger partnerships at country level.

Funding each other's work

Coordinating around a Partner's response

Implementing a joint programme

Supporting one another in practical ways in a country

Jointly raising institutional funding

Seconding staff to another Member

Providing technical support

Meeting together in a country to share and pray together

Maintaining momentum

Members were still able to share significant ways that they worked together at country level, despite the unique challenges of 2020.

How Members have worked together in 2021

Future collaboration



80% of Members want to contribute to Integral over the coming year by collaborating in Disaster Response.

Integral: MALT 2021: Funding Collaboration



Joint funding

Members shared 30 examples of developing joint funding proposals, more than any other year.



Sharing funding

Members shared 35 examples of funding each others' work and 31 examples of jointly funding shared partners in 2021.



Future funding

40% of Members would like to create more opportunities to fund other Members in the future or to leverage government funding on behalf of other Members.

Examples of developing joint funding proposals with other Integral Members



Examples of funding other Members' work



Examples of jointly funding shared Partners

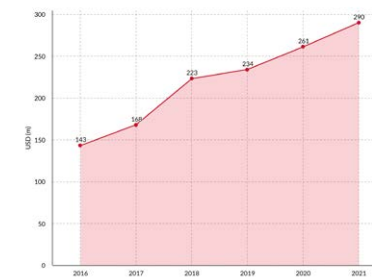


2021 2020 2019 2018 2017



High Compliance Donors

The amount raised by Members from High Compliance Donors (HCDs) has been steadily increasing over the last six years.



43 HCDs supported the work of Integral Alliance Members this year. This amounted to 45% of total Members income (excluding GIK).



89% of donor income came from these ten donors.

Top Ten Donors in 2021



Diverse funding

While funding from HCDs is important for Members, a diverse funding base is one of the strengths of our Alliance. Privately raised funds often contribute towards match funds for institutional grants or provide unrestricted funding.

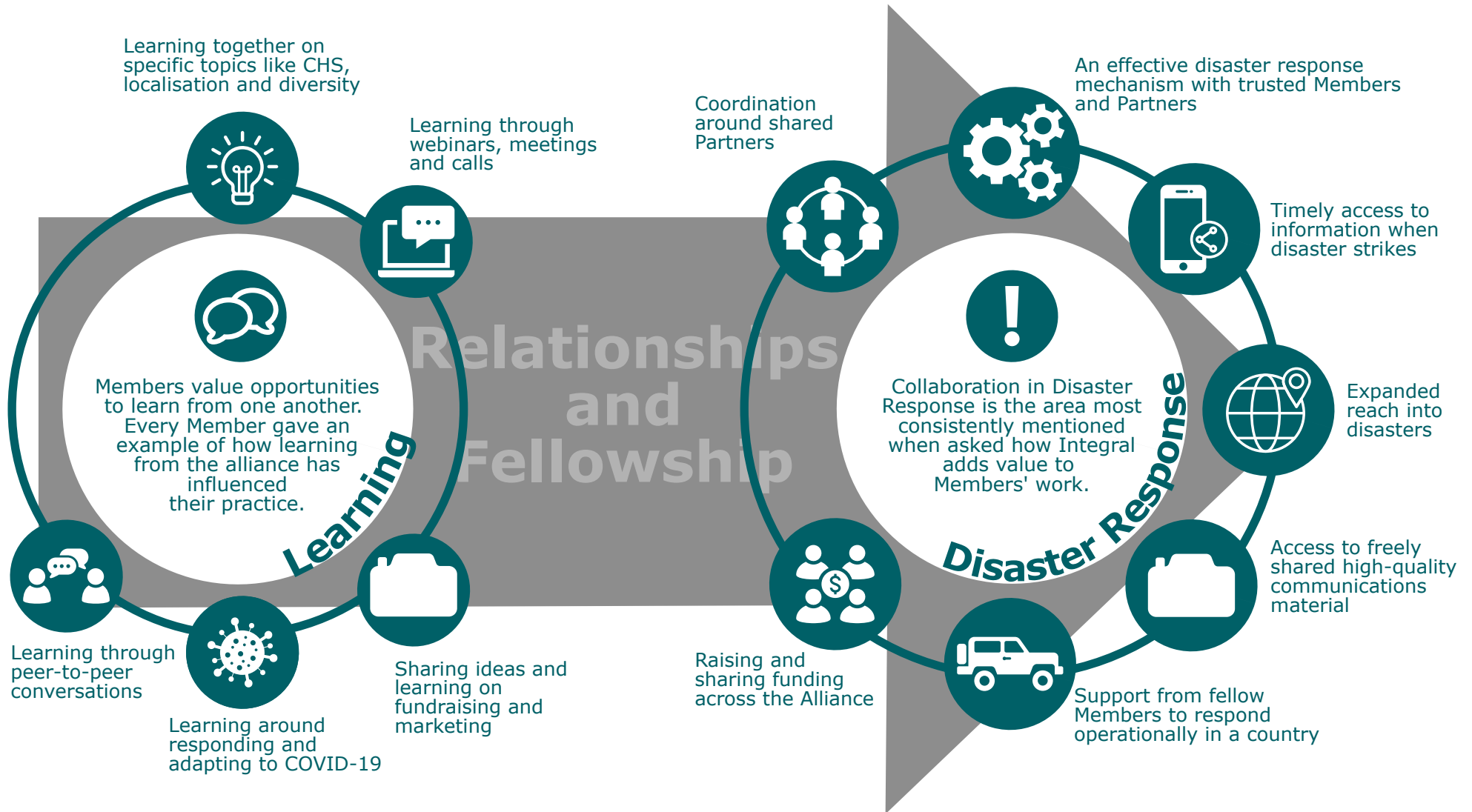


90% of Integral Members had at least one relationship with a HCD in the last 12 months.

Members who receive High Compliance Donor funding are subject to a high standard of external scrutiny at both organisation and project level.

Integral: MALT 2021: MALT Added Value

Every Member told us Integral membership gives them something they do not get elsewhere.





Commitment to Localisation

Partner Listening Forums



80 participants representing 47 local organisations contributed to forums in five countries:

- Ethiopia
- Haiti
- Iraq
- Philippines
- Nepal



Commitments

Integral Localisation Statement and Commitments approved in July 2020.



Monitoring Mechanism Developed

Mutual Accountability and Learning



Accountability questions on localisation and local communications capacity added to the IPG and IMG sections of MALT in 2021.



- 65% of Members made changes to how they work as a result of listening to their Partners.
- 86% of Members felt they had made good progress on their commitments to localisation.
- 66% of Members use in-country talent for sourcing images and story-writing.



Ongoing Work

Listening as an Alliance

Localisation is a process, and work in this area continues across the Alliance.

- Integral are committed to hearing from Partners in our meetings.
- Integral will follow up the Partner Listening Forums in 2022.
- In February 2022 IPG accountability groups on localisation will take place.

Storytellers' Field Guide



Integral Members in the Dignity in Humanitarian Communications Working Group developed a Storytellers Field Guide that reflects IMG sharing on localisation.

Localisation Commitments

For our work together in disasters, Integral Members will:



1. Act as locally as possible.



2. Recognise that capacity development is a two-way process — from an Integral Member to Partners, as well as from Partners to Members. We will increase support for local Partners and communities through capacity strengthening, allowing for effective and accountable humanitarian action.



3. Work to ensure the voices are heard and capacities of local Partners are known in international fora, coordination systems and with donors.



4. Ensure that information is shared in a transparent way with local Partners, and that local Partners are involved in decision-making throughout the project cycle.



5. Ensure funds flow as directly as possible to local Partners, maintaining quality programming, strong risk management, robust accountability, and minimising transaction costs.

Integral: Structure and Groups

“Integral gives us a broader view of the issues and ways to respond to them. Other members were a source of inspiration this year. Different approaches are an opportunity to re-examine our own practices.”
SEL France



Martha Newsome
Board Chair

Integral Board

- Sets the strategic direction of the Alliance
- Oversees legal and financial governance
- Receives and discusses strategic input from IMG, IPG and Secretariat

Executive Committee

- Mandated to supervise the annual work plan and running of the Alliance

Finance and Audit Committee

- Advises the Board on financial stability, viability and health of the Alliance

“Through Integral our team gets the opportunity to connect with like-minded colleagues at different organisations in a transparent, non-competitive, collaborative way. Together we can share valuable insights and real-life examples that we can apply in our own work.”
Tearfund New Zealand



Sue O'Connor
IMG Chair

Integral Marketing Group (IMG)

- Coordinates communication around our Disaster Responses
- Oversees all marketing and fundraising cooperation within the Alliance
- Provides a platform to share learning



Fiona Boshoff
Integral CEO

Integral Secretariat

- Runs joint Disaster Responses
- Coordinates core group activities
- Engages externally with stakeholders and global partners
- Provides spiritual support for our Members

Integral Programme Group (IPG)



Peter Macharia
IPG Chair

- Facilitates collaboration in Disaster Responses
- Coordinates all programme activity in the Alliance
- Provides a platform to foster collaboration outside disasters

Integral Quality Assurance Task Force

- Oversees Alliance-wide mechanisms to ensure the quality of our work is continually improving

Early Responders Group

- Focuses on improving the effectiveness of the Alliance's response in the early stages of a disaster

Board

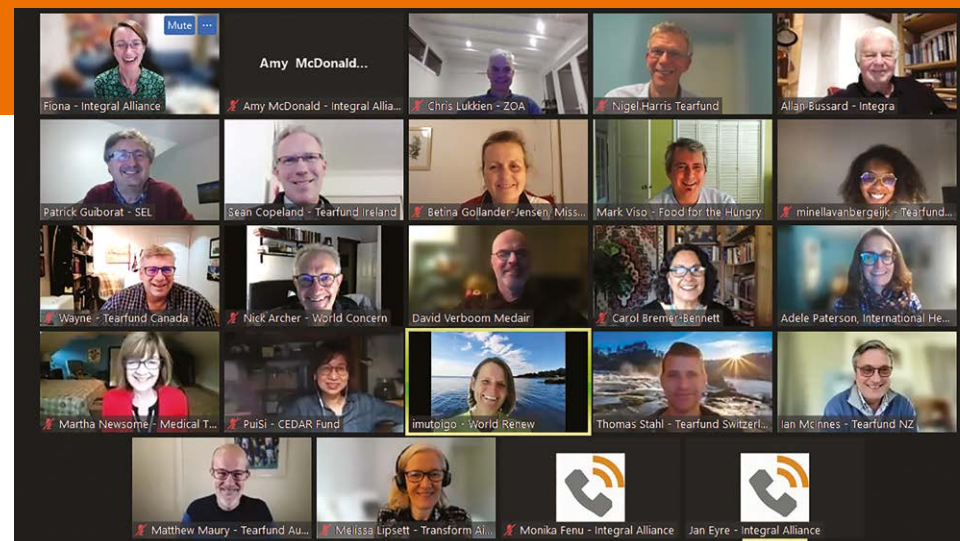
KEY THEMES

The Integral Board fulfilled its role in 2021 by providing leadership, oversight and governance for the Alliance, including:

- A Strategic Framework Review by the whole Board, discussing then refreshing our objectives and their KPIs to define clearer outcomes and ensuring they accurately reflect what we want to achieve together.
- Neglected Crisis pilot project discussions, including what success after a year of work together in the DRC pilot might look like.
- IPG Updates – engaging with updates on their key topics, including current Disaster Responses, the Neglected Crises pilot, Decolonisation of Aid, Localisation, and Climate Change, notably the Climate and Environment Charter.
- IMG Updates – engaging with their updates on Neglected Crises, Localisation and their Field Storyteller’s Guide.
- Case Studies shared on Looking Beyond the COVID Crisis, Culture as the Starting Point for Organisational Development and Decolonising Aid.

ACHIEVEMENTS AND KEY DECISIONS

- Refreshed Strategy KPIs and objectives unanimously agreed.
- New Chair appointed.
- Increased use of technology to make our voting more efficient and to connect and engage the Board.
- Streamlined Board liaison with the IMG and IPG by appointing a Board representative for each group, replacing our Board Committees.



PARTICIPATION

2021 has been our second year of meeting virtually as the Board and ExCo and we have had shorter but more frequent meetings throughout the year. We thank Ian McInnes for his great tenure as Chair and Nigel Harris for his faithful service to ExCo. We warmly welcome Martha Newsome as our new Chair, and Wayne Johnson as he joins ExCo. In 2021 we welcomed four new CEOs onto our Board group: Pui Si Chan from CEDAR Fund, Betina Gollander-Jensen from Mission East, Melissa Lipsett from Transform Aid and Myal Greene from World Relief.

“Integral gives us a trusted and values/faith-aligned network of agencies which help expand our global ‘footprint’ and reach when responding to humanitarian emergencies around the world. Our belief is that by collaborating with Integral we can increase impact and reach.

Tearfund Australia



The Integral Marketing Group (IMG)

KEY THEMES

In 2021 the key areas of work for the IMG were:

- Fundraising and Leadership – sharing Case Studies about regular giving, search engine optimisation, and generating leads and bequests. The topics of staff wellbeing and team health and resilience were also covered.
- Neglected Crises – three IMG members are on the Neglected Crises Working Group. They were key in putting forward the idea of a general Neglected Crisis campaign that all Integral Members can use. The IMG will input into this as the concept is further defined.

ACHIEVEMENTS AND KEY DECISIONS THIS YEAR

- In Disaster Responses: The Dignity in Humanitarian Communications group has produced a Storytellers' Guide that brings together industry best practice about dignity in humanitarian storytelling. This important resource will be finalised in 2022.
- Separate communication calls for all our Integral Disaster Responses increased in 2021. These calls bring together the communication staff of our Members to share about communications visits, key messages, communication sensitivities and fundraising campaigns.
- Our Members continue to freely share photos and stories with each other in our joint Disaster Responses. Deciding to share mapping of our local communications capacity as an Alliance is a significant step forward in our communication collaboration in disasters.
- Beyond Disasters: Learning webinars that took place this year were on the topics of Digital Transformation and Church Engagement.



PARTICIPATION

We are very grateful to Jon Beighle from Medical Teams International for his excellent leadership of the IMG over the last three years. In June 2021, we were delighted to appoint Sue O'Connor, the Head of Branding and Communications at Medair, as his replacement as the IMG Chair.

The regular biannual IMG meetings were held virtually in April and October 2021 and four optional calls and webinars were held throughout the year. In April, 20 of our 21 Members were represented, and in October, 18 Members were represented.

“ At an organisational level, Integral membership allows us to extend our reach far beyond our operating countries into places we otherwise would not be able to access. It is also a big help in asset collection (i.e. photos) during times of crisis or other times... Just recently we were able to coordinate with another Integral Member to get some photos from a hard-to-reach place. On a personal level, I do enjoy the IMG sessions and presentations from my peers. The learnings are always good and they have been helpful for us in a number of ways.

Tearfund Canada



The Integral Programme Group (IPG)

KEY THEMES

- Localisation – continued commitment to bring Partners’ perspectives into our meetings. Members also carried out a self-assessment on their localisation commitments as part of our Mutual Accountability and Learning Tool (MALT).
- Climate Change – guest speakers brought expert input on Disaster Risk Financing and the ICRC/IFRC Climate and Environment Charter.
- COVID-19 – sharing learning and resources with one another on topics such as vaccine hesitancy and access to vaccinations.
- Disasters – reviewed and reflected on our work in crises in Afghanistan, Central America, Ethiopia, Haiti and Mozambique.
- Neglected Crises – provided feedback on the country selection mechanism and the frequency of running the selection process to decide which crises Integral should focus on.

ACHIEVEMENTS AND KEY DECISIONS

- Two CHS learning sessions were run by the Integral Quality Assurance Task Force (IQATF), allowing cross-Member learning around CHS Commitment 4 (Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them) and CHS Commitment 5 (Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints).
- Integral’s Neglected Crisis Pilot project was launched in the Democratic Republic of Congo in May 2021.
- The IPG began a conversation on Decolonisation of Aid, exploring our own organisations and wider systems.



PARTICIPATION

Rhonda Eikelboom (ZOA) stood down as IPG chair in July after two years in the role. We are enormously grateful to her for steering us through this virtual-meetings season. The October IPG meetings were ably chaired by three ‘guest chairs’: Phil Wilkerson (Tearfund Australia), Anne Reitsema (Medair) and Peter Macharia (World Concern). In November 2021 we were delighted to appoint Peter Macharia as the new IPG Chair.

The IPG continued to meet virtually in 2021 for our regular biannual meetings (April and October). All Integral Members were represented in April and 20 Members attended the October meetings. Additionally the IPG met for two conference calls (February and July). Nine Members gathered virtually in March for an Early Responders Meeting, and the IQATF hosted two CHS sessions. IPG participation in Integral working groups remained strong during 2021, with groups meeting on Localisation, Quality Assurance and as part of the Neglected Crises working group.

“ Learning from Integral members has sparked and spurred work around CHS, how we can encourage localisation with fields during responses and exploration of opportunities like the Start Network.

Food for the Hungry



Future Plans

Integral's refreshed strategy objectives help galvanise us as we look forward to more collaborative work in 2022. In their 2021 MALT responses our Members told us that going forwards they believe their organisation will continue to benefit from collaborating with other Members in Disaster Responses. They also believe Integral will benefit them over the next year in these areas:

- Learning from one another
- Collaborating in marketing and media
- Creating funding opportunities
- Thinking together around a Christian response to poverty
- Focusing more on development

Members remain generous in contributing to Integral, with 17 of 21 wanting to collaborate in Disaster Responses in the coming year. Almost half our Members want to contribute by bringing the voice of local Partners to the table in 2022, reflecting our Alliance commitments to localisation.

I personally want to praise the Secretariat team for their tremendous hard work, commitment, teamwork, perseverance and prayer. It has been a challenging year responding to the greatest number of disaster alerts of any year since Integral began, while also negotiating lockdowns and new work and family dynamics. We would like to say a huge thank you to Ian McInnes for his role as Chair of Integral over the last two years, and for seeing us through transitioning to be fully virtual in our meeting cycle for

the past two years. We are grateful for his willingness to remain on ExCo for another term and we welcome Martha Newsome as she takes up the Chair role for this next stage of Integral's life.

The spiritual theme for our October 2021 meetings was 'The Still Small Voice', using the story of Elijah in 1 Kings 19, and it was wonderful to see the richness of peer sharing on this topic across each of our three group meetings. As we have reflected back over 2021, it is wonderful to hear that still small voice as we stop and listen. And I'm grateful for the support of the ExCo, Board and my Secretariat colleagues for awarding me the privilege of time to stop and listen for a few months in 2022.

The world – especially over the last two years – is such a different place to when Integral began, and yet the needs of the world continue to grow with the triple challenges of COVID, conflict and climate change. Our work bringing our Members together to respond to disasters is more needed than ever, and through this work we look forward to responding faster, reaching further, in Christ.



Fiona Boshoff
CEO of Integral Alliance



Structure, Governance and Management

MEMBERSHIP

The Members of the charitable company are the subscribers to the Memorandum and Articles of Association and any Members subsequently admitted to membership by existing members. In the event of winding up, Members guarantee to contribute up to £1 towards the costs of winding up and meeting any liabilities while they are Members and within 12 months of ceasing membership. At 31 December 2021 the number of Members was 21.

GOVERNANCE

The Trustees of Integral have regards to the Charity Commission's guidance on public benefit. They have put in place a number of both statutory and best practice policies which help them to deliver the mission and vision of Integral.

CODES OF PRACTICE

The Board has adopted the Charity Governance Code for Smaller Charities and ensures Integral adheres to the Fundraising Regulator's Code of Practice. It also approved a Reputational Risk Procedure to be used for issues likely to have an Alliance-wide impact, particularly media events.

POLICIES

The Board have ratified revised and updated three policies in the following areas in 2021:

- Data Protection and Privacy
- Safeguarding – Putting People First, including Safeguarding Children and Safeguarding Vulnerable Adults
- Volunteer Management

All our policies have a regular review cycle which varies from 18 months to three years.

SUB-COMMITTEES

Terms of Reference (ToR) for each sub-committee are regularly reviewed, and in 2021 the Board approved updated ToRs for the ExCo. The Board also agreed to delegate responsibility to the ExCo to manage internal Secretariat policies and procedures.



Administrative and Legal Details

REGISTERED ADDRESS

Egale 1
76-80 St Albans Road
Watford
WD17 1DL

PRINCIPAL STAFF

F Boshoff – Company Secretary

BANKERS

HSBC, 61 High Street,
Staines-upon-Thames, Surrey,
TW18 4QW, United Kingdom

INDEPENDENT EXAMINER

Nicola Anderson, FCA, FCIE
189 Baldwins Land, Croxley Green,
Richmansworth, Herts WD3 3LL,
United Kingdom

BOARD OF DIRECTORS AND CHARITY TRUSTEES

Each Member Agency appoints their CEO or President to serve on the Board. Positions on Board standing committees, such as the Finance and Audit Committee and Executive Committee, are voted for by Board Members.

Member	Country	Name	From	To
CEDAR Fund	Hong Kong	P S Chan	1 June 2021	
Food for the Hungry	USA	M Viso	1 March 2020	
Integra Venture	Slovakia	A Bussard	13 October 2006	
International Health Partners	UK	<i>A Paterson (Treasurer)</i>	1 November 2017	
Medair	Switzerland	D Verboom	1 April 2018	
Medical Teams International	USA	<i>M Newsome (Chair from October 2021)</i>	1 September 2016	
Mission East	Denmark	B Gollander-Jensen	1 January 2021	
SEL	France	P Guiborat	7 April 2006	
Tearfund Australia	Australia	M Maury	13 October 2010	
Tearfund	Belgium	C van Maelsaeke	4 October 2005	
Tearfund	Netherlands	M van Bergeijk	2 Dec 2019	
Tearfund New Zealand	New Zealand	<i>I McInnes (Chair until October 2021)</i>	2 January 2013	
TearFund	Switzerland	T Stahl	1 Sept 2020	
Tearfund	UK and Ireland	N Harris	23 November 2015	
Tearfund	Ireland	S Kelly	1 July 2015	
Transform Aid International	Australia	J Hickey M Lipsett	19 October 2012 1 November 2021	30 September 2021
World Concern	USA	N Archer	6 April 2020	
World Relief Canada	Canada	<i>W Johnson</i>	1 January 2017	
World Relief	USA	S Arbeiter M Greene	15 August 2016 1 October 2021	31 August 2021
World Renew	USA/Canada	I Kaastra-Mutoigo <i>C Bremer-Bennett</i>	31 July 2015 1 January 2021	1 January 2021
ZOA	Netherlands	<i>C Lukkien</i>	19 July 2017	

Names in italics are members of the Executive Committee as well as the Board at year end.



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Page 36	From left: © Medair; © Medical Teams International; © World Concern; © Integral Alliance
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Financial Review

The income of the Trust is primarily derived from membership fees and donations from trusts, corporations and individuals. During 2021, the charitable company received total incoming resources of £156,168 (2020 - £313,662). Resources expended on charitable activities amounted to £252,735 (2020 - £262,667).

The Reserves Policy as agreed at the July 2020 Board meeting is to maintain free reserves equivalent to four month's operating costs. This equates to approximately £80,000 based on 2021 unrestricted expenditure of £238,985. Unrestricted funds carried forward at

31 December 2021 were £318,544 (2020 - £417,520) of which £20,000 (2020: £20,000) were designated as explained in note 11 and £879 (2020 - £1,145) are tied up in Fixed Assets leaving £297,665 (2020 - £396,375) of free reserves.

The Board has set a deficit budget for 2022 which anticipates free reserves will stand at approximately £240,000 by 31 December 2022. The Board will continue to monitor the impact of the global pandemic on operations and review the reserves position throughout 2022.



Directors' Responsibilities in the Preparation of the Financial Statements

Company law requires the Directors to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the charitable company and of the net incoming resources for the period. In preparing the financial statements the Directors are required to:

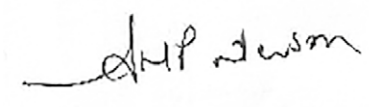
- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to do so.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking steps for the prevention and detection of fraud and other irregularities.

This report and the financial statements have been prepared in accordance with:

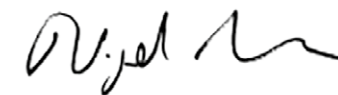
- the special provisions of part 15 of the Companies Act 2006 relating to small entities;
- the provisions of the Charities Acts that determine the form and content of Charity Annual Reports; and
- Reporting and Accounting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in July 2014.

Approved by the Directors on 6th April 2022 and signed on their behalf by:



A Paterson

Treasurer and Director
Integral Alliance



N Harris

Director
Integral Alliance

Independent Examiner's Report to the Trustees of Integral Alliance

I report to the charity trustees on my examination of the accounts of Integral Alliance (co. no. 5442605 and charity no: 1112515) for the year ended 31 December 2021 which are set out on pages 47 to 54.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or

2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Nicola Anderson, FCA, FCIE
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL

6 April 2022

Dated:

**INTEGRAL ALLIANCE STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2021**

		2021	2021	2021	2020	2020	2020
	Note	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
		£	£	£	£	£	£
Income from:							
Grants and Donations	2	13,750	2,710	16,460	16,000	6,579	22,579
Charitable Activities	3	-	139,694	139,694	-	290,926	290,926
Investments		-	14	14	-	157	157
Total Income		13,750	142,418	156,168	16,000	297,662	313,662
Expenditure on:							
Raising Funds		-	-	-	-	-	-
Charitable Activities		(13,750)	(238,985)	(252,735)	(21,980)	(240,687)	(262,667)
Total Expenditure	4	(13,750)	(238,985)	(252,735)	(21,980)	(240,687)	(262,667)
Exchange Gains		-	(2,409)	(2,409)	-	1,548	1,548
Net Income/ (Expenditure)		-	(98,976)	(98,976)	(5,980)	58,523	52,543
Reconciliation of Funds							
Total Funds Brought Forward		337	417,520	417,857	6,317	358,997	365,314
Total Funds Carried Forward		337	318,544	318,881	337	417,520	417,857

INTEGRAL ALLIANCE BALANCE SHEET AS AT 31 DECEMBER 2021
COMPANY NUMBER: 5442605

	Note	£	2021 £	2020 £
Fixed Assets	8		879	1,145
Current Assets				
Debtors and Prepayments	9	5,798		8,107
Cash at Bank		328,914		423,815
		334,712		431,922
Creditors: Amounts Falling Due Within One Year	10	(16,710)		(15,210)
Net Current Assets			318,002	416,712
Net Assets			318,881	417,857
Funds of the Charity	11			
Restricted Funds			337	337
Unrestricted Funds				
Designated			20,000	20,000
General			298,544	397,520
			318,881	417,857

The Directors approved these financial statements on 6th April 2022.

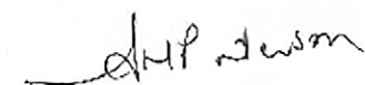
For the year ended 31 December 2021 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.


The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Signed on behalf of the Board



A Paterson
Treasurer and Director, Integral Alliance



N Harris
Director, Integral Alliance

The notes on pages 49 to 54 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. ACCOUNTING POLICIES

BASIS OF PREPARATION

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

Going Concern

As explained in the financial review, the Board consider reserves to be more than adequate to mitigate any impact the global pandemic will have on the financial health of the charity and that there are no material uncertainties

about Integral's ability to continue as a going concern.

Income recognition

Income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income received in advance of entitlement passing to the charity is deferred until the criteria for recognition are met.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Allocation of Costs

Direct Activity Costs comprise those costs that contribute directly to an activity and are allocated to the relevant activity.

Support costs are initially identified between governance and other support costs. Governance costs comprise all costs involving the public accountability of the Foundation

and its compliance with regulation and good practice. These costs include independent examination and legal fees. Other support costs comprise the general running costs of the charity. Support costs are allocated to the relevant activity based on the staff time attributed to the activity.

All costs, including apportionment of support and governance, are allocated against the fund to which they relate.

Restricted Funds

These represent income received that is subject to specific restrictions for use determined by the donor which is narrower than the charitable company's general objects.

Unrestricted Funds

These represent all other funds held for the general purposes of the charitable company. Funds set aside by the trustees for specific purposes are shown as designated funds.

Capitalisation and Depreciation

Equipment costing over £350 is capitalised and depreciated over its useful life which in all cases is estimated at three years.

2. INCOME FROM GRANTS DONATIONS

	2021	2020
	£	£
Grants		
Trusts and Foundations	-	16,000
Donations		
Individuals	16,460	6,579
	16,460	22,579

3. INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£	£
Membership Fees	139,694	290,926
	139,694	290,926

4. RESOURCES EXPENDED BY ACTIVITY

	Direct Costs	Grant Funding	Support Costs	Total
	£	£	£	£
Activities for Raising Funds	-	-	-	-
Charitable Activities				
Co-ordination and Infrastructure	52,191	-	14,955	67,146
Programmes and Development	104,901	-	30,058	134,959

	Direct Costs	Grant Funding	Support Costs	Total
	£	£	£	£
Marketing and Communications	39,354	-	11,276	50,630
2021 Total	196,446	-	56,289	252,735
Activities for Raising Funds	-		-	-
Charitable Activities				
Co-ordination and Infrastructure	54,945	-	13,663	68,608
Programmes and Development	85,403	16,000	25,217	126,620
Marketing and Communications	54,008	-	13,431	67,439
2020 Total	194,356	16,000	52,311	262,667

5. SUPPORT AND GOVERNANCE COSTS

	2021	2020
	£	£
Support		
Staff Costs	26,003	14,734
Travel	939	467
Technology	7,817	9,281
Office	191	441
Professional Support	5,251	6,026
	40,201	30,949
Governance		
Staff costs	15,475	20,549
Independent Examiner's fee	600	800
Other costs	13	13
	16,088	21,362
Total	56,289	52,311

6. NET INCOME

	2021	2020
	£	£
This is stated after charging:		
Depreciation	1,196	1,470
Independent Examiner's Fee		
<i>Examination</i>	600	800
<i>Other services</i>	1,750	2,542

7. SALARIES AND RELATED COSTS

	2021	2020
	£	£
Gross salaries	170,357	167,518
UK Social Security costs	12,822	8,037
Foreign Social Security costs	-	10,849
Pensions	16,760	15,674
	199,939	202,078
Consultants	20,733	-
	220,672	202,078
Average number of employees (head count)	5.9	5.5
Average number of employees (full time equivalent)	4.2	3.9
1 employee earned within the salary band £60,000 - £70,000 (2020: none)		

The trustees and CEO are considered key management. The total remuneration, including on-costs and pension, paid to key management amounted to £77,097 (2020: £73,685). Trustee expenses are shown in note 14.

8. FIXED ASSETS

	Office Equipment
	£
Cost	
Brought forward	11,308
Disposals	(6,165)
Additions	930
As at 31 December 2021	6,073
Depreciation	
Brought forward	10,163
Eliminated on disposal	(6,165)
Charge for year	1,196
As at 31 December 2021	5,194
Net Book Value	
As at 31 December 2020	1,145
As at 31 December 2021	879

9. DEBTORS

	2021	2020
	£	£
Trade Debtors		-
Other Debtors	3,000	3,300
Prepayments and Accrued Income	2,798	4,807
	5,798	8,107

10. CREDITORS

	2021	2020
	£	£
Accruals		816
Deferred Income	15,000	13,750
Other Creditors	1,710	644
	16,710	15,210
Movement on Deferred Income		
Brought Forward	13,750	-
Released	(13,750)	-
Received in Year	15,000	13,750
As Above	15,000	13,750

11. MOVEMENT IN FUNDS 2021

	At 1.1.2021	Incoming Resources	Resources Expended	Exchange Losses	At 31.12.2021
	£	£	£	£	£
Restricted Funds					
Information Officer	-	13,750	(13,750)	-	-
Pitch a Project	337	-	-	-	337
Total Restricted	337	13,750	(13,750)	-	337
Unrestricted Funds					
Designated					
Short Term Co-ordination	20,000	-	-	-	20,000
Total Designated	20,000	-	-	-	20,000
General	397,520	142,418	(238,985)	(2,409)	298,544
Total Unrestricted	417,520	142,418	(238,985)	(2,409)	318,544
Total Funds	417,857	156,168	(252,735)	(2,409)	318,881

11. MOVEMENT IN FUNDS 2020

	At 1.1.2020	Incoming Resources	Resources Expended	Exchange Gains	At 31.12.2020
	£	£	£	£	£
Restricted Funds					
Information Officer	5,980	-	(5,980)	-	-
Pitch a Project	337	-	-	-	337
Compassion COVID-19	-	16,000	(16,000)	-	-
Total Restricted	6,317	16,000	(21,980)	-	337
Unrestricted Funds					
Designated					
Short Term Co-ordination	20,000	-	-	-	20,000
Total Designated	20,000	-	-	-	20,000
General	338,997	297,662	(240,687)	1,548	397,520
Total Unrestricted	358,997	297,662	(240,687)	1,548	417,520
Total Funds	365,314	313,662	(262,667)	1,548	417,857

12. PURPOSE OF RESTRICTED FUNDS

Information Officer

This represents monies received for salary and related costs of the Information Officer

Pitch a Project

This represents funds received for seed-funding innovative work of Integral Members, when Members are able to showcase potential projects to fellow Members during our bi-annual meetings.

Short Term Co-ordination

This fund has been established to fund rapid deployment of staff or consultants in the event of an emergency.

Compassion COVID-19

This was an unsolicited gift as a sign of solidarity with Integral during 2020 to support work connected to COVID-19 pandemic.

13. ALLOCATION OF NET ASSETS BY FUND

	Restricted funds	Unrestricted funds	Total funds
	2021	2021	2021
	£	£	£
Fixed Assets	-	879	879
Current Assets	15,337	319,375	334,712
Current Liabilities	(15,000)	(1,710)	(16,710)
	337	318,544	318,881
	2020	2020	2020
	£	£	£
Fixed Assets	-	1,145	1,145
Current Assets	14,087	417,835	431,922
Current Liabilities	(13,750)	(1,460)	(15,210)
	337	417,520	417,857

14. TRUSTEE REMUNERATION AND EXPENSES AND RELATED PARTY TRANSACTIONS

	2021	2020
Board meetings are hosted by member organisations which are located worldwide when possible. Trustees received reimbursement for travel expenses to Board Meetings as follows:		
Number of Trustees	-	-
Amount Reimbursed	-	-

No trustee received any other remuneration or benefit.

The aggregate amount of donations received from related parties was £1,200 (2020: £2,200).



Integral

Responding Faster.
Reaching Further.
In Christ.

www.integralalliance.org



**CEDAR Fund
Hong Kong**



**Food for the Hungry
North America**



**International
Health Partners UK**



**Integra
Slovakia**



**Medair
Switzerland**



**Mission East
Denmark**



**Medical Teams
International USA**



**SEL
France**



**Transform Aid
INTERNATIONAL
For a world without poverty
Transform Aid
International Australia**



**Tearfund
Australia**



**Tearfund
Belgium**



**Tearfund
Canada**



**TearFund
Switzerland**



**Tearfund
Ireland**



**Tearfund
Netherlands**



**Tearfund
New Zealand**



**Tearfund
UK**



**World Concern
USA**



**World Renew
North America**



**World Relief
USA**



**ZOA
Netherlands**

INTEGRAL ALLIANCE

England & Wales - Charity number 1112515

Accounts



Integral

Responding Faster.
Reaching Further.
In Christ.

ANNUAL REPORT

and Unaudited
Financial
Statements

2020



Emergency Relief Distribution
Venue: Different Units of Kibera Slums
Date: 04, 2020
Supported by: Tearfund UK
Organized by: World Concern Foundation

Integral Alliance

A company limited
by guarantee

For the year ended
31 December 2020

Company number: **5442605**

Charity number: **1112515**

Charitable Object

The Company's object is to promote the efficiency and effectiveness of Christian charities involved in, and the effective use of charitable resources for, the relief of poverty, suffering and distress and the prevention of disease and ill health among the people of the world.

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Integral's Vision

Christian agencies uniting globally, alleviating suffering, and restoring hope, in disasters and beyond.

Our Mission

Integral exists to see God's Kingdom demonstrated by uniting our Members. We champion, encourage and facilitate collaborative working across the Alliance, particularly in disasters.

Values

Our Kingdom values unite us in prayer, Christian reflection and collaborative action. We work to create and sustain a community of trust among our Members in which collaborative work can thrive.

UNITY

We are committed to Jesus' call to unity, and believe unity is God's gift to us outworked through the power of the Holy Spirit. We unite in order to enable all people in need to flourish as God intended.

RELATIONAL

We put people first, and desire to see each person fulfil their God-given potential. We want all our interactions to be marked by servant-heartedness, generosity, openness, integrity and mutual respect. We believe that by expressing organisational humility we demonstrate the character of God to a suffering world.

ACCOUNTABILITY

We strive for professional excellence and are mutually accountable for the quality of our work to each other, those we serve, our supporters, and to God. We are a learning alliance, committed to transparency, reflecting on and evaluating our joint work, and assessing our collective impact.

In a world that is often cynical, fragmented and hostile, we are Christians who believe that disaster and suffering are not the end of the story.

CHRIST-CENTREDNESS

We practise the presence of God in our midst through listening, Biblical reflection and prayer. We strive to provide space for the prophetic voice of the Spirit to shape and guide us as an alliance and inform our actions.

IMPARTIALITY

We acknowledge the image of God in every person, therefore we adhere to core principles of the Red Cross Code of Conduct and the Core Humanitarian Standard. Aid is given regardless of the race, religion, creed or nationality of the recipients, and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.

COMPLEMENTARITY

As Christ has called us to be the many parts of one body, we believe that when our Members combine their strengths and work interdependently, we have greater reach and impact. By working together, we provide a more complete response to the needs of those we serve.



Integral: Integral Tips for Running Virtual Teams

In 2020, as a result of the global pandemic, Integral Members pivoted to working remotely. Drawing on eleven years' experience, the Integral Secretariat shared their top tips for running virtual teams.



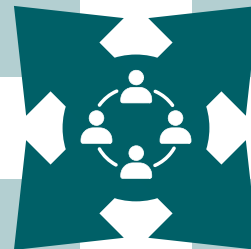
Leadership

- Foster a culture of trust and personal responsibility for work
- Agree staff core work hours
- Encourage flexibility
- Book and adhere to weekly team meetings and 1:1 call times
- Acknowledge achievements



Whole Team Dynamics

- Check in weekly as a whole team
- Communicate as a team, for example by using a daily team Skype chat
- Intentionally share Work To-Do Lists and weekly work hours
- Make one another's availability clear
- Create spiritual time for 'iron sharpening iron'



One-to-one Dynamics

- Commit to 1:1 times with each team member
- Agree best time and frequency for 1:1s
- Invest in making annual staff appraisals work well – be holistic and prayerful
- Encourage individuals to think about what is working well for them and what they could improve about working remotely



Tools and Logistics

- Keep a central location for team information
- Share core team calendars and agree what you will show
- Use a variety of tools to be transparent about availability
- Carry out home-working assessments

Integral: Strategic Framework 2018 – 2023

Our Kingdom values unite us in prayer,
Christian reflection and collaborative action.

Effective Disaster Responses

- Disaster Response process continually improving.
- Impact, reach and quality of Disaster Responses continually improving and well communicated.
- Strong relational alliance enabling mutual support in Disaster Responses.

Effective Collaboration Enabled

- Learning spaces created to share strengths, best practices and strategic issues.
- Strong relational alliance that encourages collaboration.

- Run Joint Disaster Responses.
- Group Support.
- Member Care.
- Spiritual Support.
- External Engagement.

Effective Secretariat Support Provided

Foreword from Chair

As Integral celebrates God's faithfulness over the 15 years of its existence, the global pandemic of 2020 reminds us once again just how crucial the work of the Alliance is. Christian disaster responders remain at the forefront of humanitarian response. Increasingly, those who operate closest to the local context do the 'heavy lifting', but many local Partner agencies lean on Integral's coordinated global network of donors and Integral Mission Partners. They form a crucial backbone of support in such times and enable remarkable scale and speed of response. For example, Integral Members and their Partners reached 7.3 million people in 54 countries this year responding to COVID-19 alone. That this was possible while so many Integral Members worked through the confines of national lockdowns and deep economic uncertainty in their fundraising environments is a testament to God's grace and His strong bias toward the poor.

From April 2020 onwards Integral's Board, Marketing, and International Programmes meetings all shifted to more frequent online meetings. This year saw more opportunities for connection across Integral than any previous year in the Alliance's history. The Secretariat is thankful for positive collaboration with the US Accord Network around relevant USAID initiatives and on the topic of Diversity and Inclusion. The #Black Lives Matter movement with its global resonance prompted responses from across the membership including from the Integral Alliance CEO.

Together with reimagining inclusion, and reimagining how we function fully virtually, we were also invited to 'reimagine mission' with CB Samuel, a leading Indian theologian and missiologist as our keynote speaker for our 15th Anniversary meetings. CB reflected on decades of development and mission work in India and what it takes to truly grow disciples and bring about sustained outcomes for God's Kingdom.

Additional training webinars and facilitated discussions dealt with elements of the pandemic as well as the all-too-necessary topic of Duty of Care. Members' staff have dealt with deep uncertainty and anxiety surrounding their work and their national contexts, quite aside from the needs of the communities they serve where formal social safety nets are all but non-existent. In such a context, prayer and peer support have been deeply appreciated.

We are grateful for the cost-cutting budget review undertaken by the Secretariat this year, with a reduced budget agreed halfway through the year. This was done with a view to reducing the burden on Member fees in the next financial year and to show solidarity for the economic uncertainty ahead for our Member organisations.

Key initiatives were progressed in 2020. Among those were finalising the work of the Partner Listening Forums that took place in five countries which informed and helped define our finalised Integral Localisation Statement, Approach, and Commitments.

This year saw a rethink of how Integral approaches mutual accountability through its Mutual Accountability and Learning Tool (the MALT). This work lays a foundation for greater transparency, a shift in power toward local Partners and an ever-deeper trust across the growing number of Alliance stakeholders. One of those stakeholders this year has been Compassion International, who gifted funds to two COVID-19 related projects in Haiti and Bangladesh. We are very grateful for their generous support of these Integral collaborative projects.

Another key initiative has been the work on Neglected Crises with Cressida Thompson joining the Secretariat to support this work. The frontier for humanitarian action is undoubtedly the world's neglected,

protracted and complex crises which often run for years at a time with scant resourcing. 2021 will see more traction in this vital area of Integral's work.

On Membership, Mission's Alliance Norway made the decision to leave Integral in December 2020. Andreas Andersen, their CEO, cited their primary focus on long-term development work as their reason for leaving, while reflecting on the many valued years of "support, spiritual fellowship, professional sharing and mutual accountability". We release them from Integral with prayers for God's richest blessing in all they turn their hands to do around the world.

I would also like to take this opportunity to thank Kim Hartzner, who has now left the Integral Board as he has stepped into an Ambassadorial role at Mission East. While CEO at Mission East, Kim was a champion and supporter right from the concept stage of forming Integral in 2002. Mission East went on to becoming a founding Member, for which we share our deep gratitude. We bless Kim in his new role and wish him well for the future.

With every blessing,



Ian McInnes

CEO of Tearfund New Zealand



15 years:

We look back with thankfulness

Fifteen years ago, God gave five organisations a vision to work together, combining their resources on behalf of those most in need. It is a story of God's faithfulness.

Since we started 15 years ago we have become an Alliance of 22 organisations headquartered in 14 countries. We now have clarity and agreement over our strategy and how we collaborate in disasters. Together we have greater reach and impact than any one Member.



Three big milestones

2005

Decision made to form Integral.

2012

Our focus on responding to disasters formalised, leading to our agreed Disaster Response Process.

2019

Clarity and agreement over our new Mission, Vision, Values and Strategy.

Then Samuel took a stone and set it up between Mizpah and Shen. He named it Ebenezer, saying, **'Thus far the Lord has helped us.'**

1 Samuel 7:12



We want to thank our Members for their commitment to collaboration



The present:

We thank God for the unity and generosity of our Members that demonstrates His Kingdom.

Together we have made a difference by:



Working together in 32 disasters since 2012.



Adding value for our Members, as demonstrated in our 2020 MALT.



Building strong relationships, grounded in our love of Christ and the Christian values we share.

Integral Strategic Framework 2018 – 2023

Our Kingdom values unite us in prayer, Christian reflection and collaborative action.



The future:

Our vision continues to inspire us to look forward with hope.

In the next five years we look forward to:



Continuing to work together in disasters.



Working together in Neglected Crises.



Acting as locally as possible and investing in our local Partners.



Continuing to invest in developing relationships with our Members.

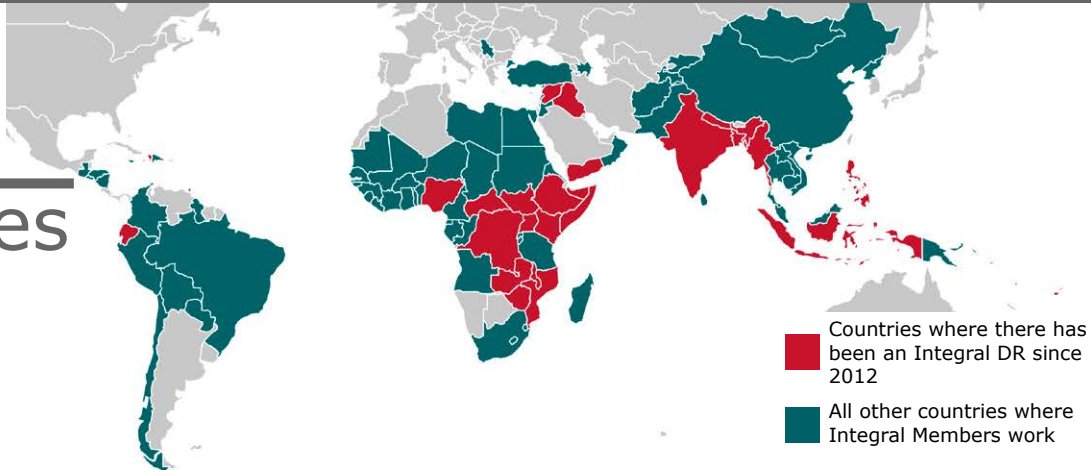
Christian agencies uniting globally,
alleviating suffering
and restoring hope,
in disasters and beyond.

Integral:

Integral:

Since the Integral Joint Disaster Response was launched in 2012...

33 Integral Responses



- Mass Displacement/ Conflict
- Typhoon/ Hurricane
- Flooding
- Other disaster
- Earthquake (inc. one tsunami)
- Health Emergency (Ebola)
- Food Insecurity

- Chronic
- Low profile
- Sudden onset
- Cross border

Every Member has opted into at least one Integral Response.

+260

Conference calls have been chaired by the Secretariat for Integral responses.

+3640

Photos from Integral Responses have been shared on the Integral website for other Members to use freely.

+60

Additional crises have been coordinated through the Disaster Monitor.

Thousands more photos have been made available to Members through being given direct access to the online photo libraries of Food for the Hungry, Medair, Mission East, Tearfund (UK) and Tearfund (NZ).

Integral Disaster Response Coordination and Developments 2020

<p>22 Members coordinating on COVID-19 response</p>	<p>While no Integral Alert was raised for the impact of COVID-19, Integral adapted our response process and online platforms to allow Members to share information with one another and coordinate their activities. COVID-19 related conference calls have been held regularly since March 2020, allowing Members to share information and learning with one another.</p>
<p>3 new Integral Alerts raised</p>	<p>August 2020: Beirut Explosion (Lebanon) – raised by Medair November 2020: Hurricanes Eta and Iota (Central America) – raised by Medical Teams International December 2020: Tigray Crisis (Ethiopia and Sudan) – raised by Secretariat</p>
<p>3 responses' data gathered and analysed</p>	<p>Malawi, Mozambique, Zimbabwe – Cyclone Idai</p> <ul style="list-style-type: none"> • 12-month beneficiary figures and funding flow <p>COVID-19</p> <ul style="list-style-type: none"> • 6-month beneficiary figures <p>Lebanon – Beirut Blast</p> <ul style="list-style-type: none"> • 3-month beneficiary figures and funding flow
<p>3 additional crises formally discussed and monitored</p>	<p>February 2020: Burkina Faso – Conference call; Infographic produced on increasing humanitarian needs and the work of Members to respond July 2020: Discussion on our Disaster Forum regarding impact of Cyclone Ampan October 2020: Discussion on our Disaster Forum on Nagorno Karabakh Conflict Throughout the year: Ongoing live discussion and updates through our Early Responders Skype group</p>
<p>DR Process systems developments</p>	<p>Integral Disaster Response Process documentation updated to include latest developments – version 2.2</p>

COVID-19

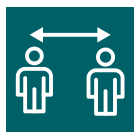


Integral: Our Response to COVID-19

We have reached

7.3 million

people. This includes:



3.65 million
People reached with hygiene education



1.2 million
People can be treated with medicines shipped



950,000
People have been helped with access to water and sanitation



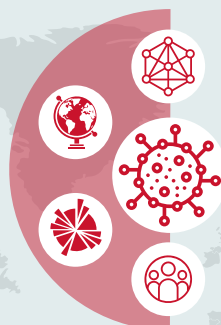
350,000
People have been supported with food or cash vouchers



250,000
People have received hygiene kits



100,000
People have received PPE



We have reached 7.3 million people in 54 countries



+13,000
Hand-washing stations set up



+270
Health Centres equipped

We are working in

54 countries

- | | |
|--------------------------|--------------|
| Afghanistan | Liberia |
| Australia | Madagascar |
| Bangladesh | Malawi |
| Brazil | Mali |
| Burkina Faso | Mozambique |
| Burundi | Myanmar |
| Cambodia | Nepal |
| Central African Republic | Nicaragua |
| Chad | Niger |
| China | Nigeria |
| Colombia | Pakistan |
| Dominican Republic | Philippines |
| DR Congo | Rwanda |
| Ethiopia | Senegal |
| Guatemala | Serbia |
| Haiti | Sierra Leone |
| Honduras | Somalia |
| Hong Kong | South Sudan |
| India | Sri Lanka |
| Indonesia | Syria |
| Iraq | Sudan |
| Ivory Coast | Tajikistan |
| Jordan | Tanzania |
| Kenya | Thailand |
| Laos | Uganda |
| Lebanon | Yemen |
| | Zambia |
| | Zimbabwe |

March – August 2020

ETHIOPIA AND SUDAN: TIGRAY CRISIS



The context



Critical shortages of food and water including in refugee camps.



Health care facilities are running out of drugs and supplies.



850,000 people in need of aid in the region before the crisis started.



Increasing risk of COVID-19 transmission.

Since the start of this crisis in early November, the humanitarian situation continues to deteriorate with severe shortages of basic supplies including food and water. Nearly 50,000 people have fled into neighbouring Sudan, while more than 60,000 are thought to be internally displaced within the Tigray region. Security and logistical challenges have stopped aid reaching the 850,000 people who were already in need before the fighting started. In many areas, people are living without electricity, running water or communications.



Nearly 2 million people in need of aid



60,000+ people internally displaced



50,000 people have arrived in Sudan as refugees

Our response



Food



WASH



Shelter



Health



Cash



Integral Disaster Response launched



11 Integral Members are responding to this disaster

CENTRAL AMERICA: HURRICANES ETA AND IOTA



The context



Tropical storm, Hurricanes Eta and Iota



Significant flooding and landslides



More than 5.2 million people affected



Houses, schools, and crops have been damaged or destroyed.



330,000+ people in shelters across Guatemala, Honduras and Nicaragua.



Health centres have been damaged across the region.



Increasing risk of COVID-19 transmission.

Hurricane Eta made landfall in Nicaragua as a Category 4 storm on November 3rd. On November 16th Hurricane Iota, the strongest Atlantic storm recorded this year, followed the same path. Heavy rain caused flooding and landslides across Central America. Homes and crops have been destroyed and more than 330,000 people are living in shelters. Communities are facing increased food insecurity. Integral Alliance Members are responding operationally and working with local Partners. This crisis is hitting an already vulnerable region and Integral Members recognise the need for ongoing support in the coming months.

Our response



Shelter



Food



WASH



Health



COVID-19 response



Essential supplies



Integral Disaster Response launched



6 Integral Members are responding to this disaster

LEBANON CRISIS



The context



Massive explosion in Beirut

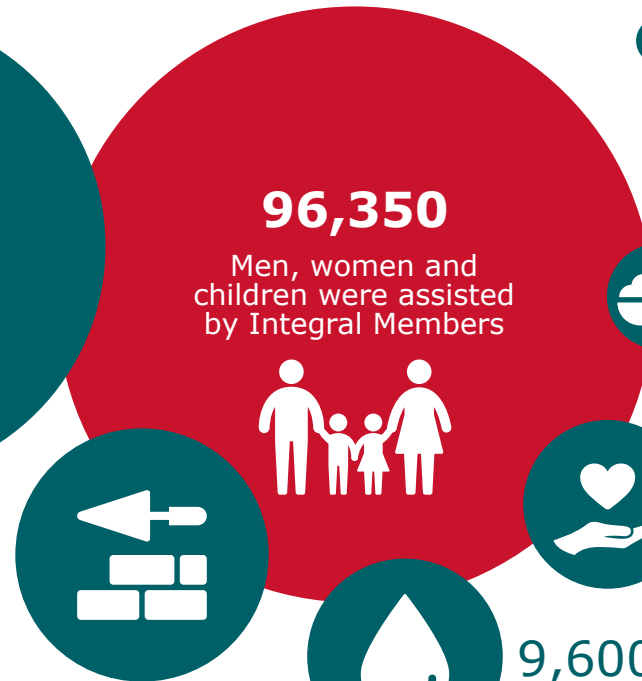
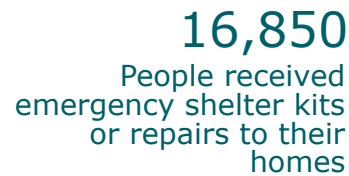
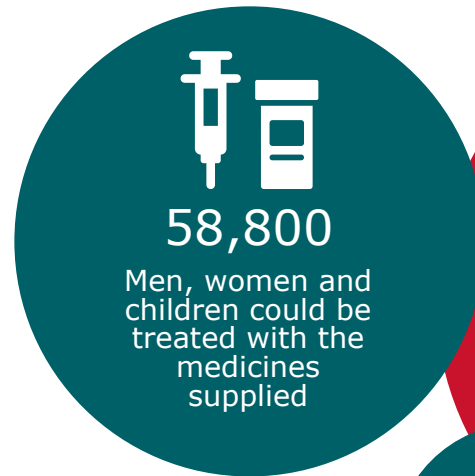


300,000 people lost homes and businesses



More than 170 people killed, 6,500 people injured

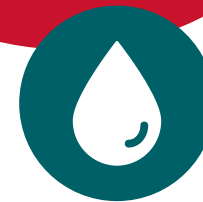
Our response



3,100
People benefited from food distributions



7,600
Individuals were helped with psychosocial first aid



9,600
Men, women and children received hygiene kits



Integral Disaster Response launched



18 Integral Members are working together to respond to this disaster

MOZAMBIQUE, MALAWI & ZAMBIA: CYCLONE IDAI



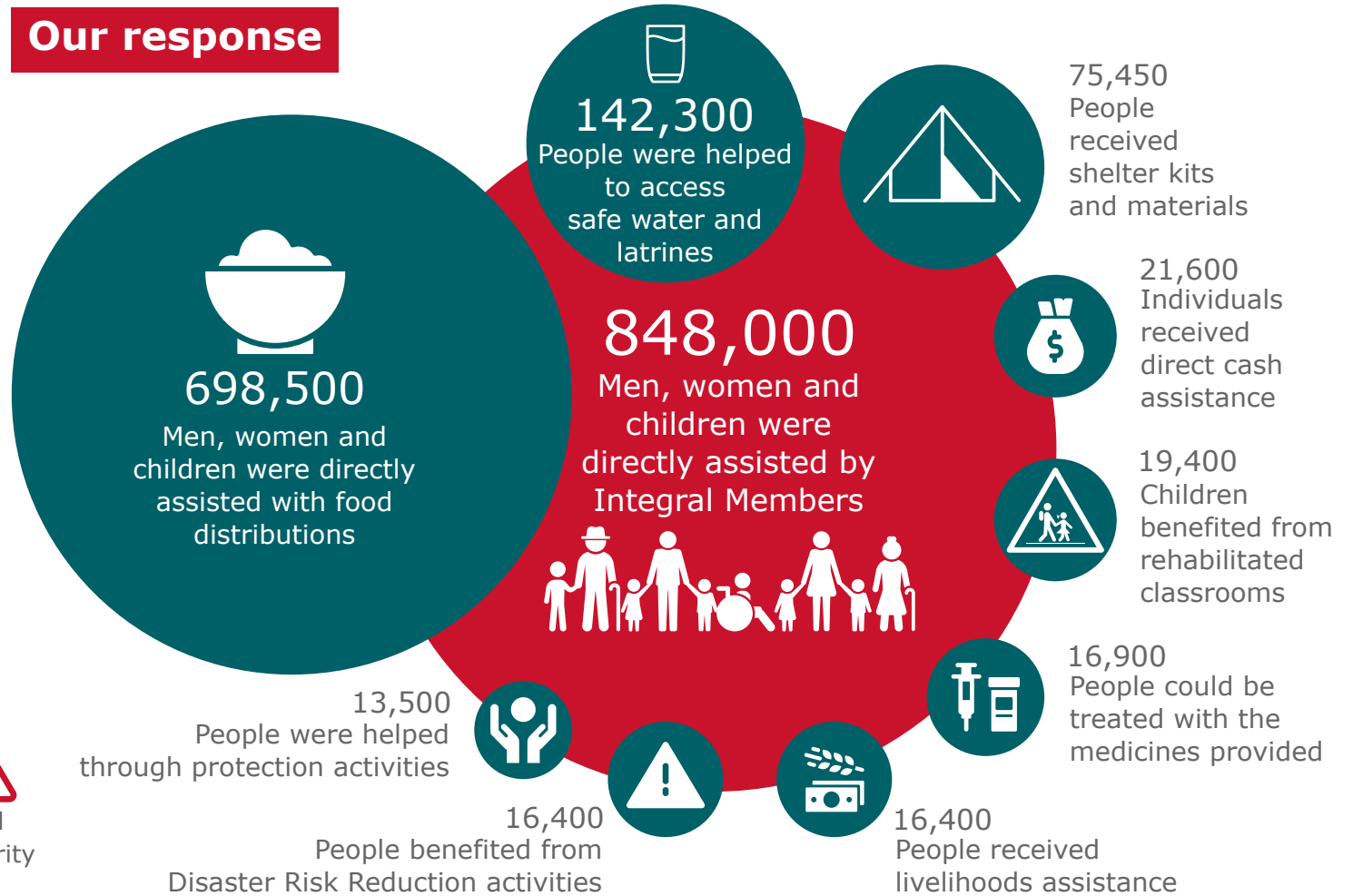
The context



	Nearly 3 million people affected
	390,000 people displaced
	Torrential rain and high winds

- Flooding
- Water-borne Diseases
- Children at Risk
- Food Insecurity

Our response



25 March 2019
Integral Disaster Response launched

18 Integral Members worked together to respond to this disaster

Localisation Commitments

For our work together in disasters, Integral Members will:



1. Act as locally as possible.



2. Recognise that capacity development is a two-way process — from an Integral Member to Partners, as well as from Partners to Members. We will increase support for local Partners and communities through capacity strengthening, allowing for effective and accountable humanitarian action.



3. Work to ensure the voices are heard and capacities of local Partners are known in international fora, coordination systems and with donors.



4. Ensure that information is shared in a transparent way with local Partners, and that local Partners are involved in decision-making throughout the project cycle.



5. Ensure funds flow as directly as possible to local Partners, maintaining quality programming, strong risk management, robust accountability, and minimising transaction costs.

Integral: Our Commitment to Quality & Accountability



Core Humanitarian STANDARD

Integral is a global alliance of Christian relief and development agencies, working together to present a more effective response to poverty worldwide.

We believe that:

- more people in need will be helped if relief and development agencies combine their resources, and put their Christian faith into action by working together;
- by working together, expressing organisational humility and servanthood, we can demonstrate the character of God to a world in need;
- God cares deeply for people living in poverty, illness, hunger, conflict, alienation and oppression.

As an alliance we want to put people first. We are convinced that God calls us to express love for the world through practical actions. God calls us to serve those who are the least, the forgotten, the most vulnerable, and the unfortunate to the best of our ability. We therefore want to be intentional in our mutual accountability for the quality of our work.

Integral is committed to maintaining high quality in our work in accordance with internationally recognised standards^[1] which respect international law and humanitarian principles.

Consistent with our Christian faith and values, the Integral Alliance endorses and commits to working towards the Core Humanitarian Standard.

Integral's Members are committed to working towards ensuring that our work, and that of our Partners, upholds the standards and good practices of the global relief and development community.

[1.] Red Cross- Code of Conduct & Sphere Guidelines

Integral: MALT: How Integral Adds Value for Members

In our annual MALT survey, we ask Members how Integral adds value to their work. These are some of the things they told us in 2020.



Timely information

shared when disaster strikes, often by a Member who has staff on the ground.



Access to funding

shared by other Members, from both private and institutional donors.



Communications

resources freely shared by Members, including high-quality photographs and videos.



Expanded reach

through trusted operational Members and a wider group of trusted Partners.

Disaster Response

Disaster Response remains the most important aspect of most Members' collaboration in Integral.



Transparency

on other Members' planning and budgeting, facilitated by the Integral Disaster Response Process.



Help on the ground

from other Members' staff through sharing resources, information and contacts.



Joint evaluations

which provide an opportunity to learn from one another's practice.



Joint capacity building

of shared Partners — a more efficient and effective way to work.

Learning

Learning from one another is increasingly recognised as a benefit of Membership.



Integral meetings

provide Members with opportunities to learn from one another and from good practice.



Integral webinars

are set up in response to Member priorities.



Peer-to-peer

learning when Members freely share their own experience with one another.



Encouragement from **relationships** with Christian professionals.



The **opportunity to compare work** across organisations and **learn** from one another's practice.



Inspiration and ideas, particularly for marketing and fundraising.

Integral: Learning in Integral

- In 2020 the Secretariat increased opportunities for Members to connect and learn from one another.
- This year every Member was able to identify learning from Integral that they have applied to their work.
- As a result of the COVID-19 pandemic the Secretariat also provided more external, expert input on various topics virtually.
- This year we have held 23 webinars, with over 300 participants taking part.



Over the last three years, Members have increasingly been able to describe how learning from Integral has impacted their practice.



These quotes reflect how Members have made changes as a result of learning from Integral.

“ The current situation with COVID-19 has been a great opportunity for collaboration. Our membership in the Integral Alliance brings the opportunity for constructive engagement with global peers, in a reciprocal and non-competitive way. In the past 12 months this shaped major developments, all of which were (or are being) catalysed by engaging with other Integral Members. ”
(IMG)

“ Integral's work on the issue of localisation has helped us to better understand how this applies to us and our independent local Partners. We are better informed and better prepared to contribute to the positive elements of localisation. ”
(Board)

“ We learned from a fellow Integral Member of a simple and practical tool for recording direct feedback and complaints from communities that are spoken directly to staff. The tool provides a simple way for field staff or visiting staff to record feedback, and collate it at a project or even organisational level. ”
(IPG)



23

Webinars



300

Participants

Learning Areas covered in 23 webinars



Human Resources

- Mental Health and Vicarious Trauma
- Role-modelling
- COVID-19 and your Duty of Care
- Diversity and Inclusion



Marketing

- Ethics and Dignity in Humanitarian Communications
- Live Events on Social Media
- Working with Major Donors
- COVID-19 and Fundraising



Programmes

- COVID-19 and Assessments
- CHS: Developments with CHS Alliance
- CHS: Peer learning
- Early Responders



Integral

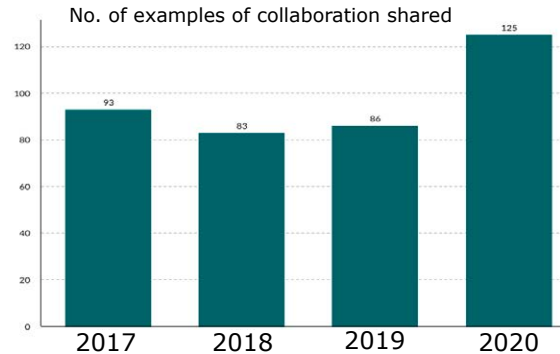
- Integral Orientation
- Introduction to Integral Members Area
- Integral and Accord: Diversity and Inclusion
- Integral and Accord: USAID

Integral: MALT 2020: Country Collaboration



More Collaboration

The 2020 MALT shows increased levels of bilateral and multilateral collaboration, both at HQ and field level.



Members reported more examples of collaboration this year.



Disaster Response

Collaboration continues to be most likely to happen in a country where there is, or has been, an Integral Disaster Response.

Members reported most collaboration in these ten countries in 2020:

- Indonesia
- Bangladesh
- Mozambique
- South Sudan
- Malawi
- Uganda
- Colombia
- Lebanon
- Yemen
- Syria



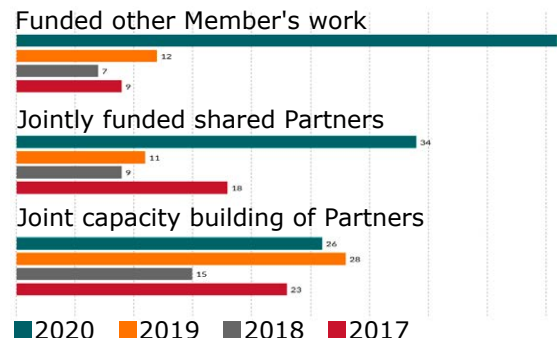
Multilateral Collaboration

More than 30% of examples involved three or more Members working together.



Stronger Partnerships

54% of Members want to contribute to Integral over the coming year by building stronger partnerships at country level. Both operational and cooperational Members expressed the desire to do this.



Country-Level Collaboration

It is encouraging to see a steady increase in country-level engagement over the last four years.

Integral: MALT 2020: Funding Collaboration



Sharing Funding

Members reported more examples of funding each others' work and jointly funding shared partners in 2020.



Future Funding

33% of Members would like to create more funding opportunities in future.



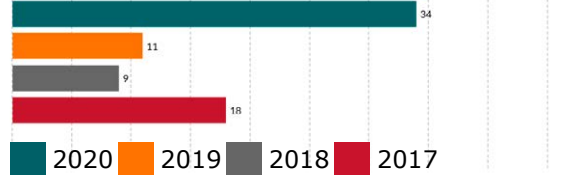
Joint Funding

Members shared 29 examples of developing joint funding proposals.

Examples of funding other Members' work

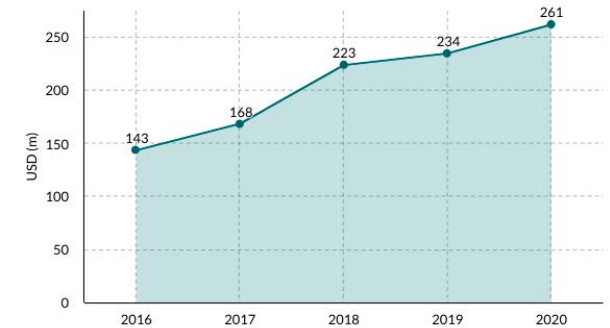


Examples of jointly funding shared Partners



High Compliance Donors

The amount raised by Members from High Compliance Donors (HCDs) has been steadily increasing over the last five years.

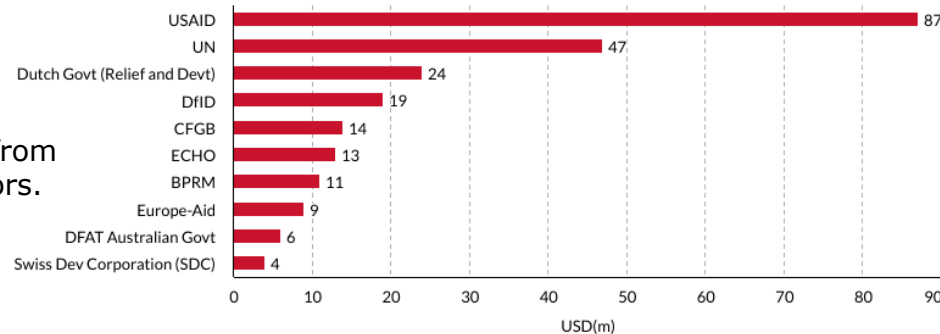


43 HCDs support the work of Integral Alliance Members.



91% of donor income came from these ten donors.

Top Ten Donors



While funding from HCDs is important for Members, a diverse funding base is one of the strengths of our Alliance.



85% of Integral Members have at least one relationship with a HCD.

Integral: Structure and Groups



Ian McInnes
Board Chair

Integral Board

- Oversees legal and financial governance
- Receives and discusses strategic input from IMG, IPG and Secretariat
- Sets the strategic direction of the alliance

Executive Committee

- Mandated to supervise the annual work plan and running of the alliance

Finance and Administration Committee

- Advises the Board on financial stability, viability and health of the alliance



Jon Beighle
IMG Chair

Integral Marketing Group (IMG)

- Coordinates communication around our Disaster Responses
- Oversees all marketing and fundraising cooperation within the alliance
- Provides a platform to share learning

Board IMG Committee

- Strategic oversight of IMG and their meeting agendas
- Monitors IMG progress against agreed strategic priorities

Integral Secretariat

- Runs joint Disaster Responses
- Coordinates core group activities
- Spiritual support for our Members
- External engagement with stakeholders and global partners

Board IPG Committee

- Strategic oversight of IPG and their meeting agendas
- Monitors IPG progress against agreed strategic priorities

Integral Programme Group (IPG)



Rhonda Eikelboom
IPG Chair

- Facilitates collaboration in Disaster Responses
- Coordinates all programme activity in the alliance
- Provides a platform to foster collaboration outside disasters

Integral Quality Assurance Task Force

- Oversees alliance-wide mechanisms to ensure the quality of our work is continually improving

Early Responders Group

- Focuses on improving the effectiveness of the alliance's response in the early stages of a disaster

The Integral Board and ExCo

KEY THEMES

COVID-19 has impacted on our work and meetings this year. 2020 has seen the Integral Board meet more often than any other year. We held our usual biannual meetings in April and October virtually with updates on progress against strategy and all business and governance voting completed. The Board also met four further times through the year for more peer learning and discussion in smaller groups, including sharing on 'Leading in Uncertain Times'.

ACHIEVEMENTS AND KEY DECISIONS

- 2020 marked the 15th Anniversary of Integral. CB Samuel from India gave us three challenging messages on 'Reimagining Mission' to mark our anniversary, provoking thoughtful discussion.
- The Board approved a level of delegation of authority to the Executive Committee (ExCo), which enables work to continue more smoothly.
- In April 2020 the decision was taken by the Board to revise the Integral budget in light of COVID-19.
- A revised and reduced Integral budget was agreed mid-year in light of the global pandemic and its impact on Members.
- Integral's Localisation Statement was finalised and approved by the Board.
- Clear Board support was shown for the direction and progress of our collaborative work in Neglected Crises.



PARTICIPATION

All Members were present for at least one of our biannual governance meetings. In addition to the six Board meetings, there were four ExCo meetings, two FAC calls, and two calls for the IPG and IMG Board committees to ensure good communication between all core Integral groups.

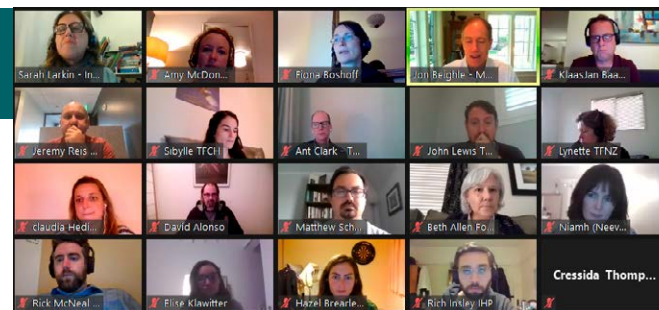
We are sad to say farewell to Mission Alliance (Norway), who left Integral at the end of December 2020 as their new strategy leads them in a different direction to Integral's focus on disaster response.

“ *In an increasingly balkanised and competitive world that in many ways is experiencing disunity, Integral remains a prophetic anchor of Kingdom unity. Thus Integral and our approach is not only a prophetic witness to the world but also forms us individually and corporately. The currency of Integral is partnership and partnership by its very nature embraces humility.* ”

Board, Food for the Hungry



The Integral Marketing Group (IMG)



KEY THEMES

In 2020 the key areas of work for the IMG were:

- Fundraising in a Global Pandemic – sharing fundraising progress, scenario plans and case studies, and learning and best practice around leading and motivating staff teams, church engagement and digital acquisition.
- Dignity in Humanitarian Communications – a new working group has started looking at this topic with the aim of producing standards to be incorporated into our joint DR process.
- Localisation – exploring the relevance for the IMG and how best to contribute to Integral’s Localisation Commitments.
- Neglected Crises – three IMG members are on the Integral Neglected Crises Working Group. The IMG will continue discussing how to contribute to the Integral strategy on Neglected Crises as it develops.

ACHIEVEMENTS AND KEY DECISIONS

In DR:

- The Informed Consent Working Group completed their work and disbanded in April 2020. Informed consent minimum and gold standards are now incorporated into our Integral DR process. The survey of Members’ own standards will be updated annually in the MALT.
- In October 2020 a new IMG working group formed – Dignity in Humanitarian Communications. This will enable sharing best practice across the alliance and define ethical principles to guide our humanitarian storytelling. This work will also inform Integral’s approach in DR, which includes localisation and a commitment to the Core Humanitarian Standard, as well as input into Integral’s wider safeguarding policy.

Outside DR:

- The webinars that took place this year to share learning and best practice were on the topics of Live Events on Social Media, Major Donors and Ethics and Dignity in Humanitarian Communications.

PARTICIPATION

The regular biannual IMG meetings were held virtually in both April and October 2020. Nineteen out of 22 Members were represented at both sets of meetings. In 2020 the IMG also met twice more to share case studies about fundraising in a global pandemic – a total of 36 people attended these extra two calls. A total of 49 attended the three IMG webinars held this year.

“*Integral enables me to grow personally and professionally through great learning from colleagues at other organisations. ...the greatest benefit in marketing/comms is that the typical walls of competition come down and we are able to share with and learn from each other without concern that someone will “steal” our ideas or use them without our permission. It’s a wonderful, collaborative environment.*”

IMG, World Concern



The Integral Programme Group (IPG)



KEY THEMES

Work progressed on the IPG priority areas of:

- Localisation – building on findings from a series of five Partner Listening Forums and learning from the Partner-led tsunami response in Sulawesi.
- Quality – drawing on learning from our joint evaluation of our response to the Sulawesi tsunami, and supporting Members in working towards the Core Humanitarian Standard.
- Neglected Crises – building on an external consultancy to develop a strategy for Integral.
- COVID-19 – working to share information and learning as Members pivoted their programmatic work in the face of the global pandemic.

ACHIEVEMENTS AND KEY DECISIONS

- Report from five Partner Listening Forums delivered by consultant in March 2020 to inform Integral’s localisation approach.
- Finalisation of Integral’s Localisation Statement and subsequent approval by the Integral Board.
- Neglected Crises external consultancy completed and processed by all groups in April 2020, leading to work to develop an Integral Strategy and formation of a cross-disciplinary working group for Neglected Crises.
- The Sulawesi Disaster Response Joint Evaluation recommendations finalised and an action plan agreed in April 2020.
- Two webinars on the Core Humanitarian Standard took place in September 2020.

PARTICIPATION

The regular biannual IPG meetings were held virtually in both April and October 2020. All Integral Members were represented at both sets of meetings. The Early Responders Group also met virtually in September 2020, bringing staff from nine operational Members together. Additionally IPG members took part in two IPG conference calls, and several optional webinars related to COVID-19 and the Core Humanitarian Standard. Participation in IPG working groups remains high, including on Localisation, Quality Assurance and Neglected Crises.

“*Integral allows us to access additional funds, share practical information and resources during emergencies with like-minded organisations in a safe/friendly/honest environment. We have agreement on clearer, more effective ways of working when we collaborate in disasters, and participate in dialogue/thinking/initiatives that we might not have the time or capacity to do on our own.*”

IPG, Mission East



Future Plans

Integral's 15th anniversary year has been challenging and unexpected with the coronavirus affecting all areas of our work. This includes the work our Members do in over 90 countries to the running of meetings and the functioning of our small Secretariat. We have nevertheless been able to continue supporting our Members and facilitating connections and collaboration between them to a greater extent than ever before. I remain enormously grateful to our small Secretariat team for their dedication and hard work. After eight years with Integral, Rebecca Warren-Heys left the Secretariat team to pursue a career in teaching. We are so grateful for her dedication, godliness and enormous range of gifts and skills used for God's glory and Integral's benefit. We also thank all of our Members who have responsibilities in our formal structures and working groups for their continued commitment and support of Integral.

Our combined reach and impact continues to grow as we move forward in our work on current disasters and Neglected Crises into 2021. We know that the pandemic is and will be disproportionately affecting poor and vulnerable people around the world, so our combined efforts will make a greater impact than each of our Members working alone. 2021 will see Members agree selection criteria, forging a way for selecting a pilot Neglected Crisis. The ultimate aim of this area of work is to bring together our Members' strengths in the face of such challenging and underfunded humanitarian situations.

In 2020 we agreed our Integral approach to Localisation and Statement of Intent, in which we state:

Integral believes that, at its heart, localisation is about a form of biblical "Jubilee" – a genuine realignment of power, enabling decision-making at a local level. Shifting power into the hands of those most vulnerable is an expression of Integral Members operating in a biblical way as they seek to alleviate suffering and restore hope in contexts of injustice.

In solidarity with our Members having to make cuts in their organisations, we reduced our 2020 budget and have agreed a tight budget for 2021. We are also halving fees for 2021, and as we always do, will continue to closely monitor how to provide added value for our Members in the most prayerful and efficient way we can.

Thank you for taking the time to look at our Annual Report – we are so grateful for your interest and for God's faithfulness to us over the last 15 years. We look forward with hope to all that 2021 brings.



Fiona Boshoff
CEO of Integral Alliance



Structure, Governance and Management

MEMBERSHIP

The members of the charitable company are the subscribers to the Memorandum and Articles of Association and any members subsequently admitted to membership by existing members. In the event of winding up, members guarantee to contribute up to £1 towards the costs of winding up and meeting any liabilities while they are members and within 12 months of ceasing membership. At 31 December 2020, the number of members was 22.

POLICIES

The Board have ratified policies in the following areas:

- Complaints and Concerns which includes Whistleblowing. This can also be found in the public domain on Integral's website. Reporting back on any complaints received is a standing item on every ExCo agenda. No complaints were received in 2020.
- Finance, including updating of the Secretariat Finance Policy Manual.
- Conflict of Interest for our trustees which is part of our constitution (Memorandum and Articles of Association).
- Risks and Hazards documentation update.

All our policies have a regular review cycle which varies from 18 months to three years.

SUBCOMMITTEES

We have Terms of Reference for each sub-committee which are regularly reviewed. The most recent Board approval was for the newly formed Neglected Crises working group. The Board agreed to give the ExCo more responsibility to discuss, review and make decisions on policies, Secretariat staffing, forming and approving new sub-committees or working groups, potential new members and to deal with complaints and concerns.



Administrative and Legal Details

REGISTERED ADDRESS

Egale 1
76-80 St Albans Road
Watford
WD17 1DL

PRINCIPAL STAFF

F Boshoff – Company Secretary

BANKERS

HSBC, 61 High Street
Staines-upon-Thames
Surrey, TW18 4QW

INDEPENDENT EXAMINER

Nicola Anderson, FCA, FCIE

189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL

BOARD OF DIRECTORS AND CHARITY TRUSTEES

Each Member Agency nominates one person to the Board, who is the CEO or President of the Member Agency. Positions on standing committees of the Board, such as the Finance and Audit Committee and Executive Committee, are voted for by Board Members.

Member	Country	Name	From	To
CEDAR Fund	Hong Kong	R Kwong	1 June 2016	15 May 2020
Food for the Hungry	USA	M Meyers M Viso	1 October 2018 1 March 2020	8 March 2019
Integra Venture	Slovakia	A Bussard	13 October 2006	
International Health Partners	UK	<i>A Paterson (Treasurer)</i>	1 November 2017	
Norwegian Mission Alliance	Norway	A Andersen	1 March 2016	31 December 2020
Medair	Switzerland	D Verboom	1 April 2018	
Medical Teams International	USA	<i>M Newsome</i>	1 September 2016	
Mission East	Denmark	K Hartzner	8 October 2008	10 July 2020
SEL	France	P Guiborat	7 April 2006	
Tearfund Australia	Australia	M Maury	13 October 2010	
Tearfund	Belgium	C van Maelsaeke	4 October 2005	
Tearfund	Canada	W Johnson	1 January 2017	
Tear	Netherlands	M van Bergeijk	2 December 2019	
Tearfund New Zealand	New Zealand	<i>I McInnes (Chair)</i>	2 January 2013	
TearFund	Switzerland	<i>A Foerster T Stahl</i>	1 February 2016 1 September 2020	31 August 2020
Tearfund	UK and Ireland	<i>N Harris</i>	23 November 2015	
Tearfund	Ireland	S Kelly	1 July 2015	
Transform Aid International	Australia	J Hickey	19 October 2012	
World Concern	USA	J Tegman N Archer	1 October 2013 6 April 2020	13 January 2019
World Relief	USA	S Arbeiter	15 August 2016	
World Renew	USA/Canada	<i>I Kaastra-Mutoigo</i>	31 July 2015	
ZOA	Netherlands	C Lukkien	19 July 2017	

Names in italics are members of the Executive Committee as well as the Board at year end.



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Financial Review

The income of the Trust is primarily derived from membership fees and donations from trusts, corporations and individuals. During 2020, the charitable company received total incoming resources of £313,662 (2019 - £418,722). Resources expended on charitable activities amounted to £262,667 (2019 - £364,472).

The Reserves Policy as agreed at the April 2016 Board meeting was to ensure Integral kept a minimum of six months operating costs as reserves. As mentioned in the narrative section previously, in light of the COVID-19 pandemic, a revised and significantly lower budget was presented to the Board in July 2020. The Board agreed the revised budget and revised the reserves policy to four month's operating costs. This equates to approximately £80,000 based on 2020 unrestricted

expenditure of £240,687. Unrestricted funds carried forward at 31 December 2020 were £417,520, of which £20,000 (2019: £20,000) were designated as explained in note 12 and £1,145 are tied up in Fixed Assets, leaving £396,375 of free reserves.

In light of this, and the financial impact of the COVID-19 pandemic on the Members, the Board agreed to reduce fees for 2021 to half the 2020 level and continue to discuss 2022 fee levels. It is anticipated that this, combined with revised budgets, will reduce free reserves by approximately £300,000 by 31 December 2022. The Board will continue to monitor the impact of the global pandemic on operations and review the reserves position throughout 2021.



Directors' Responsibilities in the Preparation of the Financial Statements

Company law requires the Directors to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the charitable company and of the net incoming resources for the period. In preparing the financial statements the Directors are required to:

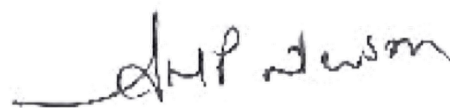
- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to do so.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking steps for the prevention and detection of fraud and other irregularities.

This report and the financial statements have been prepared in accordance with:

- the special provisions of part 15 of the Companies Act 2006 relating to small entities;
- the provisions of the Charities Acts that determine the form and content of Charity Annual Reports; and
- Reporting and Accounting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in July 2014.

Approved by the Directors on 22 April 2021 and signed on their behalf by:



A Paterson

Treasurer and Director
Integral Alliance



N Harris

Director
Integral Alliance

Type text here

Independent Examiner's Report to the Trustees of Integral Alliance

I report to the charity trustees on my examination of the accounts of Integral Alliance (co. no. 5442605 and charity no: 1112515) for the year ended 31 December 2020, which are set out on pages 42 to 49.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination, giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Nicola Anderson, FCA, FCIE
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL

25 April 2021

Dated:

**INTEGRAL ALLIANCE STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2020**

		2020	2020	2020	2019	2019	2019
	Note	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
		£	£	£	£	£	£
Income from:							
Grants and Donations	2	16,000	6,579	22,579	24,750	4,770	29,520
Charitable Activities	3	-	290,926	290,926	-	388,862	388,862
Investments		-	157	157	-	340	340
Total Income		16,000	297,662	313,662	24,750	393,972	418,722
Expenditure on:							
Raising Funds		-	-	-	-	-	-
Charitable Activities		(21,980)	(240,687)	(262,667)	(24,950)	(339,522)	(364,472)
Total Expenditure	4	(21,980)	(240,687)	(262,667)	(24,950)	(339,522)	(364,472)
Exchange Gains		-	1,548	1,548	-	-	-
Net Income/ (Expenditure)		(5,980)	58,523	52,543	(200)	54,450	54,250
Reconciliation of Funds							
Total Funds Brought Forward		6,317	358,997	365,314	6,517	304,547	311,064
Total Funds Carried Forward		337	417,520	417,857	6,317	358,997	365,314

INTEGRAL ALLIANCE BALANCE SHEET AS AT 31 DECEMBER 2020
COMPANY NUMBER: 5442605

	Note	£	2020 £	2019 £
Fixed Assets	8		1,145	1,840
Current Assets				
Debtors and Prepayments	9	8,107		6,820
Cash at Bank		423,815		362,367
		431,922		369,187
Creditors: Amounts Falling Due Within One Year	10	(15,210)		(5,713)
Net Current Assets			416,712	363,474
Net Assets			417,857	365,314
Funds of the Charity	11			
Restricted Funds			337	6,317
Unrestricted Funds				
Designated			20,000	20,000
General			397,520	338,997
			417,857	365,314

The notes on pages 44 to 49 form part of these financial statements

The Directors approved these financial statements on 22 April 2021.

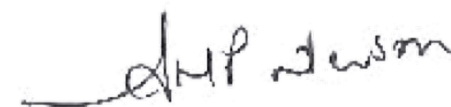
For the year ended 31 December 2020 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Signed on behalf of the Board



A Paterson
Treasurer and Director, Integral Alliance



N Harris
Director, Integral Alliance

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1. ACCOUNTING POLICIES

BASIS OF PREPARATION

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

Going Concern

As explained in the financial review, the Board consider reserves to be more than adequate to mitigate any impact the global pandemic will have on the financial health of the charity and that there are no material uncertainties

about Integral's ability to continue as a going concern.

Income Recognition

Income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income received in advance of entitlement passing to the charity is deferred until the criteria for recognition are met.

Expenditure Recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Allocation of Costs

Direct Activity Costs comprise those costs that contribute directly to an activity and are allocated to the relevant activity.

Support costs are initially identified between governance and other support costs. Governance costs comprise all costs involving the public accountability of the Foundation

and its compliance with regulation and good practice. These costs include independent examination and legal fees. Other support costs comprise the general running costs of the charity. Support costs are allocated to the relevant activity based on the staff time attributed to the activity.

All costs, including apportionment of support and governance, are allocated against the fund to which they relate.

Restricted Funds

These represent income received that is subject to specific restrictions for use determined by the donor which is narrower than the charitable company's general objects.

Unrestricted Funds

These represent all other funds held for the general purposes of the charitable company. Funds set aside by the trustees for specific purposes are shown as designated funds.

Capitalisation and Depreciation

Equipment costing over £350 is capitalised and depreciated over its useful life, which in all cases is estimated at three years.

2. INCOME FROM GRANTS DONATIONS

	2020	2019
	£	£
Grants		
Trusts and Foundations	16,000	-
Individual		
Donations		
Trusts and Foundations	-	11,000
Individuals	6,579	18,520
	22,579	29,520

3. INCOME FROM CHARITABLE ACTIVITIES

	2020	2019
	£	£
Membership Fees	290,926	292,033
Contributions to Programmes	-	96,829
	290,926	388,862

4. RESOURCES EXPENDED BY ACTIVITY

	Direct Costs	Grant Funding	Support Costs	Total
	£	£	£	£
Activities for Raising Funds	-	-	-	-
Charitable Activities				
Coordination and Infrastructure	54,945	-	13,663	68,608
Programmes and Development	85,403	16,000	25,217	126,620

	Direct Costs	Grant Funding	Support Costs	Total
	£	£	£	£
Marketing and Communications	54,008	-	13,431	67,439
2020 Total	194,356	16,000	52,311	262,667
Activities for Raising Funds	-		-	-
Charitable Activities				
Coordination and Infrastructure	124,523	-	19,693	144,216
Programmes and Development	128,474	-	20,318	148,792
Marketing and Communications	61,705	-	9,759	71,464
2019 Total	314,702	-	49,770	364,472

5. SUPPORT AND GOVERNANCE COSTS

	2020	2019
	£	£
Support		
Staff Costs	14,734	10,197
Travel	467	524
Technology	9,281	5,854
Office	441	876
Professional Support	6,026	5,234
	30,949	22,685
Governance		
Staff Costs	20,549	19,889
Board Travel and Accommodation	-	4,748
Independent Examiner's Fee	800	2,435
Other Costs	13	13
	21,362	27,085
Total	52,311	49,770

6. NET INCOME

	2020	2019
	£	£
This is stated after charging:		
Depreciation	1,470	1,520
Independent Examiner's Fee		
<i>Examination</i>	800	2,448
<i>Other Services</i>	2,542	4,603

7. SALARIES AND RELATED COSTS

	2020	2019
	£	£
Gross Salaries	167,518	166,673
UK Social Security Costs	8,037	6,654
Foreign Social Security Costs	10,849	13,470
Pensions	15,674	17,039
	202,078	203,836
Average Number of Employees (Head Count)	5.5	5.8
Average Number of Employees (Full Time Equivalent)	3.9	4.1
No employees earned over £60,000		

The trustees and Executive Director are considered key management. The total remuneration, including on-costs and pension, paid to key management amounted to £73,685 (2019: £73,484). Trustee expenses are shown in note 14.

8. FIXED ASSETS

	Office Equipment
	£
Cost	
Brought Forward	11,487
Disposals	(954)
Additions	775
As at 31 December 2020	11,308
Depreciation	
Brought Forward	9,647
Eliminated on Disposal	(954)
Charge for Year	1,470
As at 31 December 2020	10,163
Net Book Value	
As at 31 December 2019	1,840
As at 31 December 2020	1,145

9. DEBTORS

	2020	2019
	£	£
Trade Debtors	-	1,400
Other Debtors	3,300	3,300
Prepayments and Accrued Income	4,807	2,120
	8,107	6,820

10. CREDITORS

	2020	2019
	£	£
Accruals	816	5,713
Deferred Income	13,750	-
Other Creditors	644	-
	15,210	5,713
Movement on Deferred Income		
Brought Forward	-	11,000
Released	-	(11,000)
Received in Year	13,750	-
	13,750	-
As Above	13,750	-

11. MOVEMENT IN FUNDS 2020

	At 1.1.2020	Incoming Resources	Resources Expended	Gains	At 31.12.2020
	£	£	£	£	£
Restricted Funds					
Information Officer	5,980	-	(5,980)	-	-
Pitch a Project	337	-	-	-	337
Compassion Covid-19		16,000	(16,000)	-	-
Total Restricted	6,317	16,000	(21,980)	-	337
Unrestricted Funds					
Designated					
Short-term Coordination	20,000	-	-	-	20,000
Total Designated	20,000	-	-	-	20,000
General	338,997	297,662	(240,687)	1,548	397,520
Total Unrestricted	358,997	297,662	(240,687)	1,548	417,520
Total Funds	365,314	313,662	(262,667)	1,548	417,857

11. MOVEMENT IN FUNDS 2019

	At 1.1.2019	Incoming Resources	Resources Expended	Transfer	At 31.12.2019
	£	£	£	£	£
Restricted Funds					
Infrastructure	1,853	-	(1,853)	-	-
Information Officer	3,164	24,750	(21,934)	-	5,980
Pitch a Project	1,500	-	(1,163)	-	337
Total Restricted	6,517	24,750	(24,950)	-	6,317
Unrestricted Funds					
Designated					
Emergency Fund	3,913	-	(3,913)	-	-
Short-term Coordination	-	-	-	20,000	20,000
Total Designated	3,913	-	(3,913)	20,000	20,000
General	300,634	393,972	(335,609)	(20,000)	338,997
Total Unrestricted	304,547	393,972	(339,522)	-	358,997
Total Funds	311,064	418,722	(364,472)	-	365,314

12. PURPOSE OF RESTRICTED FUNDS

Infrastructure Fund

This represents monies received to build the capacity of the charity to respond to needs and disasters worldwide.

Information

This represents monies received for salary and related costs of the Information Officer.

Pitch a Project

This represents funds received for seed-

funding innovative work of Integral Members, when Members are able to showcase potential projects to fellow Members during our biannual meetings.

Emergency Fund

This fund has been established to support Members in responding to small-scale, chronic or hidden emergencies that do not reach the media. Unrestricted donations of over £5,000 are allocated to this fund.

Short-term Coordination

This fund has been established to fund rapid deployment of staff or consultants in the event of an emergency.

Compassion COVID-19

This was an unsolicited gift as a sign of solidarity with Integral during 2020 to support work connected to COVID-19 pandemic.

13. ALLOCATION OF NET ASSETS BY FUND

	Restricted funds	Unrestricted funds	Total funds
	2020	2020	2020
	£	£	£
Fixed Assets	-	1,145	1,145
Current Assets	337	431,595	431,922
Current Liabilities	-	(15,210)	(15,210)
	337	417,520	417,857
	2019	2019	2019
	£	£	£
Fixed Assets	-	1,840	1,840
Current Assets	6,317	362,870	369,187
Current Liabilities	-	(5,713)	(5,713)
	6,317	358,997	365,314

14. TRUSTEE REMUNERATION AND EXPENSES AND RELATED PARTY TRANSACTIONS

	2020	2019
Board meetings are hosted by member organisations which are located worldwide when possible. Trustees received reimbursement for travel expenses to Board Meetings as follows:		
Number of Trustees	-	3
Amount Reimbursed	-	£4,748

No trustee received any other remuneration or benefit.

The aggregate amount of donations received from related parties was £2,200 (2019: £1,200).

www.integralalliance.org

INTEGRAL ALLIANCE

England & Wales - Charity number 1112515

Accounts



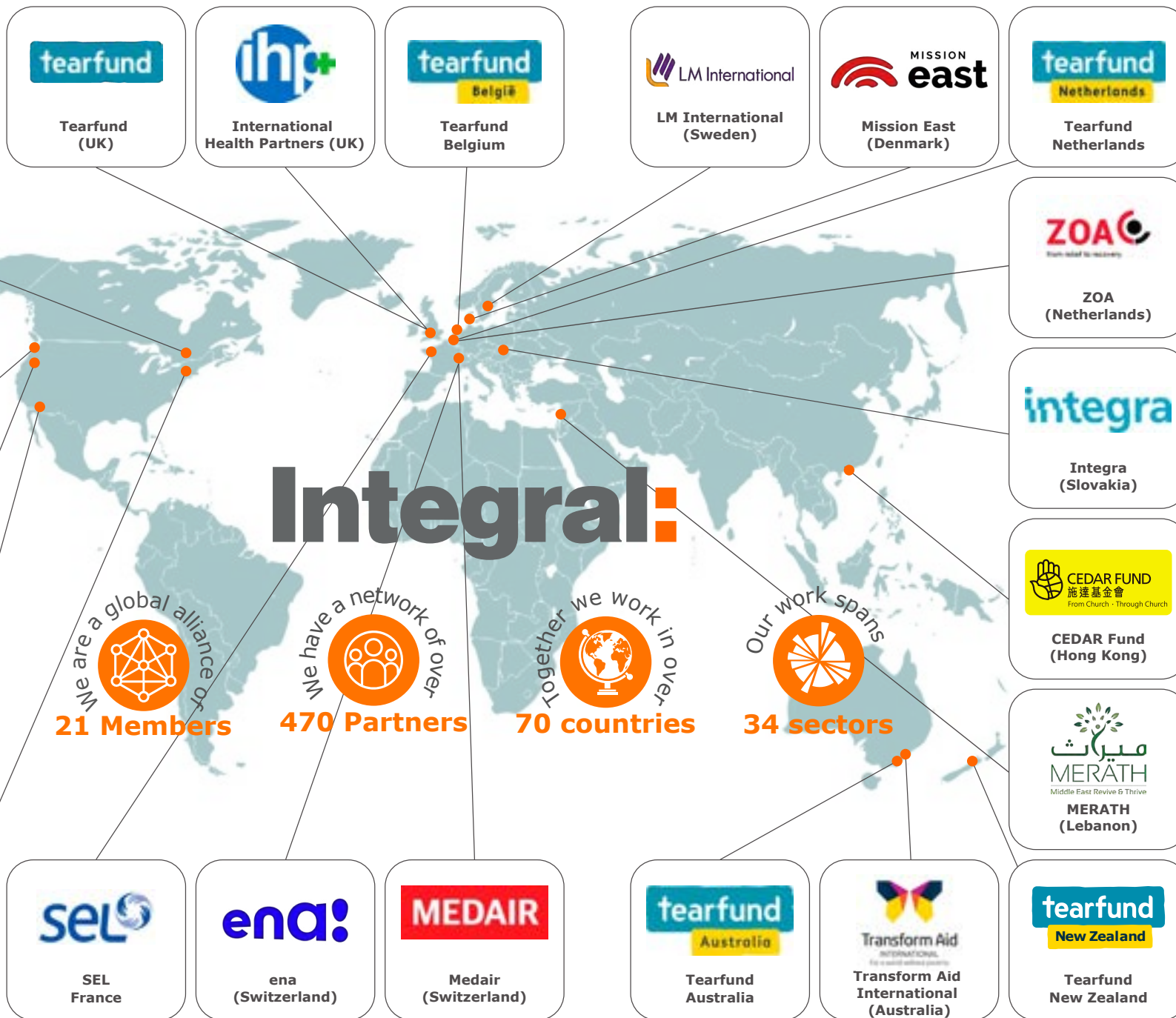
Integral:

**ANNUAL
REPORT**

**AND UNAUDITED
FINANCIAL
STATEMENTS**

2025

Integral:





Front cover: Integral Member ZOA's Partner cooking food for communities following the earthquake that hit Myanmar in April 2025 © ZOA (Netherlands)

Integral's Vision

Christian agencies uniting globally, alleviating suffering, and restoring hope, in disasters and beyond.

Our Mission

Integral exists to see God's Kingdom demonstrated by uniting our Members. We champion, encourage and facilitate collaborative working across the Alliance, particularly in disasters.

Contents

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Charitable Object

The Company's object is to promote the efficiency and effectiveness of Christian charities involved in, and the effective use of charitable resources for, the relief of poverty, suffering and distress and the prevention of disease and ill health among the people of the world.

Integral Alliance

A company limited by guarantee
For the year ended 31 December 2025
Company number: 5442605
Charity number: 1112515



“ Integral gives us a possible reach into regions and countries in which we don't have existing Partners, and therefore an ability to support humanitarian response in those places. For example, we were able to raise funds for Gaza and work through Integral Members, while we don't have ongoing work in that region.

”

TEARFUND AUSTRALIA

“ Integral remains a highly valuable platform for meaningful learning among like-minded peer organisations. It fosters strong, trust-based partnerships built through authentic relationships, open dialogue, and a spirit of collaboration that aims to enhance collective impact.

”

FOOD FOR THE HUNGRY (NORTH AMERICA)

“ It's encouraging to be in a safe faith environment with people who are putting their egos aside for the good of the alliance. This leads to honest conversations which in turn creates an environment where ideas and opportunities can be explored leading to effective collaboration, especially in the programmatic space.

”

INTERNATIONAL HEALTH PARTNERS (UK)

Foreword from our Chair



WELCOME TO OUR 2025 ANNUAL REPORT

This year has tested our sector deeply, with a 40% cut in global overseas aid impacting vulnerable communities who depend on donated food, water, and medicine. While this felt like a new kind of disaster, we've kept those most affected at the heart of every decision. These dramatic changes encouraged us to express our dependence on God. We held two 24-hour prayer events

where Integral Members and our strategic Partners joined together to pray around the clock for those most affected by these funding cuts.

We've continued to diversify our alliance, welcoming Dr Ruth Uwaifo — our first Independent Board Member — whose expertise as a Nigerian-born development economist brings fresh insight to Integral. We also bid farewell to Nick Archer, thanking him for his thoughtful contributions as Board Member and former IPG Chair.

We were thrilled to welcome MERATH from Lebanon as our first Member from the Middle East this year. In addition, our Company Members unanimously approved new Family Membership Principles and then welcomed the Tearfund Family — bringing Tearfund Ireland back into the alliance.

Our fellowship with other Christian networks remains strong. This year, we explored deeper collaboration with ACCORD (US), EU-CORD (Brussels), and Micah Global. We worked with Micah to plan and hold our Integral meetings alongside the Micah Consultation in Cape Town. These relationships allow us to learn, share expertise, and amplify majority world voices — without merging or losing our distinct identity.

Thanks to the dedication of our Secretariat team, we've continued to grow and serve with excellence.

As we look back over 2025, I want to share some reflections from our Company Member time listening to God together. These affirmed our calling: to stay focused on delivering high-quality disaster response, inspired by our faith. God's economy is not bound by budgets or global trends. He remains our strength and our hope. We are called to resist worldly patterns and allow Him to renew our minds. From this place of spiritual safety, we share a rich tapestry of fellowship and testimonies of hope.

Thank you for journeying with us. May this report reignite your faith in what God has done — and is doing — in the world.

Wholeheartedly,

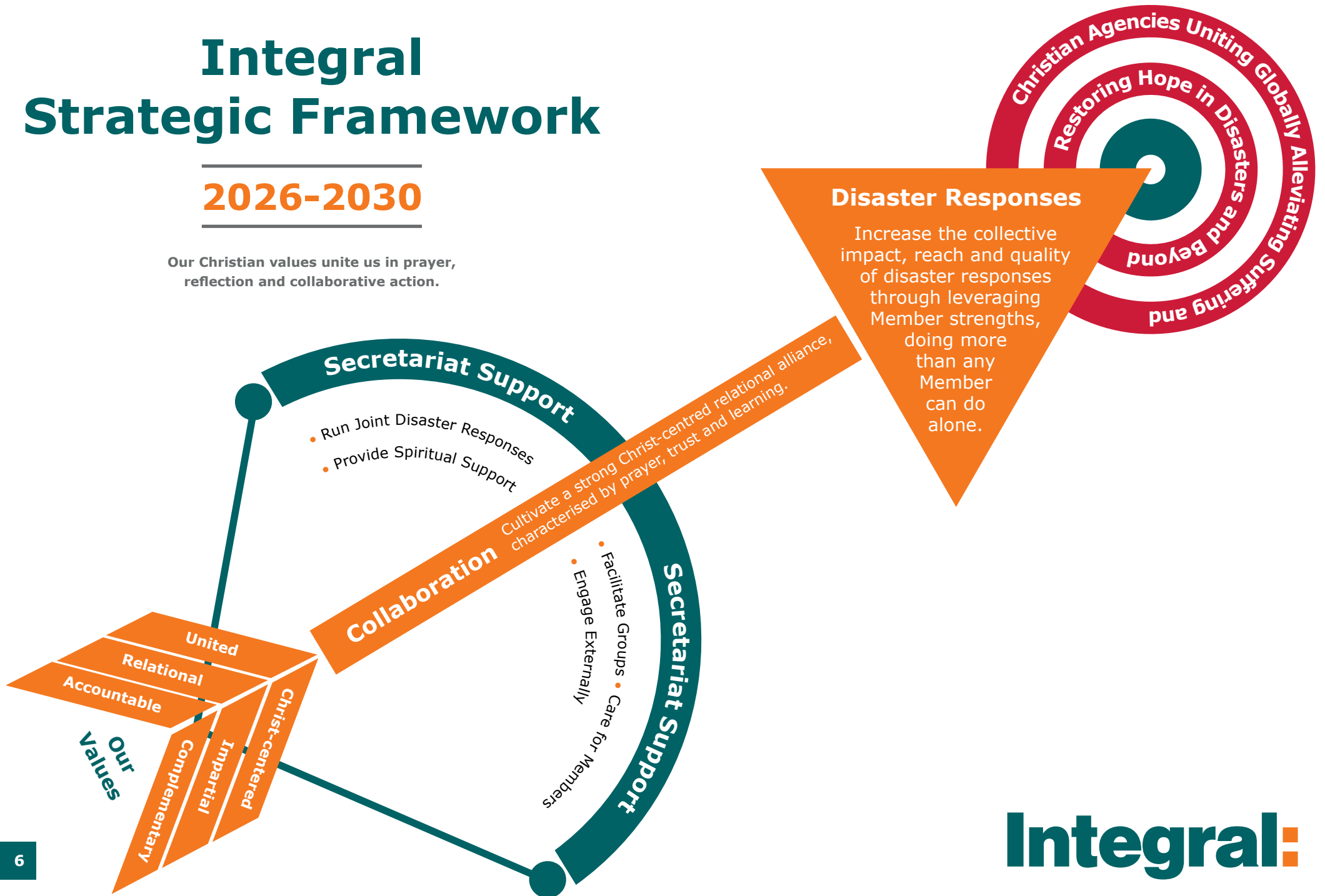
A handwritten signature in black ink that reads "Carol Bremer-Bennett". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Carol Bremer-Bennett
Chair of Integral Alliance

Integral Strategic Framework

2026-2030

Our Christian values unite us in prayer, reflection and collaborative action.



Integral:



Our Company Member listening to God exercise reminded us that no matter what challenges we face, God's perspective transcends our own. His justice prevails, and we are called to walk faithfully in His ways.

As we plan for 2026, we're excited about what lies ahead. We will:

- **Launch our 2026-2030 Strategy** continuing to focus on disaster response, aiming to reach more people and achieve greater impact together than any Member could alone.
- **Expand our Membership** exploring how to grow our alliance and welcome diverse voices to work together towards our vision of alleviating suffering and restoring hope.
- **Strengthen our Christian partnerships** by continuing to find ways to work together with other networks and alliances.
- **Engage our supporters** as we share stories of hope and invite continued support from our Christian donors and partners.
- **Face the unknown together** as we navigate an uncertain future. We walk in step with our Members, trusting in God's promises.

We move forward with hope, thanks to our small but mighty Secretariat team, whose dedication is extraordinary. I'm deeply grateful to each of them, to our committed Board and group Chairs, and to all our Members and Partners who continue to inspire us as we bring light into many dark places.

Thank you for your ongoing interest and support.

Fiona Boshoff
CEO of Integral Alliance

Integral: VALUES

Our Christian values unite us in prayer, reflection and collaborative action.

We work to create and sustain a community of trust among our Members in which collaborative work can thrive.



UNITED

We are committed to Jesus' call to unity, and believe unity is God's gift to us outworked through the power of the Holy Spirit. We unite in order to enable all people in need to flourish as God intended.



RELATIONAL

We put people first, and desire to see each person fulfil their God-given potential. We want all our interactions to be marked by servant-heartedness, generosity, openness, integrity and mutual respect. We believe that by expressing organisational humility we demonstrate the character of God to a suffering world.



CHRIST-CENTRED

We practise the presence of God in our midst through listening, Biblical reflection and prayer. We strive to provide space for the prophetic voice of the Spirit to shape and guide us as an alliance and inform our actions.



ACCOUNTABLE

We strive for professional excellence and are mutually accountable for the quality of our work to each other, those we serve, our supporters, and to God. We are a learning alliance, committed to transparency, reflecting on and evaluating our joint work, and assessing our collective impact.



IMPARTIAL

We acknowledge the image of God in every person, therefore we adhere to core principles of the Red Cross Code of Conduct and the Core Humanitarian Standard. Aid is given regardless of the race, religion, creed or nationality of the recipients, and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.

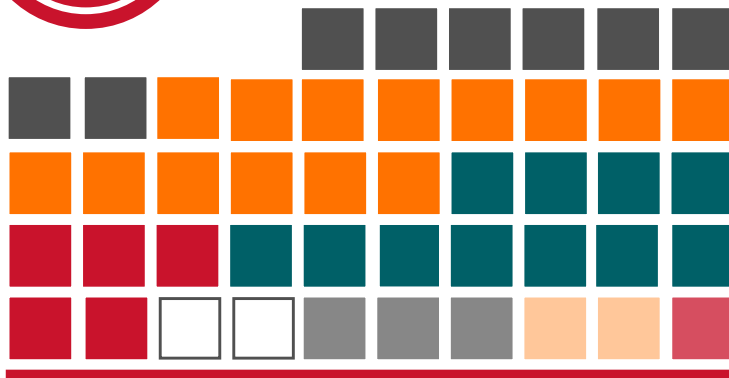


COMPLEMENTARY

As Christ has called us to be the many parts of one body, we believe that when our Members combine their strengths and work interdependently, we have greater reach and impact. By working together, we provide a more complete response to the needs of those we serve.

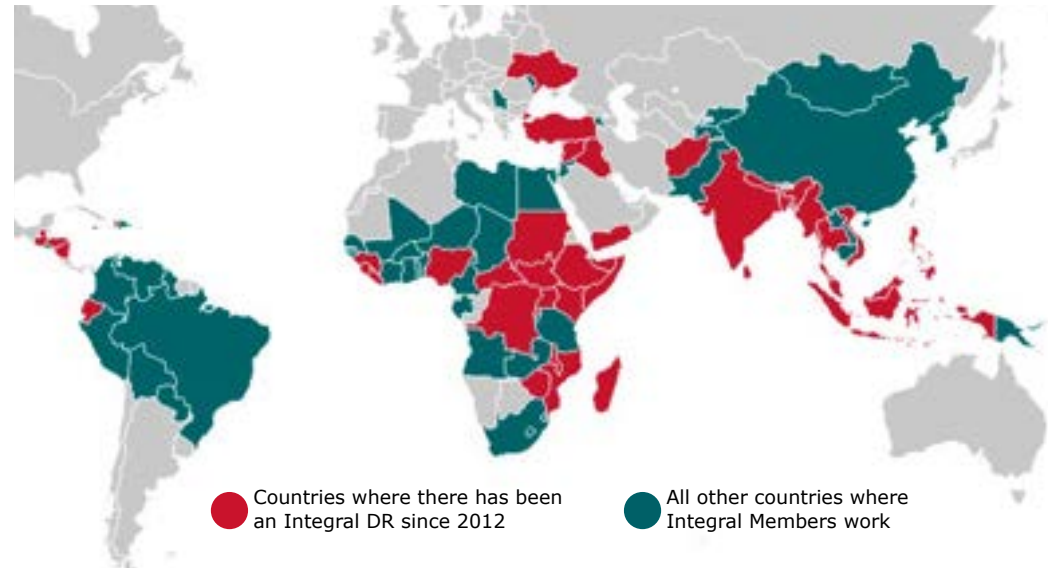
In a world that is often cynical, fragmented and hostile, we are Christians who believe that disaster and suffering are not the end of the story.

46 Disaster Responses



- Mass displacement or conflict
- Typhoon or hurricane
- Flooding
- Other disaster
- Earthquake, tsunami or volcano
- Health emergency
- Food insecurity
- Neglected crisis

- Chronic
- Low profile
- Sudden onset
- Cross-border



469

Conference calls have been chaired by the Secretariat for Integral responses.

124

Additional crises have been jointly monitored by Integral Members.

In 2012 Integral Members adopted a joint Disaster Response Process, strategically combining programming, financial and communications resources.

+5,760

Photos from Integral Responses have been shared on the Integral website for Members to use freely. Thousands more photos have been made available to Members through direct access to the online photo libraries of Food for the Hungry, Medair and Tearfund (UK).



2.9m people served by Integral Members
\$62m mobilised

Active Integral Disaster Responses:

- Indo-Pacific
- Myanmar
- Middle East
- Haiti
- Ukraine



Members are highly committed to joint responses

95%
 Of Members opted into at least one of our active Disaster Responses this year
 Disaster Response is a **catalyst** for ongoing collaboration



The value added in Disaster Response is widely appreciated

For the **sixth consecutive year**, Members told us disaster response is the area where Integral adds the greatest value*
 In 2025, the IMG scored the value added in Disaster Response **higher than ever before***



Generous sharing of communications resources

800+
 Photos shared with other Members
\$13 million
 Raised in private donations using **comms material shared** by other Members*



A culture of learning is a strong base for collaboration

145
 External evaluations in 2025 — more than in any of the last five years*
100%
 Every member of the IPG shared examples of learning from their involvement in Integral*

The context



Cyclones, record breaking rainfall and storm surges



Persistent flooding and landslides



1.2 million people displaced in five countries



Thousands of people displaced



Infrastructure damaged



Health risks



Livelihoods disrupted



Roads and bridges destroyed

Cyclones and torrential rainfall have led to catastrophic flooding and landslides across Asia and the Pacific. It is estimated 1.2 million people have left their homes to escape the floods and 1,600 people have died with many more still missing. There is also significant loss of livelihoods. Flooding and landslides have damaged roads and bridges making access difficult and hampering evacuation and rescue operations. Affected communities are in urgent need of clean water, food and essential household items.

Our response



Essential supplies



Food



Health



Shelter



Water



Integral Disaster Response launched

6

Integral Members are responding to this crisis



Distribution of tarpaulins, Myanmar, April 2025 © World Concern

'Integral Members were very supportive and not only financially... The significance of the alliance really came full circle for me, personally, as we navigated this response.'

WORLD CONCERN (USA)

A 7.7 magnitude earthquake hit Myanmar on 28 March, destroying homes, buildings and infrastructure across the region. By working together, Integral Members were able to respond quickly and efficiently, avoiding duplication and leveraging greater impact.

Example of Collaboration: Mobilising Resources Globally

Within days of the earthquake, Integral Members based in Myanmar used Integral's platform to share photos and stories describing the impact on communities. Using these materials, other Integral Members launched fundraising campaigns in Canada, US, Hong Kong, UK, Europe, Australia, New Zealand and Slovakia.

Having access to good quality photos that were quickly available and easily accessible enabled Integral Members to reach out to their supporters across the world. Together, Integral Members raised more than \$4m from private sources and quickly funded trusted Partners and operational Members in Myanmar.



190,380

People have been served by Integral Members



65,450

People received cash transfers



51,500

People received essential food assistance



49,030

People received healthcare, hygiene kits or medicines



33,270

People helped to access safe water and sanitation



14,920

People received shelter assistance





Children gather at a displaced persons site in Haiti, © World Relief

'Tearfund Netherlands has helped us access European funding for Haiti and Sudan that we would not otherwise have had access to.'

WORLD RELIEF (USA)

Integral launched a Disaster Response for Haiti in April 2024 following an eruption of gang violence in the capital, Port-au-Prince. This violence worsened an already desperate situation.

Example of Collaboration: Accessing Donor Funding

Integral Alliance Member World Relief has been present in Haiti for more than 30 years and has long-term relationships to respond with local churches. Tearfund Netherlands has worked together with World Relief in Haiti for more than two decades in multiple humanitarian and development projects. Tearfund Netherlands, as a member of the Dutch Relief Alliance, is well positioned to access donor funding. They secured funding in 2024 that enabled World Relief and their Partners to reach more than 16,000 people with clean water, sanitation and multi-purpose cash. In November 2025, following Hurricane Melissa, Tearfund Netherlands and World Relief submitted another successful proposal to respond to the resulting humanitarian needs in Haiti. In this prolonged and complex crisis, collaboration meant that an Integral Member with the capacity to respond could take timely action through funding accessed by another Member.



52,250

People have been served by Integral Members

-  **37,890** People helped to access safe water and sanitation
-  **10,020** People received cash transfers
-  **2,400** People received essential food assistance
-  **1,060** People received psychosocial support
-  **490** People received support around sexual and gender based violence
-  **480** People received shelter assistance



Integral Disaster Response launched

7

Integral Members are responding to this crisis



Treating a wound © Anera/International Health Partners

The conflict between Israel and Hamas has worsened the humanitarian crisis faced by two million people living in Gaza. Thousands of people in OPT, Lebanon and the wider region are experiencing devastating loss and trauma.

Example of Collaboration: Joining Together for Greater Impact

With a healthcare system on the brink of collapse and extremely limited medical facilities, Integral Members have come together to help equip clinics, hospitals and healthcare workers. Twelve Integral Members have supported the work of fellow Integral Member International Health Partners (IHP) who specialise in sourcing and shipping medicines and health supplies. Funding from other Integral Members enabled IHP to supply critical trauma wound dressings and primary healthcare medication to mobile health clinics and field hospitals across Gaza and the West Bank. This essential work would not have been possible without financial support from other Integral Members.



1,367,830

People have been served by Integral Members



1,100,420

People received medical treatments or healthcare



176,980

People received essential food assistance



77,760

People provided with shelter or essential household items



36,750

People received cash transfers



8,140

People helped to access safe water and sanitation



4,710

People reached with psychosocial support, child protection or education





Distributing aid, November 2025, © Sofia Stusyuk, Integra (Slovakia)

'Our response without our partnerships in the Integral Alliance would be a fraction of what we have been able to do. Thanks to all who worked with us so professionally and sacrificially. We have received enormous support from other Integral Members in building up our organisational capacity.'

INTEGRA (SLOVAKIA)

Following the invasion of Ukraine in February 2022, 18 Integral Members opted into our response. As the conflict continues, Members continue to work together to serve affected communities across Ukraine.

Example of Collaboration: Sharing Expertise

With funding support from other Members, Integral Member Integra (Slovakia) implemented a multi-sectoral response, providing food, essential household items, multi-purpose cash, shelter repairs, psychosocial support and livelihood support.

To support this scale-up, two Integral Members, Tearfund Netherlands and Tearfund (UK), provided training and consulting services. In addition, Integral Members ZOA and Medair shared advice on best practice on assessing need, prioritising the most vulnerable people and providing opportunities for feedback from participants. By working together and sharing their expertise, Integral Members ensured a high-quality response for people in Ukraine.



1,376,200

People have been served by Integral Members



407,000

People received essential food assistance



375,200

People reached with primary healthcare



241,800

People received essential household items or shelter repairs



120,700

People received essential hygiene items or improved access to water and sanitation



311,200

People provided with psychosocial or child protection training or support



30,400

People received cash transfers



Integral Disaster Response launched

18

Integral Members are responding to this crisis



"What I take away from these two days is a shared vision of creating a network to respond to calls for projects as a consortium."

BURKINA FASO PARTNER ORGANISATION, 3INOG

Integral Members and Partners are collaborating in many Neglected Crises, including Afghanistan, Burkina Faso, Haiti, Madagascar, Sudan and Yemen. The Neglected Crises Awareness Raising Campaign draws attention to how Members are already working in Neglected Crises.

Example of Collaboration: Humanitarian Forum in Burkina Faso

In May 2025, four Integral Members — SEL France, Tearfund Belgium, Tearfund (UK) and ZOA (Netherlands) — brought together 21 local Christian organisations in Burkina Faso. The aim of the Humanitarian Forum was to strengthen capacity to respond to the crisis in the country where an estimated 5.9 million people need humanitarian assistance. Participants spent time getting to know one another, mapping the work they were already doing, sharing their experience and expertise and discussing future collaboration.

Neglected Crisis Awareness Raising Campaign

2025



12

Members joined the campaign



10

Members shared communications material



6

Members steered the campaign as part of the NC Working Group



2

Members engaged in advocacy with government ministers

'We were able to communicate on a broader level with more weight given that we were several actors and had an actual printed policy paper. The written publication highlighting our work and other members' stories strengthened our advocacy.'

LM INTERNATIONAL (SWEDEN)

Wider Collaboration

MALT 2025



Where are Members collaborating?

This map shows the 38 countries where Integral Members are collaborating: more than half of all the countries where they work

Map key

Type of collaboration and # of countries where this happened

- Funded another Member (22)
- Met with other Members (18)
- In-country group/meeting (16)
- Jointly funded Partners (15)
- Joint funding proposals (12)
- Integral champion (11)
- Joint capacity strengthening (9)
- Multi-Member Evaluation (3)



Who is collaborating?
1:7

On average, Members have worked with seven others in the last year



How much collaboration in 2025?
190+

Examples of collaboration at country level

120+

Highlights of collaboration in programmes

40+

Highlights of collaboration in marketing and communications



Over the last five years:
200+

Examples of funding another Member's work

130+

Examples of developing joint funding proposals

90+

Examples of joint capacity strengthening of shared Partners



Integral is a global alliance of Christian relief and development agencies, working together to present a more effective response to poverty worldwide.

We believe that:

- More people in need will be helped if relief and development agencies combine their resources, and put their Christian faith into action by working together;
- By working together, expressing organisational humility and servanthood, we can demonstrate the character of God to a world in need;
- God cares deeply for people living in poverty, illness, hunger, conflict, alienation and oppression.

As an alliance we want to put people first. We are convinced that God calls us to express love for the world through practical actions. God calls us to serve those who are the least, the forgotten, the most vulnerable, and the unfortunate to the best of our ability. We therefore want to be intentional in our mutual accountability for the quality of our work.

Integral is committed to maintaining high quality in our work in accordance with internationally recognised standards^[1] which respect international law and humanitarian principles.

Consistent with our Christian faith and values, the Integral Alliance endorses and commits to working towards the Core Humanitarian Standard.

Integral’s Members are committed to working towards ensuring that our work, and that of our Partners, upholds the standards and good practices of the global relief and development community.



[1.] Red Cross Code of Conduct and Sphere Guidelines

For our work in disasters, Integral Members will ensure:

- 1. Partner organisations and their needs and aspirations are understood and responded to flexibly**
- 2. Shared investment in capacity strengthening leads to effective and accountable humanitarian action**
- 3. Local actors' voices are present and heard in spaces of influence**
- 4. Partnerships are shaped by shared decision-making**
- 5. Resources from Integral Members flow as directly as possible to Partners for the delivery of quality programming**

Actions on Localisation MALT 2025

Members told us localisation continues to be a priority for Integral Members and an area where they are intentionally investing to see positive change.

**100%**

All Members took action on these commitments in the last 12 months

**90%**

Committed to specific actions in the next 12 months

**90%**

Reported making changes as a result of listening to their local Partners in the last 12 months

**100%**

All Members have mapped and shared their capacity for gathering communications locally

Members benefit from increasing their collective impact in Disaster Response

Increasing our collective impact looks like:

-  Facilitated coordination of joint responses through our Disaster Response Process
-  Timely and accurate updates shared on DR calls
-  Shared concept notes, project plans and budgets
-  Shared communications resources for fundraising and reporting
-  Expanded reach to respond to disasters in more locations
-  Opportunities to quickly fund high-quality operational responses implemented by other Members or Partners
-  Raising institutional funding on behalf of other Members
-  Unrestricted private funding raised by other Members across the world
-  Accessing our database of Members' work globally
-  Facilitation of joint evaluations and learning reviews
-  Regular updates on the joint impact of Integral responses
-  More efficient ways to support shared Partners (for example coordinating funding, and sharing due diligence information)
-  Implementing joint programmes with another Integral Member
-  Providing technical support to another Member
-  Liaising with other Members on advocacy activities
-  Practical support from Members at country level
-  Meeting with other Members in a country

Members benefit from a culture of learning, generosity and openness

Learning within Integral takes place in formal and informal settings. It is a function of working together and being in relationship with a diverse group of organisations. Evidence suggests it is a core part of Integral's culture.

A culture of learning looks like:

- Advice on best practice from other Members
- Input from internal and external technical experts
- Transparent sharing from other Members on lessons learned
- Participation in joint working groups on relevant topics
- Working towards shared commitments to quality
- Safe spaces to share challenges confidentially
- Peer support to deliver a programme

Members benefit from a community of trust supporting one another across the world

A relational alliance looks like:

- Regular connections with peers from other Members
- Annual face-to-face meetings
- Prayer and encouragement in difficult times
- Times of shared Christian reflection and prayer

95%

Of CEOs and the IPG shared an example of support from other Members



“ I find our membership of Integral to be incredibly helpful - the partnership, problem solving, and encouragement.

”

MEDICAL TEAMS INTERNATIONAL (USA)

“ The disaster response calls are of great help to have quick access to information on the ground that we would otherwise not have or only to a limited extent. The networking is also very helpful to gain insights into processes and discussions within other member organisations that can inspire our own work.

”

ENA (SWITZERLAND)

“ Integral is a strong network of active Christian organisations, working professionally in humanitarian emergencies. We value opportunities for collaboration, learning, and the sharing of photos and stories — for example, our recent meeting in Burkina Faso.

”

TEARFUND BELGIUM



A diverse funding base is an Integral strength

Privately raised funds often contribute towards match funds for institutional grants or provide unrestricted funding at the start of a project



Sharing comms facilitates fundraising

\$13m

Raised in private donations using shared comms resources

22

Fundraising campaigns launched by 12 Members using shared communications resources



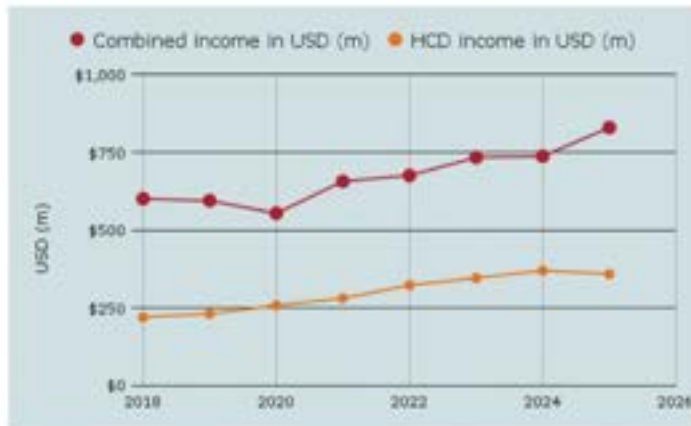
We have a firm foundation on which to build future funding collaboration

27

Joint funding proposals developed among Members every year for the last five years (on average)

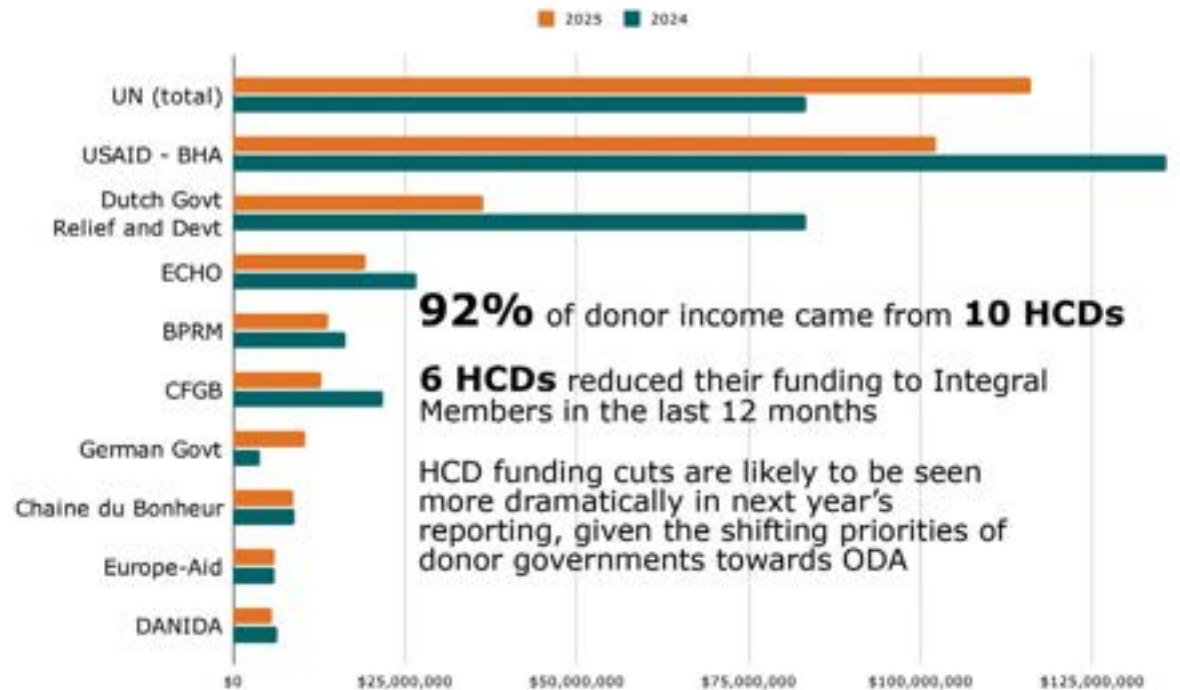
High Compliance Donors

36 HCDs supported Integral Members



For the first time since 2018, High Compliance Donor (HCD) income fell compared to the previous year

Top 10 High Compliance Donors 2025



92% of donor income came from **10 HCDs**

6 HCDs reduced their funding to Integral Members in the last 12 months

HCD funding cuts are likely to be seen more dramatically in next year's reporting, given the shifting priorities of donor governments towards ODA

All figures in USD

KEY THEMES AND ACHIEVEMENTS

In 2025 the Company Members and the Board:

- Supported Members through the significant global sector shifts and responded by beginning to fundraise for core costs, with support from the Finance and Audit Committee and Members.
- Reviewed progress against our objectives through the work of the IMG, IPG, our Disaster Responses and Neglected Crises.
- Progressed work on the agreed strategic shifts particularly on:
 - **Governance:** Defined criteria and processes for new Independent Board Members (IBM), appointing Ruth Uwaifo as our first IBM. Thanked Nick Archer for his work on the Board and began recruiting his successor.
 - **Membership:** Through the work of the Membership Committee:
 - Refined the process for new Member recruitment, welcoming MERATH as a new Integral Member in 2025.
 - Developed and agreed family membership principles and welcomed the Tearfund family as our first new family member.

- **Partnerships:** Strengthened collaboration with other Christian Alliances and Networks, including combining our meetings with Micah Global and planning the Consultation with them, and deepened ties with ACCORD and EU-CORD.
- Developed and approved the new 2026-2030 Strategy.

PARTICIPATION

- The 2025 Company Members Annual General Meeting was held virtually, welcoming Lisa Bos - Vice President, Global Development Policy, Advocacy and Learning at Interaction, who spoke on sector disruptions.
- The Company Members and Board met in person in September in South Africa alongside the Micah Global Consultation. We enjoyed welcoming new representatives from Medical Teams (Eric Ha), MERATH (Lucas Shindeldecker), SEL (David Alonso), Tearfund Australia (Bec Oates) and the new Tearfund (UK) CEO, Silas Balraj in his absence.

We are so grateful to all Members for their investment of time and energy in Integral, particularly those serving on the Board and Board Committees.



“ *Integral is a unique place and platform for sharing and supporting Christian efforts in response to disasters that affect the most vulnerable.* ”

SEL FRANCE

KEY THEMES AND ACHIEVEMENTS

The Integral Marketing Group (IMG), along with the Integral Head of Communications and Marketing, oversees the communications aspect of our Disaster Response Process. This includes sharing media assets, as well as holding dedicated communications calls for the specific disaster responses as required.

- Sharing communication resources in disasters continues to add significant value for Members, facilitating their fundraising efforts. The 2025 MALT reports that 22 fundraising campaigns were launched using shared communications resources, resulting in \$13.3 million being raised in private donations.
- The Neglected Crises Working Group is made up of IMG Members and oversees the now annual Integral Neglected Crisis Awareness raising campaign, 'We're *still* here'. This took place in July 2025.
- The Integral Storyteller's Guide and our local comms capacity mapping are the main ways that IMG contributes to the areas of localisation and decolonisation.

PARTICIPATION

- In April 2025 two virtual sessions were held — an Integral Collaboration and DR update (15 people attended) and a learning webinar where the authors of the report 'Charity Representations of the Distant Other' presented their research (15 people attended).
- In October 2025, the IMG met face-to-face in Cape Town (nine people attended) alongside the Micah Global Consultation. Agenda topics included sharing church engagement strategies, a discussion about future strategy and how to build on our learning and develop our neglected crisis collaboration.

In 2025 Greg Hewson from Tearfund Australia was appointed the IMG chair.



“ *The added value for me is the availability of extra photos, videos and stories, especially in crisis situations in countries where it's hard to get content — for example the crisis in Lebanon.* ”

TEARFUND NETHERLANDS

KEY THEMES

- **Disaster Responses:** Disaster collaboration remains Integral’s greatest added value. In 2025, new responses were launched for earthquakes in Myanmar and flooding across a number of Indo-Pacific countries alongside ongoing efforts in Ukraine, Haiti, and the Middle East. Additional coordination supported Sudan and Afghanistan, and neglected crises in Burkina Faso, DRC, Madagascar, and Yemen. Reflections from the Myanmar response were shared with the IPG and Early Responders Group.
- **Funding Changes:** Several donor governments announced abrupt changes to foreign assistance funding during 2025. Integral hosted seven calls to share updates on U.S. humanitarian funding, assess impacts, and explore collaboration across operational countries.
- **Locally Led Action:** A continued priority for the IPG and Localisation Working Group. Following the 2024 update to Integral’s Localisation Statement, all Members reported actions aligned with Integral’s Localisation Commitments. In March, the IPG convened an Asia Region meeting in Cambodia with 10 Members and 13 Local Partners. In May, Integral Members convened a forum for 21 Local Partners in Burkina Faso, allowing them to build relationships and explore collaboration in



this protracted crisis, where 5.9 million people need humanitarian assistance. October IPG meetings ran alongside the Micah Global Consultation, engaging 230 participants globally, including many Partners.

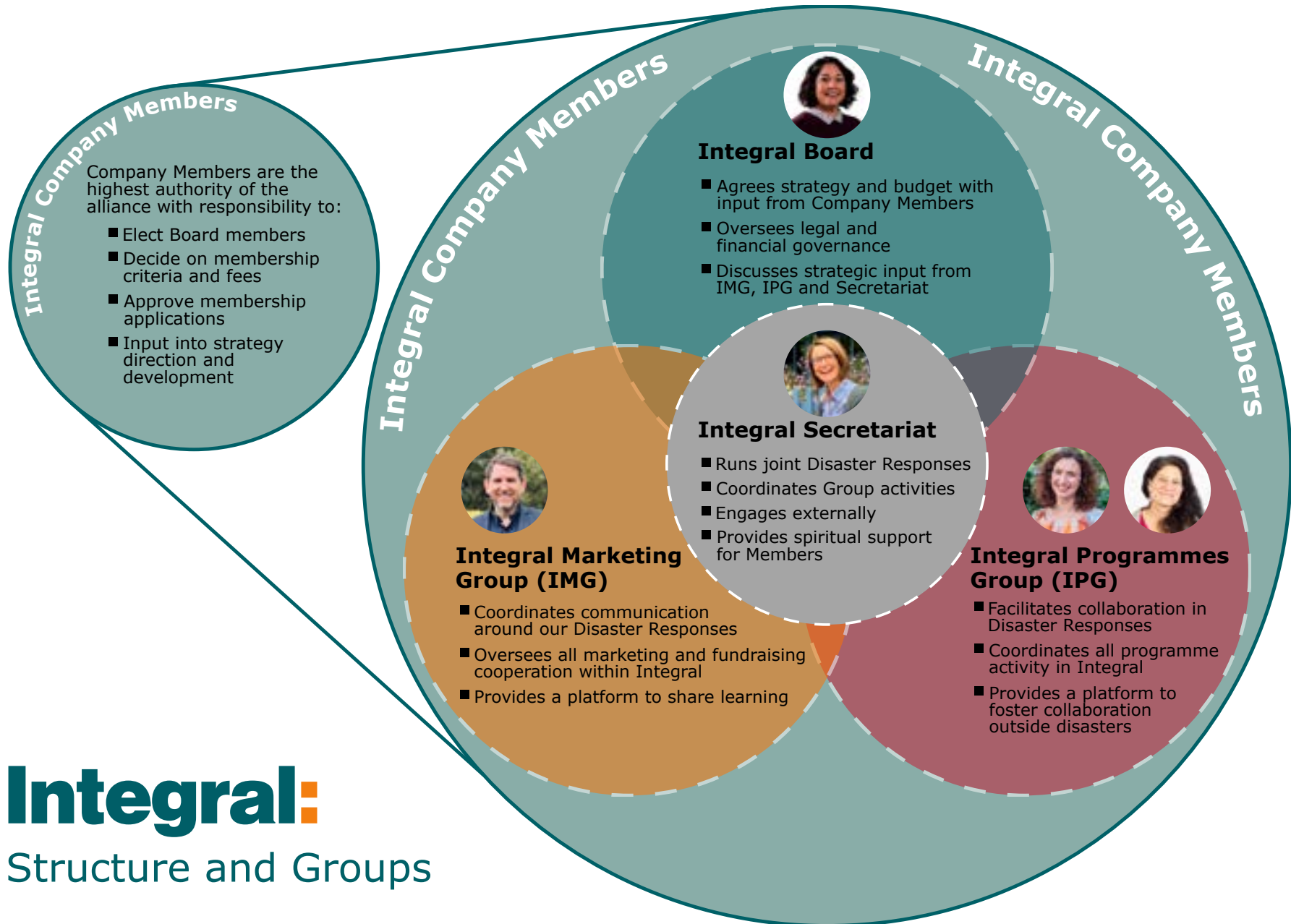
- **Quality:** The Integral Quality Assurance Task Force championed the Mutual Accountability and Learning Process, launched an online Community of Practice for the Core Humanitarian Standard, and completed Quality Due Diligence for new Integral Member, MERATH.

PARTICIPATION

The IPG met twice in person and three times online in 2025, with consistently high engagement. Sixteen Members attended October meetings in South Africa, and all Members joined online sessions. Special thanks to our IPG guest chairs during the absence of a permanent chairperson. In February 2025, Isabelle Duval (SEL France) and Fiona Smith (Transform Aid International) were elected IPG co-chairs.

“Continual collaboration and information sharing with other Integral members provides the biggest value to our work. It allows us access to primary information from disaster areas or potential implementation sites that we would not otherwise have access to and it gives us the opportunity to partner directly with trusted organisations quickly without having to undergo extensive vetting of new Partners... An example of this is in the Myanmar response where we were quickly able to support World Concern and ZOA because of their available information and our pre-existing relationship with them.”

WORLD RELIEF (USA)



MEMBERSHIP

The Company Members of the charitable company are the subscribers to the Articles of Association and any Members subsequently admitted to membership by existing members. Every Company Member promises, if the Company is wound up whilst they are a Company Member or within one year after ceasing to be a Company Member, to contribute such amount as is required up to a maximum of £1 towards the costs of winding up the Company and liabilities incurred whilst the contributor was a Company Member. At 31st December 2025 the number of Company Members was 21.

GOVERNANCE

The Trustees of Integral have regards to the Charity Commission's guidance on public benefit. They have put in place a number of both statutory and best-practice policies that help them to deliver the mission and vision of Integral.

CODES OF PRACTICE

The Board has adopted the Charity Governance Code for Smaller Charities and ensures Integral adheres to the Fundraising Regulator's Code of Practice. The Board approved the Revised Position Statement on The Governance Code for Smaller Charities in 2024 following the governance changes.

POLICIES

The Board ratified, revised and updated policies and procedures in the following areas in 2025:

- Complaints and Concerns Policy
- Board Governance Policy
- Safeguarding Policy – Putting People First, including Safeguarding Children and Safeguarding Vulnerable Adults
- Reputational Risk Procedure
- Volunteer Management Policy
- Flight Claims Policy
- Artificial Intelligence Statement
- Fundraising Principles

All our policies have a regular review cycle that varies from 18 months to three years.

SUB-COMMITTEES

The Terms of Reference (ToR) for existing sub-committees are regularly reviewed by the Board. The two sub-committees in 2025 were the Finance and Audit Committee, and the Membership Committee.



REGISTERED ADDRESS

% Myers Clark
Suite 7a, Building 6
Croxley Park, Watford
Hertfordshire
WD18 8YH
United Kingdom

PRINCIPAL STAFF

F Boshoff – Company Secretary

BANKERS

HSBC, 61 High Street,
Staines-upon-Thames, Surrey,
TW18 4QW, United Kingdom

INDEPENDENT EXAMINER

Nicola Anderson, FCIE,
Porthgate, Hine Town Lane
Shillingstone, Blandford Forum
DT11 0SN

BOARD OF DIRECTORS AND CHARITY TRUSTEES

Integral’s Board voted on a new governance structure in 2024. In 2025, Company Members elected one new Independent Board Member.

INTEGRAL COMPANY MEMBERS AND BOARD

(Names in bold are Board Members (Directors) at year end.)

Member	Country	Name	From	To
CEDAR Fund	Hong Kong	W Fung		
ena	Switzerland	T Stahl		
Food for the Hungry	USA/Canada	T Maisiri		
Integra	Slovakia	A Bussard	13 October 2006	
International Health Partners	UK	A Paterson (Treasurer)	1 November 2017	
LM International	Sweden	J Sundqvist		
Medair	Switzerland	A Reitsema	1 April 2023	
Medical Teams International	USA	E Ha		
MERATH	Lebanon	L Shindeldecker	1 July 2025	
Mission East	Denmark	B Gollander-Jensen		
SEL	France	D Alonso	1 January 2025	
Tearfund Australia	Australia	R Oates	1 January 2025	
Tearfund Belgium	Belgium	A Alba		
Tearfund Ireland	Ireland	S Copeland		30 June 2025
Tearfund Netherlands	Netherlands	G de Vries	1 May 2023	
Tearfund New Zealand	New Zealand	I McInnes		
Tearfund	UK and N. Ireland	N Harris S Balraj	6 April 2020 15 September 2025	25 June 2025
Transform Aid International	Australia	M Lipsett	1 November 2021	
World Concern	USA	N Archer K Tolf	6 April 2020 17 May 2025	16 May 2025
World Relief	USA	M Greene		
World Renew	North America	C Bremer-Bennett (Chair of Integral from 1 February 2024)	1 January 2021	
ZOA	Netherlands	C Lukkien	19 July 2017	
Independent Board Member		Ruth Uwaifo Oyelere	2 April 2025	

The income of the Trust is primarily derived from membership fees and donations from trusts, corporations, and individuals. During 2025, the charitable company received total incoming resources of £375,368 (2024 - £366,022). Resources expended on charitable activities amounted to £320,778 (2024 - £347,101) and on fundraising £7,717 (2024: £nil).

The Reserves Policy as agreed at the October 2020 Board meeting is to maintain free reserves equivalent to four month's operating costs. This was discussed in March 2025 with the decision to keep the four month level. This equates to approximately £103,000 based on 2025 unrestricted expenditure of £309,844. Unrestricted funds carried forward at 31 December 2025 were £425,849 (2024 - £372,595) of which £1,380 (2024 - £1,980) are tied up in Fixed Assets leaving £424,469 (2024 - £370,615) of free reserves.

In response to the sector-wide 40% funding cuts in 2025, Integral's income, budget and expenditure were closely monitored and carefully managed throughout the year to mitigate future income falls in light of Integral's reliance on Member fees. Acknowledging the financial pressures on Members, Integral modelled reduced-income scenarios and restricted all discretionary spending. Given the alliance's near-total reliance on Member fees, the Board and the Finance & Audit Committee encouraged some small-scale fundraising activity in case of any reduction in fee income. This included collaborating with Members to seek support from Trusts and Foundations and exploring approaches to individual donors where appropriate relationships existed. These efforts resulted in £17,540 of donations from one Trust, one corporate and two individual donors by the end of 2025.

The Board and Finance and Audit Committee discussed projected reserves at their December meeting. While Integral remains grateful for our healthy reserves level, we remain cognisant of the many challenges our Members and other NGO alliances and networks are facing, and the difficulties in building reserves in the current financial climate.



Company law requires the Directors to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the charitable company and of the net incoming resources for the period. In preparing the financial statements the Directors are required to:

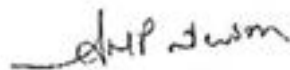
- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to do so.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking steps for the prevention and detection of fraud and other irregularities.

This report and the financial statements have been prepared in accordance with:

- the special provisions of part 15 of the Companies Act 2006 relating to small entities;
- the provisions of the Charities Acts that determine the form and content of Charity Annual Reports; and
- Reporting and Accounting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in July 2014.

Approved by the Directors on 11 March 2026 and signed on their behalf by:



A Paterson

Treasurer and Director
Integral Alliance



I report to the charity trustees on my examination of the accounts of Integral Alliance (co. no. 5442605 and charity no: 1112515) for the year ended 31 December 2025 which are set out on pages 32 to 39.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a full member of the Association of Charity Independent Examiners, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



18 March 2025

Nicola Anderson, FCIE

Porthgate
Hine Town Lane
Blandford Forum
DT11 0SN

Integral Alliance Statement of Financial Activities (incorporating an income and expenditure account) For the Year Ended 31 December 2025

		2025	2025	2025	2024	2024	2024
	Note	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
		£	£	£	£	£	£
Income from:							
Grants and Donations	2	12,500	19,980	32,480	12,500	2,400	14,900
Charitable Activities	3	-	339,037	339,037	-	348,202	348,202
Investments		-	3,851	3,851	-	2,920	2,920
Total Income		12,500	362,868	375,368	12,500	353,522	366,022
Expenditure on:							
Raising Funds		-	(7,717)	(7,717)	-	-	-
Charitable Activities		(18,651)	(302,127)	(320,778)	(15,225)	(331,876)	(347,101)
Total Expenditure	4	(18,651)	(309,844)	(328,495)	(15,225)	(331,876)	(347,101)
Exchange Gains/ (Losses)		-	230	230	-	-	-
Net Income/ (Expenditure)		(6,151)	53,254	47,103	(2,725)	21,646	18,921
Transfer Between Funds		-	-	-	-	-	-
Net Income/(Expenditure) After Transfers		(6,151)	53,254	47,103	(2,725)	21,646	18,921
Reconciliation of Funds							
Total Funds Brought Forward		6,151	372,595	378,746	8,876	350,949	359,825
Total Funds Carried Forward		-	425,849	425,849	6,151	372,595	378,746

	Note	£	2025 £	2024 £
Fixed Assets	8		1,380	1,980
Current Assets				
Debtors and Prepayments	9	28,300		14,079
Cash at Bank		410,036		375,604
		438,336		389,683
Creditors: Amounts Falling Due Within One Year	10	(13,867)		(12,917)
Net Current Assets			424,469	376,766
Net Assets			425,849	378,746
Funds of the Charity	11			
Restricted Funds			-	6,151
Unrestricted Funds				
General			425,849	372,595
			425,849	378,746

The Directors approved these financial statements on 11 March 2026.

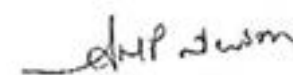
For the year ended 31 December 2025 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Signed on behalf of the Board



A Paterson

Treasurer and Director, Integral Alliance

The notes on pages 34 to 39 form part of these financial statements

1. ACCOUNTING POLICIES

BASIS OF PREPARATION

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective January 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

Going Concern

There are no material uncertainties about Integral's ability to continue as a going concern. The Board consider reserves to be more than adequate to mitigate any risks.

Income Recognition

Income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income received in advance of entitlement passing to the charity is deferred until the criteria for recognition are met.

Expenditure Recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Allocation of Costs

Direct Activity costs comprise those costs that contribute directly to an activity and are allocated to the relevant activity.

Support costs are initially identified between Governance and other Support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs

include independent examination and legal fees. Other Support costs comprise the general running costs of the charity. Support and Governance costs are allocated to the relevant activity based on the staff time attributed to the activity.

All costs, including apportionment of Support and Governance, are allocated against the fund to which they relate.

Restricted Funds

These represent income received that is subject to specific restrictions for use determined by the donor which is narrower than the charitable company's general objects.

Unrestricted Funds

These represent all other funds held for the general purposes of the charitable company. Funds set aside by the trustees for specific purposes are shown as designated funds.

Capitalisation and Depreciation

Equipment costing over £350 is capitalised and depreciated over its useful life which in all cases is estimated at three years.

2. INCOME FROM GRANTS AND DONATIONS

	2025	2024
	£	£
Donations		
Individuals	22,480	14,900
Foundations	5,000	-
Corporates	5,000	-
	32,480	14,900

4. RESOURCES EXPENDED BY ACTIVITY

	Direct Costs	Grant Funding	Support and Governance Costs	Total
	£	£	£	£
CURRENT YEAR				
Fundraising	6,065	-	1,652	7,717
Charitable Activities				
Co-ordination and Infrastructure	49,567	-	16,852	66,419
Programmes and Development	120,328	6,151	39,878	166,357
Marketing and Communications	65,934	-	22,068	88,002
	235,829	6,151	78,798	320,778
2025 Total	241,894	6,151	80,450	328,495
PRIOR YEAR COMPARATIVE				
Charitable Activities				
Co-ordination and Infrastructure	24,943	-	13,800	38,743
Programmes and Development	138,708	-	70,153	208,861
Marketing and Communications	63,050	-	36,447	99,497
2024 Total	226,701	-	120,400	347,101

3. INCOME FROM CHARITABLE ACTIVITIES

	2025	2024
	£	£
Membership Fees	339,037	330,477
Membership Contributions	-	17,725
	339,037	348,202

5. SUPPORT AND GOVERNANCE COSTS

	2025	2024
	£	£
Support		
Staff Costs	20,802	15,545
Travel	3,239	15,363
Technology	8,903	9,836
Office	722	1,297
Professional Support	8,052	8,231
	41,718	50,272
Governance		
Staff Costs	33,874	50,813
Strategy Review and Board Development	-	11,127
Board Travel	3,927	5,342
Legal Fees	-	2,160
Independent Examiner's Fee	600	600
Other Costs	331	86
	38,732	70,128
Total	80,450	120,400

6. NET INCOME

	2025	2024
	£	£
This is stated after charging:		
Depreciation	1,830	1,786
Independent Examiner's Fee		
<i>Examination</i>	600	600
<i>Other Services</i>	3,400	2,600

7. SALARIES AND RELATED COSTS

	2025	2024
	£	£
Gross Salaries	197,537	202,013
Social Security Costs	14,067	16,601
Pensions	29,123	20,201
	240,727	238,815
Consultants	32,212	25,078
	272,939	263,893
Average Number of Employees (Head Count)	6.0	6.0
Average Number of Employees (Full Time Equivalent)	4.2	4.2
Number of Employees Whose Gross Pay and Employer Pension Exceeded £60,000:		
£80,000 - £90,000	1	1

8. FIXED ASSETS

	Office Equipment
	£
Cost	
Brought Forward	7,812
Disposals	(1,614)
Additions	1,230
As at 31 December 2025	7,428
Depreciation	
Brought Forward	5,832
Eliminated on Disposal	(1,614)
Charge for Year	1,830
As at 31 December 2025	6,048
Net Book Value	
As at 31 December 2024	1,980
As at 31 December 2025	1,380

Pensions: In 2025, Integral introduced a salary sacrifice scheme enabling employees to exchange part of their salary for employer pension contributions, reducing payroll tax liabilities for Integral and employees.

The Trustees and Executive Director are considered key management. The total remuneration, including on-costs and pension, paid to key management amounted to £87,400 (2024: £86,889). Trustee expenses are shown in note 14.

9. DEBTORS

	2025	2024
	£	£
Trade Debtors	18,640	8,897
Other Debtors	7,213	-
Prepayments and Accrued Income	2,447	5,182
	28,300	14,079

10. CREDITORS

	2025	2024
	£	£
Accruals	3,024	2,300
Deferred Income	10,000	10,000
Other Creditors	843	617
	13,867	12,917
Movement on Deferred Income		
Brought Forward	10,000	45,589
Released	(10,000)	(45,589)
Received in Year	10,000	10,000
	10,000	10,000

11. MOVEMENT IN FUNDS

	At 1.1.2025	Incoming Resources	Resources Expended	Exchange Gains (Losses)	Fund Transfers	At 31.12.2025
	£	£	£	£	£	£
CURRENT YEAR						
Restricted Funds						
Information Officer	-	12,500	(12,500)	-	-	-
Ukraine Response	6,151	-	(6,151)	-	-	-
Total Restricted	6,151	12,500	(18,651)	-	-	-
Unrestricted Funds						
General	372,595	362,868	(309,844)	230	-	425,849
Total Unrestricted	372,595	362,868	(309,844)	230	-	425,849
Total Funds	378,746	375,368	(328,495)	230	-	425,849

11. MOVEMENT IN FUNDS: PRIOR YEAR COMPARATIVE

	At 1.1.2024	Incoming Resources	Resources Expended	Exchange Gains	Fund Transfers	At 31.12.2024
	£	£	£	£	£	£
Restricted Funds						
Information Officer	-	12,500	(12,500)	-	-	-
Ukraine Response	8,876	-	(2,725)	-	-	6,151
Total Restricted	8,876	12,500	(15,225)	-	-	6,151
Unrestricted Funds						
General	350,949	353,522	(331,876)	-	-	372,595
Total Unrestricted	350,949	353,522	(331,876)	-	-	372,595
Total Funds	359,825	366,022	(347,101)	-	-	378,746

12. PURPOSE OF FUNDS

Information Officer

This represents monies received for salary and related costs of the Information Officer.

Ukraine Response

This represents funds received for support to Integral Members working on the Ukraine response including a learning review of the response and translation of the Storyteller's Guide.

13. ALLOCATION OF NET ASSETS BY FUND

	Restricted Funds	Unrestricted Funds	Total Funds
CURRENT YEAR	2025	2025	2025
	£	£	£
Fixed Assets	-	1,380	1,380
Current Assets	10,000	428,336	438,336
Current Liabilities	(10,000)	(3,867)	(13,867)
	-	425,849	425,849
PRIOR YEAR COMPARATIVE	2024	2024	2024
	£	£	£
Fixed Assets	-	1,980	1,980
Current Assets	16,151	373,532	389,683
Current Liabilities	(10,000)	(2,917)	(12,917)
	6,151	372,595	378,746

14. TRUSTEE REMUNERATION AND EXPENSES AND RELATED PARTY TRANSACTIONS

One in-person Board meeting took place in 2025 in South Africa. The other meetings were held virtually. Two Trustees and one Company Member (2024: 4) received reimbursement of £3,927 (2024: £5,342) for travel expenses to attend meetings and one Independent Trustee received reimbursement for all expenses for the meetings in line with our agreed policy.

No Trustee received any other remuneration or benefit in the year.

The aggregate amount of donations received from related parties was £6,200 (2024: £1,200).

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Page 3	In Chad, LM International supports the installation and maintenance of essential water facilities	© LM International (Sweden)
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Page 24	A selection of IMG participants at the Micah Consultation in South Africa, September 2025	© Integral (UK)
Page 25	Participants in the IPG meeting in Cambodia, March 2025	© Integral (UK)
Page 27	In Chad, provision of seeds and tools has equipped communities to grow vegetables	© Mission East (Denmark)
Page 30	In Colombia, ZOA is providing sustainable access to water for the Wayuu indigenous population	© ZOA (Netherlands)
Page 41	Houses damaged by the earthquake that hit Myanmar in April 2025	© World Concern (USA)



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