

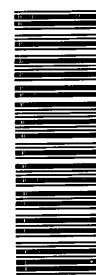


**Integral:**

Responding Faster.  
Reaching Further.  
In Christ.

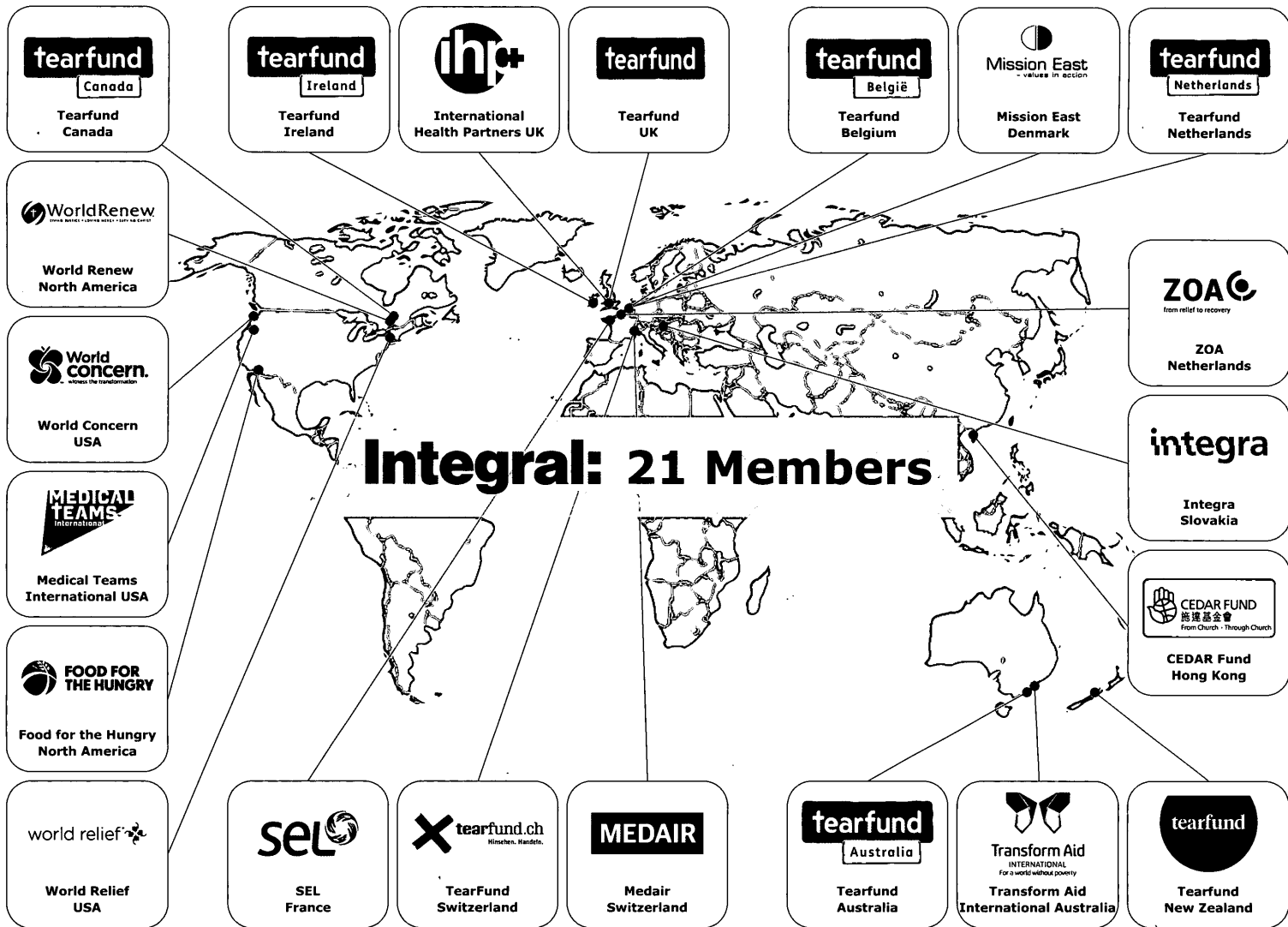
**ANNUAL REPORT**  
AND UNAUDITED FINANCIAL STATEMENTS

**2021**



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29/07/2022 #167  
A03 COMPANIES HOUSE

FRIDAY



# 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

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

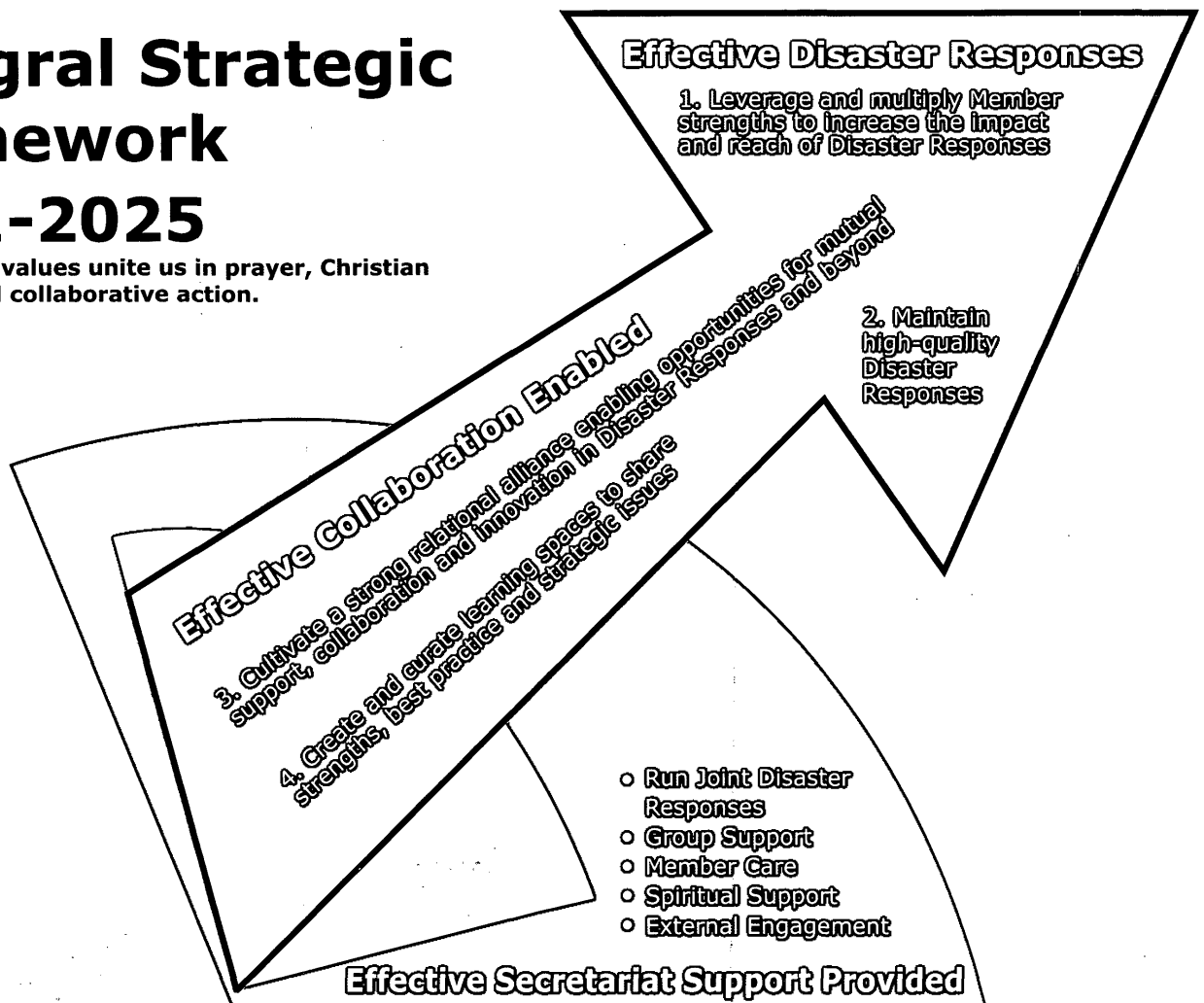
# Our Mission

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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

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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.

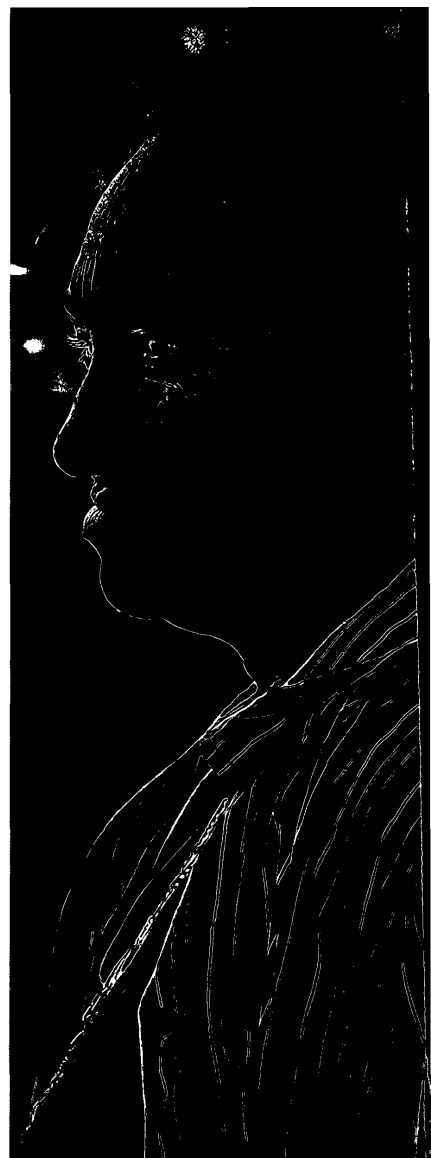
## IMPARTIALITY

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 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,



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

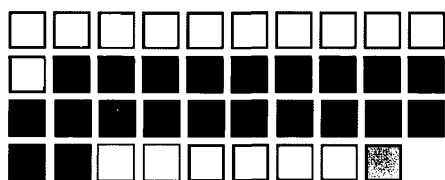
# Integral:

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



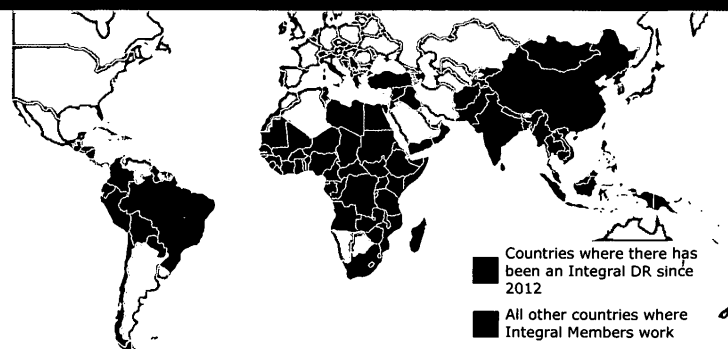
Food insecurity



Other disaster



Neglected crisis



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



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

**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

# Integral: MALT 2021: COVID-19



## 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 to discuss and learn from each other focussed on sharing and learning around COVID-19.



# Integral: Our Response to 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**



**+26,000**  
Handwashing stations set up



**+430**  
Health Centres equipped

We are working in

■ **57 countries**

Afghanistan  
Australia  
Bangladesh  
Brazil  
Burkina Faso  
Burundi  
Cambodia  
Cameroon  
Central African Republic  
Chad  
China

Colombia  
Dominican Republic  
DR Congo  
Ethiopia  
Ghana  
Guatemala  
Haiti  
Honduras  
Hong Kong  
India  
Indonesia

Iraq  
Ivory Coast  
Jordan  
Kenya  
Laos  
Lebanon  
Liberia  
Madagascar  
Malawi  
Mali  
Mozambique  
Myanmar

Nepal  
Nicaragua  
Niger  
Nigeria  
Pakistan  
Papua New Guinea  
Philippines  
Rwanda  
Senegal  
Serbia  
Sierra Leone

Somalia  
South Sudan  
Sri Lanka  
Syria  
Sudan  
Tajikistan  
Tanzania  
Thailand  
Uganda  
Yemen  
Zambia  
Zimbabwe

March 2020 – March 2021

All figures rounded down to the nearest 1,000; reporting on period March 2020 – March 2021; based on figures available from Integral Members.

# Integral: Neglected Crises



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?

	<b>Low profile</b> Little attention with donors, the media, political leaders and the general public
	<b>Protracted</b> Long duration over multiple years
	<b>Complex</b> 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.



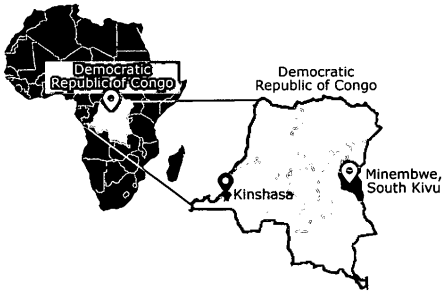
Top 10 most Neglected Crises in 2021



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



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

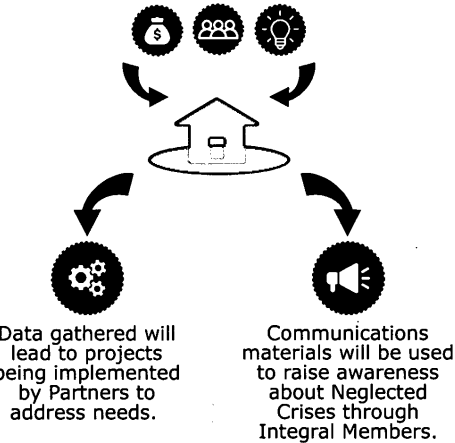
**19.6 million**  
in need of humanitarian assistance

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

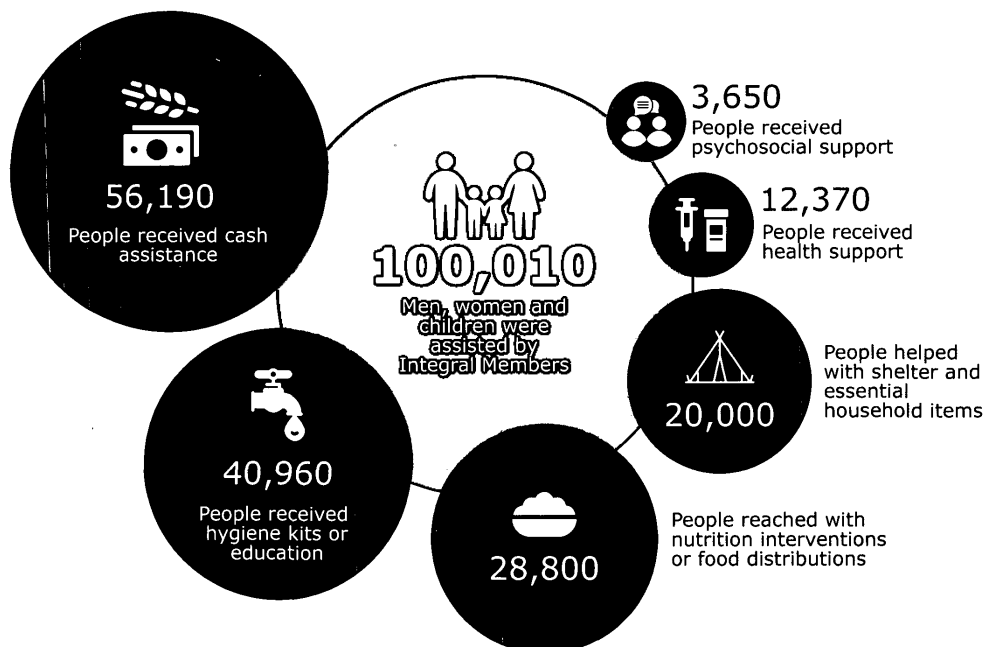


More than 650,000 people are internally displaced



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

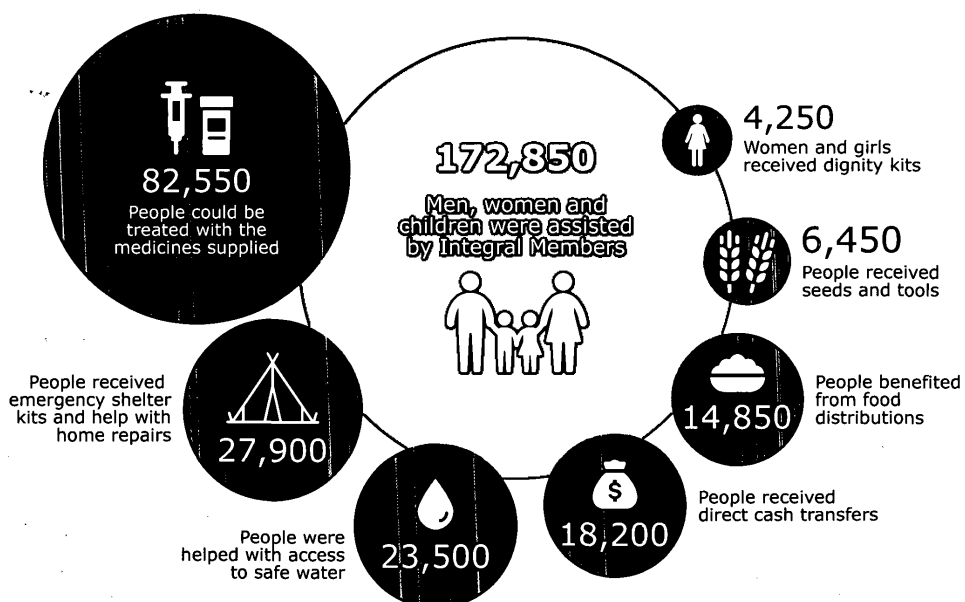


More than 230,000 people living within 15 km of the epicentre



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

### Our response



**Integral Disaster Response launched**

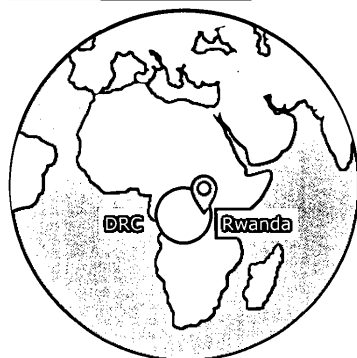


**13 Integral Members are working together to respond to this disaster**

# DRC AND RWANDA: VOLCANO



### The context



Mount Nyiragongo  
volcanic eruption

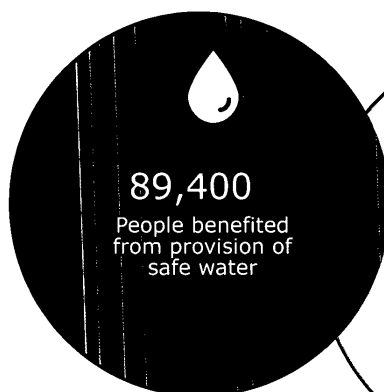


Continued ongoing  
tremors



More than 500,000  
people affected

### Our response



105,850  
Men, women and  
children were assisted  
by Integral Members



16,400  
People received  
food packages



8,700  
People received  
essential  
household items



Integral Disaster  
Response launched



6 Integral Members are  
responding to this  
disaster

INDIA AND NEPAL: COVID CRISIS



### The crisis



Coronavirus

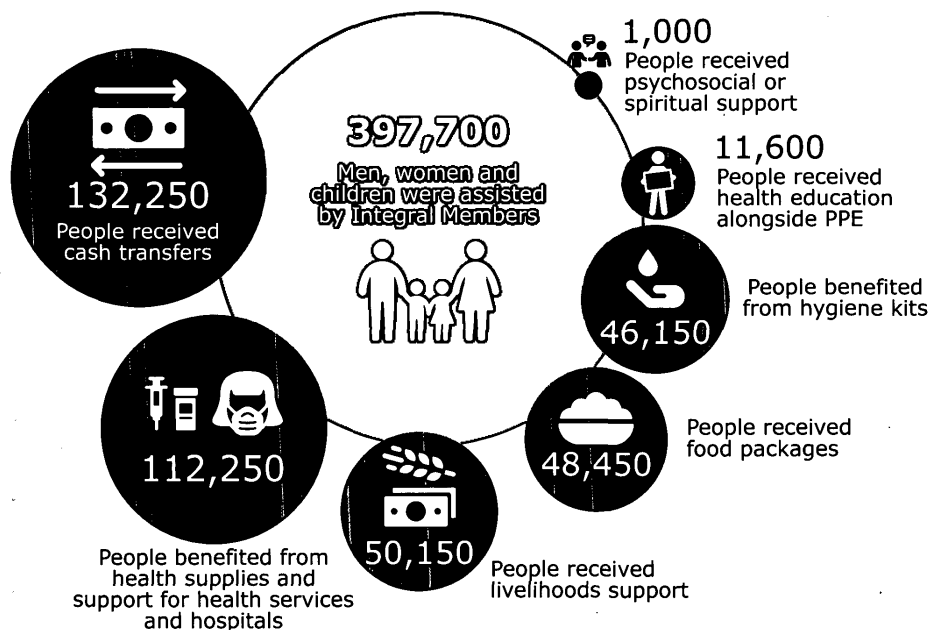


Hospitals  
overwhelmed



More than 20 million  
cases across India

### Our response

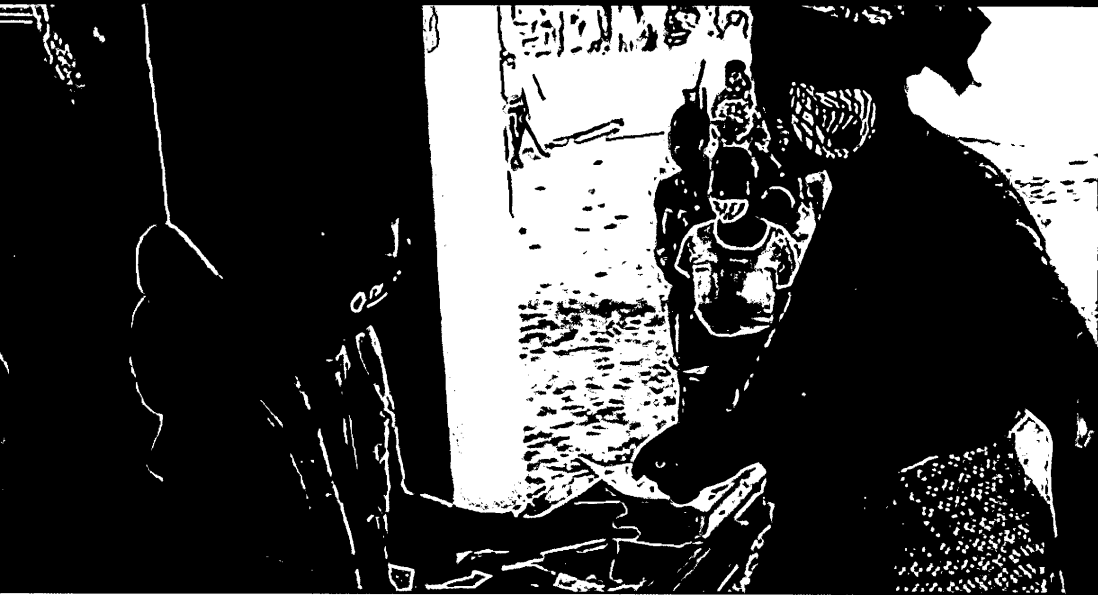


**Integral Disaster  
Response launched**

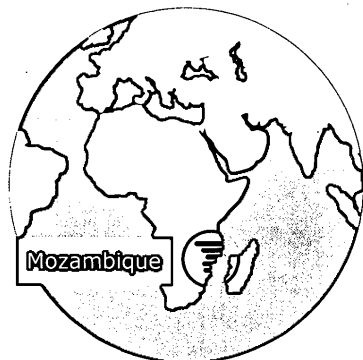


**16 Integral Members  
are working with  
Partners to respond to  
this disaster**

MOZAMBIQUE: CYCLONE ELOISE



### The context



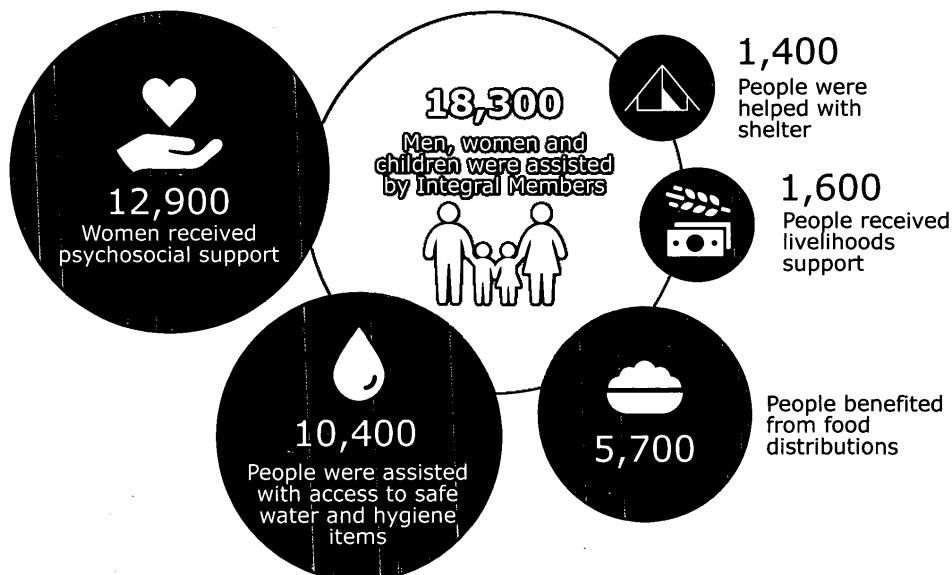
More than 314,000 people affected by Cyclone Eloise



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

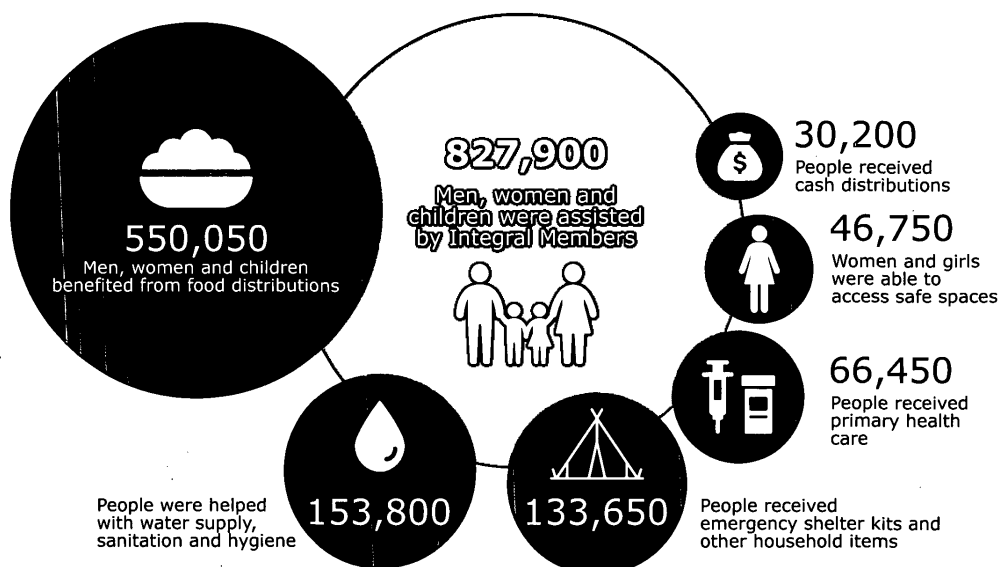


Nearly 9.4 million people in need of aid in N. Ethiopia



60,000+ people have arrived in Sudan as refugees

### Our response



**Integral Disaster Response launched**



**14 Integral Members are responding to this disaster**

CENTRAL AMERICA: HURRICANES ETA AND IOTA



### The context

### Our response



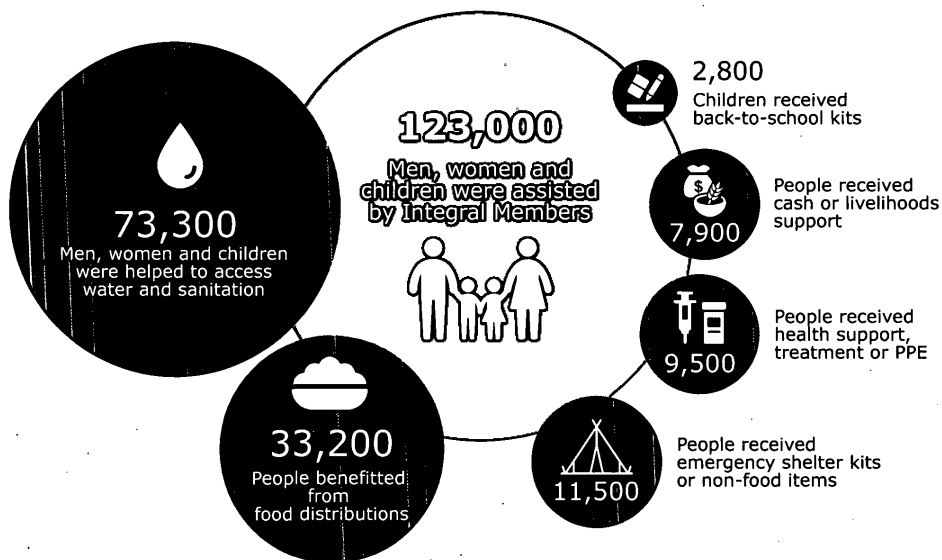
Tropical storm, Hurricanes Eta and Iota



Significant flooding and landslides



More than 5.2 million people affected



**Integral Disaster Response launched**



**6 Integral Members responded to this disaster**



LEBANON: BEIRUT EXPLOSION

### The context



Massive explosion  
in Beirut

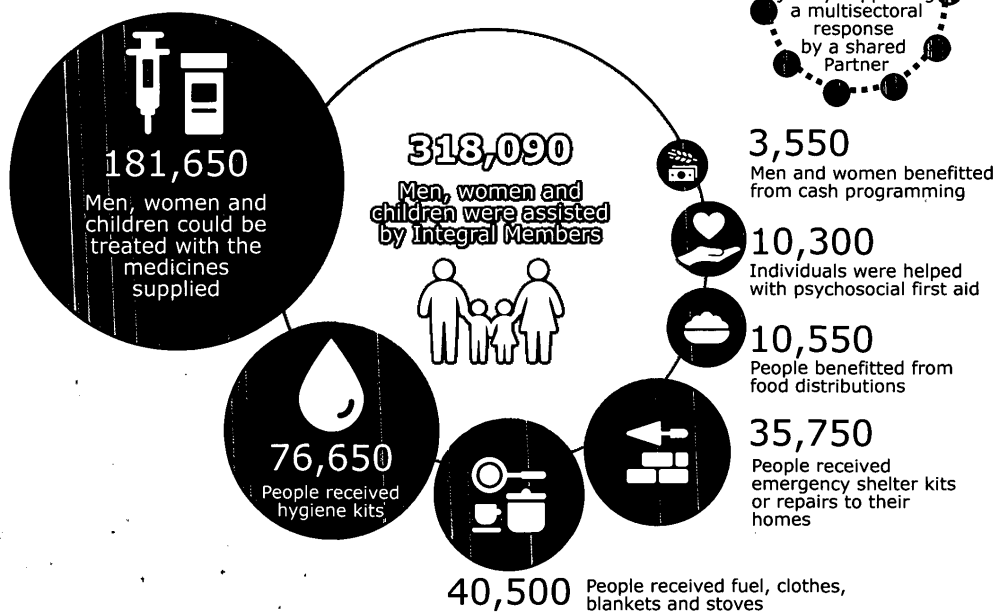


300,000 people  
lost homes and  
businesses



More than 170  
people killed, 6,500  
people injured

### Our response



**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.

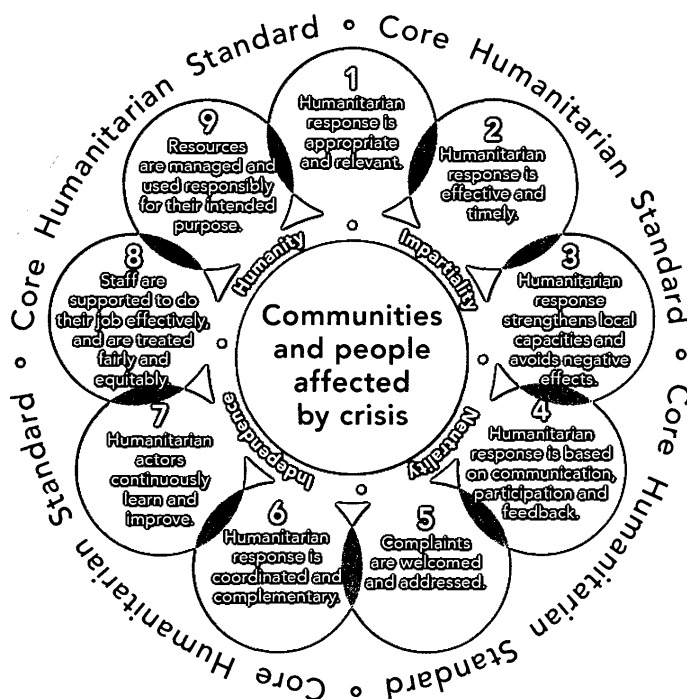
As an alliance we want to put people first. We are convinced that God calls us to express love for the world through practical actions. God calls us to serve those who are the least, the forgotten, the most vulnerable, and the unfortunate to the best of our ability. We therefore want to be intentional 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<sup>[1]</sup> 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



Core Humanitarian  
STANDARD

**Integral** □ □

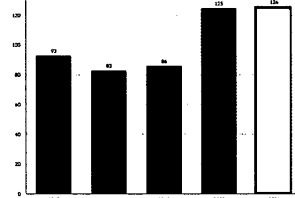
# Integral: MALT 2021: Country Collaboration

## 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



## 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

## 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.

## 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.



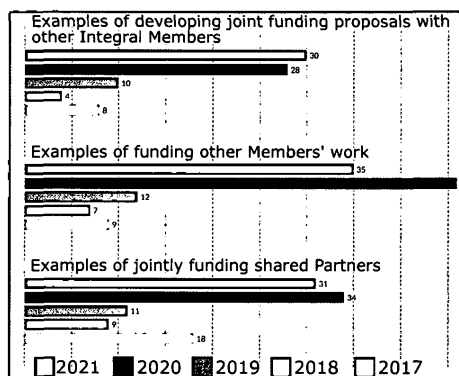
## Sharing funding

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



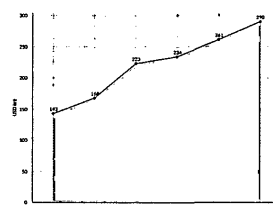
## Future funding

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.



## High Compliance Donors

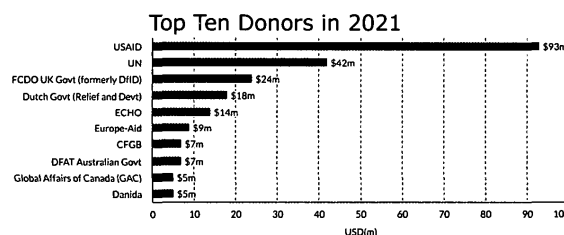
The amount raised by Members from High Compliance Donors (HCDs) has been steadily increasing over the last six years.



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.



## 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.

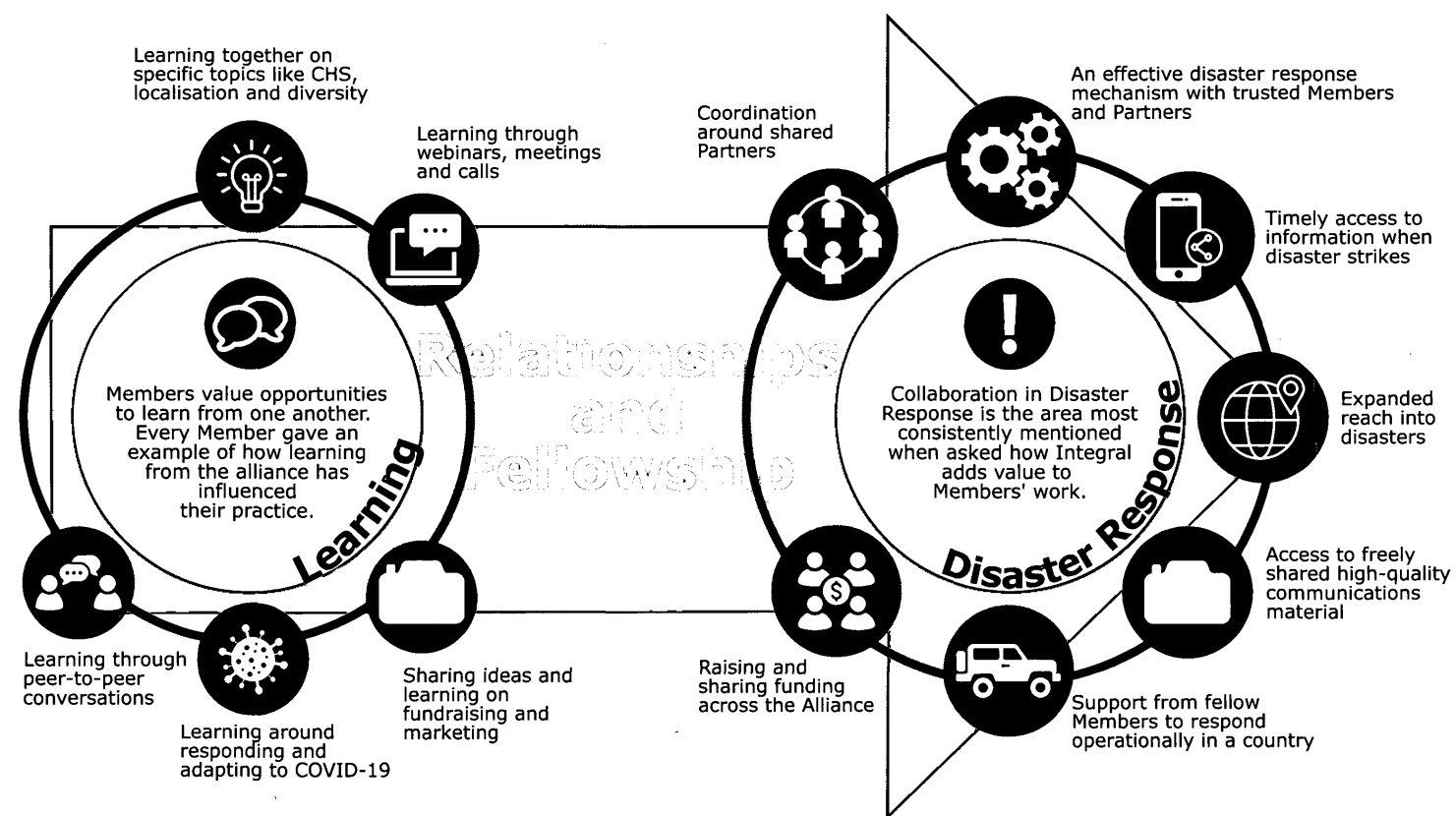
Members who receive High Compliance Donor funding are subject to a high standard of external scrutiny at both organisation and project level.



# Integral

## MALT 2021: MALT Added Value

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



# Integral: MALT 2021: Localisation



## 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.

# Integral:

## 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)

Facilitates collaboration in Disaster Responses

Coordinates all programme activity in the Alliance

Provides a platform to foster collaboration outside disasters



Peter Macharia  
IPG Chair

### 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)

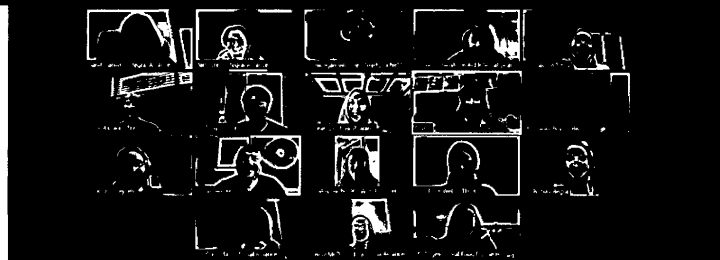
## KEY THEMES

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>I Kaastra-Mutoigo 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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Page 43	© Tearfund (Netherlands)
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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:

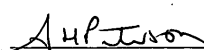
- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to do so.

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:

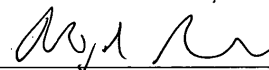
- the special provisions of part 15 of the Companies Act 2006 relating to small entities;
- the provisions of the Charities Acts that determine the form and content of Charity Annual Reports; and
- Reporting and Accounting by Charities: Statement of Recommended Practice applicable to charities preparing 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.

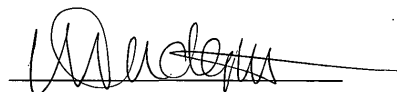
## INDEPENDENT EXAMINER'S STATEMENT

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

26 June 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
		£	£	£	£	£	£
<b>Income from:</b>							
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
<b>Total Income</b>		<b>13,750</b>	<b>142,418</b>	<b>156,168</b>	<b>16,000</b>	<b>297,662</b>	<b>313,662</b>
<b>Expenditure on:</b>							
Raising Funds		-	-	-	-	-	-
Charitable Activities		(13,750)	(238,985)	(252,735)	(21,980)	(240,687)	(262,667)
<b>Total Expenditure</b>	4	<b>(13,750)</b>	<b>(238,985)</b>	<b>(252,735)</b>	<b>(21,980)</b>	<b>(240,687)</b>	<b>(262,667)</b>
<b>Exchange Gains</b>		<b>-</b>	<b>(2,409)</b>	<b>(2,409)</b>	<b>-</b>	<b>1,548</b>	<b>1,548</b>
<b>Net Income/ (Expenditure)</b>		<b>-</b>	<b>(98,976)</b>	<b>(98,976)</b>	<b>(5,980)</b>	<b>58,523</b>	<b>52,543</b>
<b>Reconciliation of Funds</b>							
Total Funds Brought Forward		337	417,520	417,857	6,317	358,997	365,314
<b>Total Funds Carried Forward</b>		<b>337</b>	<b>318,544</b>	<b>318,881</b>	<b>337</b>	<b>417,520</b>	<b>417,857</b>

# INTEGRAL ALLIANCE BALANCE SHEET AS AT 31 DECEMBER 2021

COMPANY NUMBER: 5442605

			2021	2020
	Note	£	£	£
<b>Fixed Assets</b>	<b>8</b>		<b>879</b>	<b>1,145</b>
<b>Current Assets</b>				
Debtors and Prepayments	<b>9</b>	5,798		8,107
Cash at Bank		328,914		423,815
		<b>334,712</b>		<b>431,922</b>
<b>Creditors: Amounts Falling Due Within One Year</b>	<b>10</b>	(16,710)		(15,210)
<b>Net Current Assets</b>			<b>318,002</b>	<b>416,712</b>
<b>Net Assets</b>			<b>318,881</b>	<b>417,857</b>
<b>Funds of the Charity</b>	<b>11</b>			
Restricted Funds			337	337
Unrestricted Funds				
Designated			20,000	20,000
General			298,544	397,520
			<b>318,881</b>	<b>417,857</b>

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.

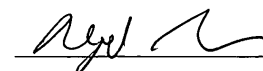
The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

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
	£	£
<b>Grants</b>		
Trusts and Foundations	-	16,000
<b>Donations</b>		
Individuals	16,460	6,579
	<b>16,460</b>	<b>22,579</b>

## 3. INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£	£
Membership Fees	139,694	290,926
	<b>139,694</b>	<b>290,926</b>

## 4. RESOURCES EXPENDED BY ACTIVITY

	Direct Costs	Grant Funding	Support Costs	Total
	£	£	£	£
<b>Activities for Raising Funds</b>	-	-	-	-
<b>Charitable Activities</b>				
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
<b>2021 Total</b>	<b>196,446</b>	<b>-</b>	<b>56,289</b>	<b>252,735</b>
<b>Activities for Raising Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Charitable Activities</b>				
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
<b>2020 Total</b>	<b>194,356</b>	<b>16,000</b>	<b>52,311</b>	<b>262,667</b>

## 5. SUPPORT AND GOVERNANCE COSTS

	2021	2020
	£	£
<b>Support</b>		
Staff Costs	26,003	14,734
Travel	939	467
Technology	7,817	9,281
Office	191	441
Professional Support	5,251	6,026
	<b>40,201</b>	<b>30,949</b>
<b>Governance</b>		
Staff costs	15,475	20,549
Independent Examiner's fee	600	800
Other costs	13	13
	<b>16,088</b>	<b>21,362</b>
<b>Total</b>	<b>56,289</b>	<b>52,311</b>

## 6. NET INCOME

	2021	2020
	£	£
This is stated after charging:		
Depreciation	1,196	1,470
Independent Examiner's Fee		
Examination	600	800
Other services	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
	<b>199,939</b>	<b>202,078</b>
Consultants	20,733	-
	<b>220,672</b>	<b>202,078</b>
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
	£
<b>Cost</b>	
Brought forward	11,308
Disposals	(6,165)
Additions	930
<b>As at 31 December 2021</b>	<b>6,073</b>
<b>Depreciation</b>	
Brought forward	10,163
Eliminated on disposal	(6,165)
Charge for year	1,196
<b>As at 31 December 2021</b>	<b>5,194</b>
<b>Net Book Value</b>	
As at 31 December 2020	1,145
<b>As at 31 December 2021</b>	<b>879</b>

## 9. DEBTORS

	2021	2020
	£	£
Trade Debtors		-
Other Debtors	3,000	3,300
Prepayments and Accrued Income	2,798	4,807
	<b>5,798</b>	<b>8,107</b>

## 10. CREDITORS

	2021	2020
	£	£
Accruals		816
Deferred Income	15,000	13,750
Other Creditors	1,710	644
	<b>16,710</b>	<b>15,210</b>
<b>Movement on Deferred Income</b>		
Brought Forward	13,750	-
Released	(13,750)	-
Received in Year	15,000	13,750
<b>As Above</b>	<b>15,000</b>	<b>13,750</b>

## 11. MOVEMENT IN FUNDS 2021

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

## 11. MOVEMENT IN FUNDS 2020

	At 1.1.2020	Incoming Resources	Resources Expended	Exchange Gains	At 31.12.2020
	£	£	£	£	£
<b>Restricted Funds</b>					
Information Officer	5,980	-	(5,980)	-	-
Pitch a Project	337	-	-	-	337
Compassion COVID-19	-	16,000	(16,000)	-	-
<b>Total Restricted</b>	<b>6,317</b>	<b>16,000</b>	<b>(21,980)</b>	<b>-</b>	<b>337</b>
<b>Unrestricted Funds</b>					
Designated					
Short Term Co-ordination	20,000	-	-	-	20,000
<b>Total Designated</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>
General	338,997	297,662	(240,687)	1,548	397,520
<b>Total Unrestricted</b>	<b>358,997</b>	<b>297,662</b>	<b>(240,687)</b>	<b>1,548</b>	<b>417,520</b>
<b>Total Funds</b>	<b>365,314</b>	<b>313,662</b>	<b>(262,667)</b>	<b>1,548</b>	<b>417,857</b>

## 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](http://www.integralalliance.org)



**CEDAR Fund**  
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**integra**

**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**  
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Netherlands



**Tearfund**  
New Zealand



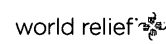
**Tearfund**  
UK



**World Concern**  
USA



**World Renew**  
North America



**World Relief**  
USA



**ZOA**  
Netherlands