Integral Alliance
A company limited by guarantee

For the year ended
31 December 2019

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.

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.

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.

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.

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.

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

Effective Collaboration Enabled
- Learning spaces created to share strengths, best practices and strategic issues.
- Strong relational alliance that encourages collaboration.

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 Secretariat Support Provided
- Run Joint Disaster Responses.
- Group Support.
- Member Care.
- Spiritual Support.
- External Engagement.
It is my pleasure to preface Integral’s 2019 Annual Report with this Foreword. After six years on the Board of Integral I was humbled to commence as Board Chair this year. At the close of 2019, Integral finds itself in a strong position. This year we enjoyed a season of consolidation around Vision and Mission, work begun by our former Chair, Jacinta Tegman. Her servant heart and grace in leadership has been an inspiration to me and I seek to serve Integral with the same heart. At our Board meeting in April we had fruitful discussions about how to collaborate better, and in October we were able to finalise our Values, which you can see on page five. The depth of friendships, trust, a common vision, and yearning for the Kingdom to come in the most troubled and disaster-struck corners of our world, bind and inspire all Integral Members.

That this common vision has been forged and is now shared by our 22 Member Agencies is truly remarkable! It demonstrates our complete dependence on God, our provider, as we seek to fulfil our mandate and strengthen our commitment to each other. Our bonds allow each of us to accomplish immeasurably more together than we could ever do on our own. As Board Chair, my prayer is that the Alliance will continue to grow, to adapt to the sheer size and pace of disasters that now call on our resources. I pray we will speak God’s timeless truths in fractious and politically tumultuous times, to grow in depth of relationship and impact, serving those in greatest need around the world.

It would be easy to take for granted the linkages we all have in our relief and development work; however, I believe that these are the result of constantly challenging how we can better deliver on our Mission together. I was able to see this for myself on a memorable visit to the Rohingya refugee response in Cox’s Bazar (Bangladesh). There I witnessed Integral Members pulling together in a remarkably complex response arena. It was both a sobering and deeply touching experience. We have tremendous frontline staff, both local and international, who really do make huge sacrifices to serve in such places.

In this annual report we invite you to join us in celebrating all that has been achieved this year and in praying for all that is to come in the year ahead.

With every blessing,

Ian McInnes
CEO of Tearfund New Zealand
Chair of Integral Alliance
2019 Member Survey:
Mutual Accountability and Learning Tool (MALT)

- 100% of Members returned the MALT questionnaire.
- Believe they are getting something from the membership of Integral that they are not able to get elsewhere.
- 22/22 Members took part in Integral meetings this year.
- Were able to give examples of how learning from involvement with Integral has impacted their practice.
- Opted into at least one Integral Disaster Response this year.
- Used communications material shared by another Member or shared their own material with other Members.

It is safe to say that few forums, networks or sets of professional relationships have changed our organisation and me personally more than Integral and this is a good thing.

Kingdom partnership changes us. It’s the relationships - relationships where we refine and encourage each other as fellow pilgrims on the journey.

Peter Howard, Food for the Hungry

Milestones in 2019

- 18 Members opt into Integral Disaster Response for Cyclone Idai
- Workshop on Child Protection in Emergencies organised jointly with Viva held in Malawi
- New Integral SitRep for unfolding disasters launched
- Integral Members monitor and respond to flooding in South Asia
- External evaluation of the Integral Response to the Sulawesi Earthquakes and Tsunami
- Integral Members monitor and respond to displacement from NE Syria
- Integral Members monitor and respond to Hurricane Dorian (Bahamas)
- New crisis report format launched for Venezuela Crisis
- First Partner Listening Forum on Localisation in Nepal
- Partner Listening Forum in Ethiopia
- Members adopt the Core Humanitarian Standard as our commitment to quality
- New crisis report format launched for Venezuela Crisis
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- Members adopt the Core Humanitarian Standard as our commitment to quality

- Integral Members monitor and respond to Venezuela crisis
- Disaster Zone launched on Integral Members Area
- Integral Members monitor and respond to flooding in South Asia
- Integral Members monitor and respond to displacement from NE Syria
- Integral Members monitor and respond to Hurricane Dorian (Bahamas)
- New crisis report format launched for Venezuela Crisis
- First Partner Listening Forum on Localisation in Nepal
- Partner Listening Forum in Ethiopia
- Members adopt the Core Humanitarian Standard as our commitment to quality

- Five orientation calls held through the year with a total of 61 participants
- Localisation Statement of Intent developed
- Largest gathering of Integral Members in our history at UK meetings
- 28 managers from 17 countries attend first Integral Human Resources webinar on ‘Duty of Care for Managers’
- Human Resources Toolbox for Integral Members launched
- Integral Members monitor and respond to Somali drought, famine and Hurricane Dorian (Bahamas)
- Members adopt the Core Humanitarian Standard as our commitment to quality
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Integral:
Additional crises have been coordinated through the Disaster Monitor.

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

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: 2019 - our year in numbers**

**Integral Members participated in the response to Cyclone Idai**

**We celebrated...**

870,000+

Men, women and children assisted across the world as part of an Integral Disaster Response.

**Additional crises monitored:**
- Burkina Faso;
- Somalia;
- Hurricane Dorian;
- NE Syria;
- South Asia Floods;
- Venezuela.

**We facilitated...**

110

In-depth 1:1 calls with the leadership of our Members.

8

Online learning events that covered Duty of Care for Managers; Social Media; Church Engagement; and Using Email to Engage Supporters.

**22m USD**

Raised by Members for four active responses this year.

**100+**

Countries where Integral works, across 34 sectors with a network of 650 local partners.

**100+**

Participants at our April meetings in the UK: the largest ever gathering of our Members included Early Responders and Human Resource Managers.

**18**

Integral Members participated in the response to Cyclone Idai.

18 Members worked together in this Response.

**110**

In-depth 1:1 calls with the leadership of our Members.

**8**

Online learning events that covered Duty of Care for Managers; Social Media; Church Engagement; and Using Email to Engage Supporters.

**4.2**

FTE staff in the Secretariat. Five members of staff work part-time and one works full-time.
### Integral Disaster Coordination & Developments 2019

<table>
<thead>
<tr>
<th>4 Responses with active coordination</th>
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<tbody>
<tr>
<td>• Cyclone Idai (Malawi, Mozambique and Zimbabwe)</td>
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<tr>
<td>• Sulawesi Tsunami (Indonesia)</td>
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<tr>
<td>• Lombok Earthquakes (Indonesia)</td>
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<tr>
<td>• Typhoon Mangkhut (Philippines)</td>
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<table>
<thead>
<tr>
<th>1 new Integral Alert raised</th>
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<tr>
<td>March 2019: Cyclone Idai (Malawi, Mozambique and Zimbabwe) – raised by Tearfund UK</td>
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<table>
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<tr>
<th>4 responses’ data gathered and analysed</th>
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<tr>
<td>Philippines – Typhoon Mangkhut / Ompong:</td>
</tr>
<tr>
<td>• 6-month beneficiary figures and funding flow</td>
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<tr>
<td>Indonesia – Lombok Earthquakes:</td>
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<tr>
<td>• 6-month and 12-month beneficiary figures and funding flow</td>
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<tr>
<td>Indonesia – Sulawesi Tsunami:</td>
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<tr>
<td>• 3-month and 6-month and 12-month beneficiary figures and funding flow</td>
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<table>
<thead>
<tr>
<th>Malawi, Mozambique, Zimbabwe – Cyclone Idai</th>
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<tr>
<td>• 3-month and 6-month beneficiary figures and funding flow</td>
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<tr>
<th>6 additional crises discussed and monitored</th>
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<tr>
<td>January 2019: Venezuela/Columbia</td>
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<tr>
<td>July 2019: Discussion on our Disaster Monitor regarding famine in Burkina Faso</td>
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<tr>
<td>August 2019: Sit Rep on South Asia Flooding</td>
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<td>September 2019: Discussion on our Disaster Monitor regarding Hurricane Dorian (Bahamas)</td>
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<td>September 2019: Discussion on our Disaster Monitor regarding conflict in Somalia</td>
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<tr>
<td>October 2019: Sit Rep on North East Syria Displacement</td>
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<tr>
<td>Plus ongoing live updates on our Early Responders Skype group throughout the year</td>
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<tr>
<th>DR process/systems development</th>
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<tr>
<td>March 2019: Launched a new part of our Members Area dedicated to disasters which enables us to coordinate our activities more efficiently</td>
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<tr>
<td>August &amp; October 2019: Piloted a Sit Rep to circulate information and comms before an official alert is launched</td>
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CYCLONE IDAI
Mozambique, Malawi, Zimbabwe: Cyclone Idai 6 Month Update

18 Integral Members are working together to respond to this disaster

Our response

- 569,200 Men, women and children were directly assisted with food distributions.
- 684,250 Men, women and children were directly assisted by Integral Members.
- 77,150 People benefitted from rehabilitated water points, latrines and other help to access safe water.
- 76,500 Individuals received essential shelter kits and materials.
- 19,400 Children benefitted from rehabilitated classrooms.
- 12,700 People could be treated with the medicines provided.
- 1,800 Men, women and children received blankets and mosquito nets.
- 1,800 People received cash to buy food.
- 750 People received psychosocial support.

The context

- Nearly 3 million people affected
- 390,000 people displaced
- Torrential rain and high winds

25 March 2019

Integral Disaster Response launched

For more information visit: www.integralalliance.org

Source: OCHA and Integral Members (all figures rounded to the nearest 50)
SULAWESI TSUNAMI
On 28 September 2018, multiple earthquakes and aftershocks struck the island of Sulawesi, Indonesia triggering a tsunami and causing widespread death and devastation.

**Our response**

- **86,300** People received help to access safe water or temporary latrines.
- **112,350** Men, women and children were directly assisted by Integral Members.
- **37,700** People were served by health clinics run by Integral Members.
- **32,950** Men, women and children received emergency food distributions.
- **28,350** Men, women and children received essential household items.
- **19,050** People were helped with emergency shelters.
- **5,950** People received psychosocial support for trauma.
- **2,050** People received livelihood support.
- **6,150** Individuals in displaced families benefitted from cash transfers.
- **9,500** Individuals were trained in Disaster Risk Reduction.
- **18,050** People received psychosocial support for trauma.

**The context**

- **18 Integral Members** worked together to respond to this disaster.
- **32,950** Men, women and children received emergency food distributions.
- **28,350** Men, women and children received essential household items.
- **19,050** People were helped with emergency shelters.
- **5,950** People received psychosocial support for trauma.
- **2,050** People received livelihood support.
- **6,150** Individuals in displaced families benefitted from cash transfers.
- **9,500** Individuals were trained in Disaster Risk Reduction.

For more information visit: www.integralalliance.org

Source: OCHA and Integral Members (all figures rounded to the nearest 50)
Philippines: Typhoon Mangkhut

6 Month Update

The context

10 Integral Members are working together to respond to this disaster

10 Integral Members

18 Sept
2018

Winds up to 225kph
+250,000 people displaced

Typhoon Mangkhut (known locally as Ompong) made landfall on the largest island of the Philippines on September 15 2018 causing extensive damage to homes and infrastructure.

Our response

32,400 People benefitted from food distributions.

35,500 Men, women and children were directly assisted by Integral Members.

13,450 People received essential household items.

2,400 People were helped with emergency shelter kits or construction of safe shelters.

750 People received psychosocial support.

2,100 Individuals received help to re-establish livelihoods.

13,450
People received essential household items.

32,400
People benefitted from food distributions.

35,500
Men, women and children were directly assisted by Integral Members.

750
People received psychosocial support.

2,100
Individuals received help to re-establish livelihoods.

2,400
People were helped with emergency shelter kits or construction of safe shelters.

Our response

Integral Disaster Response launched

For more information visit: www.integralalliance.org

Source: OCHA and Integral Members (all figures rounded to the nearest 50)
The context

Indonesia Earthquakes 7.0 magnitude

A number of earthquakes hit the island of Lombok in Indonesia. The strongest struck on 5 August and measured 7.0 magnitude. These earthquakes and the aftershocks that followed caused widespread damage to homes and public infrastructure.

Our response

10 Integral Members are supporting local partners to respond to this disaster

13 Aug 2018

Integral Disaster Response launched

For more information visit: www.integralalliance.org

Source: OCHA and Integral Members (all figures rounded to the nearest 50)
22/22
Members returned the MALT questionnaire.

100%
Believe they are getting something from the membership of Integral that they are not able to get elsewhere.

100%
Of Members took part in Integral meetings this year.

100%
Were able to give examples of how learning from involvement with Integral has impacted their practice.

100%
Opted into at least one Integral Disaster Response this year.

95%
Used communications material shared by another Member or shared their own material with other Members.

90%

It is safe to say that few forums, networks or sets of professional relationships have changed our organisation and me personally more than Integral and this is a good thing. Kingdom partnership changes us. It's the relationships - relationships where we refine and encourage each other as fellow pilgrims on the journey.

Peter Howard,
Food for the Hungry
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
**MALT 2019: Collaboration in Raising and Sharing Funds**

This is a key theme that runs through the 2019 MALT.

- **Income From Other Sources**: 61% ($364m) of total member income ($596m) in 2019.
- **Income From 38 High Compliance Donors (HCDs)**: 39% ($232m) of total member income.

**Total Income from HCDs**

- 2016: $143m
- 2017: $168m
- 2018: $223m
- 2019: $244m

- **$35m** Integral Disaster Response Income
- 24% Shared with local Partners
- 21% Shared with other Members

**Another 10% of donor income came from Australian Government, NORAD, Europe-Aid and Chaine du Bonheur.**

**78% of HCD income comes from these six sources.**

**Integral Members had a relationship with at least one HCD in 2019.**

**17**

**5 Members did not receive any funding from HCDs.**

**On average Members raised about 30% of their income from HCDs in 2019.**

**Joint Funding Proposals**

- 2019: 49
- 2018: 36
- 2017: 61

Members shared more examples of joint funding proposals this year than last year but not as many as in 2017.

**$15.5m—2019**

This year, Members estimated that they were able to raise $15.5m as a result of using Comms resources shared by other Members. This is three times as much as last year.

**Sharing funding**

+50% of the field level examples related to shared funding activities:

- Funding other Member’s work
- Co-funding partner’s work
- Joint grant applications

**Funding other Members**

- 1/3 of Members want to increase their funding for other Members.
MALT 2019: Collaboration at Country Level

There is a real desire to see more collaboration taking place at country level. Where collaboration occurs is closely linked to Integral Disaster Responses.

For a third year in a row a majority (77%) of IPG collaboration examples were from a country where there is currently or has been an Integral Disaster Response.

Half of Members (11) want to build stronger partnerships at country level over the coming year.

Can we encourage effective collaboration to take place in disaster prone countries before or between disasters? This could be an effective piece of disaster preparedness that improves the quality of our disaster responses.

The IPG shared a total of 292 examples of collaboration, 20% more than last year. Every Member was able to give examples of working with other Members this year.

Markers show the countries where five or more examples of collaboration were shared by the IPG in the MALT questionnaires.

Countries where there has been an Integral DR since 2012.
All other countries where Integral Members work.

Collaboration

Joint Capacity Building

More joint capacity building of partners was reported this year than in any previous year.

2019 29 examples
2018 15 examples

Who is working together?

More than 30% of examples shared in 2019 involved three or more Members working together.

3+

Where do we work?

Integral Members work in over 100 countries, across 40 sectors, and have a network of over 650 local partners.
Groups and Structure

**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

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**Integral Programme Group (IPG)**
- Facilitates collaboration in Disaster Responses
- Coordinates all programme activity in the alliance
- Provides a platform to foster collaboration outside disasters

**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

**Board IPG Committee**
- Strategic oversight of IPG and their meeting agendas
- Monitors IPG progress against agreed strategic priorities

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**Integral Secretariat**
- Runs joint Disaster Responses
- Coordinates core group activities
- Spiritual support for our Members
- External engagement with stakeholders and global partners

**Integral Quality Assurance Task Force**
- Oversees alliance-wide mechanisms to ensure the quality of our work is continually improving

**Informed Consent Working Group**
- Monitors how informed consent is gained for assets shared among Integral Members

**Integral Board Chair**
- Ian McInnes

**IMG Chair**
- Jon Beighle

**IPG Chair**
- Rhonda Eikelboom

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2019 Member Survey: Mutual Accountability and Learning Tool (MALT)
- 22/22 Members returned the MALT questionnaire.
- 100% Believe they are getting something from the membership of Integral that they are not able to get elsewhere.
- Of Members took part in Integral meetings this year.
- Were able to give examples of how learning from involvement with Integral has impacted their practice.
- Opted into at least one Integral Disaster Response this year.
- Used communications material shared by another Member or shared their own material with other Members.

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**Early Responders Group**
- Focuses on improving the effectiveness of the alliance’s response in the early stages of a disaster

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**Integral:**

- It is safe to say that few forums, networks or sets of professional relationships have changed our organisation and me personally more than Integral and this is a good thing.
- Kingdom partnership changes us.
- It’s the relationships - relationships where we refine and encourage each other as fellow pilgrims on the journey.

**Peter Howard,**

**Food for the Hungry**
KEY THEMES

This year the Board has explored deeper collaboration in disaster response and spent time discussing and learning about localisation, CHS, and how we should approach and enable quality improvement as an alliance. Peer learning on change management and strategic issues have enabled valuable learning. In business sessions the Board oversaw governance and finance, and ensured the timely and effective delivery of Integral’s strategy.

ACHIEVEMENTS AND KEY DECISIONS

- In April 2019 Ian McInnes became the Board Chair.
- The Board agreed Integral’s Values. These will sit alongside our Vision and Mission as cornerstones for Integral’s identity.
- The Board endorsed the Core Humanitarian Standard as our quality standard as an alliance.
- Approval for new Safeguarding Policies for both Vulnerable Adults and Children, and for Complaints and Concerns.

PARTICIPATION

All Members were present for at least one of our bi-annual face-to-face meetings. In addition to the two Board meetings there were four ExCo meetings, two FAC calls, and two calls for the IPG and IMG Board committees to ensure good communication among all core Integral groups.

Integral brings a place where our Kingdom conscience is being more deeply formed by the Holy Spirit’s collective work through our agencies and partners. Examples of this include localisation, stewardship of Creation, simplicity of work-style, ensuring dignity is affirmed in programmes and marketing, and countless more. A place where we are reminding each other of the high standards of being ambassadors of Christ and thus ensuring that “Kingdom compliance” transcends all other compliance mandates. – (Board, Food for the Hungry)
**KEY THEMES**

Our collaboration in DR progressed through the formation of the Informed Media Consent Working Group, which looks at how consent is gained for capturing and using media, with a view to developing an Integral standard. Our collaboration outside of DR has developed through webinars where we have shared learning and best practice around the key topics of Social Media, Email Welcome and Church Engagement.

**ACHIEVEMENTS AND KEY DECISIONS**

- In April 2019 Jon Beighle became the IMG Chair.
- Contributed to the area of how we might better respond to neglected crisis by being proactive in sharing information and plans about Venezuela. Three IMG members are on the Neglected Crises Working Group.
- Continue to develop webinars to share learning and best practice around common areas, themes and challenges.

**PARTICIPATION**

20 Members were represented at April’s face-to-face meetings, and 17 Members in October.

One new Working Group formed to progress work on our disaster media sharing.

Three learning events took place, and ran twice, to share best practice about common key topics.

*The IMG has provided so much to me personally and professionally. My mentoring relationships have been so valuable to me, and all of the conversations I’ve had in person, and over email and video calls have helped me to grow and build my confidence.* — (IMG, Transform Aid International)
The Integral Programme Group (IPG)

KEY THEMES

The IPG progressed work in focus groups on complex and protracted crises. We held a joint evaluation of our response to the Sulawesi tsunami and will learn from the recommendations. We responded to Cyclone Idai and continued work on other Integral Disaster Responses.

ACHIEVEMENTS AND KEY DECISIONS

- In October 2019 Rhona Eikelboom became the IPG Chair.
- The Rohingya Evaluation recommendations were finalised and an action plan agreed.
- The evaluation for the Integral Sulawesi response was agreed, planned and held.
- The IPG agreed that the Core Humanitarian Standard (CHS) should replace the Integral Quality Standards.
- The IPG also agreed an approach to localisation and conducted two out of five planned Partner Listening Forums.

PARTICIPATION

All Members were represented in at least one of our two face-to-face meetings in April and October. The Early Responders working group met twice. The Integral Quality Assurance Task Force continued to drive up the quality of our work by overseeing the recommendation to move to the CHS, which was accepted by the wider IPG.

“Let me take this opportunity to thank you for the wonderful partnership I have experienced between Integral Alliance and Tearfund NZ. It’s been a joy to work with professionals who are deeply passionate about Christ-centred, best practice and locally led disaster response outcomes for communities around the world. – (IPG, Tearfund New Zealand)”
We have much to be thankful for in 2019 and I hope that this report has inspired you in the same way as it has inspired me. Our small Secretariat team continues to work tirelessly on behalf of our Members to fulfill our Mission and Vision, working virtually across three nations to champion, encourage and facilitate collaborative working across our membership. The refresh of our Disaster Process after seven years, along with the new Disaster Management IT system were two big pieces of work achieved in 2019 to help realise this.

We gained unanimous agreement over our Values in our October meetings, and so internally we now stand on a firm foundation of not only Christ, but also of a clear agreed Vision, Mission, Values and Strategic Framework. This enables us to increase our time and resources in looking outwards to the world in need around us.

Looking ahead, our Alliance faces some significant challenges common to our sector as a whole: constricted budgets, fractious domestic political agendas, record numbers of displaced people, and increasing numbers of crises. In face of those challenges we want to keep responding to and speaking up for those affected by disasters, and we want to deepen our understanding to address these challenges with wisdom and grace.

Our mission of demonstrating God’s Kingdom is more crucial than ever before. We have among us a remarkable agility and capacity to mobilise local response, and to tell that story in compelling ways that appeal to the head and to the heart of our faithful supporters and donors, whether that’s to a government policy maker or a committed Christian wanting to serve the poor. As we celebrate our 15th birthday in October 2020, we want to further explore how we as Christians can work more closely together to reach more people affected by disasters, especially neglected crises.

We look forward to continuing our journey, doing justly, loving mercy and walking humbly to bring fullness of life to more people in 2020. Thank you for your interest in and support for our work.

Fiona Boshoff
CEO, 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 2019 the number of members was 22.

POLICIES
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 PRACTISE
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 policies in the following areas:
- Safeguarding for both children and adults. All Integral staff are DBS checked
- Complaints and Concerns which includes Whistleblowing. This can also be found in the public domain on Integral’s website
- Volunteer Management
- Finance including Reserves and Fraud Prevention
- Data Protection and Privacy which can also be found in the public domain on Integral’s website
- Conflict of Interest for our trustees which is part of our constitution (Memorandum and Articles of Association)
- Risks and Hazards documentation including a Risk Register, Risk Mitigation planning, travel, and working from home risk assessments

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

SUBCOMMITTEES
We have terms of reference for each of the subcommittees which are also regularly reviewed. This year the Board ratified a document which gave clarity to the process for forming and approving new subcommittees or working groups.
**Administrative and Legal Details**

**REGISTERED ADDRESS**

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

**PRINCIPAL STAFF**

F Boschoff – Company Secretary

**BANKERS**

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

**INDEPENDENT EXAMINER**

Paul Windmill FCA, Myers Clark Chartered Accountants, Egale 1, 76-80 St Albans Road, Watford, WD17 1DL

**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.

<table>
<thead>
<tr>
<th>Member</th>
<th>Country</th>
<th>Name</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEDAR Fund</td>
<td>Hong Kong</td>
<td>R Kwong</td>
<td>1 June 2016</td>
<td></td>
</tr>
<tr>
<td>Food for the Hungry</td>
<td>USA</td>
<td>M Meyers</td>
<td>1 October 2018</td>
<td>8 March 2019</td>
</tr>
<tr>
<td>Integra Venture</td>
<td>Slovakia</td>
<td>A Bussard</td>
<td>13 October 2006</td>
<td></td>
</tr>
<tr>
<td>International Health Partners</td>
<td>UK</td>
<td>A Paterson</td>
<td>1 November 2017</td>
<td></td>
</tr>
<tr>
<td>Norwegian Mission Alliance</td>
<td>Norway</td>
<td>A Andersen</td>
<td>1 March 2016</td>
<td></td>
</tr>
<tr>
<td>Medair</td>
<td>Switzerland</td>
<td>D Verboom</td>
<td>1 April 2018</td>
<td></td>
</tr>
<tr>
<td>Medical Teams International</td>
<td>USA</td>
<td>M Newsome</td>
<td>1 September 2016</td>
<td></td>
</tr>
<tr>
<td>Mission East</td>
<td>Denmark</td>
<td>K Hartzner</td>
<td>8 October 2008</td>
<td></td>
</tr>
<tr>
<td>SEL</td>
<td>France</td>
<td>P Guiborat</td>
<td>7 April 2006</td>
<td></td>
</tr>
<tr>
<td>TEAR Australia</td>
<td>Australia</td>
<td>M Maury</td>
<td>13 October 2010</td>
<td></td>
</tr>
<tr>
<td>Tearfund</td>
<td>Belgium</td>
<td>C van Maelsaeye</td>
<td>4 October 2005</td>
<td></td>
</tr>
<tr>
<td>Tear</td>
<td>Netherlands</td>
<td>M van der Graaf</td>
<td>2 January 2013</td>
<td>1 February 2019</td>
</tr>
<tr>
<td>Tearfund New Zealand</td>
<td>New Zealand</td>
<td>I McInnes (Chair)</td>
<td>2 January 2013</td>
<td></td>
</tr>
<tr>
<td>Tearfund Switzerland</td>
<td>Switzerland</td>
<td>A Foerster</td>
<td>1 February 2016</td>
<td></td>
</tr>
<tr>
<td>Tearfund UK</td>
<td>UK</td>
<td>N Harris</td>
<td>23 November 2015</td>
<td></td>
</tr>
<tr>
<td>Tearfund Ireland</td>
<td>Ireland</td>
<td>S Kelly</td>
<td>1 July 2015</td>
<td></td>
</tr>
<tr>
<td>Tearfund Canada</td>
<td>Canada</td>
<td>W Johnson</td>
<td>1 January 2017</td>
<td></td>
</tr>
<tr>
<td>Transform Aid International</td>
<td>Australia</td>
<td>J Hickey</td>
<td>19 October 2012</td>
<td></td>
</tr>
<tr>
<td>World Concern USA</td>
<td>USA</td>
<td>J Tegman</td>
<td>1 October 2013</td>
<td>13 January 2019</td>
</tr>
<tr>
<td>World Relief USA</td>
<td>USA</td>
<td>S Arbeiter</td>
<td>15 August 2016</td>
<td></td>
</tr>
<tr>
<td>World Renew USA/Canada</td>
<td>USA/Canada</td>
<td>I Kaasta-Mutoigo</td>
<td>31 July 2015</td>
<td></td>
</tr>
<tr>
<td>ZOA</td>
<td>Netherlands</td>
<td>C Lukkien</td>
<td>19 July 2017</td>
<td></td>
</tr>
</tbody>
</table>

*Names in italics are members of the Executive Committee as well as the Board at year end.*
The income of the Trust is primarily derived from membership fees and donations from trusts, corporations and individuals. During 2019, the charitable company received total incoming resources of £418,722 (2018 - £320,492). Resources expended on charitable activities amounted to £364,472 (2018 - £250,250).

The Reserves Policy was agreed at the April 2016 Board meeting to ensure Integral keeps a minimum of six months operating costs as reserves. Six months of reserves for 2019 is £182,236 based on 2019 expenditure of £364,472. Funds carried forward at 31 December 2019 were £358,997, of which £20,000 (2018: £3,913) were designated as explained in note 12. Therefore, Integral’s reserves now exceed six months operating costs, partially due to the weakening of Sterling against other currencies in 2019. As per our financial policy, Integral Alliance will hold the level of reserves assessed as sufficient to cushion against external factors such as global economic conditions and fluctuating exchange rates that threaten Integral Alliance’s ability to meet its commitments to its Members as well as to its own staff.
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 22nd April 2020 and signed on their behalf by:

I McInnes
Chair and Director

A Paterson
Treasurer and Director
I report to the charity trustees on my examination of the accounts of the Company (co. no. 5442605 and charity no: 1112515) for the year ended 31 December 2019 which are set out on pages 36 to 43.

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:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- 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
- 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.

______________________  ____________
Paul Windmill FCA   Date
Myers Clark Chartered Accountants
Egale 1
80 St Albans Road
Watford WD17 1DL
**INTEGRAL ALLIANCE STATEMENT OF FINANCIAL ACTIVITIES**  
*(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2019*

<table>
<thead>
<tr>
<th>Note</th>
<th>Restricted</th>
<th>Unrestricted</th>
<th>Total</th>
<th>Restricted</th>
<th>Unrestricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>

**Income from:**

- **Donations**:  
  - 2019: £24,750
  - 2018: £11,973

- **Charitable Activities**:  
  - 2019: £388,862
  - 2018: £295,165

- **Investments**:  
  - 2018: £197

- **Other income**:  
  - 2018: £2,157

**Total income**:  
- 2019: £418,722
- 2018: £320,492

**Expenditure on:**

- **Raising Funds**:  
  - 2019: £- 
  - 2018: £- 

- **Charitable Activities**:  
  - 2019: (£24,950)
  - 2018: (£231,107)

**Total expenditure**:  
- 2019: (£364,472)
- 2018: (£250,250)

**Net income/ (expenditure)**:  
- 2019: £54,450
- 2018: £78,385

**Reconciliation of funds**

- **Total funds brought forward**:  
  - 2019: £304,547
  - 2018: £226,162

- **Total funds carried forward**:  
  - 2019: £365,314
  - 2018: £311,064
The Directors approved these financial statements on 22nd April 2020.

For the year ended 31 December 2019 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.

<table>
<thead>
<tr>
<th>Note</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>1,840</td>
<td>1,476</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors and Prepayments</td>
<td>6,820</td>
<td>56,125</td>
</tr>
<tr>
<td>Cash at Bank</td>
<td>362,367</td>
<td>267,992</td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>(5,713)</td>
<td>(14,529)</td>
</tr>
<tr>
<td><strong>Net Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>363,474</td>
<td>309,588</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>365,314</td>
<td>311,064</td>
</tr>
<tr>
<td><strong>Funds of the charity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted funds</td>
<td>6,317</td>
<td>6,517</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>20,000</td>
<td>3,913</td>
</tr>
<tr>
<td>Designated</td>
<td>338,997</td>
<td>300,634</td>
</tr>
<tr>
<td>General</td>
<td>365,314</td>
<td>311,064</td>
</tr>
</tbody>
</table>

The notes on pages 38 to 43 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) 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.

The Trustees consider that there are no material uncertainties about the charity’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 3 years.
2. INCOMING FROM DONATIONS

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Corporate</td>
<td>-</td>
<td>4,513</td>
</tr>
<tr>
<td>Trusts and Foundations</td>
<td>11,000</td>
<td>11,000</td>
</tr>
<tr>
<td>Individual</td>
<td>18,520</td>
<td>7,460</td>
</tr>
<tr>
<td></td>
<td>29,520</td>
<td>11,973</td>
</tr>
</tbody>
</table>

3. INCOMING FROM CHARITABLE ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Membership fees</td>
<td>292,033</td>
<td>277,621</td>
</tr>
<tr>
<td>Contributions to programmes</td>
<td>96,829</td>
<td>17,544</td>
</tr>
<tr>
<td></td>
<td>388,862</td>
<td>306,165</td>
</tr>
</tbody>
</table>

4. RESOURCES EXPENDED BY ACTIVITY

<table>
<thead>
<tr>
<th></th>
<th>Direct Costs</th>
<th>Support Costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Activities for raising funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Charitable Activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-ordination and Infrastructure</td>
<td>124,523</td>
<td>19,693</td>
<td>144,216</td>
</tr>
<tr>
<td>Marketing and Communications</td>
<td>61,705</td>
<td>9,759</td>
<td>71,464</td>
</tr>
</tbody>
</table>

5. SUPPORT AND GOVERNANCE COSTS

<table>
<thead>
<tr>
<th></th>
<th>Direct Costs</th>
<th>Support Costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Costs</td>
<td>10,197</td>
<td>10,722</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>524</td>
<td>528</td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>5,854</td>
<td>4,412</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>876</td>
<td>937</td>
<td></td>
</tr>
<tr>
<td>Professional Support</td>
<td>5,234</td>
<td>6,287</td>
<td></td>
</tr>
<tr>
<td></td>
<td>22,685</td>
<td>22,886</td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff costs</td>
<td>19,889</td>
<td>21,667</td>
<td></td>
</tr>
<tr>
<td>Board travel and accommodation</td>
<td>4,748</td>
<td>5,999</td>
<td></td>
</tr>
<tr>
<td>Independent Examiner’s fee</td>
<td>2,448</td>
<td>1,584</td>
<td></td>
</tr>
<tr>
<td></td>
<td>27,085</td>
<td>29,250</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>49,770</td>
<td>52,136</td>
<td></td>
</tr>
</tbody>
</table>
6. **NET INCOME**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>This is stated after charging:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,520</td>
<td>2,081</td>
</tr>
<tr>
<td>Independent Examiner’s Fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Examination</td>
<td>2,448</td>
<td>1,584</td>
</tr>
<tr>
<td>Other services</td>
<td>4,603</td>
<td>3,246</td>
</tr>
</tbody>
</table>

7. **SALARIES AND RELATED COSTS**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Gross salaries</td>
<td>166,673</td>
<td>142,098</td>
</tr>
<tr>
<td>UK Social Security costs</td>
<td>6,654</td>
<td>4,407</td>
</tr>
<tr>
<td>Foreign Social Security costs</td>
<td>13,470</td>
<td>13,432</td>
</tr>
<tr>
<td>Pensions</td>
<td>17,039</td>
<td>13,933</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>203,836</td>
<td>173,870</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of employees (head count)</td>
<td>5.8</td>
<td>5.0</td>
</tr>
<tr>
<td>Average number of employees (full time equivalent)</td>
<td>4.1</td>
<td>3.6</td>
</tr>
</tbody>
</table>

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No employees earned over £60,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. **FIXED ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>Office Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
</tr>
<tr>
<td>Cost</td>
<td></td>
</tr>
<tr>
<td>Brought forward</td>
<td>9,603</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
</tr>
<tr>
<td>Additions</td>
<td>1,884</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>As at 31 December 2019</strong></td>
<td>11,487</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation</td>
<td></td>
</tr>
<tr>
<td>Brought forward</td>
<td>8,127</td>
</tr>
<tr>
<td>Eliminated on disposal</td>
<td>-</td>
</tr>
<tr>
<td>Charge for year</td>
<td>1,520</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>As at 31 December 2019</strong></td>
<td>9,647</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Book Value</td>
<td></td>
</tr>
<tr>
<td>As at 31 December 2018</td>
<td>1,476</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>As at 31 December 2019</strong></td>
<td>1,840</td>
</tr>
</tbody>
</table>

The trustees and CEO are considered key management. The total remuneration, including on-costs and pension, paid to key management amounted to £73,484 (2018: £71,768). Trustee expenses are shown in note 14.
### 9. DEBTORS

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>1,400</td>
<td>-</td>
</tr>
<tr>
<td>Other debtors</td>
<td>3,300</td>
<td>4,775</td>
</tr>
<tr>
<td>Prepayments and accrued income</td>
<td>2,120</td>
<td>51,350</td>
</tr>
<tr>
<td></td>
<td>6,820</td>
<td>56,125</td>
</tr>
</tbody>
</table>

### 10. CREDITORS

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accruals</td>
<td>5,713</td>
<td>3,453</td>
</tr>
<tr>
<td>Deferred income</td>
<td>-</td>
<td>11,000</td>
</tr>
<tr>
<td>Other creditors</td>
<td>-</td>
<td>76</td>
</tr>
<tr>
<td></td>
<td>5,713</td>
<td>14,529</td>
</tr>
</tbody>
</table>

### Movement on Deferred Income

- **Brought forward**: 11,000
- **Released**: (11,000)
- **Received in year**: -11,000
- **As above**: 11,000

### 11. MOVEMENT IN FUNDS 2018

<table>
<thead>
<tr>
<th></th>
<th>At 1.1.2019</th>
<th>Incoming Resources</th>
<th>Resources Expended</th>
<th>Transfer</th>
<th>At 31.12.2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restricted Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>1,853</td>
<td>-</td>
<td>(1,853)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Information Officer</td>
<td>3,164</td>
<td>24,750</td>
<td>(21,934)</td>
<td>-</td>
<td>5,980</td>
</tr>
<tr>
<td>Pitch a Project</td>
<td>1,500</td>
<td>-</td>
<td>(1,163)</td>
<td>-</td>
<td>337</td>
</tr>
<tr>
<td><strong>Total Restricted</strong></td>
<td>6,517</td>
<td>24,750</td>
<td>(24,950)</td>
<td>-</td>
<td>6,317</td>
</tr>
<tr>
<td><strong>Unrestricted Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Fund</td>
<td>3,913</td>
<td>-</td>
<td>(3,913)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Short Term Co-ordination</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>Total designated</strong></td>
<td>3,913</td>
<td>-</td>
<td>(3,913)</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>General</td>
<td>300,634</td>
<td>393,972</td>
<td>(335,609)</td>
<td>(20,000)</td>
<td>338,997</td>
</tr>
<tr>
<td><strong>Total unrestricted</strong></td>
<td>304,547</td>
<td>393,972</td>
<td>(339,522)</td>
<td>-</td>
<td>358,997</td>
</tr>
<tr>
<td><strong>Total Funds</strong></td>
<td>311,064</td>
<td>418,722</td>
<td>(364,472)</td>
<td>-</td>
<td>364,314</td>
</tr>
</tbody>
</table>
11. MOVEMENT IN FUNDS 2018

<table>
<thead>
<tr>
<th></th>
<th>At 1.1.2018</th>
<th>Incoming Resources</th>
<th>Resources Expended</th>
<th>Transfer</th>
<th>At 31.12.2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>Restricted Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>9,511</td>
<td>-</td>
<td>(7,658)</td>
<td>-</td>
<td>1,853</td>
</tr>
<tr>
<td>Information Officer</td>
<td>3,649</td>
<td>11,000</td>
<td>(11,485)</td>
<td>-</td>
<td>3,164</td>
</tr>
<tr>
<td>Pitch a Project</td>
<td>1,500</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Total Restricted</strong></td>
<td>14,660</td>
<td>11,000</td>
<td>(19,143)</td>
<td>-</td>
<td>6,517</td>
</tr>
<tr>
<td><strong>Unrestricted Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency fund</td>
<td>8,392</td>
<td>-</td>
<td>(4,479)</td>
<td>-</td>
<td>3,913</td>
</tr>
<tr>
<td>General</td>
<td>217,770</td>
<td>309,492</td>
<td>(226,628)</td>
<td>-</td>
<td>300,634</td>
</tr>
<tr>
<td><strong>Total unrestricted</strong></td>
<td>226,162</td>
<td>309,492</td>
<td>(231,107)</td>
<td>-</td>
<td>304,547</td>
</tr>
<tr>
<td><strong>Total Funds</strong></td>
<td>240,822</td>
<td>320,492</td>
<td>(250,250)</td>
<td>-</td>
<td>311,064</td>
</tr>
</tbody>
</table>

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 Coordinator.

**Pitch a Project**
This represents funds received for seed-funding innovative work of Integral Members, which was showcased to all Members during our biennial meetings.

**Emergency Fund**
This fund has been established to support Members in responding to small scale, chronic or hidden emergencies that don’t reach the media. Unrestricted donations of over £5,000 are allocated to this fund.

**Short Term Co-ordination**
This fund has been established to fund rapid deployment of staff or consultants to coordinate the work of Integral Members on the ground in each Integral response. It is a revolving fund which will be replenished by Members after each emergency.
13. ALLOCATION OF NET ASSETS BY FUND

<table>
<thead>
<tr>
<th></th>
<th>Restricted funds 2019</th>
<th>Unrestricted funds 2019</th>
<th>Total funds 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Assets</td>
<td>-</td>
<td>1,840</td>
<td>1,840</td>
</tr>
<tr>
<td>Current Assets</td>
<td>6,317</td>
<td>362,870</td>
<td>369,187</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>-</td>
<td>(5,713)</td>
<td>(5,713)</td>
</tr>
<tr>
<td></td>
<td>6,317</td>
<td>358,997</td>
<td>365,314</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Restricted funds 2018</th>
<th>Unrestricted funds 2018</th>
<th>Total funds 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Assets</td>
<td>-</td>
<td>1,476</td>
<td>1,476</td>
</tr>
<tr>
<td>Current Assets</td>
<td>17,517</td>
<td>306,600</td>
<td>324,117</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>(11,000)</td>
<td>(3,529)</td>
<td>(14,529)</td>
</tr>
<tr>
<td></td>
<td>6,517</td>
<td>304,547</td>
<td>311,064</td>
</tr>
</tbody>
</table>

14. TRUSTEE REMUNERATION AND EXPENSES AND RELATED PARTY TRANSACTIONS

Board meetings are hosted by member organisations which are located worldwide. Trustees received reimbursement for travel expenses to Board Meetings as follows:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Trustees</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Amount reimbursed</td>
<td>£4,748</td>
<td>£5,999</td>
</tr>
</tbody>
</table>

No trustee received any other remuneration or benefit.
The aggregate amount of donations received from related parties was £1,200 (2018: £5,713).