ANNUAL REPORT
AND FINANCIAL STATEMENTS 2016
The Directors present their report and financial statements for the year ended 31 December 2016.

The administrative and legal details of the charitable company are as follows:

Integral Alliance is a Company limited by guarantee, without a share capital, incorporated on 5 May 2005 and registered as a charity on 14 December 2005. The company was established under a Memorandum of Association which sets out the objects and powers of the charitable company and is governed by its Articles of Association.

Integral Alliance’s registered company number is 5442605 and registered charity number is 1112515.

Registered Address: Egale 1, 76 - 80 St Albans Road, Watford WD17 1DL

PRINCIPAL STAFF
F Boshoff – Company Secretary

BANKERS
HSBC, 6 Station Road North, Egham, Surrey, TW20 9LH

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

NOMINATING BODY COUNTRY NAME FROM TO
CEDAR Fund Hong Kong C Chan 4 October 2005 30 March 2016
R Kwong 1 June 2016
Food for the Hungry USA G Edmonds 1 November 2014
Integra Venture Slovakia A Bussard 13 October 2006
International Health Partners UK A Harris 1 September 2015
Norwegian Mission Alliance Norway A Andersen 1 March 2016
MAP International USA S Stirling 1 October 2014
Medair Switzerland J Ingram 25 October 2013
Medical Teams International USA J Pinneo 1 October 2014
M Newsome 31 March 2016
Mission East Denmark K Hartzner 8 October 2008
SEL France P Guiborat 7 April 2006
TEAR Australia Australia M Maury 13 October 2010
Tearfund Belgium C van Maelsaeke 4 October 2005
Tear Netherlands M van der Graaf 2 January 2013
TEAR Fund New Zealand I McInnes 2 January 2013
Tearfund Switzerland J Gunthardt 7 October 2009
M Foerster 1 February 2016
Tearfund UK & Ireland N Harris 23 November 2015
Tearfund Ireland S Kelly 1 July 2015
Transform Aid International Australia J Hickey 19 October 2012
World Concern USA J Tegman 1 October 2013
World Relief Canada Canada D Winger [Vacant] 24 August 2015
World Relief USA S Bauman 12 May 2011
S Arbeiter 15 August 2016
World Renew USA/Canada I Kastra-Mutoigo 31 July 2015
ZOA Netherlands J Mooij [Vacant] 7 September 2015
Names in Italics are members of the Executive Committee as well as the Board.
The charitable company is governed in accordance with its Articles of Association.

**MEMBERSHIP**

The members of the charitable company are the subscribers to the Memorandum 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 whilst they are members and within 12 months of ceasing membership. At 31 December 2016 the number of members was twenty-three.

**BOARD OF DIRECTORS**

Each Member Agency nominates one Director to the Board. The Board meets twice a year to discuss policy and procedures and review the work of the charitable company. Allan Bussard is the Chair of Integral Alliance.

**EXECUTIVE COMMITTEE**

The Executive Committee (ExCo) is composed of six Board members and the Integral Director, indicated by names in italics in the list of Directors above. The ExCo is charged with supervising and managing the work plan on behalf of the Board of Directors in accordance with its mandate from the Board. The Executive Committee meets four times a year, twice between Board meetings, and twice around Board meetings.

**STAFF**

The day-to-day work of the charitable company is managed and administered by the Director, Fiona Boshoff, who is based in Belgium and works full-time. The Director reports to the Executive Committee and the Board. The Director is supported by four UK-based staff and one volunteer in the US.

As in 2015, the role of Support Coordinator is held by Rebecca Warren-Heys, based in the UK, on a part-time basis working 60%.

As in 2015, the role of Programmes and Disaster Management Coordinator is held by Jan Eyre, based in the UK, on a part-time basis working 80%.

As in 2015, the role of Marketing and Communications Coordinator is held by Sarah Larkin, based in the UK, on a part-time basis working 60%.

Paul Ippel, based in the US, works for Integral on a volunteer basis with a focus on fundraising.

In 2016 Integral was able to employ a new member of staff on a temporary contract due to a gift from a Charitable Foundation. Amy McDonald, based in the UK, works as Integral’s Information Officer on a part-time basis working 40%.

**POLICIES**

In line with guidance on best practise from the Charity Commission for England and Wales, Integral spent time in 2016 developing policies in two areas: for Complaints and Volunteer Management. Both policies were ratified by the Board during meetings in October 2016. Our Complaints Policy is available in the footer of our public website and the Integral Director provides a quarterly report to the ExCo on any complaints received. Integral is delighted that to date, with over ten years of operation, we have not received a single complaint. We hope this trend continues into the future. Our Volunteer Management Policy and Procedure remains an internal document and will only be used in the event of a person volunteering their time or expertise to Integral.

The Board has also tasked the Secretariat to work on policies for dealing with Vulnerable Beneficiaries and on Risk Management. The first drafts of these have been presented to the ExCo and work is ongoing on them. We expect to have them finalised and ratified by the Board in 2017.
INTEGRAL ALLIANCE’S CHARITABLE OBJECT

The Company's object is to promote the efficiency of Christian charities and their effective use of charitable resources to prevent disease and ill health, and relieve poverty, suffering and distress amongst the people of the world.
AIMS AND OBJECTIVES

■ INTEGRAL’S VISION
A world without poverty.

■ INTEGRAL’S MISSION
To work in collaboration as national relief and development agencies committed to maximising the holistic impact of our Christian response to the poor worldwide.

The charity gives due regard to the Charity Commission guidance on public benefit and delivers public benefit through its work as described below.

■ INTEGRAL’S STRATEGIC PLAN AND OBJECTIVES 2015 – 2018
The 2015 – 2018 Strategic Plan has been endorsed by the Board.

FOCUS AREA 1: DISASTER MANAGEMENT
Goal: Increased and improved capacity and quality of Integral and its Members, enabling a compassionate and professional Christian response to emergencies across the world and attracting more resources.

STRATEGIC OBJECTIVES:

a. Disaster Responses: delivered in a high-quality way.


FOCUS AREA 2: BUILDING COLLECTIVE CAPACITY BEYOND DISASTER MANAGEMENT

Goal: Ever-expanding bi-lateral and multi-lateral working environment that encourages and supports innovation and creativity. Collaborative efforts as the norm, enabling more efficient use of resources to benefit the poor. Strong relationships of trust and understanding exist between Members to such an extent that inter-agency relationships have their own energy and momentum.

STRATEGIC OBJECTIVES:

a. Integral Mission – deepened understanding and commitment both personally and corporately.

b. Integral Alliance vision embedded in existing Membership. Collaborative Opportunities provided and more synergies and integration enabled.

c. Integral Alliance meetings carefully planned to ensure times of learning, deep mutual and spiritual encouragement contributing towards achieving our common purpose.

d. Sustainable resources attracted via promoting Integral through excellent communications and external relationships.

e. Appropriate New Members invited to achieve the Integral Alliance vision.
REPORT OF ACTIVITIES

During the period ended 31 December 2016, the charitable company worked to achieve its object through the following activities linked to the strategic objectives listed above.

**FOCUS AREA 1: DISASTER MANAGEMENT**

Goal: Increased and improved capacity and quality of Integral and its Members, enabling a compassionate and professional Christian response to emergencies across the world and attracting more resources.

**STRATEGIC OBJECTIVES:**

a. Disaster Responses: delivered in a high-quality way.

Integral Members developed a joint communications and operations Disaster Response Process which was launched in May 2012. This process outlines what Integral Members do together in disasters. The Integral Disaster Response Process uses an online platform to enable Members to easily share information with each other. This includes photos and stories, assessments and proposals, and also enables people to work on documents collaboratively. Any Integral Member can issue an alert for a disaster, and if two or more Members are responding, it becomes an Integral Response.
## SUMMARY

### New Integral Responses 2016
- South Pacific - Cyclone Winston
- Ecuador - Earthquake
- Yemen - Conflict
- Haiti - Hurricane Matthew

### Continued coordination
- Nepal - Earthquake
- Lebanon - Syrian refugee crisis: Member-led coordination around shared local partner work
- South Pacific - Member-led regional resilience coordination and planning

### Meetings being held in field to coordinate
- South Sudan Crisis
- Nepal

### Integral Response completed
- Philippines - Typhoon Haiyan Pooled Fund
  Remaining funds were disbursed and a final report completed for the Integral Pooled Fund during 2016. This initiative provided support to active, locally based Christian organisations in order to strengthen and support a local church response to the effects of Typhoon Haiyan on their wider communities. Twenty four community projects shared more than $134,000 USD over the two year project.
- Nepal - Earthquake
  The Integral response ended in July 2016 after the completion of a comprehensive final evaluation of the response. This evaluation included an in-country learning workshop with Members and Partners in June 2016. Individual Integral Member work continues.

### Additional crises monitored in 2016
- South America - Hurricane Otto
- Afghanistan - returnees
- Uganda - refugees from South Sudan
- Iraq - displacement from fighting in Mosul
- South Sudan - unrest and displacement
- Sri Lanka - flooding
- Southern Africa - food security crisis
Typhoon Haiyan

Our response: The Integral Pooled Fund

18
Integral Alliance members collaborated in an innovative initiative to support local churches and their communities.

By sharing resources, a common pool of funding was established for local church-based groups to strengthen their response to vulnerable people.

24
Community projects shared $134,000 over 2 years.

Each project empowered local churches to respond to the longer term impact of Typhoon Haiyan in their communities.

‘The thing we appreciate most about Integral is that they came down to our level - they really wanted to help.’
Church Pastor

Nov 2013
Integral Disaster Response launched

18 Integral Members worked together to respond to this disaster

Livelihoods Community trading Farm equipment and vehicles

For more information visit: www.integralalliance.org Sources: OCHA and Integral Members Creation date: 15 February 2016
The Integral Pooled Fund was brought to a conclusion during 2016. This initiative provided support to active locally based Christian organisations in order to strengthen and support a local church response to the effects of Typhoon Haiyan on their wider communities. From November 2013, 18 Integral Members contributed a total of $134,456 USD to this Pooled Fund. This initiative was run by the Integral Hub, then taken on by the Integral Secretariat after the Hub closed in early 2015, with support from two locally based external consultants and a volunteer accountant based in Belgium.

This project was a huge stretch for the Secretariat – it doubled our usual budget with no increase in Secretariat staffing except for finance support from a Belgian-based volunteer accountant, Melissa Naidoo. Once the Integral Hub closed in early 2015, the Integral Director took overall responsibility for the Integral Pooled Fund including managing the work of the two external consultants. Additional challenges were presented due to difficulties in remotely managing the two consultants from Europe, as well as the diverse and often very remote locations of the Pooled Fund projects complicating communications, monitoring and reporting. A final review and report was completed for this project in March 2016 and sent out to all contributing Members of Integral. However despite our best efforts, final case studies and stories were not provided by the Philippines-based consultant contracted and paid to provide them. Follow up measures have been taken to recover these fees ($1,312 USDs) via our trusted partner PCEC who will then allocate them instead to projects related to the Typhoon.

Integral is very grateful to the Philippines Haiyan Steering Group – Pete Howard (Food for the Hungry), Mark Screeton (Medair), Cressida Thompson (Tearfund UK) and Chris Sheach (World Concern) for their support, as well as to the Tearfund office in the Philippines. Integral is also indebted to Melissa Naidoo, for her exceptional work in finalising financial reporting for this project, and to MAP International’s finance department, in particular Sherry Henderson, for their great work in receiving, managing and disbursing the funds.

The infographic above provides an overview of funds disbursed and the types of projects supported. During 2016 activities on the Pooled Fund included:

- Final additional funding approved and disbursed across 11 Pooled Fund projects that had been particularly successful.
- Final review to gather learning from this pilot initiative with a report sent to all contributing Members.
- The final tranche of funds ($1,164 USD) was given to the Philippines Evangelical Alliance (PCEC) to support a gathering of over 550 Pastors and church leaders from the Typhoon affected area of Cebu in September 2016.

An Integral Pooled Fund was subsequently deployed in the Nepal earthquake response in November 2015, based on the learning from this pilot. During 2016 Integral developed a manual for Members running a Pooled Fund from the experience in these two different contexts, and Integral continues to consider deploying a Pooled Fund in large disasters.
A devastating 7.8-magnitude earthquake shook Nepal on Saturday, 25 April 2015. Nearly 8,900 people died with more than 16,000 injured. More than half a million houses were completely destroyed.

A year later over 850,000 people have been helped by Integral Members and their partners.*

*All figures based on information provided by Integral Members

22 Integral Members worked together to respond to this disaster

26 April 2015

Integral Disaster Response launched
Cyclone Winston made landfall in Fiji on 20 February 2016, taking the lives of forty people and causing widespread devastation. About 40% of the population were affected and more than 32,000 homes were destroyed.

Over 350,000 people were left in need of emergency assistance.

Following Cyclone Winston, Integral Members are continuing to work together to build resilience in five disaster-prone Pacific nations.

- Counselling to overcome the fear of another storm
- Essential items including tarpaulins and water purifiers
- Plant seedlings for community gardens
- Food distributions
- Building materials to rebuild community structures

More than 2,000 people helped by Integral Members and their partners

Integral Disaster Response launched

Five Integral Members are working together to respond to this disaster

For more information visit: www.integralalliance.org
Source: Integral Members
Creation date: 1st December 2016
Ecuador

The context

A 7.8-magnitude earthquake struck coastal areas of northwest Ecuador on 16 April 2016.

Over 380,000 people were left in need of emergency assistance.

Families were left in need of food when crops and livelihoods were destroyed.

Water supplies were badly damaged in the earthquake.

Our response

63,000
Men, women and children were directly assisted by Integral Members.

20,000
People benefited from food distributions.

11,000
People received water filters, buckets and jerry cans to improve access to safe drinking water.

1,000
Shelter Repair Kits were distributed by Integral Members. Additionally, three schools and one well were rehabilitated.

30,000
Medical treatments shipped to Ecuador. Additionally, 15 hospitals and clinics serving over 1 million people in Manabi province were provided with medical supplies.

2,500
Psychosocial care was provided to 2,500 people to overcome the trauma of experiencing the earthquake.

1,000
Children directly benefited from education activities and the provision of four child-friendly spaces.

2,000
People received essential household items.

Integral Disaster Response launched: 20 April 2016

Nine Integral Members worked together to respond to this disaster

For more information visit: www.integralalliance.org

Sources: OCHA and Integral Members

Creation date: 15 February 2016
The context

Yemen was declared a Level 3 emergency in July 2015. Level 3 is the most severe, large-scale humanitarian crisis level.*

- Three out of four people lack adequate access to clean water.
- 55% need food or livelihood support.
- 54% need help to access healthcare.

Our response

- **93,000**
  - Men, women and children were directly assisted by Integral Members.

- **90,000**
  - People received help to access safe drinking water.

- **10,000+**
  - Displaced people were given essential kitchen and household equipment.

- **2,000+**
  - Health workers were trained and reached over 15,000 people.

48,000

Children make up more than half of those assisted by Integral Members during this response.

Incidents of child death or injury are five times higher than last year.

320,000 children are severely acutely malnourished.

1.8 million children have been out of school since March.

3 million children and mothers need treatment for malnutrition.

Integral Disaster Response launched on **21 Sept 2016**

Integral Members are responding to this disaster

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*As defined by the global humanitarian system classification. Currently there are just three Level 3 emergencies globally: Iraq, Syria and Yemen. For more information visit: www.integralalliance.org  
Sources: OCHA and Integral Members  
Created: 16 February 2016
The context

Hurricane Matthew hit Haiti on 4 October 2016 destroying over 90% of homes in some areas.

As a result, 175,000 people were living in temporary shelters.

806,000 people were in urgent need of food assistance.

750,000 people were in need of clean drinking water.

Our response

11,000
People were assisted with construction materials, including 20 schools.

13,000
Vulnerable people received equipment like kitchen utensils and mosquito nets.

28,000
People received shelter repair kits to help them start to rebuild their homes.

249,000
People can be treated with the drugs and medical supplies shipped to Haiti.

109,000
Men, women and children were directly assisted by Integral Members.

26,500
People benefited from food distributions.

44,500
People received water filters, hygiene kits and chlorine to improve access to safe drinking water.

4
Integral Members worked together to rapidly assess the need and deliver urgent assistance in nine of the worst affected communes.

6
Integral Members pooled funds to support a grassroots, church-led response.

"The fact that this is an Integral joint response means that we are able to do simultaneous assessments across all our locations in the country. We are pooling our resources in order to move faster."

Chris Sheach, World Concern

By working together we:

- Shared transport, staff and information
- Saved time and avoided duplicating effort
- Used resources more effectively so that more funding reached those who needed it most.

17 Integral Members are working together to respond to this disaster

For more information visit: www.integralalliance.org

Sources: OCHA and Integral Members

Created date: 21 February 2016
FOCUS AREA 1: DISASTER MANAGEMENT

Goal: Increased and improved capacity and quality of Integral and its Members, enabling a compassionate and professional Christian response to emergencies across the world and attracting more resources.

STRATEGIC OBJECTIVES:


Collective capacity for disaster responses has been strengthened further during 2016 through a variety of new initiatives:

EARLY RESPONDERS

A three-day residential workshop was held in March 2016 to bring together staff from our Members who are most frequently deployed in the immediate aftermath of a disaster. Fifteen participants joined from eight Integral Member agencies to deepen their understanding of one another’s organisations and to identify specific ways to work more closely together during an emergency response. Three new initiatives are underway, all seeking to increase the scale and speed of Members’ relief to affected populations in the early days after a disaster.

NEPAL EARTHQUAKE RESPONSE EXTERNAL EVALUATION

Integral engaged external consultant Robert Schofield to conduct a multistage evaluation that concluded with an in-country review workshop held in Kathmandu from 30th May to 3rd June 2016. The focus of the evaluation was to review the Integral Alliance Members’ collaborative response to the 2015 Nepal earthquake and to draw out lessons that could be applied for future joint action, seeking to capture what worked well and what could be improved in future responses. This built on Members’ and Integral Alliance lesson learning over the first year of the response. Recommendations were made for future responses, and are being used to further refine Integral’s Disaster Response practice.

INITIATION OF DISASTER RESPONSE PROCESS REFRESH

During 2016 the Secretariat consolidated all of the key learning gathered from Integral Responses over the last five years. During 2017 a project will be undertaken to ensure that the Integral Disaster Response procedures fully reflect this learning and current practice.

INTEGRAL INFORMATION OFFICER AND DISASTER RESPONSE DATA

Amy McDonald joined the Secretariat team in March 2016 in a new position of Information Officer. Amy has been pivotal in collecting key information around Members who served during the Nepal Disaster Response. Key data and information will be gathered and analysed for all Integral responses at regular intervals during their lifecycle, so that Members can continue to monitor the added value of Integral. Regular ongoing review of our joint disaster response modalities and activities has continued to take place in 2016, primarily through:

- Reviewing each active Integral disaster response at the IPG meetings in April and October 2016.
- Sharing Member individual evaluations across the alliance through our online Disaster Response platform.
- Continued encouragement to use and plan for evaluations of work both for disasters and beyond by the Integral Quality Assurance Task Force (IQATF).
- Mutual Accountability activities – completion of a comprehensive annual questionnaire including sections on quality development and evaluations. Face-to-face accountability sessions during the Integral October meetings. Groups of two or three Members met together to discuss their commitments to Integral, to agreed quality standards, and in disaster responses.

During 2016 there continued to be a strong emphasis on strengthening relationships among Members and deepening understanding of Integral as a whole.

- Key information is gathered annually in order to allow Members to connect with one another around countries of work, common partners or sectoral interests. Integral’s online tools allow Members to find key information including:
  
  Member activity - countries of work, partners, sectoral and geographical expertise.
Member capacity and history in disaster-prone countries.

- The Integral Secretariat team continued to provide inductions to onboard new senior staff within Member organisations.

- Biannual Integral meetings provided Members with the opportunity to meet in person and develop their understanding and trust of one another.

- The Secretariat hosted regularly scheduled orientation sessions, open to staff from any Integral Member agency. These dial-in calls provide an introduction to Integral, our Members and to the Integral Disaster Response Process.

- The Secretariat continued to facilitate Conference calls, both for active Integral Responses, and for emerging crises that are being monitored by Members.

- During 2016 a suite of online resources were developed to enable Members to take on call facilitation for some of the more mature active Integral Responses, in order to free up the limited Secretariat resources for new responses. Members are facilitating calls for coordination around a common partner in Lebanon (Syria crisis) and for work in the South Pacific.

FOCUS AREA 2: BUILDING COLLECTIVE CAPACITY BEYOND DISASTER MANAGEMENT

Goal: Ever-expanding bi-lateral and multi-lateral working environment that encourages and supports innovation and creativity. Collaborative efforts as the norm, enabling more efficient use of resources to benefit the poor. Strong relationships of trust and understanding exist between Members to such an extent that inter-agency relationships have their own energy and momentum.

STRATEGIC OBJECTIVES:

a. Integral Mission – deepened understanding and commitment both personally and corporately.

b. Integral Alliance vision embedded in existing Membership. Collaborative Opportunities provided and more synergies and integration enabled.

c. Integral Alliance meetings carefully planned to ensure times of learning, deep mutual and spiritual encouragement contributing towards achieving our common purpose.

Integral has four main groups. The Board is made up the Members’ CEOs or Presidents. An Executive Committee of six Board members is elected by the Board. The Integral Marketing Group comprises the Members’ marketing, fundraising or communications Directors or Senior Vice Presidents. The Integral Programme Group consists of the Members’ Senior Vice Presidents for Programmes or International Directors. The Secretariat serves all groups and they continue to be the main way Integral drives and builds our collective capacity beyond Disaster Management.
The Integral Secretariat has continued to carry out orientation sessions, open to staff from any Integral Member agency. These provided a good introduction to Integral and to our Disaster Response Process. It also supported the work being carried out by each Member in ensuring that the Integral Alliance vision is embedded in their own agency.

The post-meeting reviews done by all groups help input into the meeting agendas for the following meetings, including suggestions of strategic topics and agenda items to be covered.

THE INTEGRAL PROGRAMME GROUP (IPG)

As well as their role in overseeing and developing Integral’s Disaster Responses in 2016, the Integral Programme Group (IPG) has played a significant role in fostering collaboration between Members in their work beyond disasters.

Members have continued to coordinate their work with shared partners through the Integral Partner Capacity Development Initiative. This seeks to draw together Members and particular Partners our Members have in common to ensure a coherent approach to shared Partners. The aim is to avoid duplication in capacity development activities and reduce the burden to Partners. Bruce Syvret from World Relief Canada has spearheaded this initiative.

Additionally the Coordinated Institutional Funding Group, chaired by Mark Butler from Tearfund (UK), continued to meet, drawing together learning from joint approaches to Institutional donors, and developing new frameworks to allow Members to work more easily together to secure larger scale funds.

The Shared Country Approach Group, chaired by Anthony Sell from Transform Aid International, carried on their work during 2016, and spent time drawing out principles and guidelines on good collaboration at country level. This working group was formally ended during the October 2016 meetings, but Integral Members carry on meeting together in-country in Bangladesh, Haiti, Honduras, Nepal and South Sudan.

The Integral Quality Assurance Task Force (IQATF), chaired by Bruce Syvret from World Relief Canada, has continued their work to support development of quality in work by Members both in disasters and beyond. They met together six times during 2016 and have been actively engaged in revising Integral’s Quality Standards Commitment to bring it in line with current practice and in light of the new Core Humanitarian Standards. They oversaw Integral’s annual Mutual Accountability Process, which seeks to monitor progress on key indicators as well as provide a process of reflection and learning to drive improvements across the alliance.

Members continued to share vital information on their work around the globe, mapping their programme activities on the Integral Members Area. This database of Member work allows Members to easily identify others working in the same countries or sectors, or those who are also supporting the same partner.

Nick Archer, Senior Director for Program Development at World Concern, continued to chair the IPG throughout 2016, with Jan Eyre providing Secretariat support and facilitation for their activities. The IPG met in person twice during 2016 – in the Netherlands in April 2016 for an IPG Working Group meeting, and again in October 2016 in Dublin for the main annual IPG gathering. Each of these meetings centred around gathering and sharing learning with one another, developing relationships and improving the quality of our work both individually and together. The IPG also met by teleconference twice (February and July 2016).

THE INTEGRAL MARKETING GROUP (IMG)

The IMG met in April (The Netherlands) and in October (Dublin).

One day of the three-day IMG meeting is spent on Integral’s joint disaster work and disaster-related topics. The other two days focus on peer sharing on fundraising, marketing and communication. Integral topics included Integral branding, the communications aspect of the Integral Disaster Response process and how we might work more strategically together in disasters going forward.

The IMG currently has two sub-groups who have met by teleconference and done work between meetings over this last year. The Content Management Working Group is looking at how to make sharing media and resources easier in a joint disaster response. They also act as a focus group to review new systems, templates and processes related to our joint disaster work. The Integral Branding Group
is focusing on the ‘Why’ of Integral, evolving an Integral brand narrative, and defining Integral stakeholders in terms of internal and external audiences. The Content Management Working Group has a Terms of Reference and is chaired by Beth Allen, Creative Services Resource Manager, Food for the Hungry.

Mike Meyers, Chief Development Officer at Food for the Hungry, has been the IMG chair since October 2015. He works closely with Sarah Larkin, the Integral Marketing and Communications Coordinator, having bimonthly calls with her between meetings. As well as ensuring excellent meetings and facilitating networking and peer-to-peer sharing, the ongoing work of the Coordinator with the IMG is to oversee the communication objectives on the Integral Strategic Plan and to ensure that the communication aspect of the Integral Joint Disaster Responses integrates effectively with the programme side.

**THE INTEGRAL BOARD AND EXCO**

As in 2015, we have seen more turnover in Board Members as Member CEOs have retired or moved on.

We said farewell to and welcomed the following people:

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<thead>
<tr>
<th>MEMBER</th>
<th>FAREWELL</th>
<th>WELCOMED</th>
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<tbody>
<tr>
<td>CEDAR Fund</td>
<td>Chung Chan</td>
<td>Raymond Kwong</td>
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<tr>
<td>Medical Teams International</td>
<td>Jeff Pinneo</td>
<td>Martha Newsome</td>
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<td>Norwegian Mission’s Alliance</td>
<td>Arnt Jerpstad</td>
<td>Andreas Andersen</td>
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<tr>
<td>TearFund Switzerland</td>
<td>Johannes Günthardt</td>
<td>Adrian Foerster</td>
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<tr>
<td>World Relief Canada</td>
<td>Darrell Winger</td>
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<tr>
<td>World Relief US</td>
<td>Stephan Bauman</td>
<td>Scott Arbeiter</td>
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<td>ZOA</td>
<td>Johan Mooij</td>
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<tr>
<td>World Relief Canada</td>
<td>Laurie Cook</td>
<td>Darrell Winger</td>
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<tr>
<td>World Renew</td>
<td>Andy Ryskamp</td>
<td>Ida Kaastra-Mutoigo</td>
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The ExCo met twice by teleconference, in January and June, as well as before and after the Board meetings in April and October. As we said farewell to Stephan Bauman after a short time on ExCo, we welcomed Jacinta Tegman as a new ExCo member from January 2016 and Ida Kaastra-Mutoigo from our October 2016 ExCo meeting.

The Board met at the same time as the IPG and IMG in April in the Netherlands, kindly organised by Tear Netherlands and ZOA, and in Dublin in October kindly organised by Tearfund Ireland.

In 2016 we made the deliberate decision to not invite any new Members to join Integral and we spent our two Board meetings focusing on bringing our new Board together. Fiona Boshoff facilitated a day in our April 2016 Board meeting for the Board to explore the foundations and strategic priorities of Integral. The outline of the day is below.
APRIL 2016 FACILITATED BOARD DAY

OBJECTIVES

The following outcomes were achieved by the Board:

a. Understood the Foundations and Strategic Priorities of Integral, as an overview from the Director, and more specifically from the IMG and IPG.

b. Considered and discussed the Benefits and Contributions of Integral to them, both personally and organisationally.

c. Discussed and shared what challenges they are facing internally in their agency, and considered what could be shared for potential collaboration under Integral.

d. Decided which four topics could be explored further together. Chose one topic to work on with other interested Board Members and worked on that together.

The meetings ended with a vote on how the Board wants to use our time together. The following four areas were given percentages according to Board member votes:

1. Set Vision, Mission and Purpose - 38% including Strategic Plan - Discuss, define, ensure USP and value for money for all Members of Integral.

2. Strategic Issues - 27% using external experts to look at global trends, impact measurement and standards, sustainable funding, best practice.


4. Governance - 12% including Finance and HR. Meet twice yearly to ensure accountability to one another, statutory bodies and ensure internal running of Integral.

The October 2016 meetings looked at who we are as a Board and what we are doing. Jeanette Romkema from Global Learning Partners facilitated a day for us on ‘Building the House of God Together’. The time aimed to bring more clarity over the role of the Board by looking at the roles and responsibilities of all groups. Fiona gave the Board the Secretariat’s vision for Integral and the Board looked at the Strategic Plan and the roles of all groups. Input was also given to the discussions by all groups following the Mutual Accountability session with all three groups together on the final day of the meetings.

Both meetings continued to have the following elements in them which fulfil our strategic objectives:
STRATEGIC OBJECTIVE: ACHIEVED THROUGH:

2a Integral Mission - deepened understanding and commitment both personally and corporately.
Extended sharing and devotions time at Board meetings. In the Netherlands we welcomed back Marnix Niemeijer who had been on the Integral Board to lead us in a reflection and a Shabbat meal. In October Fiona Boshoff led a guided sharing time and we welcomed Father Peter McVerry, who shared his journey into working with homeless people in Ireland.

2b Integral Alliance vision embedded in existing Membership. Collaborative Opportunities provided and more synergies and integration enabled.
New Member Induction calls were held for those attending meetings for the first time. New Board members also attended a special introductory session with the ExCo prior to the full meetings. Collaborative opportunities were discussed and explored fully in IMG and IPG groups.

2c Integral Alliance meetings carefully planned to ensure times of learning, deep mutual and spiritual encouragement, contributing towards achieving our common purpose.
Much Secretariat time is spent in careful planning of the agenda and content for the meetings. This was especially true for both Board meetings in 2016 with a facilitated day in each one. The Board agenda is drafted and discussed with the Chair and ExCo, and discussed with almost every Board Member in 1-1 calls prior to the meetings.

2d Sustainable Resources attracted via promoting Integral through excellent comms and external relationships.
This is discussed in more detail below, but we continue to invite key people as observers to our meetings.

2e Appropriate New Members invited to achieve the Integral Alliance vision.
As mentioned above, we have made the deliberate decision to not invite any new members into the Integral family in 2016.

STRATEGIC TOPICS
At the April Board meetings a list of internal and external topics were gathered including the following external topics:
1. Impact Measurement
2. Leadership Development – learning and best practice sharing
3. Spiritual or Holistic Impact Measurement
4. CHS Certification
5. Disintermediation versus Direct Engagement
6. Current Refugee Crisis causing Radicalisation and Youth Unemployment
7. Sustainable Development, including Finances and SDGs
8. Education and Advocacy and Justice.
These, along with internal topics will be incorporated into the meeting times to be further explored.

SUSTAINABLE RESOURCES
We are grateful for Paul Ippel’s continued work in looking for foundations and trusts to approach for Secretariat funding. The ‘Friends of Integral’ idea has not yet been launched, but Amy has developed some excellent infographics and material for us to use with the idea. We hope to pilot it in 2017 with Paul, looking for Secretariat funding for staffing (particularly for surge capacity when a big disaster happens), a seed fund for hidden or low-profile emergencies, and for our systems to support our work.

Following a grant application to a UK family trust in 2015 we are so grateful to have received a year’s worth of funding to employ an Information Officer. After a rigorous recruitment process with a very high-calibre set of applicants, we appointed Amy McDonald in April 2016. Her role is to gather, analyse and present information in order to demonstrate the difference working together in the Alliance makes.

IT PROJECT FOR MEMBERS’ AREA
In 2016 we were able to begin the second part of our IT project – the IT review with the aim of defining our IT requirements and improving our IT systems for Members to more easily access and use. We developed a Request for Proposals and went out to tender. Earthwave Solutions in South Africa won the bid and we look forward to working with them through 2017 to develop our new Integral Members’ Area.

With thanks to Charlie Tardibuono from Food for the Hungry, a Technology Group was launched in 2016. We did a questionnaire on technology for all Members and structured calls using the responses. The group finds topics of common interest in the field of technology, and provides a space for sharing among Members. Charlie and his team did two presentations on the areas of Data Security and Monitoring and Evaluation, which were well received. We hope to find a way to build momentum for this group in 2017.
EXCELLENT COMMUNICATIONS

A communications summary report serves as a summary of all Integral communications – internal and external, to date. This summary audits what tools we currently use for communications and clearly lays out what we are working on and what we still need to do. The areas where work is ongoing are: DR communications review (including use of the Integral brand), Integral induction calls to support introducing Integral to Member staff, a refresh of the Integral Branding and Communications guide and the roll out of the ‘Friends of Integral’ fundraising initiative.

Our capacity to tell the story of Integral and show the difference collaboration makes was greatly enhanced in 2016 due to our new Information Officer, Amy McDonald. Amy will continue to work with Sarah Larkin, the Integral Marketing and Comms Coordinator, to tell the story of Integral to both internal and external audiences.

The communication resources we have available for induction are a video, leaflet, and a website, and these support our 1-1 briefing calls. A refreshed logo and design for an Integral banner and tee-shirt has been produced to strengthen Integral field branding. These are now being used on the field in our joint disaster responses.

We also continue to send out newsletters to internal and external audiences. Press releases, announcing our Disaster Responses or New Members/new Chairpersons, are distributed through WEA press office, the Micah Network email list, institutional funding contacts, as well as internally to Members.

The Integral Branding and Communications Guide serves as a key reference document for all Integral communications and use of the Integral brand.

EXTERNAL RELATIONSHIPS

During the April meetings Tear Netherlands and ZOA hosted an evening reception at Kontakt der Kontinenten for staff and other invited guests. A short presentation on Integral was given and this gave a great opportunity for Integral Members to get to know one another. In our October Dublin meetings Tearfund Ireland used the gathering as an opportunity to launch their new strategic plan. Joe McHugh, Minister of State for the Diaspora and International Development at the Departments of the Taoiseach and Foreign Affairs and Trade of the Irish government, gave a speech which was very well received, and Tearfund Ireland introduced and launched their new plan.

FUTURE PLANS

We have already highlighted future plans and activities for 2017 in sections above. We will continue to focus on the goals and objectives in the last year of our current Strategic Plan, and move forward on the agreed activities resulting from them. We will report against the Balanced Scorecard developed in 2016. The IT Members’ Area development will be a key focus for 2017, aiming to provide the easiest way for our Member to add and access information. This goes hand in hand with the refresh of our Disaster Process refresh five years after it was launched.

We have a strong and committed Secretariat staff team going into 2017, and look forward to serving our Members in the best possible way. We also plan to launch our ‘Friends of Integral’ fundraising idea in 2017.

The Board will be clarifying its leadership and decision-making role and mandate for Integral and we look forward to uniting around our shared vision and work together in 2017. This will lay the foundations for the first draft of our 2018 - 2020 Strategic Plan.

Standing on our shared Christian foundation, we will continue to focus on helping Members to grow in their relationships and to build trust. Our desire is for Members to learn from and challenge one another, so driving up the quality of Member work as reported in our Mutual Accountability Tool. This then provides a solid base for collaboration, both in and beyond disasters.

As complex and chronic emergencies increase without necessarily hitting the headlines, Integral passionately wants to respond to the hidden crises and suffering we hear about through our Members. This is not easy where resources are scarce but the spirit of generosity upon which Integral was founded is strong, and we look forward to working on agile and flexible solutions for greater impact upon the challenges our Members face in 2017.

Our meetings will be held in the UK in April, hosted by Tearfund UK, and our October destination will be Atlanta in the US, hosted by MAP International.
The income of the Trust is primarily derived from membership fees and donations from trusts, corporations and individuals. During 2016, the charitable company received total incoming resources of £273,733 (2015 - £211,873). Resources expended on charitable activities amounted to £211,502 (2015 - £213,173).

In 2016 the Secretariat and ExCo worked with Jim Ingram as interim Treasurer on financial forecasting. The decision was taken to raise fees and build up a six month reserve level for Integral in order to ensure it is on a firm financial footing for the future. At the April 2016 meetings the recommendation to raise fees to a 0.1% level for two years to ensure six months’ worth of reserves was agreed by the Board. This gives desirable reserves of around £137,000. Unrestricted reserves at 31 December 2016 were £145,177, of which £8,392 (2015: £nil) were designated as explained in note 11.
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 4th April 2017 and signed on their behalf by:

Allan Bussard
Chair and Director, Integral Alliance

J Hickey
Treasurer and Director, Integral Alliance
I report on the accounts of the company for the year ended 31 December 2016, which are set out on pages 37 to 43.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity’s gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

BASIS OF INDEPENDENT EXAMINER’S REPORT

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a ‘true and fair view’ and the report is limited to those matters set out in the statement below.

INDEPENDENT EXAMINER’S STATEMENT

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:
- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

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

____________________________________
Dated: 20.04.2017
INTEGRAL ALLIANCE STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2016

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Restricted</td>
<td>Unrestricted</td>
<td>Total</td>
<td>Restricted</td>
<td>Unrestricted</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>Income from:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>2</td>
<td>-</td>
<td>13,755</td>
<td>13,755</td>
<td>-</td>
<td>4,470</td>
</tr>
<tr>
<td>Charitable Activities</td>
<td>3</td>
<td>10,600</td>
<td>249,286</td>
<td>259,886</td>
<td>26,275</td>
<td>181,075</td>
</tr>
<tr>
<td>Investments</td>
<td></td>
<td>-</td>
<td>92</td>
<td>92</td>
<td>-</td>
<td>53</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td>10,600</td>
<td>263,133</td>
<td>273,733</td>
<td>26,275</td>
<td>185,598</td>
<td>211,873</td>
</tr>
<tr>
<td><strong>Expenditure on:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raising Funds</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(22,167)</td>
</tr>
<tr>
<td>Charitable Activities</td>
<td></td>
<td>(11,912)</td>
<td>(199,590)</td>
<td>(211,502)</td>
<td>(5,357)</td>
<td>(185,649)</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td>4</td>
<td>(11,912)</td>
<td>(199,590)</td>
<td>(211,502)</td>
<td>(5,357)</td>
<td>(207,816)</td>
</tr>
<tr>
<td><strong>Net income / (expenditure)</strong></td>
<td></td>
<td>(1,312)</td>
<td>63,543</td>
<td>62,231</td>
<td>20,918</td>
<td>(22,218)</td>
</tr>
<tr>
<td><strong>Reconciliation of funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Total funds brought forward</td>
<td></td>
<td>20,918</td>
<td>81,634</td>
<td>102,552</td>
<td>-</td>
<td>103,852</td>
</tr>
<tr>
<td>Total funds carried forward</td>
<td></td>
<td>19,606</td>
<td>145,177</td>
<td>164,783</td>
<td>20,918</td>
<td>81,634</td>
</tr>
</tbody>
</table>
The Directors approved these financial statements on 4th April 2017

For the year ended 31 December 2016 the company was entitled to exemption under section 477(2) of the Companies Act 2006. Members have not required the company to obtain an audit in accordance with section 476(1) of the Companies Act 2006.

The directors acknowledge their responsibility for:

i. ensuring the company keeps accounting records which comply with section 386; and

ii. preparing accounts which give a true and fair view of the state of affairs of the company as at 31 December 2016 and of its net income/ (expenditure) for the financial year, in accordance with the requirements of section 396, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company;

The accounts have been prepared in accordance with the special provisions in Part 15 the Companies Act 2006 relating to small companies.

The notes on pages 39 to 43 form part of these financial statements.

Allan Bussard
Chair and Director, Integral Alliance

J Hickey
Treasurer and Director, Integral Alliance
1. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

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 has taken advantage of the exemption in FRS 102 section 1A not to prepare a cash flow statement.

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

The Trustee considers 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>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Corporate</td>
<td>8,392</td>
<td>-</td>
</tr>
<tr>
<td>Individual</td>
<td>5,363</td>
<td>4,470</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13,755</strong></td>
<td><strong>4,470</strong></td>
</tr>
</tbody>
</table>

3. INCOMING FROM CHARITABLE ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Membership fees</td>
<td>235,893</td>
<td>176,085</td>
</tr>
<tr>
<td>Contributions to programmes</td>
<td>13,993</td>
<td>4,990</td>
</tr>
<tr>
<td>Grants</td>
<td>10,000</td>
<td>26,275</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>259,886</strong></td>
<td><strong>207,350</strong></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>50,751</td>
<td>14,780</td>
<td>65,531</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>Marketing and Communications</td>
<td>42,112</td>
<td>12,264</td>
<td>54,376</td>
</tr>
<tr>
<td>Programmes and Development</td>
<td>70,937</td>
<td>20,658</td>
<td>91,595</td>
</tr>
<tr>
<td><strong>2016 Total</strong></td>
<td><strong>163,800</strong></td>
<td><strong>47,702</strong></td>
<td><strong>211,502</strong></td>
</tr>
<tr>
<td><strong>2015 Total</strong></td>
<td><strong>155,638</strong></td>
<td><strong>57,535</strong></td>
<td><strong>213,173</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Support</td>
<td>16,311</td>
<td>32,598</td>
</tr>
<tr>
<td>Staff Costs</td>
<td>111</td>
<td>66</td>
</tr>
<tr>
<td>Travel</td>
<td>5,752</td>
<td>58</td>
</tr>
<tr>
<td>Technology</td>
<td>3,799</td>
<td>33</td>
</tr>
<tr>
<td>Communications</td>
<td>4,802</td>
<td>2,522</td>
</tr>
<tr>
<td>Professional Support</td>
<td>30,775</td>
<td>35,277</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff costs</td>
<td>9,079</td>
<td>11,157</td>
</tr>
<tr>
<td>Board travel and accommodation</td>
<td>3,949</td>
<td>3,999</td>
</tr>
<tr>
<td>Independent Examiner’s fee</td>
<td>1,453</td>
<td>1,693</td>
</tr>
<tr>
<td>Professional support</td>
<td>2,446</td>
<td>5,409</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47,702</strong></td>
<td><strong>57,535</strong></td>
</tr>
</tbody>
</table>
6. **NET INCOME**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</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>2,792</td>
<td>1,367</td>
</tr>
<tr>
<td>Independent Examiner’s Fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Examination</td>
<td>1,440</td>
<td>1,693</td>
</tr>
<tr>
<td>Other services</td>
<td>2,910</td>
<td>5,985</td>
</tr>
</tbody>
</table>

8. **FIXED ASSETS**

<table>
<thead>
<tr>
<th>Office Equipment</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td></td>
</tr>
<tr>
<td>Brought forward</td>
<td>7,820</td>
</tr>
<tr>
<td>Disposals</td>
<td>(1,872)</td>
</tr>
<tr>
<td>Additions</td>
<td>3,378</td>
</tr>
</tbody>
</table>

As at 31 December 2016  9,326

<table>
<thead>
<tr>
<th>Depreciation</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brought forward</td>
<td>4,790</td>
</tr>
<tr>
<td>Eliminated on disposal</td>
<td>(1,872)</td>
</tr>
<tr>
<td>Charge for year</td>
<td>2,792</td>
</tr>
</tbody>
</table>

As at 31 December 2016  5,710

<table>
<thead>
<tr>
<th>Net Book Value</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at 31 December 2015</td>
<td>3,030</td>
</tr>
</tbody>
</table>

As at 31 December 2016  3,616

7. **SALARIES AND RELATED COSTS**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Gross salaries</td>
<td>126,097</td>
<td>128,023</td>
</tr>
<tr>
<td>UK Social Security costs</td>
<td>8,307</td>
<td>3,154</td>
</tr>
<tr>
<td>Foreign Social Security costs</td>
<td>11,685</td>
<td>15,655</td>
</tr>
<tr>
<td>Pensions</td>
<td>12,365</td>
<td>11,913</td>
</tr>
<tr>
<td></td>
<td>158,454</td>
<td>158,745</td>
</tr>
</tbody>
</table>

| Average number of employees (head count) | 5.2 | 4.0 |
| Average number of employees (full time equivalent) | 3.4 | 3.2 |

No employees earned over £60,000

The trustees and Executive Director are considered key management. The total remuneration, including on-costs and pension, paid to key management amounted to £63,002 (2015: £57,753). Trustee expenses are shown in note 13.
## 9. Debtors

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts receivable</td>
<td>-</td>
<td>5,705</td>
</tr>
<tr>
<td>Other debtors</td>
<td>470</td>
<td>10,003</td>
</tr>
<tr>
<td>Prepayments and accrued income</td>
<td>488</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>958</strong></td>
<td><strong>15,708</strong></td>
</tr>
</tbody>
</table>

## 10. Creditors

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax and Social Security Costs</td>
<td>2,416</td>
<td>2,441</td>
</tr>
<tr>
<td>Accruals</td>
<td>4,957</td>
<td>8,648</td>
</tr>
<tr>
<td>Deferred income</td>
<td>11,000</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18,373</strong></td>
<td><strong>21,089</strong></td>
</tr>
</tbody>
</table>

**Movement on Deferred Income**

- **Brought forward**: 10,000
- **Released**: (10,000)
- **Received in year**: 11,000

**As above**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>11,000</strong></td>
<td><strong>10,000</strong></td>
</tr>
</tbody>
</table>

## 11. Movement in Funds

<table>
<thead>
<tr>
<th></th>
<th>At 1.1.2016</th>
<th>Incoming Resources</th>
<th>Resources Expended</th>
<th>Transfer</th>
<th>At 31.12.2015</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>20,918</td>
<td>-</td>
<td>(3,799)</td>
<td>-</td>
<td>17,119</td>
</tr>
<tr>
<td>Information Officer</td>
<td>-</td>
<td>10,000</td>
<td>(7,513)</td>
<td>-</td>
<td>2,487</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>600</td>
<td>(600)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Restricted</strong></td>
<td><strong>20,918</strong></td>
<td><strong>10,600</strong></td>
<td><strong>(11,912)</strong></td>
<td>-</td>
<td><strong>19,606</strong></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>8,392</td>
<td>-</td>
<td>-</td>
<td>8,392</td>
</tr>
<tr>
<td>General</td>
<td>81,634</td>
<td>254,741</td>
<td>(199,590)</td>
<td>-</td>
<td>136,785</td>
</tr>
<tr>
<td><strong>Total unrestricted</strong></td>
<td><strong>81,634</strong></td>
<td><strong>263,133</strong></td>
<td><strong>(199,590)</strong></td>
<td>-</td>
<td><strong>145,177</strong></td>
</tr>
<tr>
<td><strong>Total Funds</strong></td>
<td><strong>102,552</strong></td>
<td><strong>273,733</strong></td>
<td><strong>(211,502)</strong></td>
<td>-</td>
<td><strong>164,783</strong></td>
</tr>
</tbody>
</table>
12. ALLOCATION OF NET ASSETS BY FUND

<table>
<thead>
<tr>
<th>Purpose of restricted funds</th>
<th>Restricted funds</th>
<th>Unrestricted funds</th>
<th>Total funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure Fund</td>
<td>-</td>
<td>3,616</td>
<td>3,616</td>
</tr>
<tr>
<td>Information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td>19,606</td>
<td>159,934</td>
<td>179,540</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>-</td>
<td>(18,373)</td>
<td>(18,373)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Purpose of designated fund</th>
<th>19,606</th>
<th>145,177</th>
<th>164,783</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Fund</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13. TRUSTEE REMUNERATION AND EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Trustees</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Amount reimbursed</td>
<td>£3,949</td>
<td>£4,000</td>
</tr>
</tbody>
</table>

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

No trustee received any other remuneration or benefit.