ANNUAL REPORT and Unaudited Financial Statements 2020
Integral Alliance
A company limited by guarantee

For the year ended 31 December 2020

Company number: 5442605
Charity number: 1112515

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

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

Our Mission

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

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

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

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.
In 2020, as a result of the global pandemic, Integral Members pivoted to working remotely. Drawing on eleven years’ experience, the Integral Secretariat shared their top tips for running virtual teams.

**Integral Tips for Running Virtual Teams**

### Leadership
- Foster a culture of trust and personal responsibility for work
- Agree staff core work hours
- Encourage flexibility
- Book and adhere to weekly team meetings and 1:1 call times
- Acknowledge achievements

### Whole Team Dynamics
- Check in weekly as a whole team
- Communicate as a team, for example by using a daily team Skype chat
- Intentionally share Work To-Do Lists and weekly work hours
- Make one another's availability clear
- Create spiritual time for 'iron sharpening iron'

### One-to-one Dynamics
- Commit to 1:1 times with each team member
- Agree best time and frequency for 1:1s
- Invest in making annual staff appraisals work well – be holistic and prayerful
- Encourage individuals to think about what is working well for them and what they could improve about working remotely

### Tools and Logistics
- Keep a central location for team information
- Share core team calendars and agree what you will show
- Use a variety of tools to be transparent about availability
- Carry out home-working assessments
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.
As Integral celebrates God’s faithfulness over the 15 years of its existence, the global pandemic of 2020 reminds us once again just how crucial the work of the Alliance is. Christian disaster responders remain at the forefront of humanitarian response. Increasingly, those who operate closest to the local context do the ‘heavy lifting’, but many local Partner agencies lean on Integral’s coordinated global network of donors and Integral Mission Partners. They form a crucial backbone of support in such times and enable remarkable scale and speed of response. For example, Integral Members and their Partners reached 7.3 million people in 54 countries this year responding to COVID-19 alone. That this was possible while so many Integral Members worked through the confines of national lockdowns and deep economic uncertainty in their fundraising environments is a testament to God’s grace and His strong bias toward the poor.

From April 2020 onwards Integral’s Board, Marketing, and International Programmes meetings all shifted to more frequent online meetings. This year saw more opportunities for connection across Integral than any previous year in the Alliance’s history. The Secretariat is thankful for positive collaboration with the US Accord Network around relevant USAID initiatives and on the topic of Diversity and Inclusion. The #Black Lives Matter movement with its global resonance prompted responses from across the membership including from the Integral Alliance CEO. Together with reimagining inclusion, and reimagining how we function fully virtually, we were also invited to ‘reimagine mission’ with CB Samuel, a leading Indian theologian and missiologist as our keynote speaker for our 15th Anniversary meetings. CB reflected on decades of development and mission work in India and what it takes to truly grow disciples and bring about sustained outcomes for God’s Kingdom.

Additional training webinars and facilitated discussions dealt with elements of the pandemic as well as the all-too-necessary topic of Duty of Care. Members’ staff have dealt with deep uncertainty and anxiety surrounding their work and their national contexts, quite aside from the needs of the communities they serve where formal social safety nets are all but non-existent. In such a context, prayer and peer support have been deeply appreciated.

We are grateful for the cost-cutting budget review undertaken by the Secretariat this year, with a reduced budget agreed halfway through the year. This was done with a view to reducing the burden on Member fees in the next financial year and to show solidarity for the economic uncertainty ahead for our Member organisations.

Key initiatives were progressed in 2020. Among those were finalising the work of the Partner Listening Forums that took place in five countries which informed and helped define our finalised Integral Localisation Statement, Approach, and Commitments.

This year saw a rethink of how Integral approaches mutual accountability through its Mutual Accountability and Learning Tool (the MALT). This work lays a foundation for greater transparency, a shift in power toward local Partners and an ever-deeper trust across the growing number of Alliance stakeholders. One of those stakeholders this year has been Compassion International, who gifted funds to two COVID-19 related projects in Haiti and Bangladesh. We are very grateful for their generous support of these Integral collaborative projects.

Another key initiative has been the work on Neglected Crises with Cressida Thompson joining the Secretariat to support this work. The frontier for humanitarian action is undoubtedly the world’s neglected,
protracted and complex crises which often run for years at a time with scant resourcing. 2021 will see more traction in this vital area of Integral’s work.

On Membership, Mission’s Alliance Norway made the decision to leave Integral in December 2020. Andreas Andersen, their CEO, cited their primary focus on long-term development work as their reason for leaving, while reflecting on the many valued years of “support, spiritual fellowship, professional sharing and mutual accountability”. We release them from Integral with prayers for God’s richest blessing in all they turn their hands to do around the world.

I would also like to take this opportunity to thank Kim Hartzner, who has now left the Integral Board as he has stepped into an Ambassadorial role at Mission East. While CEO at Mission East, Kim was a champion and supporter right from the concept stage of forming Integral in 2002. Mission East went on to becoming a founding Member, for which we share our deep gratitude. We bless Kim in his new role and wish him well for the future.

With every blessing,

Ian McInnes
CEO of Tearfund New Zealand
15 years:

We look back with thankfulness

Fifteen years ago, God gave five organisations a vision to work together, combining their resources on behalf of those most in need. It is a story of God’s faithfulness.

Since we started 15 years ago we have become an Alliance of 22 organisations headquartered in 14 countries. We now have clarity and agreement over our strategy and how we collaborate in disasters. Together we have greater reach and impact than any one Member.

2005
Decision made to form Integral.

2012
Our focus on responding to disasters formalised, leading to our agreed Disaster Response Process.

2019
Clarity and agreement over our new Mission, Vision, Values and Strategy.

Three big milestones

Then Samuel took a stone and set it up between Mizpah and Shen. He named it Ebenezer, saying, 'Thus far the Lord has helped us.'

1 Samuel 7:12
The present:

We thank God for the unity and generosity of our Members that demonstrates His Kingdom.

Together we have made a difference by:

- Working together in 32 disasters since 2012.
- Adding value for our Members, as demonstrated in our 2020 MALT.
- Building strong relationships, grounded in our love of Christ and the Christian values we share.

The future:

Our vision continues to inspire us to look forward with hope.

In the next five years we look forward to:

- Continuing to work together in disasters.
- Working together in Neglected Crises.
- Acting as locally as possible and investing in our local Partners.
- Continuing to invest in developing relationships with our Members.

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

Every Member has opted into at least one Integral Response.

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

Since the Integral Joint Disaster Response was launched in 2012...

33 Integral Responses

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

Mass Displacement/Conflict
Typhoon/Hurricane
Flooding
Other disaster

Earthquake (inc. one tsunami)
Health Emergency (Ebola)
Food Insecurity

Chronic
Low profile
Sudden onset
Cross border

+260
+3640
+60
While no Integral Alert was raised for the impact of COVID-19, Integral adapted our response process and online platforms to allow Members to share information with one another and coordinate their activities. COVID-19 related conference calls have been held regularly since March 2020, allowing Members to share information and learning with one another.

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<th>22 Members coordinating on COVID-19 response</th>
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<th>3 new Integral Alerts raised</th>
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| **August 2020:** Beirut Explosion (Lebanon) – raised by Medair  
**November 2020:** Hurricanes Eta and Iota (Central America) – raised by Medical Teams International  
**December 2020:** Tigray Crisis (Ethiopia and Sudan) – raised by Secretariat |

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<th>3 responses’ data gathered and analysed</th>
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| **Malawi, Mozambique, Zimbabwe – Cyclone Idai**  
● 12-month beneficiary figures and funding flow  
**COVID-19**  
● 6-month beneficiary figures  
**Lebanon – Beirut Blast**  
● 3-month beneficiary figures and funding flow |

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<th>3 additional crises formally discussed and monitored</th>
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| **February 2020:** Burkina Faso – Conference call; Infographic produced on increasing humanitarian needs and the work of Members to respond  
**July 2020:** Discussion on our Disaster Forum regarding impact of Cyclone Ampan  
**October 2020:** Discussion on our Disaster Forum on Nagorno Karabakh Conflict  
**Throughout the year:** Ongoing live discussion and updates through our Early Responders Skype group |

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<tr>
<td>Integral Disaster Response Process documentation updated to include latest developments – version 2.2</td>
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COVID-19
We have reached 7.3 million people. This includes:

- **3.65 million** People reached with hygiene education
- **1.2 million** People can be treated with medicines shipped
- **950,000** People have been helped with access to water and sanitation
- **350,000** People have been supported with food or cash vouchers
- **250,000** People have received hygiene kits
- **100,000** People have received PPE

We are working in 54 countries:

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

We have reached 7.3 million people in 54 countries.

+13,000 Hand-washing stations set up

+270 Health Centres equipped

March – August 2020

All figures rounded down to the nearest 50,000; reporting on period March – August 2020; based on figures available from Integral Members.
ETHIOPIA AND SUDAN: TIGRAY CRISIS
Since the start of this crisis in early November, the humanitarian situation continues to deteriorate with severe shortages of basic supplies including food and water. Nearly 50,000 people have fled into neighbouring Sudan, while more than 60,000 are thought to be internally displaced within the Tigray region. Security and logistical challenges have stopped aid reaching the 850,000 people who were already in need before the fighting started. In many areas, people are living without electricity, running water or communications.

Our response

- Critical shortages of food and water including in refugee camps.
- Health care facilities are running out of drugs and supplies.
- 850,000 people in need of aid in the region before the crisis started.
- Increasing risk of COVID-19 transmission.

- Nearly 2 million people in need of aid
- 60,000+ people internally displaced
- 50,000 people have arrived in Sudan as refugees
- Food
- WASH
- Shelter
- Health
- Cash

11 Integral Members are responding to this disaster

For more information visit: www.integralalliance.org  
Source: OCHA and Integral Members
CENTRAL AMERICA: HURRICANES ETA AND IOTA
Hurricane Eta made landfall in Nicaragua as a Category 4 storm on November 3rd. On November 16th Hurricane Iota, the strongest Atlantic storm recorded this year, followed the same path. Heavy rain caused flooding and landslides across Central America. Homes and crops have been destroyed and more than 330,000 people are living in shelters. Communities are facing increased food insecurity. Integral Alliance Members are responding operationally and working with local Partners. This crisis is hitting an already vulnerable region and Integral Members recognise the need for ongoing support in the coming months.

For more information visit: www.integralalliance.org

Source: OCHA and Integral Members
The context

- Massive explosion in Beirut
- 300,000 people lost homes and businesses
- More than 170 people killed, 6,500 people injured

Our response

- 58,800 Men, women and children could be treated with the medicines supplied
- 96,350 Men, women and children were assisted by Integral Members
- 16,850 People received emergency shelter kits or repairs to their homes
- 3,100 People benefited from food distributions
- 7,600 Individuals were helped with psychosocial first aid
- 9,600 Men, women and children received hygiene kits

Integral Disaster Response launched on 20 August 2020

For more information visit: www.integralalliance.org

Source: OCHA and Integral Members
MOZAMBIQUE, MALAWI & ZAMBIA: CYCLONE IDAI
390,000 people displaced

Integral
Mozambique, Malawi and Zimbabwe: Cyclone Idai 12 months later

18 Integral Members worked together to respond to this disaster

For more information visit: www.integralalliance.org

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

Published: June 2020
Localisation Commitments

For our work together in disasters, Integral Members will:

1. Act as locally as possible.

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

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

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

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

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

We believe that:

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

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

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

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

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

\[1\] Red Cross- Code of Conduct & Sphere Guidelines
In our annual MALT survey, we ask Members how Integral adds value to their work. These are some of the things they told us in 2020.

**Timely information**
- shared when disaster strikes, often by a Member who has staff on the ground.

**Expanded reach**
- through trusted operational Members and a wider group of trusted Partners.

**Help on the ground**
- from other Members' staff through sharing resources, information and contacts.

**Disaster Response**
- Disaster Response remains the most important aspect of most Members' collaboration in Integral.

**Access to funding**
- shared by other Members, from both private and institutional donors.

**Communications**
- resources freely shared by Members, including high-quality photographs and videos.

**Transparency**
- shared by other Members, from both private and institutional donors.

**Access to funding**
- which provide an opportunity to learn from one another's practice.

**Joint capacity building**
- of shared Partners — a more efficient and effective way to work.

**Learning**
- Learning from one another is increasingly recognised as a benefit of Membership.

**Integral meetings**
- provide Members with opportunities to learn from one another and from good practice.

**Integral webinars**
- are set up in response to Member priorities.

**Peer-to-peer**
- learning when Members freely share their own experience with one another.

**Encouragement** from relationships with Christian professionals.

The opportunity to compare work across organisations and learn from one another's practice.

Inspiration and ideas, particularly for marketing and fundraising.
In 2020 the Secretariat increased opportunities for Members to connect and learn from one another.

This year every Member was able to identify learning from Integral that they have applied to their work.

As a result of the COVID-19 pandemic the Secretariat also provided more external, expert input on various topics virtually.

This year we have held 23 webinars, with over 300 participants taking part.

Over the last three years, Members have increasingly been able to describe how learning from Integral has impacted their practice.

These quotes reflect how Members have made changes as a result of learning from Integral.

The current situation with COVID-19 has been a great opportunity for collaboration. Our membership in the Integral Alliance brings the opportunity for constructive engagement with global peers, in a reciprocal and non-competitive way. In the past 12 months this shaped major developments, all of which were (or are being) catalysed by engaging with other Integral Members.

Integral’s work on the issue of localisation has helped us to better understand how this applies to us and our independent local Partners. We are better informed and better prepared to contribute to the positive elements of localisation.

(Board)

We learned from a fellow Integral Member of a simple and practical tool for recording direct feedback and complaints from communities that are spoken directly to staff. The tool provides a simple way for field staff or visiting staff to record feedback, and collate it at a project or even organisational level.

(IPG)

Learning Areas covered in 23 webinars

- Human Resources
  - Mental Health and Vicarious Trauma
  - Role-modelling
  - COVID-19 and your Duty of Care
  - Diversity and Inclusion

- Marketing
  - Ethics and Dignity in Humanitarian Communications
  - Live Events on Social Media
  - Working with Major Donors
  - COVID-19 and Fundraising

- Programmes
  - COVID-19 and Assessments
  - CHS: Developments with CHS Alliance
  - CHS: Peer learning
  - Early Responders

- Integral
  - Integral Orientation
  - Introduction to Integral Members Area
  - Integral and Accord: Diversity and Inclusion
  - Integral and Accord: USAID
Members reported more examples of collaboration this year.

**More Collaboration**

The 2020 MALT shows increased levels of bilateral and multilateral collaboration, both at HQ and field level.

**Multilateral Collaboration**

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

**Country-Level Collaboration**

It is encouraging to see a steady increase in country-level engagement over the last four years.

**Stronger Partnerships**

54% of Members want to contribute to Integral over the coming year by building stronger partnerships at country level. Both operational and cooperatorational Members expressed the desire to do this.

**Disaster Response**

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

Members reported most collaboration in these ten countries in 2020:

- Indonesia
- Bangladesh
- Mozambique
- South Sudan
- Malawi
- Uganda
- Colombia
- Lebanon
- Yemen
- Syria
Members reported more examples of funding each others' work and jointly funding shared partners in 2020.

33% of Members would like to create more funding opportunities in future.

Members shared 29 examples of developing joint funding proposals.

91% of donor income came from these ten donors.

Examples of funding other Members' work

Examples of jointly funding shared Partners

Top Ten Donors

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

85% of Integral Members have at least one relationship with a HCD.
Integral Programme Group (IPG) - Facilitates collaboration in Disaster Responses
Integral Marketing Group (IMG) - Coordinates marketing and fundraising cooperation within the alliance
Integral Secretariat - Coordinates core group activities
Integral Board - Mandated to supervise the annual work plan and running of the alliance
Integral Quality Assurance Task Force - Oversees alliance-wide mechanisms to ensure the quality of our work is continually improving
Integration and Engagement Group - Focuses on improving the effectiveness of the alliance’s response in the early stages of a disaster
Board IMG Committee - Strategic oversight of IMG and their meeting agendas
Board IPG Committee - Strategic oversight of IPG and their meeting agendas
Financial and Administration Committee - Advises the Board on financial stability, viability and health 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
Mandated to supervise the annual work plan and running of the alliance
Integral Programme Group (IPG) - Oversees alliance-wide mechanisms to ensure the quality of our work is continually improving
Integrated Marketing Group (IMG) - Coordinates marketing and fundraising cooperation within the alliance
Integral Board - Sets the strategic direction of the alliance
Integral Secretariat - Receives and discusses strategic input from IMG, IPG and Secretariat
Integral Board - Receives and discusses strategic input from IMG, IPG and Secretariat
Integral Board - Sets the strategic direction of the alliance
Integral Board - Receives and discusses strategic input from IMG, IPG and Secretariat
J"
KEY THEMES

COVID-19 has impacted on our work and meetings this year. 2020 has seen the Integral Board meet more often than any other year. We held our usual biannual meetings in April and October virtually with updates on progress against strategy and all business and governance voting completed. The Board also met four further times through the year for more peer learning and discussion in smaller groups, including sharing on ‘Leading in Uncertain Times’.

ACHIEVEMENTS AND KEY DECISIONS

- 2020 marked the 15th Anniversary of Integral. CB Samuel from India gave us three challenging messages on ‘Reimagining Mission’ to mark our anniversary, provoking thoughtful discussion.
- The Board approved a level of delegation of authority to the Executive Committee (ExCo), which enables work to continue more smoothly.
- In April 2020 the decision was taken by the Board to revise the Integral budget in light of COVID-19.
- A revised and reduced Integral budget was agreed mid-year in light of the global pandemic and its impact on Members.
- Integral’s Localisation Statement was finalised and approved by the Board.
- Clear Board support was shown for the direction and progress of our collaborative work in Neglected Crises.

PARTICIPATION

All Members were present for at least one of our biannual governance meetings. In addition to the six Board meetings, there were four ExCo meetings, two FAC calls, and two calls for the IPG and IMG Board committees to ensure good communication between all core Integral groups.

We are sad to say farewell to Mission Alliance (Norway), who left Integral at the end of December 2020 as their new strategy leads them in a different direction to Integral’s focus on disaster response.

“In an increasingly balkanised and competitive world that in many ways is experiencing disunity, Integral remains a prophetic anchor of Kingdom unity. Thus Integral and our approach is not only a prophetic witness to the world but also forms us individually and corporately. The currency of Integral is partnership and partnership by its very nature embraces humility.”

Board, Food for the Hungry
KEY THEMES

In 2020 the key areas of work for the IMG were:

- Fundraising in a Global Pandemic – sharing fundraising progress, scenario plans and case studies, and learning and best practice around leading and motivating staff teams, church engagement and digital acquisition.

- Dignity in Humanitarian Communications – a new working group has started looking at this topic with the aim of producing standards to be incorporated into our joint DR process.

- Localisation – exploring the relevance for the IMG and how best to contribute to Integral’s Localisation Commitments.

- Neglected Crises – three IMG members are on the Integral Neglected Crises Working Group. The IMG will continue discussing how to contribute to the Integral strategy on Neglected Crises as it develops.

ACHIEVEMENTS AND KEY DECISIONS

In DR:

- The Informed Consent Working Group completed their work and disbanded in April 2020. Informed consent minimum and gold standards are now incorporated into our Integral DR process. The survey of Members’ own standards will be updated annually in the MALT.

- In October 2020 a new IMG working group formed – Dignity in Humanitarian Communications. This will enable sharing best practice across the alliance and define ethical principles to guide our humanitarian storytelling. This work will also inform Integral’s approach in DR, which includes localisation and a commitment to the Core Humanitarian Standard, as well as input into Integral’s wider safeguarding policy.

Outside DR:

- The webinars that took place this year to share learning and best practice were on the topics of Live Events on Social Media, Major Donors and Ethics and Dignity in Humanitarian Communications.

PARTICIPATION

The regular biannual IMG meetings were held virtually in both April and October 2020. Nineteen out of 22 Members were represented at both sets of meetings. In 2020 the IMG also met twice more to share case studies about fundraising in a global pandemic – a total of 36 people attended these extra two calls. A total of 49 attended the three IMG webinars held this year.

Integral enables me to grow personally and professionally through great learning from colleagues at other organisations. ...the greatest benefit in marketing/comms is that the typical walls of competition come down and we are able to share with and learn from each other without concern that someone will “steal” our ideas or use them without our permission. It’s a wonderful, collaborative environment.

IMG, World Concern
KEY THEMES
Work progressed on the IPG priority areas of:

- Localisation – building on findings from a series of five Partner Listening Forums and learning from the Partner-led tsunami response in Sulawesi.
- Quality – drawing on learning from our joint evaluation of our response to the Sulawesi tsunami, and supporting Members in working towards the Core Humanitarian Standard.
- Neglected Crises – building on an external consultancy to develop a strategy for Integral.
- COVID-19 – working to share information and learning as Members pivoted their programmatic work in the face of the global pandemic.

ACHIEVEMENTS AND KEY DECISIONS

- Report from five Partner Listening Forums delivered by consultant in March 2020 to inform Integral’s localisation approach.
- Finalisation of Integral’s Localisation Statement and subsequent approval by the Integral Board.
- Neglected Crises external consultancy completed and processed by all groups in April 2020, leading to work to develop an Integral Strategy and formation of a cross-disciplinary working group for Neglected Crises.
- The Sulawesi Disaster Response Joint Evaluation recommendations finalised and an action plan agreed in April 2020.
- Two webinars on the Core Humanitarian Standard took place in September 2020.

PARTICIPATION
The regular biannual IPG meetings were held virtually in both April and October 2020. All Integral Members were represented at both sets of meetings. The Early Responders Group also met virtually in September 2020, bringing staff from nine operational Members together. Additionally, IPG members took part in two IPG conference calls, and several optional webinars related to COVID-19 and the Core Humanitarian Standard. Participation in IPG working groups remains high, including on Localisation, Quality Assurance and Neglected Crises.

"Integral allows us to access additional funds, share practical information and resources during emergencies with like-minded organisations in a safe/friendly/honest environment. We have agreement on clearer, more effective ways of working when we collaborate in disasters, and participate in dialogue/thinking/initiatives that we might not have the time or capacity to do on our own."

IPG, Mission East
Integral’s 15th anniversary year has been challenging and unexpected with the coronavirus affecting all areas of our work. This includes the work our Members do in over 90 countries to the running of meetings and the functioning of our small Secretariat. We have nevertheless been able to continue supporting our Members and facilitating connections and collaboration between them to a greater extent than ever before. I remain enormously grateful to our small Secretariat team for their dedication and hard work. After eight years with Integral, Rebecca Warren-Heys left the Secretariat team to pursue a career in teaching. We are so grateful for her dedication, godliness and enormous range of gifts and skills used for God’s glory and Integral’s benefit. We also thank all of our Members who have responsibilities in our formal structures and working groups for their continued commitment and support of Integral.

Our combined reach and impact continues to grow as we move forward in our work on current disasters and Neglected Crises into 2021. We know that the pandemic is and will be disproportionately affecting poor and vulnerable people around the world, so our combined efforts will make a greater impact than each of our Members working alone. 2021 will see Members agree selection criteria, forging a way for selecting a pilot Neglected Crisis. The ultimate aim of this area of work is to bring together our Members’ strengths in the face of such challenging and underfunded humanitarian situations.

In 2020 we agreed our Integral approach to Localisation and Statement of Intent, in which we state:

*Integral believes that, at its heart, localisation is about a form of biblical “Jubilee” – a genuine realignment of power, enabling decision-making at a local level. Shifting power into the hands of those most vulnerable is an expression of Integral Members operating in a biblical way as they seek to alleviate suffering and restore hope in contexts of injustice.*

In solidarity with our Members having to make cuts in their organisations, we reduced our 2020 budget and have agreed a tight budget for 2021. We are also halving fees for 2021, and as we always do, will continue to closely monitor how to provide added value for our Members in the most prayerful and efficient way we can.

Thank you for taking the time to look at our Annual Report – we are so grateful for your interest and for God’s faithfulness to us over the last 15 years. We look forward with hope to all that 2021 brings.

Fiona Boshoff
CEO of Integral Alliance
MEMBERSHIP

The members of the charitable company are the subscribers to the Memorandum and Articles of Association and any members subsequently admitted to membership by existing members. In the event of winding up, members guarantee to contribute up to £1 towards the costs of winding up and meeting any liabilities while they are members and within 12 months of ceasing membership. At 31 December 2020, the number of members was 22.

POLICIES

The Board have ratified policies in the following areas:

- Complaints and Concerns which includes Whistleblowing. This can also be found in the public domain on Integral’s website. Reporting back on any complaints received is a standing item on every ExCo agenda. No complaints were received in 2020.
- Finance, including updating of the Secretariat Finance Policy Manual.
- Conflict of Interest for our trustees which is part of our constitution (Memorandum and Articles of Association).
- Risks and Hazards documentation update.

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

SUBCOMMITTEES

We have Terms of Reference for each sub-committee which are regularly reviewed. The most recent Board approval was for the newly formed Neglected Crises working group. The Board agreed to give the ExCo more responsibility to discuss, review and make decisions on policies, Secretariat staffing, forming and approving new sub-committees or working groups, potential new members and to deal with complaints and concerns.
Administrative and Legal Details

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

PRINCIPAL STAFF
F Boshoff – Company Secretary

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

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

BOARD OF DIRECTORS AND CHARITY TRUSTEES
Each Member Agency nominates one person to the Board, who is the CEO or President of the Member Agency. Positions on standing committees of the Board, such as the Finance and Audit Committee and Executive Committee, are voted for by Board Members.

<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>15 May 2020</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></td>
<td></td>
<td>M Viso</td>
<td>1 March 2020</td>
<td></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 (Treasurer)</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>31 December 2020</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>10 July 2020</td>
</tr>
<tr>
<td>SEL</td>
<td>France</td>
<td>P Guiborat</td>
<td>7 April 2006</td>
<td></td>
</tr>
<tr>
<td>Tearfund 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 Maelsaeke</td>
<td>4 October 2005</td>
<td></td>
</tr>
<tr>
<td>Tearfund</td>
<td>Canada</td>
<td>W Johnson</td>
<td>1 January 2017</td>
<td></td>
</tr>
<tr>
<td>Tear</td>
<td>Netherlands</td>
<td>M van Bergeijk</td>
<td>2 December 2019</td>
<td></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</td>
<td>Switzerland</td>
<td>A Foerster T Stahl</td>
<td>1 February 2016</td>
<td>31 August 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1 September 2020</td>
<td></td>
</tr>
<tr>
<td>Tearfund</td>
<td>UK and Ireland</td>
<td>N Harris</td>
<td>23 November 2015</td>
<td></td>
</tr>
<tr>
<td>Tearfund</td>
<td>Ireland</td>
<td>S Kelly</td>
<td>1 July 2015</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</td>
<td>USA</td>
<td>J Tegman N Archer</td>
<td>1 October 2013</td>
<td>13 January 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6 April 2020</td>
<td></td>
</tr>
<tr>
<td>World Relief</td>
<td>USA</td>
<td>S Arbeiter</td>
<td>15 August 2016</td>
<td></td>
</tr>
<tr>
<td>World Renew</td>
<td>USA/Canada</td>
<td>I Kastra-Mutoigo</td>
<td>31 July 2015</td>
<td></td>
</tr>
<tr>
<td>ZOA</td>
<td>Netherlands</td>
<td>C Lukkan</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 2020, the charitable company received total incoming resources of £313,662 (2019 - £418,722). Resources expended on charitable activities amounted to £262,667 (2019 - £364,472).

The Reserves Policy as agreed at the April 2016 Board meeting was to ensure Integral kept a minimum of six months operating costs as reserves. As mentioned in the narrative section previously, in light of the COVID-19 pandemic, a revised and significantly lower budget was presented to the Board in July 2020. The Board agreed the revised budget and revised the reserves policy to four month’s operating costs. This equates to approximately £80,000 based on 2020 unrestricted expenditure of £240,687. Unrestricted funds carried forward at 31 December 2020 were £417,520, of which £20,000 (2019: £20,000) were designated as explained in note 12 and £1,145 are tied up in Fixed Assets, leaving £396,375 of free reserves.

In light of this, and the financial impact of the COVID-19 pandemic on the Members, the Board agreed to reduce fees for 2021 to half the 2020 level and continue to discuss 2022 fee levels. It is anticipated that this, combined with revised budgets, will reduce free reserves by approximately £300,000 by 31 December 2022. The Board will continue to monitor the impact of the global pandemic on operations and review the reserves position throughout 2021.
Company law requires the Directors to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the charitable company and of the net incoming resources for the period. In preparing the financial statements the Directors are required to:

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

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

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

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

Approved by the Directors on 22 April 2021 and signed on their behalf by:

A Paterson
Treasurer and Director
Integral Alliance

N Harris
Director
Integral Alliance
I report to the charity trustees on my examination of the accounts of Integral Alliance (co. no. 5442605 and charity no: 1112515) for the year ended 31 December 2020, which are set out on pages 42 to 49.

RESPONSIBILITIES AND BASIS OF REPORT

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

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

INDEPENDENT EXAMINER’S STATEMENT

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

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

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

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

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

25 April 2021
## INTEGRAL ALLIANCE STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2020

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and Donations</td>
<td>16,000</td>
<td>6,579</td>
<td>22,579</td>
<td>24,750</td>
<td>4,770</td>
<td>29,520</td>
</tr>
<tr>
<td>Charitable Activities</td>
<td>-</td>
<td>290,926</td>
<td>290,926</td>
<td>-</td>
<td>388,862</td>
<td>388,862</td>
</tr>
<tr>
<td>Investments</td>
<td>-</td>
<td>157</td>
<td>157</td>
<td>-</td>
<td>340</td>
<td>340</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>16,000</strong></td>
<td><strong>297,662</strong></td>
<td><strong>313,662</strong></td>
<td><strong>24,750</strong></td>
<td><strong>393,972</strong></td>
<td><strong>418,722</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure on:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Raising Funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Charitable Activities</td>
<td>(21,980)</td>
<td>(240,687)</td>
<td>(262,667)</td>
<td>(24,950)</td>
<td>(339,522)</td>
<td>(364,472)</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>4</strong></td>
<td><strong>21,980</strong></td>
<td><strong>240,687</strong></td>
<td><strong>262,667</strong></td>
<td><strong>24,950</strong></td>
<td><strong>339,522</strong></td>
</tr>
</tbody>
</table>

| Exchange Gains       | -     | **1,548** | **1,548** | -     | -     | -     |
| **Net Income/ (Expenditure)** | **(5,980)** | **58,523** | **52,543** | **(200)** | **54,450** | **54,250** |

### Reconciliation of Funds

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Funds Brought Forward</td>
<td>6,317</td>
<td>358,997</td>
<td>365,314</td>
<td>6,517</td>
<td>304,547</td>
<td>311,064</td>
</tr>
<tr>
<td><strong>Total Funds Carried Forward</strong></td>
<td><strong>337</strong></td>
<td><strong>417,520</strong></td>
<td><strong>417,857</strong></td>
<td><strong>6,317</strong></td>
<td><strong>358,997</strong></td>
<td><strong>365,314</strong></td>
</tr>
</tbody>
</table>
The Directors approved these financial statements on 22 April 2021.

For the year ended 31 December 2020 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

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

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

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

Signed on behalf of the Board

INTEGRAL ALLIANCE BALANCE SHEET AS AT 31 DECEMBER 2020
COMPANY NUMBER: 5442605

<table>
<thead>
<tr>
<th>Note</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>8</td>
<td>1,145</td>
</tr>
<tr>
<td>Current Assets</td>
<td>9</td>
<td>8,107</td>
</tr>
<tr>
<td>Debtors and Prepayments</td>
<td></td>
<td>423,815</td>
</tr>
<tr>
<td>Cash at Bank</td>
<td>10</td>
<td>(15,210)</td>
</tr>
<tr>
<td>Creditors: Amounts Falling Due Within One Year</td>
<td></td>
<td>431,922</td>
</tr>
<tr>
<td>Net Current Assets</td>
<td>416,712</td>
<td>363,474</td>
</tr>
<tr>
<td>Net Assets</td>
<td>417,857</td>
<td>365,314</td>
</tr>
<tr>
<td>Funds of the Charity</td>
<td>11</td>
<td>337</td>
</tr>
<tr>
<td>Restricted Funds</td>
<td></td>
<td>20,000</td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td></td>
<td>397,520</td>
</tr>
<tr>
<td>Designated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The notes on pages 44 to 49 form part of these financial statements

The Directors approved these financial statements on 22 April 2021.

For the year ended 31 December 2020 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

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

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

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

Signed on behalf of the Board

A Paterson
Treasurer and Director, Integral Alliance

N Harris
Director, Integral Alliance
1. ACCOUNTING POLICIES

BASIS OF PREPARATION

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

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

Going Concern

As explained in the financial review, the Board consider reserves to be more than adequate to mitigate any impact the global pandemic will have on the financial health of the charity and that there are no material uncertainties about Integral’s ability to continue as a going concern.

Income Recognition

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

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

Expenditure Recognition

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

Allocation of Costs

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

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

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

Restricted Funds

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

Unrestricted Funds

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

Capitalisation and Depreciation

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

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trusts and Foundations</td>
<td>16,000</td>
<td>-</td>
</tr>
<tr>
<td>Individual</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trusts and Foundations</td>
<td>-</td>
<td>11,000</td>
</tr>
<tr>
<td>Individuals</td>
<td>6,579</td>
<td>18,520</td>
</tr>
<tr>
<td></td>
<td>22,579</td>
<td>29,520</td>
</tr>
<tr>
<td>Activities for Raising Funds</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Charitable Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordination and Infrastructure</td>
<td>124,523</td>
<td>-</td>
</tr>
<tr>
<td>Programmes and Development</td>
<td>128,474</td>
<td>-</td>
</tr>
<tr>
<td>Marketing and Communications</td>
<td>61,705</td>
<td>-</td>
</tr>
<tr>
<td>2020 Total</td>
<td>194,356</td>
<td>16,000</td>
</tr>
<tr>
<td></td>
<td>52,311</td>
<td>262,667</td>
</tr>
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</table>

3. INCOME FROM CHARITABLE ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Membership Fees</td>
<td>290,926</td>
<td>292,033</td>
</tr>
<tr>
<td>Contributions to Programmes</td>
<td>-</td>
<td>96,829</td>
</tr>
<tr>
<td></td>
<td>290,926</td>
<td>388,862</td>
</tr>
</tbody>
</table>

4. RESOURCES EXPENDED BY ACTIVITY

<table>
<thead>
<tr>
<th></th>
<th>Direct Costs</th>
<th>Grant Funding</th>
<th>Support Costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Activities for Raising Funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Charitable Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordination and Infrastructure</td>
<td>54,945</td>
<td>-</td>
<td>13,663</td>
<td>68,608</td>
</tr>
<tr>
<td>Programmes and Development</td>
<td>85,403</td>
<td>16,000</td>
<td>25,217</td>
<td>126,620</td>
</tr>
</tbody>
</table>

5. SUPPORT AND GOVERNANCE COSTS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Costs</td>
<td>14,734</td>
<td>10,197</td>
</tr>
<tr>
<td>Travel</td>
<td>467</td>
<td>524</td>
</tr>
<tr>
<td>Technology</td>
<td>9,281</td>
<td>5,854</td>
</tr>
<tr>
<td>Office</td>
<td>441</td>
<td>876</td>
</tr>
<tr>
<td>Professional Support</td>
<td>6,026</td>
<td>5,234</td>
</tr>
<tr>
<td></td>
<td>30,949</td>
<td>22,685</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Costs</td>
<td>20,549</td>
<td>19,889</td>
</tr>
<tr>
<td>Board Travel and Accommodation</td>
<td>-</td>
<td>4,748</td>
</tr>
<tr>
<td>Independent Examiner’s Fee</td>
<td>800</td>
<td>2,435</td>
</tr>
<tr>
<td>Other Costs</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>21,362</td>
<td>27,085</td>
</tr>
<tr>
<td>Total</td>
<td>52,311</td>
<td>49,770</td>
</tr>
</tbody>
</table>
6. **NET INCOME**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</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>1,470</td>
<td>1,520</td>
</tr>
<tr>
<td>Independent Examiner’s Fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Examination</td>
<td>800</td>
<td>2,448</td>
</tr>
<tr>
<td>Other Services</td>
<td>2,542</td>
<td>4,603</td>
</tr>
</tbody>
</table>

7. **SALARIES AND RELATED COSTS**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Gross Salaries</td>
<td>167,518</td>
<td>166,673</td>
</tr>
<tr>
<td>UK Social Security Costs</td>
<td>8,037</td>
<td>6,654</td>
</tr>
<tr>
<td>Foreign Social Security Costs</td>
<td>10,849</td>
<td>13,470</td>
</tr>
<tr>
<td>Pensions</td>
<td>15,674</td>
<td>17,039</td>
</tr>
<tr>
<td></td>
<td><strong>202,078</strong></td>
<td><strong>203,836</strong></td>
</tr>
<tr>
<td>Average Number of Employees (Head Count)</td>
<td>5.5</td>
<td>5.8</td>
</tr>
<tr>
<td>Average Number of Employees (Full Time Equivalent)</td>
<td>3.9</td>
<td>4.1</td>
</tr>
</tbody>
</table>

No employees earned over £60,000

The trustees and Executive Director are considered key management. The total remuneration, including on-costs and pension, paid to key management amounted to £73,685 (2019: £73,484). Trustee expenses are shown in note 14.

8. **FIXED ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>Office Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td></td>
</tr>
<tr>
<td>Brought Forward</td>
<td>11,487</td>
</tr>
<tr>
<td>Disposals</td>
<td>(954)</td>
</tr>
<tr>
<td>Additions</td>
<td>775</td>
</tr>
<tr>
<td>As at 31 December 2020</td>
<td><strong>11,308</strong></td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
</tr>
<tr>
<td>Brought Forward</td>
<td>9,647</td>
</tr>
<tr>
<td>Eliminated on Disposal</td>
<td>(954)</td>
</tr>
<tr>
<td>Charge for Year</td>
<td>1,470</td>
</tr>
<tr>
<td>As at 31 December 2020</td>
<td><strong>10,163</strong></td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Book Value</strong></td>
<td></td>
</tr>
<tr>
<td>As at 31 December 2019</td>
<td>1,840</td>
</tr>
<tr>
<td>As at 31 December 2020</td>
<td><strong>1,145</strong></td>
</tr>
</tbody>
</table>
### 9. DEBTORS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Debtors</td>
<td></td>
<td>1,400</td>
</tr>
<tr>
<td>Other Debtors</td>
<td>3,300</td>
<td>3,300</td>
</tr>
<tr>
<td>Prepayments and Accrued Income</td>
<td>4,807</td>
<td>2,120</td>
</tr>
<tr>
<td></td>
<td><strong>8,107</strong></td>
<td><strong>6,820</strong></td>
</tr>
</tbody>
</table>

### 10. CREDITORS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accruals</td>
<td>816</td>
<td>5,713</td>
</tr>
<tr>
<td>Deferred Income</td>
<td>13,750</td>
<td>-</td>
</tr>
<tr>
<td>Other Creditors</td>
<td>644</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>15,210</strong></td>
<td><strong>5,713</strong></td>
</tr>
</tbody>
</table>

**Movement on Deferred Income**

- Brought Forward: - 11,000
- Released: - (11,000)
- Received in Year: 13,750

**As Above**: 13,750

### 11. MOVEMENT IN FUNDS 2020

<table>
<thead>
<tr>
<th></th>
<th>At 1.1.2020</th>
<th>Incoming Resources</th>
<th>Resources Expended</th>
<th>Gains</th>
<th>At 31.12.2020</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>Information Officer</td>
<td>5,980</td>
<td>-</td>
<td>(5,980)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Pitch a Project</td>
<td>337</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>337</td>
</tr>
<tr>
<td>Compassion Covid-19</td>
<td>-</td>
<td>16,000</td>
<td>(16,000)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Restricted</strong></td>
<td>6,317</td>
<td>16,000</td>
<td>(21,980)</td>
<td>-</td>
<td>337</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>Short-term Coordination</td>
<td>20,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>Total Designated</strong></td>
<td>20,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>20,000</td>
</tr>
<tr>
<td>General</td>
<td>338,997</td>
<td>297,662</td>
<td>(240,687)</td>
<td>1,548</td>
<td>397,520</td>
</tr>
<tr>
<td><strong>Total Unrestricted</strong></td>
<td>358,997</td>
<td>297,662</td>
<td>(240,687)</td>
<td>1,548</td>
<td>417,520</td>
</tr>
<tr>
<td><strong>Total Funds</strong></td>
<td>365,314</td>
<td>313,662</td>
<td>(262,667)</td>
<td>1,548</td>
<td>417,857</td>
</tr>
</tbody>
</table>
11. MOVEMENT IN FUNDS 2019

<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></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>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 Coordination</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>365,314</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 Officer.

**Pitch a Project**
This represents funds received for seed-funding innovative work of Integral Members, when Members are able to showcase potential projects to fellow Members during our biannual meetings.

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

**Short-term Coordination**
This fund has been established to fund rapid deployment of staff or consultants in the event of an emergency.

**Compassion COVID-19**
This was an unsolicited gift as a sign of solidarity with Integral during 2020 to support work connected to COVID-19 pandemic.
13. ALLOCATION OF NET ASSETS BY FUND

<table>
<thead>
<tr>
<th></th>
<th>Restricted funds</th>
<th>Unrestricted funds</th>
<th>Total funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Assets</td>
<td>£1,145</td>
<td>£1,145</td>
<td>£1,145</td>
</tr>
<tr>
<td>Current Assets</td>
<td>£337</td>
<td>£431,595</td>
<td>£431,922</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td>(£15,210)</td>
<td>(£15,210)</td>
</tr>
<tr>
<td></td>
<td><strong>337</strong></td>
<td><strong>417,520</strong></td>
<td><strong>417,857</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Assets</td>
<td>£1,840</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><strong>6,317</strong></td>
<td><strong>358,997</strong></td>
<td><strong>365,314</strong></td>
</tr>
</tbody>
</table>

14. TRUSTEE REMUNERATION AND EXPENSES AND RELATED PARTY TRANSACTIONS

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

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Trustees</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Amount Reimbursed</td>
<td></td>
<td>£4,748</td>
</tr>
</tbody>
</table>

No trustee received any other remuneration or benefit.
The aggregate amount of donations received from related parties was £2,200 (2019: £1,200).