



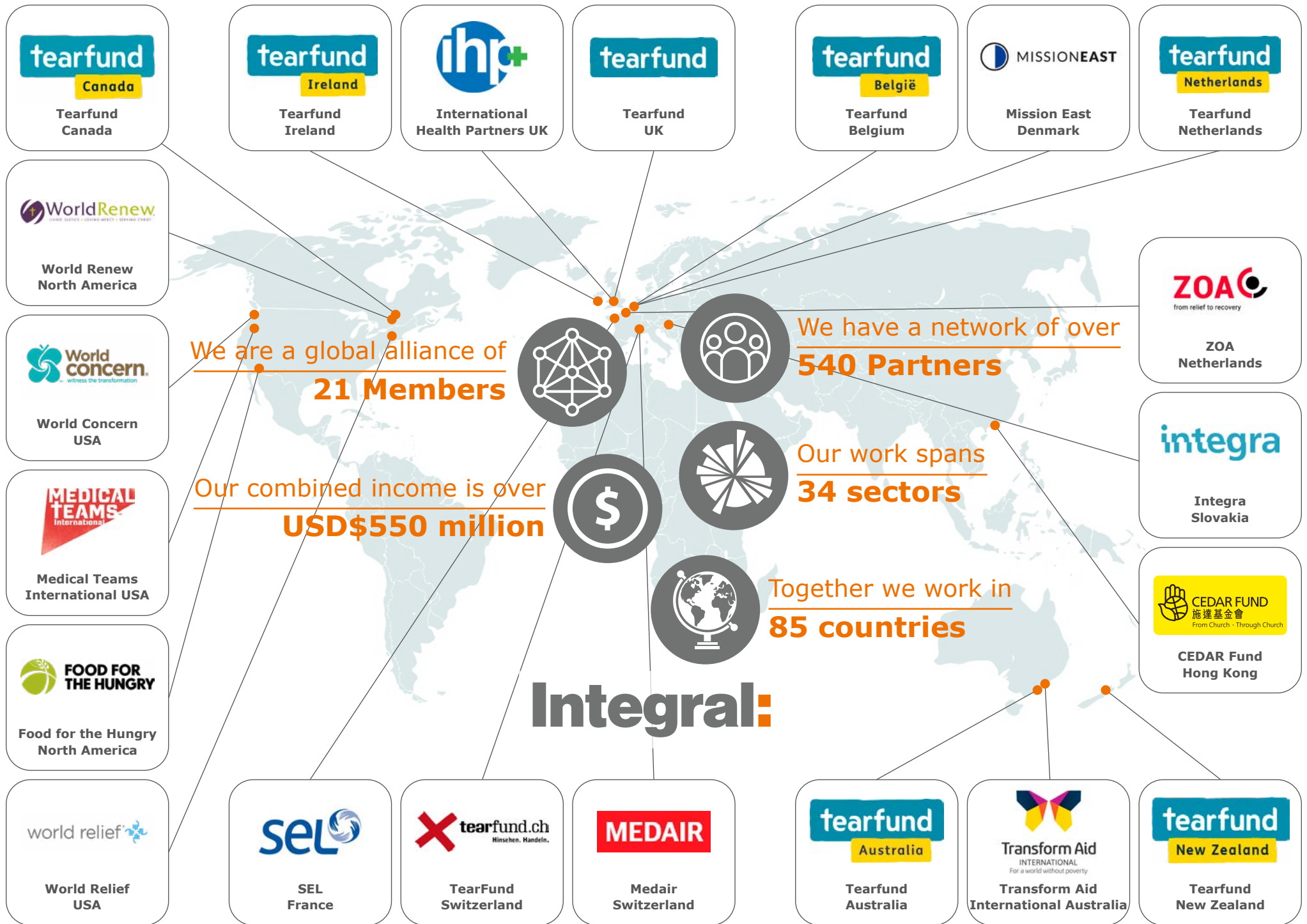
**Integral** ■ ■ ■ Responding Faster.  
Reaching Further.  
In Christ.

---

**ANNUAL REPORT 2022**  
AND UNAUDITED FINANCIAL STATEMENTS

---





# Integral's Vision

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

---

## Our Mission

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

---

## Contents

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

---

## Integral Alliance

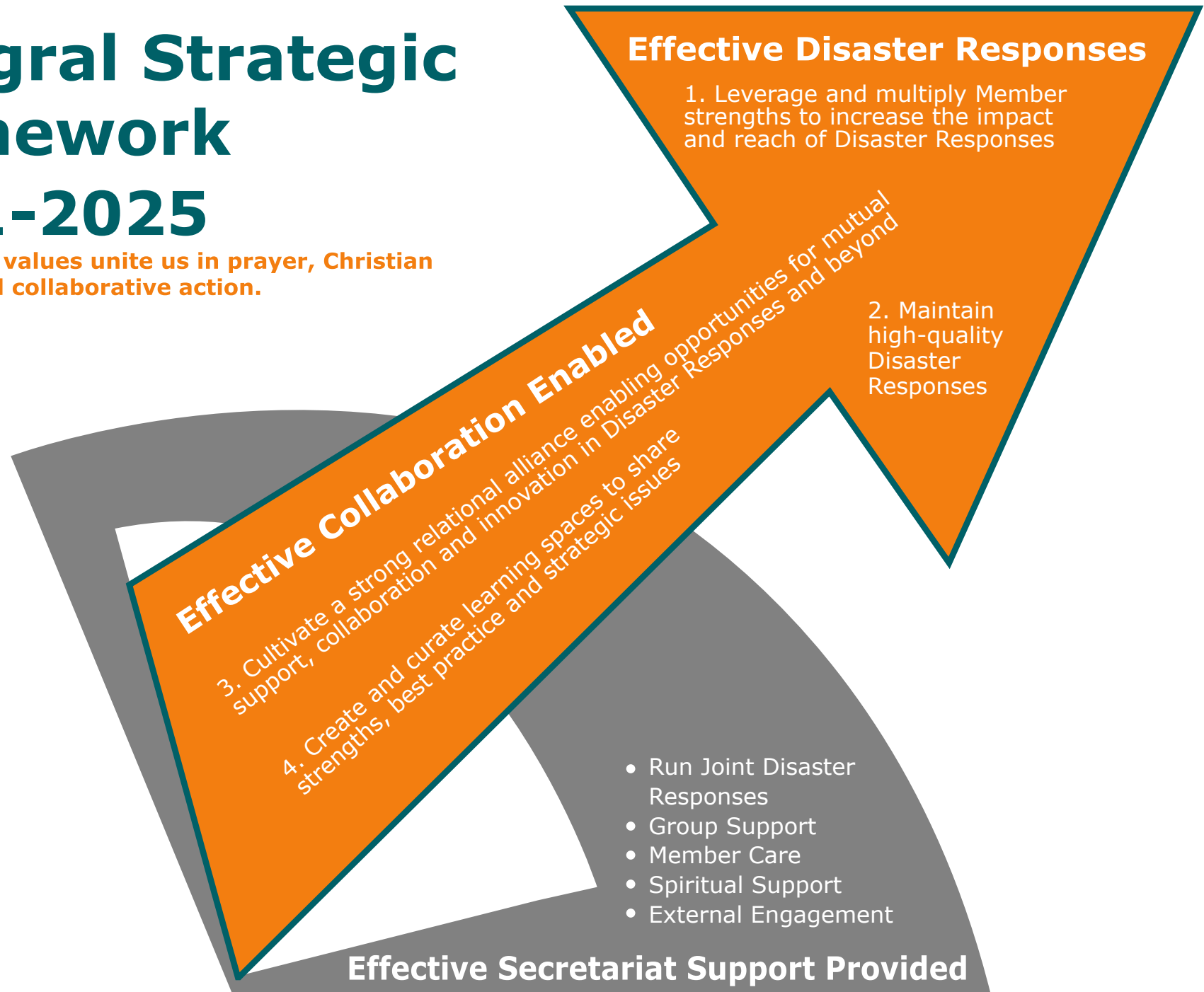
A company limited by guarantee  
for the year ended **31 December 2022**  
Company number: **5442605**  
Charity number: **1112515**

## Charitable Object

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

# Integral Strategic Framework 2021-2025

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



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

Integral Strategic Objective 1



### Collaboration in Disaster Response: Leveraging and multiplying Member strengths



**3.2 million people**

Reached as part of an active  
Integral Disaster Response

#### Collaboration in Disaster Response: High levels of engagement

**6**

Active Integral  
Disaster Responses

**18**

Members were opted into  
three or more Responses

**100%**

Of Integral Members opted into  
at least one Integral Disaster  
Response

**119**

Highlights of working together  
in Disaster Responses shared  
by Integral Members

**9**

Additional crises  
monitored by  
Members

#### Leveraging and multiplying: Funding



**\$65m\***

Mobilised by Members  
for their work as part  
of an Integral  
Disaster Response

**\$8m\***

Shared by Members to fund  
other Members' work as part  
of an Integral Disaster  
Response



**70**

Funding transfers  
between Members

#### Leveraging and multiplying: Communications resources



**\$12m\***

Raised for Integral Disaster  
Response using  
communications material  
shared by other Integral  
Members



**1,400**

Photos and videos shared  
among Integral Members  
for the six active Disaster  
Responses this year

#### Collaboration in Disaster Response: high levels of satisfaction



Consistently named as  
the greatest benefit of  
Integral membership



Rated significantly higher by  
the Integral Marketing Group  
this year (compared to  
previous years)



Consistently rated higher  
than wider collaboration

#### Disaster Response as a catalyst for ongoing collaboration

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



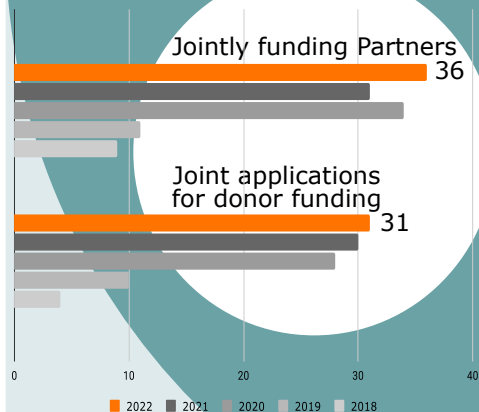
**36**

Examples of jointly  
funding Partners - more  
than ever before



**31**

Joint applications for  
donor funding - more  
than ever before



\*All \$ figures in USD



# Values

---

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

## UNITY

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

## RELATIONAL

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

## ACCOUNTABILITY

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

## CHRIST-CENTREDNESS

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

## IMPARTIALITY

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

## COMPLEMENTARITY

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

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



# Foreword from Chair

---



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

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

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

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


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

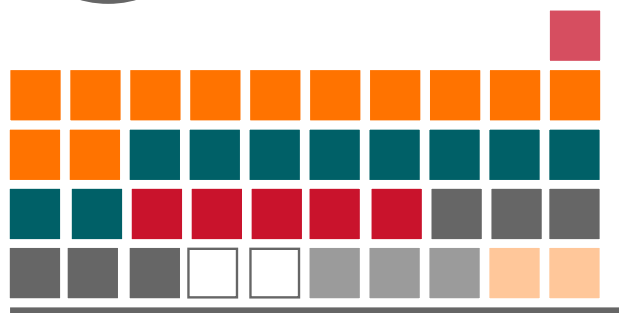
This year we were finally able to meet face-to-face after three years, and it was an encouragement for all to reconnect and collaborate in-person across our membership. During our time together, we shared the ways COVID-19 had shaped and continues to shape our work and were inspired by examples of our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


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

Gratefully,

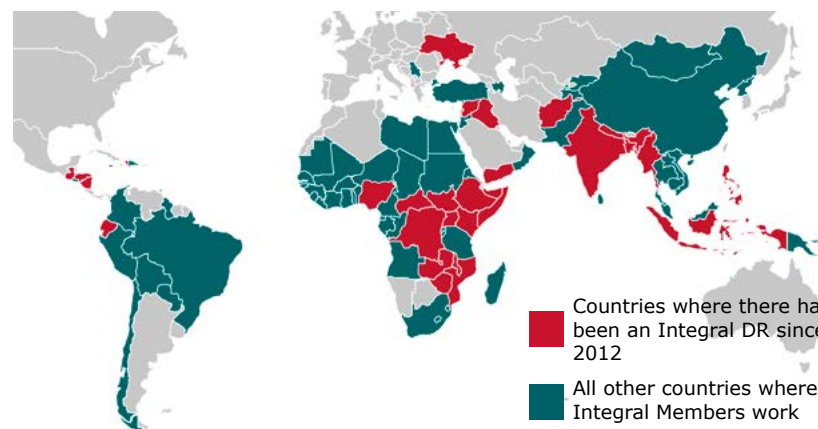
**Martha Newsome**  
**President and CEO of Medical Teams International**  
**Chair of Integral Alliance**

 **41** Integral Disaster Responses  
since 2012



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

- |   |  |   |  |
|---|--|---|--|
|  Chronic |  Low<br>profile |  Sudden<br>onset |  Cross-<br>border |
|---|--|---|--|



Every Member has opted into at least one Integral Response.

**+330**



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

**+5,200**



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

**87**



Additional crises have been jointly monitored by Integral Members.

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



# Integral Disaster Response Summary

## January 2022 – December 2022



### Greater Horn of Africa Food Crisis

13 Members opted in



474,400 people assisted at three months



61 photos shared



Launched: September 2022

### Ukraine Conflict

17 Members opted in



900,200 people assisted at six months



478 photos shared



Launched: February 2022

### Afghanistan Humanitarian Crisis

12 Members opted in



762,900 people assisted at 12 months



Photos shared



Launched: September 2021

6

Active Responses

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

### Haiti Earthquake

13 Members opted in

6 Partners



550,000 people assisted at six months



76 photos shared



Launched: August 2021

### Ethiopia Crisis

14 Members opted in

3 Partners



998,300 people assisted at 18 months



200 photos shared



Launched: December 2020

### DRC Pilot Neglected Crisis Response

11 Members opted in

3 Partners



5m people in need across the country



592 photos shared



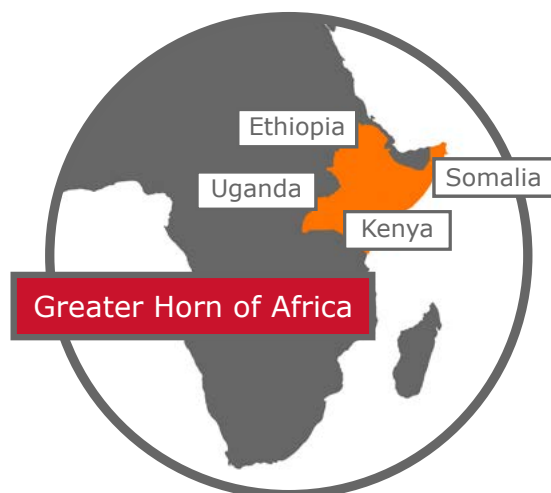
Launched: May 2021



## GREATER HORN OF AFRICA: FOOD CRISIS



### The context



36.1 million people are experiencing acute food shortages

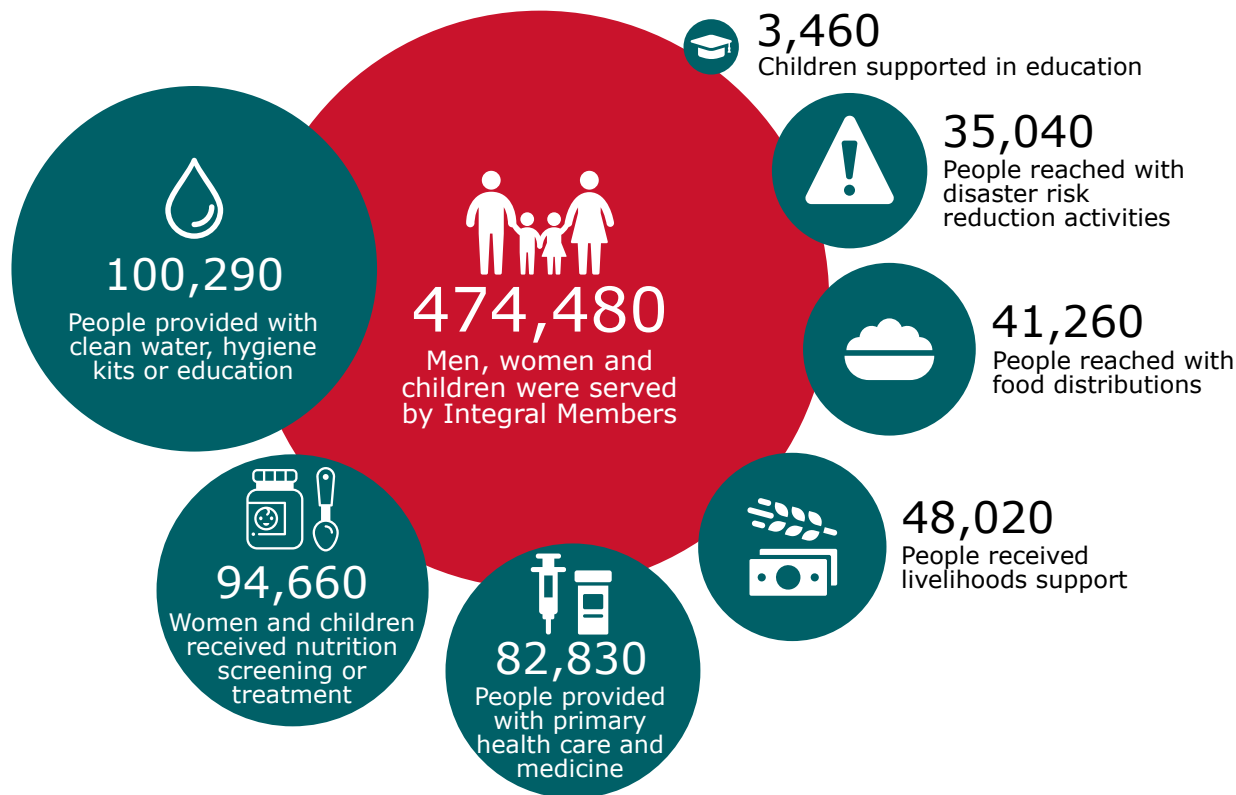


Fifth year of drought has led to crop failure and loss of livestock



4.9 million children are suffering from acute malnutrition

### Our response



Integral Disaster  
Response launched



**13**  
Integral Members are  
responding to this disaster





## UKRAINE: CONFLICT



#### The context



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

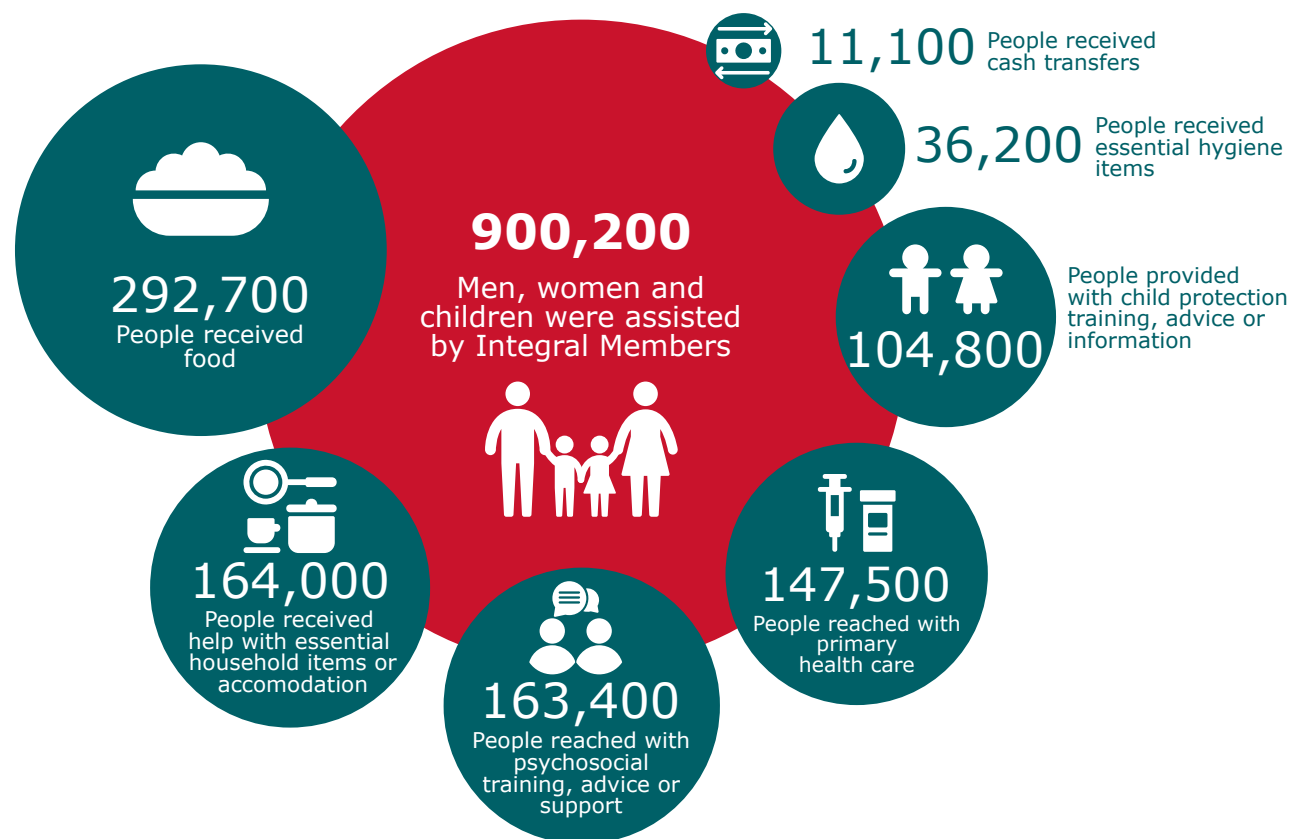


More than 17 million people are in urgent need of humanitarian assistance and protection



Seven million people have sought refuge in neighbouring countries

#### Our response



Integral Disaster Response launched



18 Integral Members are responding to this disaster





## AFGHANISTAN: HUMANITARIAN CRISIS





## The context



28 million people in need of humanitarian assistance

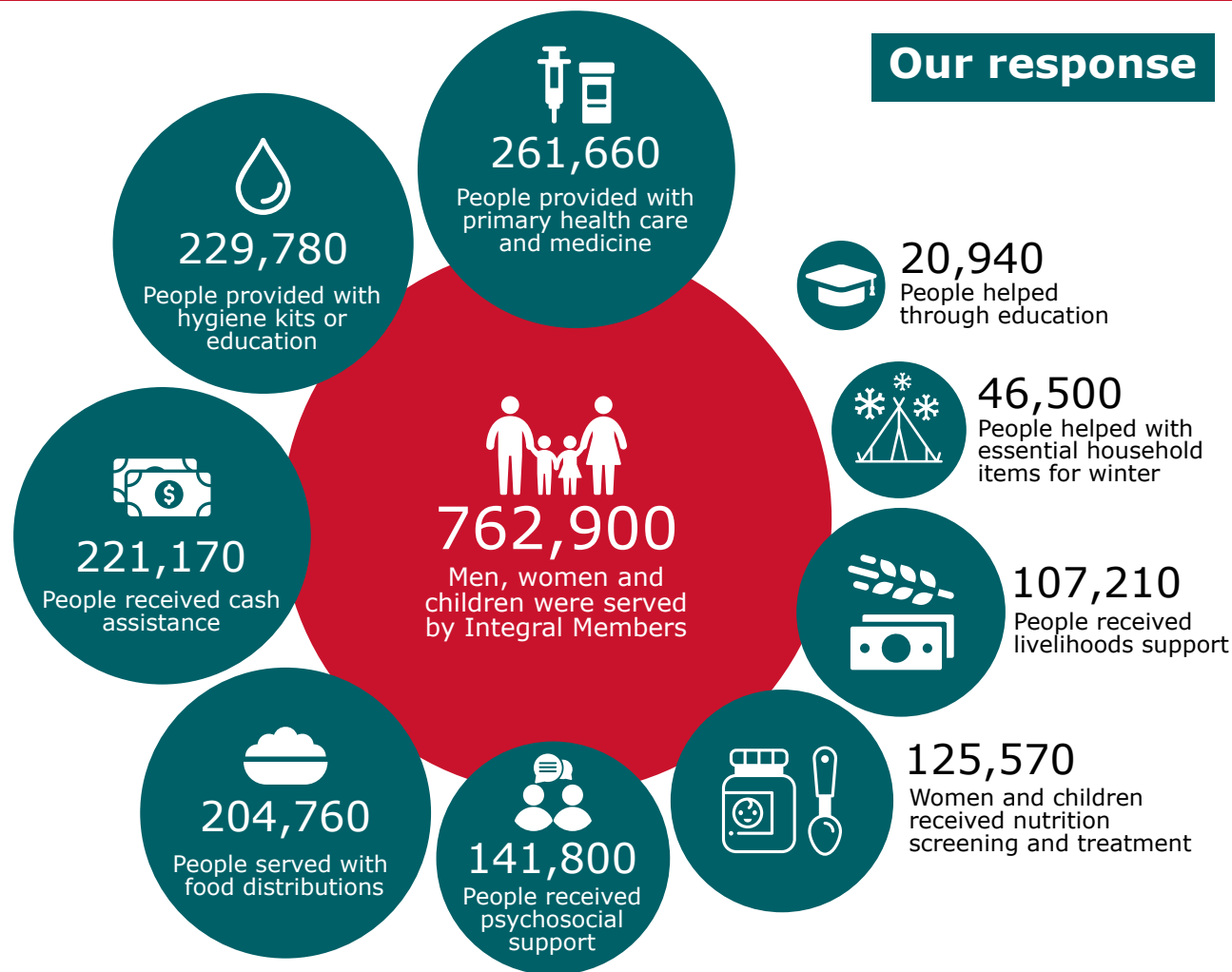


More than four million people are internally displaced



Multiple compounding crises

## Our response



Integral Disaster Response launched



12 Integral Members are working together to respond to this disaster

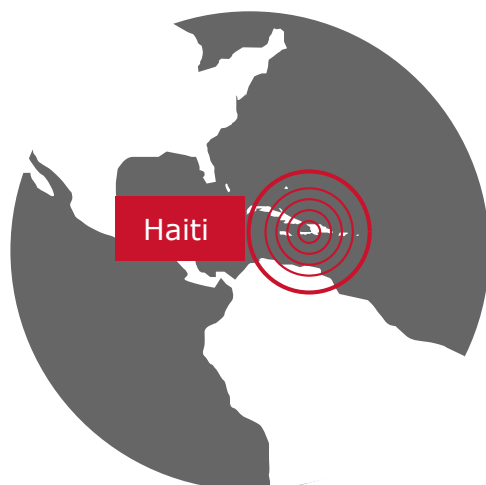


## HAITI: EARTHQUAKE





## The crisis



7.2-magnitude  
earthquake

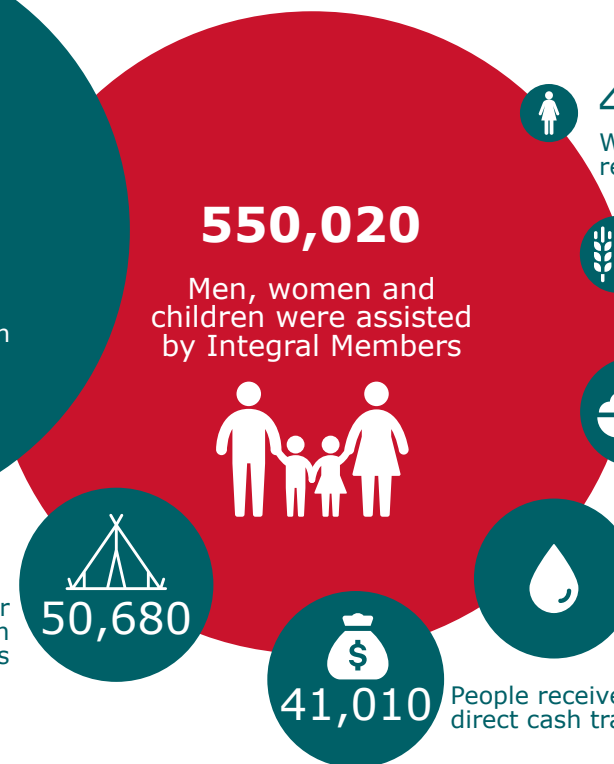
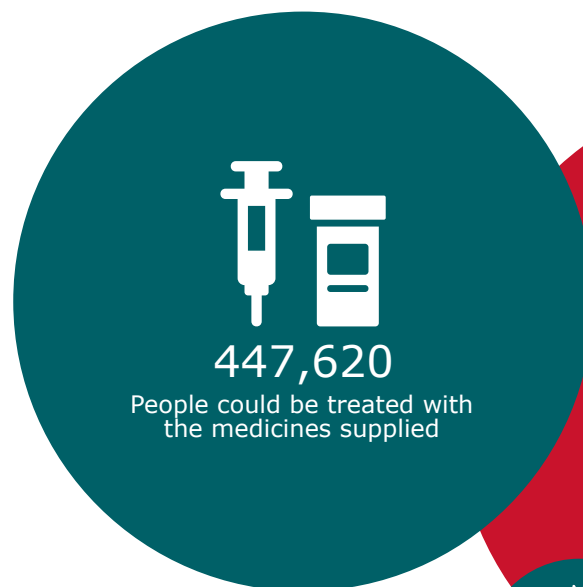


More than 230,000  
people living within 15 km  
of the epicentre



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

## Our response



People received  
emergency shelter  
kits and help with  
home repairs



People received  
direct cash transfers



**4,730**  
Women and girls  
received dignity kits



**8,050**  
People received  
seeds and tools



**15,980**  
People benefited  
from food  
distributions



**34,040**  
People were  
helped with access  
to safe water



Integral Disaster  
Response launched



13 Integral Members  
are working together to  
respond to this disaster





## NORTHERN ETHIOPIA: HUMANITARIAN CRISIS



## The context

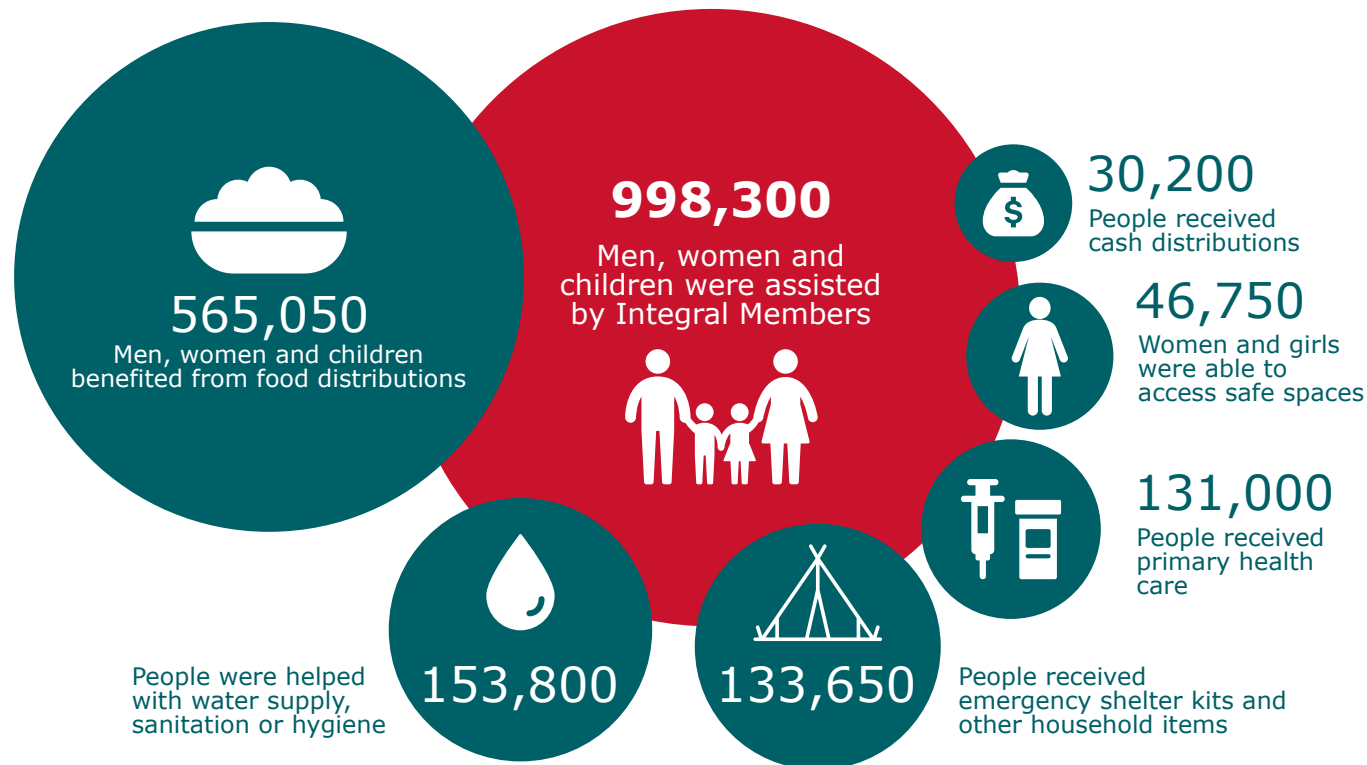


Nearly 9.4 million people in need of aid in N. Ethiopia



60,000+ people have arrived in Sudan as refugees

## Our response



Integral Disaster Response launched



14 Integral Members are responding to this disaster





## NEGLECTED CRISES RESPONSE



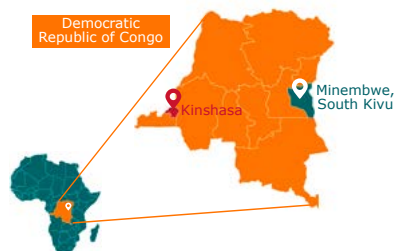


# Neglected Crises

Integral:

## Neglected Crisis Response Pilot

### The context

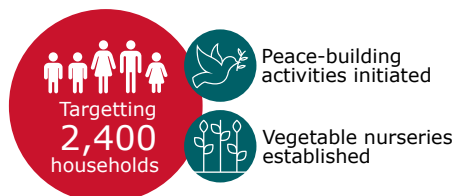


Our pilot response in Democratic Republic of Congo (DRC) focuses on Minembwe, South Kivu.

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

### Our response

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



The project aims to:

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

## Our vision

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

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

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



### Working together



**21** Members are supporting this work in prayer



**14** Members are supporting this work through awareness raising and communications



**8** Members are supporting this work through funding and implementation



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

**We're still here.**

### Ongoing work in Neglected Crises

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



Low profile



Protracted



Complex

## Our Commitment to Quality and Accountability

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

We believe that:

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

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

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

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

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



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

# Integral: Raising and Sharing Funding



## Joint funding

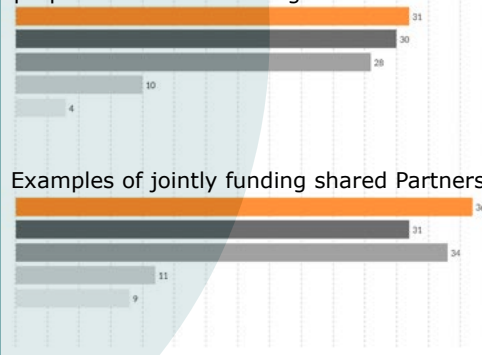
Members shared 31 examples of developing joint funding proposals, more than any other year.



## Funding joint Partners

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

Examples of developing joint funding proposals with other Integral Members



Examples of jointly funding shared Partners



2022 2021 2020 2019 2018



## High Compliance Donors

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



41

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



## Diverse Funding Base

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



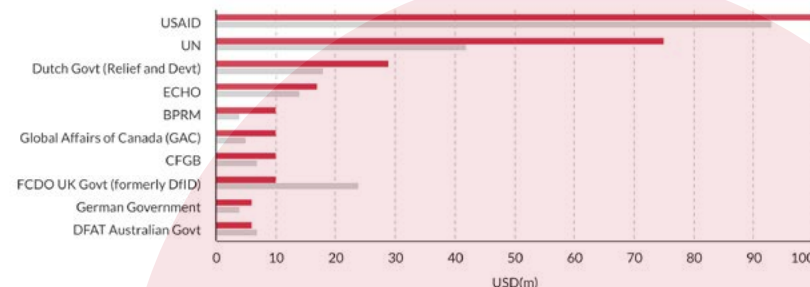
Privately raised funds often contribute towards match funds for institutional grants or provide unrestricted funding.



## Top 10 Donors in 2022

91% of donor income came from these 10 donors.

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



## Quality Assurance



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



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



# How does Integral add value for our Members?

## This is what our Members told us in 2022:

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

**Tearfund Netherlands**

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

**International Health Partners**

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

**Food for the Hungry**

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

**Integra**



# Integral: How Integral Adds Value

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

## Collaboration in Disaster Response



### Integral Coordination



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



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



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



### Funding opportunities



Our collaboration opens up opportunities to access institutional funding



We are able to fund other Members' work



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



### Communications



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



We used shared guidelines on messaging in complex crises like Ethiopia



### In a country



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



In some responses we implemented a joint project



We coordinated around shared Partners, enabling more effective support

## Relationships and fellowship

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



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

Members value opportunities to pray for and with one another



## Learning from other Integral Members

### Learning areas:

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

- Decolonisation of aid
- CHS
- Climate change
- COVID-19
- Change management
- Emergency response
- Ethical storytelling
- Fundraising
- Neglected Crises
- Staff care

### Where does learning happen?

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



## Localisation Commitments

For our work together in disasters, Integral Members will:



1. Act as locally as possible.



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



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



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



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

# Integral: Localisation in 2022

## Commitments



Every Member made commitments to make progress on localisation this year.

Every Member took action on these commitments and made changes to their ways of working.

Every Member committed to making more progress over the next 12 months.

85% of our Members made specific quality commitments to strengthening work with Partners.

## Progress in 2022



### Accountability Groups

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



### Our Storyteller's Guide

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



### Local Comms Capacity

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

## Listening to Partners

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

### Partner Survey – March 2022

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

### Examples of changes made as a result of listening to Partners



Creating opportunities for Partners to present directly to funding committees



Strengthening complaints and response mechanisms



Making changes to operational processes



Asking for input from Partners to organisational planning



Recognising concerns around transferring security risks to Partners



Allowing time to invest in relationships, including praying with Partners

## Localisation in a global pandemic

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



Increased levels of trust placed in Partners



Better communication with Partners and staff through use of technology



More globally connected organisations



Wider access to training and capacity building as delivery shifted online



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



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



# Integral: Integral Structure and Groups

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

Tearfund Canada



Martha Newsome  
Board Chair  
(Medical Teams International)

## Integral Board

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

### Executive Committee

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

### Finance and Audit Committee

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

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

World Concern



Sue O'Connor  
IMG Chair  
(Medair)

## Integral Marketing Group (IMG)

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



Fiona Boshoff  
Integral CEO

## Integral Secretariat

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

## Integral Programme Group (IPG)



Peter Macharia  
IPG Chair  
(World Concern)

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

### Integral Quality Assurance Task Force

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

### Early Responders Group

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

# Board

---

## KEY THEMES

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

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

## ACHIEVEMENTS AND KEY DECISIONS

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



## PARTICIPATION

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

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

World Renew



# Integral Marketing Group (IMG)

## KEY THEMES

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

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

## ACHIEVEMENTS AND KEY DECISIONS

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



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

## PARTICIPATION

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

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

Medical Teams International



# Integral Programme Group (IPG)

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

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

## ACHIEVEMENTS AND KEY DECISIONS

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



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

## PARTICIPATION

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

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

Tearfund (UK)



# Human Resources Meeting

## KEY THEMES AND PARTICIPATION

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

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

## ACHIEVEMENTS AND KEY DECISIONS

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



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

Medical Teams International

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

Medair

# Future Plans

---

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

## IN DISASTERS

Going forwards Integral will:

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

## BEYOND DISASTERS

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

## FUTURE OF INTEGRAL

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

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



**Fiona Boshoff**  
CEO of Integral Alliance





# Structure, Governance and Management

## MEMBERSHIP

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

## GOVERNANCE

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

## CODES OF PRACTICE

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

## POLICIES

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

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

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

## SUB-COMMITTEES

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



# Administrative and Legal Details

## REGISTERED ADDRESS

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

## PRINCIPAL STAFF

F Boshoff – Company Secretary

## BANKERS

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

## INDEPENDENT EXAMINER

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

## BOARD OF DIRECTORS AND CHARITY TRUSTEES

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

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

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



# Financial Review

---

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

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

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

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



# Directors' Responsibilities in the Preparation of the Financial Statements

---

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

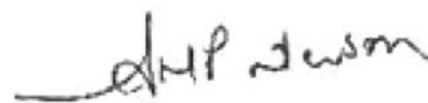
- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to do so.

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

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


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

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



**A Paterson**

Treasurer and Director  
Integral Alliance



**N Harris**

Director  
Integral Alliance



# Independent Examiner's Report to the Trustees of Integral Alliance

---

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

## RESPONSIBILITIES AND BASIS OF REPORT

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

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

## INDEPENDENT EXAMINER'S STATEMENT

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

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

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

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



---

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

23 May 2023

---

Dated:

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

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

# INTEGRAL ALLIANCE BALANCE SHEET AS AT 31 DECEMBER 2022

COMPANY NUMBER: 5442605

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

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

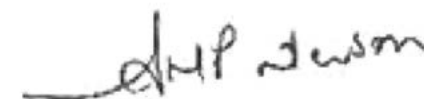
For the year ended 31 December 2022 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

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

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

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

Signed on behalf of the Board:



**A Paterson**

Treasurer and Director, Integral Alliance



**N Harris**

Director, Integral Alliance

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



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

---

### 1. ACCOUNTING POLICIES

#### BASIS OF PREPARATION

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

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

#### *Going Concern*

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

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

#### *Income recognition*

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

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

#### *Expenditure recognition*

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

#### *Allocation of Costs*

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

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

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

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

#### *Restricted Funds*

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

#### *Unrestricted Funds*

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

#### *Capitalisation and Depreciation*

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

## 2. INCOME FROM GRANTS DONATIONS

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

## 3. INCOME FROM CHARITABLE ACTIVITIES

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

## 4. RESOURCES EXPENDED BY ACTIVITY

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

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

## 5. SUPPORT AND GOVERNANCE COSTS

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

## 6. NET INCOME

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

## 7. SALARIES AND RELATED COSTS

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

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

## 8. FIXED ASSETS

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



## 9. DEBTORS

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

## 10. CREDITORS

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

## 11. MOVEMENT IN FUNDS 2022

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

## 11. MOVEMENT IN FUNDS 2021

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

## 12. PURPOSE OF RESTRICTED FUNDS

### *Information Officer*

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

### *Pitch a Project*

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

### *Ukraine Response*

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

### *Neglected Crises Response*

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

### *Short Term Co-ordination*

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

### 13. ALLOCATION OF NET ASSETS BY FUND

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

### 14. TRUSTEE REMUNERATION AND EXPENSES AND RELATED PARTY TRANSACTIONS

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

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

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





## Photo Credits

Cover	© Integral Alliance
Page 2	© Dale McMillan, Medair
Page 6	© Integral Alliance
Page 7	© Medical Teams International
Page 10	All photos © Food for the Hungry
Page 12	Top: © Integra Slovakia; bottom left: © Natasha Kravchuk, Integra Slovakia; middle and bottom right: © Dale McMillan, Medair;
Page 14	Top: © Tearfund, UK; bottom left: © Medair/Joern Escher; middle: © Medair/Eric Itin; bottom right: © Medair/Abigail Drane
Page 16	Top and bottom left: © Richard Pierrin, Tearfund UK; bottom middle and right: © World Concern
Page 18	Top and bottom middle and right: © Project Hope/James Buck; bottom left: © Food for the Hungry
Page 20	Top and bottom middle: © Integral; bottom left: © Tearfund Switzerland; bottom right: © Medair/Nath Faveau
Page 24	© Integral Alliance
Page 28	Top: © Medical Teams International; bottom left: © Medair; middle: © Integral Alliance; left: © World Concern
Page 29	© Tearfund Australia
Page 30	© Tearfund Netherlands
Page 31	© Tearfund Netherlands
Page 32	© Tearfund Netherlands
Page 33	© Integral Alliance
Page 34	Left: © Project Hope/James Buck; middle: © Integra Slovakia; right: © Natasha Kravchuk, Integra Slovakia
Page 36	© Integral Alliance
Page 47	© Integral Alliance

# Integral

Responding Faster.  
Reaching Further.  
In Christ.

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



**CEDAR Fund**  
Hong Kong



**Food for the Hungry**  
North America



**International**  
Health Partners UK



**Integra**  
Slovakia



**Medair**  
Switzerland



**Mission East**  
Denmark



**Medical Teams**  
International USA



**SEL**  
France



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



**Tearfund**  
Australia



**Tearfund**  
Belgium



**Tearfund**  
Canada



**TearFund**  
Switzerland



**Tearfund**  
Ireland



**Tearfund**  
Netherlands



**Tearfund**  
New Zealand



**Tearfund**  
UK



**World Concern**  
USA



**World Renew**  
North America



**World Relief**  
USA



**ZOA**  
Netherlands