

Integral:

Christian agencies united to combat poverty

ANNUAL REPORT AND FINANCIAL STATEMENTS 2017





23 Members in 14 Countries

Integral

www.integralalliance.org

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



CEDAR Fund
(Hong Kong)



Food for the Hungry
(USA)



Integral
(Slovakia)



International
Health Partners
(UK)



MAP International
(USA)



Medair
(Switzerland)



Medical Teams
International
(USA)



Mission Alliance
The Norwegian Mission Alliance
(Norway)



Mission East
(Denmark)



SEL
(France)



TEAR Australia



Tear
(Netherlands)



Tearfund
(Belgium)



Tearfund
Ireland



Tearfund
(New Zealand)



TearFund
(Switzerland)



Tearfund
(UK)



Transform Aid
Transform Aid
International
(Australia)



World Concern
(USA)



World Relief Canada



World Relief
(USA)



World Renew
(USA and Canada)



ZOA
(Netherlands)

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Integral Alliance

A company limited by guarantee

Report of the Directors and Unaudited Financial Statements

For the year ended **31 December 2017**

Company number: 5442605

Charity number: 1112515

AIMS AND OBJECTIVES

■ INTEGRAL'S VISION

A world without poverty.

■ INTEGRAL'S MISSION

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

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

■ INTEGRAL'S STRATEGIC PLAN AND OBJECTIVES 2015 – 2018

The 2015 – 2018 Strategic Plan has been endorsed by the Board.

FOCUS AREA 1: DISASTER MANAGEMENT

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

STRATEGIC OBJECTIVES:

- a. Disaster Responses: delivered in a high-quality way.
- b. Collective Capacity: built through deeper internal trusting relationships and brilliant Monitoring and Evaluation, Quality Assurance and Mutual Accountability.

FOCUS AREA 2: BUILDING COLLECTIVE CAPACITY BEYOND DISASTER MANAGEMENT

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

STRATEGIC OBJECTIVES:

- a. Integral Mission – deepened understanding and commitment both personally and corporately.
- b. Integral Alliance vision embedded in existing Membership. Collaborative Opportunities provided and more synergies and integration enabled.
- c. Integral Alliance meetings carefully planned to ensure times of learning and of deep mutual and spiritual encouragement contributing towards achieving our common purpose.
- d. Sustainable resources attracted via promoting Integral through excellent communications and external relationships.
- e. Appropriate New Members invited to achieve the Integral Alliance vision.

WHAT DID INTEGRAL DO IN 2017? REPORT OF ACTIVITIES

During the period ended 31 December 2017, the charitable company worked to achieve its charitable object through the following activities linked to our strategic objectives.

FOCUS AREA 1: DISASTER MANAGEMENT

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

STRATEGIC OBJECTIVE 1A

Disaster Responses delivered in a high-quality way.

In 2017 we launched Integral responses to the displacement crisis in Northern Uganda; the food crisis in East Africa, flooding in South Asia, and the Rohingya refugee crisis in Bangladesh.

The Integral Disaster Response Process uses an online platform to enable Members to easily share information with each other. This includes photos and stories, assessments and proposals, and also enables people to work on documents collaboratively. Any Integral Member can issue an alert for a disaster, and if two or more Members are responding, it can become an Integral Response.

Integral:

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



26

Integral Responses



Mass Displacement/
conflict



Earthquake



Typhoon/
Hurricane



Health emergency
(Ebola)



Flooding



Food Security



Chronic



Low profile



Sudden onset



Cross border



+180



The number of conference calls the Secretariat has chaired for Integral Responses.

+1400



The number of photos from Integral Responses that have been shared on the Integral website for other Members to use freely.

24



Additional crises have been coordinated through the Disaster Monitor.

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

INTEGRAL DISASTER COORDINATION 2017

4 New Integral Alerts Raised	<i>February 2017</i> <i>March 2017</i> <i>August 2017</i> <i>September 2017</i>	Northern Uganda, Displacement from South Sudan East Africa, Food Crisis South Asia, Flooding Rakhine Crisis, Displacement from Myanmar to Bangladesh
4 Existing Responses with ongoing Coordination	<i>Lebanon – Syrian crisis</i> <i>South Pacific</i> <i>Yemen Crisis</i> <i>Haiti – Hurricane Matthew</i>	Member-led coordination around shared local partner work – MERATH/ LSESD Member-led resilience coordination and planning Secretariat-led Secretariat-led
3 Crises Involve Regular Country-Level Meetings	<i>South Sudan Crisis</i> <i>Nepal</i> <i>Bangladesh</i>	Earthquake recovery, flooding Flooding, Rakhine State displacement
Monitoring Data Gathered for 5 Crises (Available below)	<i>Ecuador Earthquake</i> <i>Yemen Crisis</i> <i>Haiti – Hurricane Matthew</i> <i>Northern Uganda Refugee crisis</i> <i>South Asia Flooding</i>	6-Month beneficiary figures 1-Year beneficiary figures 1-Year beneficiary figures 6-Month beneficiary figures 3-Month beneficiary figures
9 Developing Crises Discussed on Integral Disaster Monitor and through Skype Groups	<i>Burundi</i> <i>Venezuela</i> <i>Madagascar</i> <i>Peru</i> <i>Sri Lanka</i> <i>Sierra Leone</i> <i>Haiti and Caribbean</i> <i>Iraq / Iran</i> <i>Democratic Republic of the Congo</i>	Food security Economic / food crisis Cyclone Enawo Flooding Flooding Landslides Hurricanes Irma and Jose Earthquake Kasai displacement



ECUADOR EARTHQUAKE 6-MONTH BENEFICIARY FIGURES



The context

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

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



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



Water supplies were badly damaged in the earthquake.

Our response

63,000



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

20,000



People benefited from food distributions.

11,000



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



30,000

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



1,000

Shelter repair kits
Were distributed by Integral Members. Additionally, three schools and one well were rehabilitated.



2,500

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



Ecuador



1,000

Children
Directly benefited from education activities and the provision of four child-friendly spaces.



2,000

People
Received essential household items.



Integral Disaster
Response launched



Nine Integral Members
worked together to
respond to this disaster



YEMEN CRISIS

1-YEAR BENEFICIARY FIGURES



The context

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



Three out of four people lack adequate access to clean water.



Seven million people are at risk of famine, including 462,000 children who are severely acutely malnourished.



To date, over 900,000 suspected cholera cases have been reported.

Our response

290,885



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

154,150



People received help to access safe drinking water.

129,000



People could be treated with the clinical treatments provided.

100,200



Children were assisted by Integral Members.

17,550



People benefited from food distributions.

17,900



People received essential household items.

1,000



Men and women were trained in agricultural techniques.

2,200



Health workers were trained and reached 15,050 people.

'The humanitarian crisis in Yemen is one of the worst in the world.'

UN Emergency Response Coordinator, Stephen O'Brien,
21 September 2016



Integral Disaster
Response launched



Integral Members are
responding to this
disaster



HAITI, HURRICANE MATTHEW

1-YEAR BENEFICIARY FIGURES



The context

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



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



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



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

Our response

469,200 

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

45,000 

People benefited from food distributions.

122,100 

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


Medical treatments

249,400

People could be treated with the drugs and medical supplies shipped to Haiti.


Cash transfers

96,700

People benefited from direct cash transfers or cash for work and livelihood support.


Essential household items

74,700

Vulnerable people received equipment like kitchen utensils and mosquito nets.


Shelter repair kits

36,700

People received shelter repair kits.


Building materials

31,150

People were assisted with construction materials to rebuild damaged buildings.


Disease prevention

29,700

Men, women and children were reached through a disease prevention programme.



6

Integral Members pooled funds to support a grassroots, church-led response. This reached 6,400 people through 61 local churches.

4

Integral Members worked together to rapidly assess the need and deliver urgent assistance in nine of the worst affected communes. Together they reached 15,750 people in the immediate aftermath of the hurricane.



Integral Disaster Response launched



17 Integral Members are working together to respond to this disaster



NORTHERN UGANDA REFUGEE CRISIS

6-MONTH BENEFICIARY FIGURES



The context



86% of those coming into Northern Uganda were women and children. 60% were under 18.

1,495,000

Refugees have fled South Sudan to escape violence, killing and destruction of property by armed groups since conflict escalated in December 2013.

Our response

1,148,984

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



882,550

People were treated in clinics run by Integral Members.



207,450

People received help to access safe drinking water.



160,000

People were reached through health education and outreach.



39,800

People benefited from newly constructed latrines.



44,200

Men, women and children were treated through a nutrition programme.



25,800

Children were helped in 18 schools; 7,000 received school meals.



13,500

Men and women were trained in agricultural techniques.



1,650

People received psychosocial support to deal with trauma.



Integral Disaster
Response launched



12 Integral Members are working together to respond to this disaster



SOUTH ASIA FLOODING



The context



Torrential rains across Bangladesh, India and Nepal destroyed tens of thousands of houses as well as schools and hospitals leaving millions of people displaced and in need of life-saving assistance.



40 million

People are affected across South Asia as a result of flooding and landslides caused by torrential monsoon rains.

Bangladesh

8 million

- This is the fourth time communities have been affected by flooding this year
- Floods coincided with rice planting season

India

30 million

- Floods caused massive damage to agricultural land and livestock
- 12,400 schools were affected

Nepal

1.7 million

- Affected communities required shelter, water and sanitation and health support to prevent the spread of water-borne diseases

Our response



Health



Water



Shelter



Food



Integral Disaster
Response launched



16 Integral Members are
working together to
respond to this disaster



RAKHINE STATE DISPLACEMENT



The context



749,000

Refugees are estimated to be in Cox's Bazar. The concentration of refugees in this area is now among the densest in the world.

+500,000

More than half a million refugees have fled violence in Myanmar and crossed into Bangladesh since 25 August, arriving without food, water or shelter.



'The fastest growing refugee crisis in the world.'

ISCG, 15 October 2017

The response

Integral Members have conducted needs assessments and are responding with emergency health care and distributions of essential items. Members are both working directly and with local partners.



Health



Water



Protection



Food



Education



Shelter



Integral Disaster
Response launched



16 Integral Members are
working together to
respond to this disaster

FOCUS AREA 1: DISASTER MANAGEMENT

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

STRATEGIC OBJECTIVE 1B

Collective Capacity: built through deeper internal trusting relationships and brilliant Monitoring and Evaluation, Quality Assurance and Mutual Accountability.

Integral has continued its focus on strengthening and further developing Members' collective capacity in disaster responses during 2017 through the following areas:

EARLY RESPONDERS

This programme-focused working group continues to meet and develop mechanisms that help Members to work more effectively together during Integral Responses. An external evaluation took place in summer 2017 of the work of the Integral Member Assist and Assess (IMAAS) initiative in Haiti in response

to Hurricane Matthew. The learning from this was reviewed by the Integral Programme Group (IPG) during the October meetings. The group continued to develop an online Integral assessment tool, allowing Members to collect agreed data during assessments so it can be shared across the Alliance. Additionally, Secondment Agreement templates and guidance have been finalised and are now in use, allowing Members to more easily share staff in emergencies.

LOCALISATION AND DISASTER RESPONSE

The IPG has spent significant time in 2017 looking at the Grand Bargain commitments on 'Localisation', considering how to strengthen the work of local partners in Integral disaster responses. This area has been identified as a key priority for the IPG going forwards.

INTEGRAL INFORMATION OFFICER AND DISASTER RESPONSE DATA

Key information has been collected on Members' work together in disasters. This data allows Integral to monitor the added value of Integral and the impact of Members' work together. Clear guidance has been produced for Members on providing feedback and key data at three months, six months and one year into a response.



Integral:

Reporting on your work during an Integral Disaster Response



Beneficiaries

At 3, 6 and 12 months, we ask for beneficiary information disaggregated by:

Sector



Gender, age and disability



We use a Google sheet to collect this information.



Funding

At 3, 6 and 12 months we ask about your funding.



How much have you raised?



How much have you shared with Integral Members?



How much have you shared with local partners?



We collect funding information on the Member Response Form.



We use this information to create infographics telling the story of the Integral response. These are shared on Facebook, our website and in our Annual Report.

We create a funding flow diagram for each response to show how funds are shared across the Alliance.

Ten days and three months after a response, we ask you for feedback on how it is going.

In 2017 the chair role of the **Integral Quality Assurance Task Force** (IQATF) transitioned from Bruce Syvret of World Relief Canada, to Peter Drummond Smith of Mission East. We would like to thank Bruce for the time he has served in the chair role.

The IQATF has continued to support improvement in the quality of Members' work in disasters and beyond. They met four times during 2017 and oversaw Integral's annual Mutual Accountability Process. Information from the 2017 Mutual Accountability Survey provided an encouraging picture of Members' increasing their commitment to evaluation and developing the quality of their work.

INTEGRAL QUALITY STANDARDS REVISION

The IQATF updated the Integral Commitment to Quality Standards to reflect changes in best practice and the introduction of the new Core Humanitarian Standard. The purpose of these Commitments is to increase the quality, effectiveness and impact of the work that Integral Members support by providing a quality framework to guide responses. The update includes a new standard on 'Sustainability and Local Ownership'.

DISASTER RESPONSE PROCESS AND MATERIALS REFRESH

This work includes producing new resources for short-term coordination in the field in a disaster,

a Lead Agency model for shared Local Partners and guidance for running a Pooled Fund for local churches in an Integral Response. A full refresh and relaunch of the materials is planned for 2018.

Phase Two of the online Members Area redevelopment began in 2017 and seeks to bring all of Integral's disaster response resources into a 'one-stop shop' Members Area. A review of all Disaster Response documentation took place in 2017 as we seek to update and standardise all the resources for inclusion in the new Members Area. This work will continue into 2018.

Regular ongoing review of our joint disaster response modalities and activities took place in 2017, through:

- Secretariat-led review of the Integral response to Hurricane Matthew in the first quarter of 2017. External evaluation of Integral Member Assist and Assess Project from Haiti in second quarter of 2017.
- Reviewing each active Integral disaster response at the IPG meetings in April and October 2017 and developing recommendations for future responses.
- Sharing Member individual evaluations across the Alliance through our online Disaster Response platform.
- Continued encouragement by the IQATF for Members to use and plan for evaluations of work both for disasters and beyond.

- Mutual Accountability activities – completion of a comprehensive annual questionnaire, summary report of findings and face-to-face accountability sessions during the Integral October meetings.
- The Secretariat continued to facilitate conference calls, both for active Integral Responses, and for emerging crises that are being monitored by Members.

FOCUS AREA 2: BUILDING COLLECTIVE CAPACITY BEYOND DISASTER MANAGEMENT

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

Collaboration in areas beyond disaster continues to flourish throughout the Integral Membership.

Integral: Commitments to Quality Standards

1 Impartiality, neutrality and independence



We are committed to impartiality. Assistance provided is intended for the most vulnerable and people are selected on the basis of need alone. We are committed to neutrality and will not take sides in hostilities. We are committed to independence and will remain autonomous from political, economic, military or other objectives.

2 Accountability



We are committed to being accountable to project participants, to Partners, to supporters, and to donors.

3 Building resilience



We are committed to increasing levels of Disaster Risk Reduction/ Disaster Management and development programming sustainability.

4 Technical quality



We are committed to supporting projects that are guided by relevant technical standards and good practices and that reflect the priorities of communities we seek to assist.

5 Values



We are committed to upholding our core values including trust, dignity and integrity through the work of our Members and Partners.

6 Environment



We are committed to minimising our negative impact on the environment.

7 Sustainability and local ownership



We are committed to working alongside local organisations and communities to ensure that there is strong and real local ownership of the activities and their outcomes that lead to long-term positive changes.

WHAT IMPORTANT BOARD DECISIONS WERE TAKEN IN 2017?

The Integral Board and Secretariat have worked to define and clarify their roles and responsibilities. A Board Working Group was tasked with providing options for the Board's role in Integral. Their recommendation was a new model called 'Strategic Responsibility', which was unanimously accepted by the full Board in April 2017.

STRATEGIC RESPONSIBILITY MODEL DEFINED:

The Board will take a more strategic role in running Integral, setting the vision and mission in consultation with the IMG and IPG. Meaningful feedback loops are developed with the IMG and IPG to ensure that there is clear alignment with strategy and reporting back to the Board. The Board then discusses and feeds back to the groups to ensure clarity of purpose and measures progress against objectives closely. The Board continues to delegate more detailed level of discussion to the ExCo, Secretariat, Committees and Working Groups, but engages with the feedback and recommendations from them in meetings to ensure we are all aligned in the same direction for Integral. Work is done building on the strong consensus that Integral's collaboration in disasters must continue to be the primary focus of our collaboration.

WHAT CHANGES WILL THIS MEAN FOR THE BOARD?

Adopting this **Strategic Responsibility model** means a step-up in terms of commitment by Board members. Greater engagement will ensure Integral is fulfilling the aims and targets set by the Board, driving up the quality of Integral's work and also of each Member individually. The decision was taken to continue to ensure that every Member on the Board has a vote and that the running of Integral is not delegated to the ExCo.

The Board looked at what Committees and Working Groups were needed in order to fulfil their new role. Terms of Reference for the ExCo was defined, and a Finance and Audit Committee set up.

The decision was also taken to form two new Board Committees with the responsibility to strengthen links between the IPG and IMG groups and the Board. These committees have representation from the Board, the IMG/IPG and the Secretariat. These group Board Committees replace the Groups Task Force.

ToRs have been established for each Committee and are formed of the Alliance CEO, Chair and Vice Chair of the IMG/IPG, Secretariat Representative to the group, and three additional Board members. The mandate of the group is:

- Strategic oversight of the IMG/IPG agenda
- Monitoring progress of the group against agreed priorities set at Board level and the strategic plan
- Pertinent policy development

WHAT CHANGES WILL THIS MEAN FOR THE SECRETARIAT?

Following the decision to take up more strategic responsibility, the Board discussed the leadership and direction-setting of Integral. The Board mandated the Secretariat Director to become more proactive in running Integral, providing stronger leadership to steer the Board. They agreed to a substantive change towards a leadership role for the Secretariat Director with a revised job description and an approved title change to 'CEO'.

In line with this request for a more proactive Secretariat, the roles of the coordinators were also re-examined and changed. The role and job title of the Programme and Disaster Response Coordinator changed to Head of Disaster Management and Programmes. This role now includes strategic input and leadership in all areas of Integral's international work, and provides facilitation and support to the IPG alongside the IPG Chair. Similarly, the role and job title of the Marketing and Communications Coordinator changed to Head of Communications and Marketing. This role now also includes strategic input and leadership for Integral's communications and provides strategic input, facilitation and support to the IMG alongside the IMG Chair.



FOCUS AREA 2: BUILDING COLLECTIVE CAPACITY BEYOND DISASTER MANAGEMENT

STRATEGIC OBJECTIVE 2A

Integral Mission - deepened understanding and commitment both personally and corporately.

Integral's spiritual strategy underpins our work in this area and is reviewed during our annual Secretariat retreat. During 2017 Integral held two prayer and fasting days and in all face-to-face meetings different group members lead times of prayer and reflection.

Our relationship with Ichthus Christian Fellowship was deepened by two visits by Secretariat staff to the prayer community. We are so grateful to Ichthus for their prayer support for Integral.

In our April meetings Father Simon Bishop (Director of Spirituality for Jesuits in Britain) led all groups in a time of guided prayer, and introduced us to Ignatian spirituality. Ann Persson lead a Board-guided retreat time looking at Rublev's Trinity icon, and how that speaks into our spiritual journey. The Board discussed Tearfund (UK's) light wheel model of measuring impact that includes a spiritual component.

In our October meetings Integral chose the theme of Unity for all our group reflections, and a joint group session led by Allan Bussard, our Board chair, shared thoughts on the story of The Good Samaritan and our role in caring for our close and distant neighbours.

STRATEGIC OBJECTIVE 2B

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

The Integral Secretariat serves all groups and ran six orientation sessions this year. These provide an introduction to Integral, our Members, and our Disaster Response Process. It also supports the work being carried out by each Member in ensuring that the Integral Alliance vision is embedded in their own agency.

New Member Orientation calls were held for those attending meetings for the first time. Any new attendees at meetings also attended a special introductory session with the ExCo prior to the full meetings. New Board members were paired with ExCo members for on-boarding.

Collaborative opportunities continue to be discussed and explored fully in all groups.

STRATEGIC OBJECTIVE 2C

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

Great care and prayer is taken in planning all of our Integral meetings. They are a key relationship-building opportunity for Members to develop their understanding and trust of one another. The post-meeting reviews done by all groups help the Secretariat to review what has worked well and what needs improvement. The reviews provide input into the meeting agendas for the following meetings, including

suggestions of strategic topics and agenda items to be covered.

The Board agenda is drafted and discussed with the Chair and ExCo, and discussed with almost every Board Member in one-to-one calls prior to the meetings. A similar process is followed by the IMG and IPG to ensure the very best use of our face-to-face time together.

STRATEGIC TOPICS

At both Board meetings, background papers were presented by speakers before discussion happened in small groups.

Topics covered were:

- Impact Measurement
- Freedom of and freedom for Religious Faith in Humanitarian Faith-based Organisations
- The Localisation Agenda as part of the Grand Bargain
- Deeper Collaboration in Disasters
- How different Members outwork their Christian Identity

IPG GROUP

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

A number of initiatives on work beyond disasters came to a conclusion during 2017. These include:

- Shared Country Approach - Integral is very grateful to Anthony Sell from Transform Aid for chairing this working group for a number of years. The annual Integral Mutual Accountability Survey seeks to gather key evidence to monitor the engagement of Members with one another at country level and resulting collaboration.
- Integral Partner Capacity Development Initiative - grateful thanks to Bruce Syvret from World Relief Canada who has spearheaded this initiative. The Secretariat continues to encourage Members to coordinate over their shared partners, and the Mutual Accountability Survey tracks details of joint capacity development activities.
- Coordinated Institutional Funding - we are indebted to Mark Butler from Tearfund (UK) and the working group for this, who have developed a set of templates and guidance that allow Members to more easily develop consortia funding proposals together. The IPG continues to look at how to facilitate joint applications for larger funds.

STRATEGIC OBJECTIVE 2D

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

EXCELLENT COMMUNICATIONS

Amy McDonald, Integral's Information Officer, continues to work with Sarah Larkin on telling the story of Integral and showing the difference collaboration makes. Due to this extra staff capacity, infographics for each Integral DR are now produced.

As well as the regular Integral orientation calls to introduce Member staff to the Alliance, various communications pieces support these briefing calls including a DR video, leaflet and a PowerPoint presentation. Also, a new film has been produced to introduce Integral - this has been designed for an internal audience and is for Members to use with their staff.

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

Branding resources are available as print-ready PDFs to all Members to download, produce and use in an Integral Disaster Response.

EXTERNAL RELATIONSHIPS

During the April meetings Tearfund (UK) hosted an evening meal to which their Board Chair, Clive Mear, and senior staff were invited. A short presentation on Integral was given and this gave a great opportunity for Integral Members to get to know one another.

In our October US meetings Integral hosted a

'Pitch A Project' evening, during which eight Members had five minutes to present co-funding opportunities to other Members. The aim of this event was to learn more about one another's innovations and projects and encourage collaboration between Members.

We would like to thank the following four panellists for representing the audience and asking questions to those who pitched:

- Matthew Frost
(Consultant, former CEO of Tearfund UK)
- Dr Andy Huang
(President and CEO of NewsOnChat)
- Dr John Hull
(Lead Pastor, Eastside Baptist Church)
- Cynthia Blandford (MAP Board member)

We were generously donated \$16,000 as prize money, intended as seed funding for selected projects. Voting was done by all those present with the prize money being given according to the voting distribution. Due to the success of the evening, and other Members wanting to 'pitch', we will run the event again at future meetings.

DEVELOPMENTS IN INFORMATION TECHNOLOGY TO SERVE OUR MEMBERS

Following an extensive systems review in 2016, in 2017 we developed and launched Phase 1 of our new Members Area. Our developers, Earthwave Solutions in South Africa, built a system which was easy to access and intuitive to use. In October, all Members cleansed their

data for the system, which means we now have up-to-date information on all the programmes, projects, partners, sectors and contacts of each Member. We have now commenced Phase 2 of the project which is building a disaster management system into the Members Area. This work will continue next year. We are grateful for the Cornerstone Foundation grant which has enabled this work to be done over the last two years and into 2018.

The work of the Integral Technology Group came to an end in 2017. We would like to thank

Charlie Tardibuono from Food for the Hungry for his leadership of this group, and wish him well with future projects.

In 2018 our databases and servers will be secured in accordance with the EU Data Protection Act due to come into force in May 2018. The encryption solutions will be provided by our UK IT Support, Warren IT Services. We would like to thank Warren IT Services for their continued IT support and responsive and excellent service provision for all our IT needs.

STRATEGIC OBJECTIVE 2E

Appropriate New Members invited to achieve the Integral Alliance vision.

In 2017 we made the deliberate decision to not invite any new Members to join Integral, and we spent our two Board meetings focusing more internally on bringing our new Board together.





Integral:

DISASTER RESPONSE



4

Ongoing responses:
Yemen Conflict,
Caribbean (Haiti)
Hurricane
Matthew, Lebanon
- Syrian Crisis and
South Pacific.

27

Disaster
Response
conference calls –
that's more than
one call every
fortnight.

**31m
USD**

Raised by Members
to date for Yemen
Conflict, Caribbean
(Haiti) Hurricane
Matthew and
Uganda (South
Sudan) Refugee
Crisis.

We celebrated...

1.9 million

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



181



Collaborations in 39 countries
highlighted by Members. This
is a 20% increase in the
collaborations reported in
2016.

2



Face-to-face meetings in
London and Atlanta. Over 90
participants attended each
meeting and every Member
was represented.

1



The launch of our new on-line
Members Area. This enables
Members to more easily share
and access information - an
invaluable tool for global
collaboration.

We facilitated...

100

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



11



Different working groups.
Each group works on a key
area, for example quality
assurance or content
management.



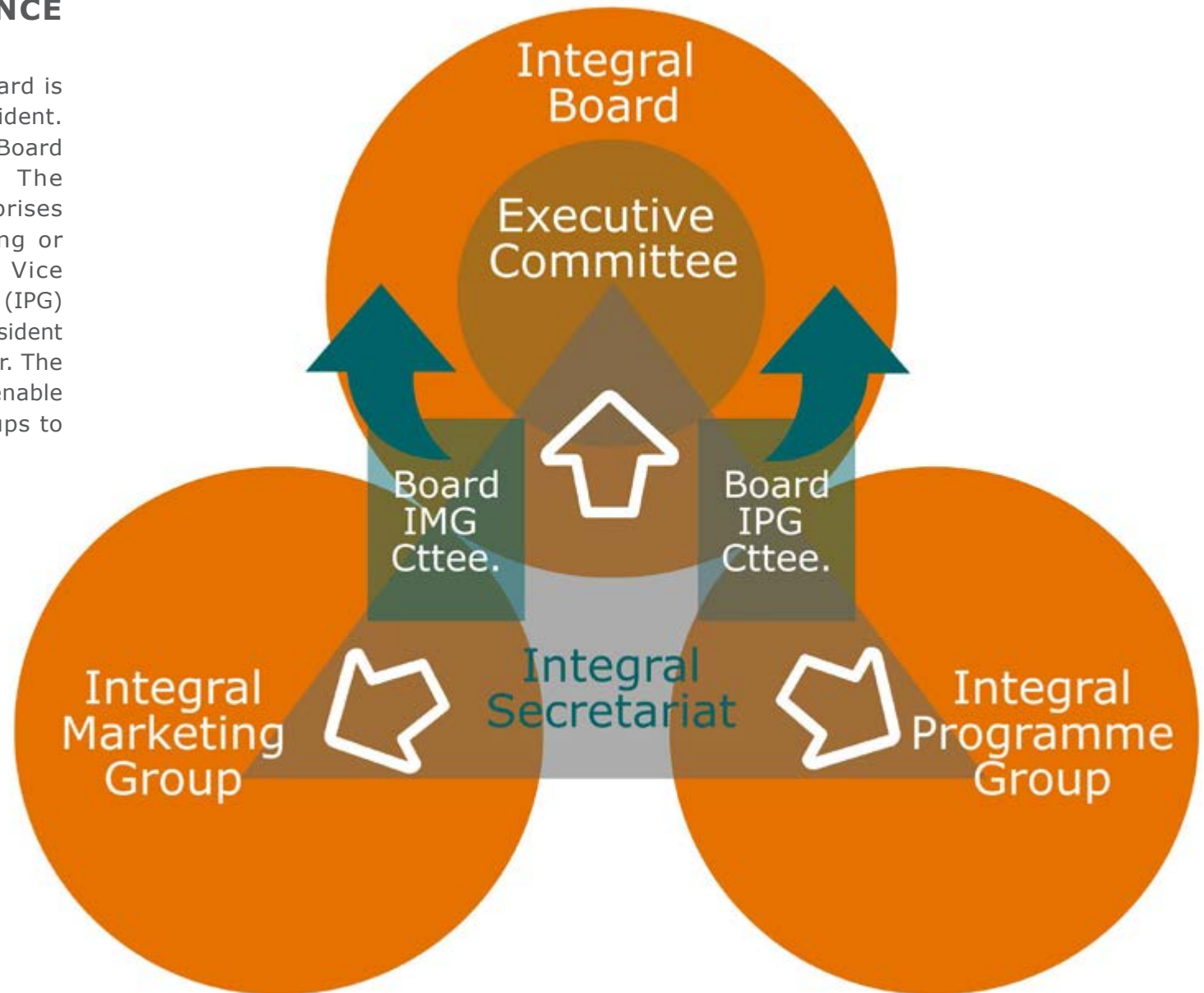
3.4

Out of five Secretariat members of staff,
one works full time.

HOW IS INTEGRAL RUN?

■ STRUCTURE, GOVERNANCE AND MANAGEMENT

Integral has four main groups. The Board is made up of every Member's CEO or President. An Executive Committee (ExCo) of six Board members is elected by the Board. The Integral Marketing Group (IMG) comprises each Member's marketing, fundraising or communications Director or Senior Vice President. The Integral Programme Group (IPG) consists of each Member's Senior Vice President for Programmes or International Director. The newly formed Board Committees are to enable better feedback from the Integral groups to the Board.



■ BOARD OF DIRECTORS

Each Member Agency nominates one Director to the Board. The Board is made up of every Member's CEO or President. The Board meets twice a year in April and October. The Board are guardians of the vision and mission of the Alliance and work with the IPG and IMG to ensure that Integral's strategy is fulfilled.

Allan Bussard was the Chair of Integral Alliance in 2017. We would like to thank Allan for chairing Integral and all his commitment and dedication to the Alliance, his work for the Board and ExCo, and supporting the Alliance CEO and the Secretariat from the end of 2015 until the end of the October 2017 meetings. Jacinta Tegman was elected as the next Chair of the Alliance. Her tenure will commence 1 January 2018.

We welcomed three new Board members in 2017: Wayne Johnson from World Relief Canada, Chris Lukkien from ZOA (Netherlands) and Adele Paterson from International Health Partners (UK). We said goodbye to Alex Harris of International Health Partners and would like to thank him for his contribution to the Board.

■ EXECUTIVE COMMITTEE

The Executive Committee (ExCo) is composed of six Board members and the Integral CEO, indicated by names in italics in the list of Directors on page 36. The ExCo is charged with supervising and managing the work plan on

behalf of the Board of Directors in accordance with its mandate from the Board. The Executive Committee meets four times a year, twice between Board meetings, and twice around Board meetings. As Allan Bussard is leaving the ExCo, having served three terms, two new members were elected to sit on the ExCo from 1 January 2018: Nigel Harris and Ian McInnes. Integral welcomes them to the ExCo.

■ SECRETARIAT STAFF

The day-to-day work of the charitable company is managed and administered by the CEO, Fiona Boshoff, who is based in Belgium and works full-time. The CEO reports to the ExCo and the Board. The CEO is supported by four UK-based staff.

The role of Support Coordinator is held by Rebecca Warren-Heys, based in the UK, working 60%. The role of Head of Disaster Management and Programmes is held by Jan Eyre, based in the UK, working 80%. The role of Head of Communications and Marketing is held by Sarah Larkin, based in the UK, working 60%.

The role of Information Officer is held by Amy McDonald, based in the UK, working 40%. As in 2016, in 2017 Amy's role was funded by a generous donation from the Persson Charitable Trust. Amy's role will continue to be funded by the Trust for one final (third) year in 2018. Integral is so grateful to the Persson Trust and thanks them for their generosity.

■ THE INTEGRAL PROGRAMME GROUP (IPG)

The IPG continues to meet four times each year to progress the programmatic objectives on Integral's strategic plan. The group has focused on facilitating collaboration amongst Members in disaster situations as a major priority, but has worked hard to allow for meaningful networking so that bilateral and multilateral partnerships beyond disasters can flourish.

At an IPG working group meeting in April 2017, Nick Archer, Vice President of World Concern, stepped down as chair of the IPG. We are very grateful to him for his service to Integral. The IPG welcomed Phil Wilkerson, Director, International Programs, at TEAR Australia, as the new IPG chair.

The new Board IPG committee is chaired by Martha Newsome (CEO, Medical Teams International) and also includes Andreas Andersen (CEO, Missions Alliance Norway), Adrian Foerster (CEO, Tearfund Switzerland), Fiona Boshoff (CEO, Integral), Phil Wilkerson (Chair of IPG / Director of International Programme Development, TEAR Australia), Leena Hill (Director of Program and Grant Strategy, Food for the Hungry) and Jan Eyre (Head of Disaster Management and Programmes, Integral). This group met three times during 2017.

■ THE INTEGRAL MARKETING GROUP (IMG)

The IMG met face-to-face in April (UK) and in October (USA). Mike Meyers, the Chief Development Officer at Food for the Hungry, has been the group chair since October 2015. He works closely with Sarah Larkin, Integral's Head of Communications and Marketing.

The new Board IMG Committee is chaired by Sharan Kelly (CEO, Tearfund Ireland) and also includes Carol Bremer-Bennett (CEO, World Renew), Cécil Van Maelsaeke (CEO, Tearfund

Belgium), Fiona Boshoff (CEO, Integral), Mike Meyers (Chair of IMG / Chief Development Officer, Food for the Hungry), Jane Pleace (Director of Global Fundraising, Tearfund UK) and Sarah Larkin (Head of Communication and Marketing, Integral). This group met three times during 2017.

IMG meeting time is divided between peer sharing in fundraising, marketing and communication, sharing best practice and innovation, strategic discussion, as well as overseeing the communications aspect of

Integral's joint disaster work and Integral branding. The IMG also seek to identify future collaborative activities, both in and beyond disasters. An example of this from the October meeting is an initiative to help retain good fundraising staff by offering mentorship and job opportunities across the Alliance membership.

The work of the Content Management Group continues with Beth Allen, Food for the Hungry's Creative Services Resource Manager, as the Chair. This group has a Terms of Reference and oversees our media sharing in our joint disaster work.



WHAT ARE INTEGRAL'S FUTURE PLANS?

In 2017 we began laying the foundations for our new Strategic Framework for 2018 – 2021. The Secretariat worked with Slingshot Media to make an updated film about the work of Integral as we came to the end of our Strategic Planning cycle.

The Board approved the Strategic Framework for 2018-2021 and its objectives at the October 2017 meeting, and drafted metrics for the objectives. Work has already begun on refining the metrics to make them as clear and measurable as possible. The Board also approved the substance of the reworked mission and vision for Integral. This will be finalised in 2018.

■ IMG

The communication work that is in progress includes defining what written policies are needed for the Integral Disaster Response process, finalising Integral's new vision and mission statement, further defining the Integral brand, reviewing the Integral Branding and Communications Guide, and rolling out the Friends of Integral fundraising initiative.

After the October 2017 meetings, working groups formed to contribute to the formulation of Integral's vision and mission, input into the new strategic framework and oversee the communication side of the planned Disaster Response process refresh.

■ IPG

During the October 2017 meetings the IPG spent a day considering the development and future priorities for the group. As a result, six key areas are being explored as potential new areas of focus for the IPG over the next strategic period, with a strong emphasis on our work together in disasters:

- Local partners/localisation
- Resources mapping (including funding)
- Protracted and complex crises
- Shared resource development (including working in consortia)
- Optimising HR
- Early response in disasters

■ BOARD

After a full year of internal consolidation as the Board, we look forward to agreeing our new strategy and doing more outward focussed work in 2018.

At the October Board meetings a list of internal and external topics were gathered for 2018 meetings with the top three being:

- Change management
- Trends facing our relief and development industry
- Member presentations on Christian identity

These will form the basis for our Strategic Issue sessions in April and October.

We would like to welcome Jacinta Tegman as the new chair of Integral, unanimously voted in by the Board in October 2017 for the next two years, and to Matthew Maury as Vice Chair of Integral.

■ SECRETARIAT

We continue with a strong and committed Secretariat staff team going into 2018. We look forward to taking up a more proactive leadership stance to serve our Members in the best possible way.

Our 2018 meetings will be held in the Netherlands in March, hosted by Tear (Netherlands) and ZOA (Netherlands), and our October destination will be Phoenix, Arizona in the US, hosted by Food for the Hungry.



A FINAL WORD

We have come a long way. All our research, data and evaluations of disaster responses show us that innovations trialled through working together in one crisis, help us respond more effectively and efficiently to new crises.

Integral is built on the values of relationship, shared Christian faith, prayer and generosity. Looking to the future, our vision is to see greater reach, greater impact, and more funding opportunities for our Members. We champion, encourage and facilitate collaboration across Integral, and we unite in order to enable more people to flourish as God intended.

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

Fiona Boshoff

CEO

Integral Alliance



ADMINISTRATIVE AND LEGAL DETAILS

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

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

■ 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

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

MEMBERSHIP

The members of the charitable company are the subscribers to the Memorandum of Association and any members subsequently admitted to membership by existing members. In the event of winding up, members guarantee to contribute up to £1 towards the costs of winding up and meeting any liabilities whilst they are members and within 12 months of ceasing membership. At 31 December 2017 the number of members was 23.



BOARD OF DIRECTORS AND CHARITY TRUSTEES

Nominating Body	Country	Name	From	To
CEDAR Fund	Hong Kong	R Kwong	1 June 2016	
Food for the Hungry	USA	G Edmonds	1 November 2014	
Integra Venture	Slovakia	<i>A Bussard</i>	13 October 2006	
International Health Partners	UK	A Harris A Paterson	1 September 2015 1 November 2017	31 October 2017
Norwegian Mission Alliance	Norway	A Andersen	1 March 2016	
MAP International	USA	S Stirling	1 October 2014	
Medair	Switzerland	J Ingram	25 October 2013	
Medical Teams International	USA	M Newsome	1 September 2016	
Mission East	Denmark	K Hartzner	8 October 2008	
SEL	France	P Guiborat	7 April 2006	
TEAR Australia	Australia	<i>M Maury</i>	13 October 2010	
Tearfund	Belgium	C van Maelsaeke	4 October 2005	
Tear	Netherlands	<i>M van der Graaf</i>	2 January 2013	
Tearfund	New Zealand	I McInnes	2 January 2013	
TearFund	Switzerland	A Foerster	1 February 2016	
Tearfund	UK	N Harris	23 November 2015	
Tearfund Ireland	Ireland	S Kelly	1 July 2015	
Transform Aid International	Australia	<i>J Hickey</i>	19 October 2012	
World Concern	USA	<i>J Tegman</i>	1 October 2013	
World Relief Canada	Canada	W Johnson	1 January 2017	
World Relief	USA	S Arbeiter	15 August 2016	
World Renew	USA/Canada	<i>I Kaastra-Mutoigo</i>	31 July 2015	
ZOA	Netherlands	C Lukkien	19 July 2017	

Names in Italics are members of the Executive Committee as well as the Board.

GOVERNANCE AND POLICIES

The charitable company is governed in accordance with its articles of association.

In line with guidance on best practise from the Charity Commission for England and Wales, Integral spent time in 2017 finalising policies in two areas: Vulnerable Beneficiaries and Risk Management. Both policies were ratified by the Board during our AGM in April 2017.

As Integral already has pre-existing policies on Complaints Policy and Volunteer Management, the Board is now satisfied that all best-practise policies are in place.

In 2018, the Board will work to adopt or explain the seven principles of the Charity Governance Code for Smaller Charities.

■ FINANCIAL REVIEW

The income of the charity is primarily derived from membership fees and donations from trusts, corporations and individuals. During 2016, the charitable company received total incoming resources of £295,360 (2016 - £273,733). Resources expended on charitable activities amounted to £219,321 (2016 - £211,502).

The Reserves Policy was agreed at the April 2016 Board meeting to ensure Integral keeps a minimum of six months operating costs as reserves. Six months of reserves for 2017 is £109,661 based on 2017 expenditure of £219,321. Funds carried forwards at 31 December 2017 were £226,172, of which £8,392 (2016: £8,392) were designated as explained in note 12. Therefore, Integral's reserves now exceed six months operating costs, partially due the weakening of Stirling against other currencies in 2017. As per our financial policy, Integral Alliance will hold the level of reserves assessed as sufficient to cushion against external factors such as global economic conditions and fluctuating exchange rates that threaten Integral Alliance's ability to meet its commitments to its Members as well as to its own staff.



DIRECTORS' RESPONSIBILITIES IN THE PREPARATION OF THE FINANCIAL STATEMENTS

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

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

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

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

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

Approved by the Directors on 20th March 2018 and signed on their behalf by:



J Tegman
Chair and Director, Integral Alliance



M van der Graaf
Treasurer and 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 the Company (co. no. 5442605 and charity no: 1112515) for the year ended 31 December 2017 which are set out on pages 40 to 47.

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.



Paul Windmill FCA

Myers Clark Chartered Accountants

Egale 1

80 St Albans Road

Watford WD17 1DL

3rd April 2018

Dated

INTEGRAL ALLIANCE STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2017

		2017	2017	2017	2016	2016	2016
	Note	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
		£	£	£	£	£	£
Income from:							
Donations	2	-	3,546	3,546	-	13,755	13,755
Charitable Activities	3	21,566	270,166	291,732	10,600	249,286	259,886
Investments		-	82	82	-	92	92
Total income		21,566	273,794	295,360	10,600	263,133	273,733
Expenditure on:							
Raising Funds		-	-	-	-	-	-
Charitable Activities		(26,512)	(192,809)	(219,321)	(11,912)	(199,590)	(211,502)
Total expenditure	4	(26,512)	(192,809)	(219,321)	(11,912)	(199,590)	(211,502)
Net income / (expenditure)		(4,946)	80,985	76,039	(1,312)	63,543	62,231
Reconciliation of funds					-		
Total funds brought forward		19,606	145,177	164,783	20,918	81,634	102,552
Total funds carried forward		14,660	226,162	240,822	19,606	145,177	164,783

INTEGRAL ALLIANCE BALANCE SHEET AS AT 31 DECEMBER 2017

COMPANY NUMBER: 5442605

			2017	2016
	Note	£	£	£
Fixed Assets	8		1,742	3,616
Current Assets				
Debtors and Prepayments	9	4,823		958
Cash at Bank		251,910		178,582
		256,733		179,540
Creditors: amounts falling due within one year	10	(17,653)		(18,373)
Net Current Assets			239,080	161,167
Net Assets			240,822	164,783
Funds of the charity	11			
Restricted funds			14,660	19,606
Unrestricted funds				
Designated			8,392	8,392
General			217,770	136,785
			240,822	164,783

The Directors approved these financial statements on 20th March 2018.

For the year ended 31 December 2017 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.

The notes on pages 42 to 47 form part of these financial statements.



J Tegman
Chair and Director, Integral Alliance



M van der Graaf
Treasurer and Director, Integral Alliance

1. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

Accounting Policies

Basis of preparation

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

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

The Trustee considers that there are no material uncertainties about the charity's ability to continue as a going concern.

Income recognition

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

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

Expenditure recognition

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

Allocation of Costs

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

Support costs are initially identified between governance and other support costs. Governance costs comprise all costs involving the public accountability of the Foundation and its compliance with regulation and good

practice. These costs include independent examination and legal fees. Other support costs comprise the general running costs of the charity. Support costs are allocated to the relevant activity based on the staff time attributed to the activity.

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

Restricted Funds

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

Unrestricted Funds

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

Capitalisation and Depreciation

Equipment costing over £350 is capitalised and depreciated over its useful life which in all cases is estimated at 3 years.

2. INCOMING FROM DONATIONS

	2017	2016
	£	£
Corporate	-	8,392
Individual	3,546	5,363
	3,546	13,755

3. INCOMING FROM CHARITABLE ACTIVITIES

	2017	2016
	£	£
Membership fees	270,166	235,893
Contributions to programmes	-	13,993
Grants	21,566	10,000
	291,732	259,886

4. RESOURCES EXPENDED BY ACTIVITY

	Direct Costs	Support Costs	Total
	£	£	£
Activities for raising funds	-	-	-
Charitable Activities			
Co-ordination and Infrastructure	61,860	12,939	74,799
Marketing and Communications	52,661	13,444	66,105

	Direct Costs	Support Costs	Total
	£	£	£
Programmes and Development	63,662	14,755	78,417
2017 Total	178,183	41,138	219,321
Activities for raising funds	-	-	-
Charitable Activities			
Co-ordination and Infrastructure	50,751	14,780	65,531
Marketing and Communications	42,112	12,264	54,376
Programmes and Development	70,937	20,658	91,595
2017 Total	163,800	47,702	211,502

5. SUPPORT AND GOVERNANCE COSTS

	2017	2016
	£	£
Support		
Staff Costs	8,518	16,311
Travel	482	111
Technology	4,718	5,752
Communications	376	3,799
Professional Support	2,563	4,802
	16,657	30,775
Governance		
Staff costs	18,771	9,079
Board travel and accommodation	4,161	3,949
Independent Examiner's fee	1,536	1,453
Other professional costs	13	2,446
	24,481	16,927
Total	41,138	47,702

6. NET INCOME

	2017	2016
	£	£
This is stated after charging:		
Depreciation	2,798	2,792
Independent Examiner's Fee		
<i>Examination</i>	1,536	1,440
<i>Other services</i>	3,096	2,910

7. SALARIES AND RELATED COSTS

	2017	2016
	£	£
Gross salaries	135,967	126,097
UK Social Security costs	1,406	8,307
Foreign Social Security costs	11,735	11,685
Pensions	13,369	12,365
	162,477	158,454
Average number of employees (head count)	5.2	5.2
Average number of employees (full time equivalent)	3.4	3.4
No employees earned over £60,000		

The trustees and CEO are considered key management. The total remuneration, including on-costs and pension, paid to key management amounted to £67,335 (2016: £63,002). Trustee expenses are shown in note 14.

8. FIXED ASSETS

	Office Equipment
	£
Cost	
Brought forward	9,326
Disposals	(950)
Additions	924
As at 31 December 2017	9,300
Depreciation	
Brought forward	5,710
Eliminated on disposal	(950)
Charge for year	2,798
As at 31 December 2017	7,558
Net Book Value	
As at 31 December 2016	3,616
As at 31 December 2017	1,742

9. DEBTORS

	2017	2016
	£	£
Other debtors	-	470
Prepayments and accrued income	4,823	488
	4,823	958

10. CREDITORS

	2017	2016
	£	£
Tax and Social Security Costs	-	2,416
Accruals	6,653	4,957
Deferred income	11,000	11,000
	17,653	18,373
Movement on Deferred Income		
Brought forward	11,000	10,000
Released	(11,000)	(10,000)
Received in year	11,000	11,000
As above	11,000	11,000

11. MOVEMENT IN FUNDS

	At 1.1.2017	Incoming Resources	Resources Expended	Transfer	At 31.12.2017
	£	£	£	£	£
Restricted Funds					
Infrastructure	17,119	-	(7,608)	-	9,511
Information Officer	2,487	11,000	(9,838)	-	3,649
Pitch a Project	-	10,566	(9,066)	-	1,500
Total Restricted	19,606	21,566	(26,512)	-	14,660
Unrestricted Funds					
Designated	8,392	-	-	-	8,392
General	136,785	273,794	(192,809)	-	217,770
Total unrestricted	145,177	273,794	(192,809)	-	226,162
Total Funds	164,783	295,360	(219,321)		240,822

11. MOVEMENT IN FUNDS

	At 1.1.2016	Incoming Resources	Resources Expended	Transfer	At 31.12.2015
	£	£	£	£	£
Restricted Funds					
Infrastructure	20,918	-	(3,799)	-	17,119
Information Officer	-	10,000	(7,513)	-	2,487
Other	-	600	(600)	-	-
Total Restricted	20,918	10,600	(11,912)	-	19,606
Unrestricted Funds					
Designated	-	8,392	-	-	8,392
General	81,634	254,741	(199,590)	-	136,785
Total unrestricted	81,634	263,133	(199,590)	-	145,177
Total Funds	102,552	273,733	(211,502)	-	164,783

12. ALLOCATION OF NET ASSETS BY FUND

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 restricted gifts received for seed-funding innovative work of Integral Members, which was showcased to all Members during our bi-annual meetings.

Purpose of designated fund

Emergency Fund

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

13. ALLOCATION OF NET ASSETS BY FUND

	Restricted funds	Unrestricted funds	Total funds
	2017	2017	2017
	£	£	£
Fixed Assets	-	1,742	1,742
Current Assets	25,660	231,073	256,733
Current liabilities	(11,000)	(6,653)	(17,653)
	14,660	226,162	240,822
	2016	2016	2016
	£	£	£
Fixed Assets	-	3,616	3,616
Current Assets	19,606	159,934	179,540
Current liabilities	-	(18,373)	(18,373)
	19,606	145,177	164,783

14. TRUSTEE REMUNERATION AND EXPENSES

	2017	2016
Board meetings are hosted by member organisations which are located worldwide. Trustees received reimbursement for travel expenses to Board Meetings as follows:		
Number of Trustees	4	4
Amount reimbursed	£4,161	£3,949

No trustee received any other remuneration or benefit.

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