



INTRODUCING  
**INTEGRAL ALLIANCE**

**Integral:**

Christian agencies united to combat poverty

# Integral:



CEDAR Fund (Hong Kong)



Tear (Netherlands)



Food for the Hungry (USA)



Tearfund (Belgium)



Integra (Slovakia)



Tearfund (Ireland)



International Health Partners (UK)



Tearfund (New Zealand)



MAP International (USA)



TearFund (Switzerland)



Medair (Switzerland)



Tearfund (UK)



Medical Teams International (USA)



Transform Aid International (Australia)



Mission Alliance (Norway)



World Concern (USA)



Mission East (Denmark)



World Relief Canada



SEL (France)



World Renew (USA and Canada)



TEAR Australia



ZOA (Netherlands)

## INTRODUCTION

Integral is a global alliance of 23 Christian Relief and Development agencies, working together to present a more effective response to poverty worldwide. Integral's goal is to see holistic transformation for more people in poverty, through providing collaborative opportunities for its Members – around both work in disasters and in longer-term rehabilitation and development.

Integral was launched as an alliance of 12 organisations in October 2004. Prior to the start of Integral there was a 2-year consultation period in which the desire and will to model a new collaborative way of working was discussed and tested. What drew such diverse organisations together from different countries was their underlying Christian values, and a belief that the poor would be better served if resources were combined.

Integral Alliance is an incorporated charity in the UK, managed and directed by a small Secretariat of three full-time equivalent staff and supported by a Board, made up of all of our Member CEOs. We have Marketing and Programme groups collaborating and discussing areas such as International Programmes, Disaster Management, Marketing and Fundraising, and Quality Standards. A great deal of work has been done over the past eleven years as we have built relationships, defined objectives, formed a governance structure, overcome locational and cultural barriers and begun to find creative and more effective ways of using our resources.

In 2016, Integral now has 23 Members with their headquarters in 14 countries around the world. Integral Members have relief and development work in 85 countries, providing help in over 40 sectors and they work alongside more than 600 local partner organisations.

## PHOTO CREDITS

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# THE INTEGRAL TIMELINE

## ■ 2002

*Secretariat and Membership:* Process of forming Integral begins. The first meeting of 21 Christian relief and development agencies identifies 16 areas in which deeper sharing may be possible.

## ■ 2003

*Joint Disaster Responses:* Decision made to trial working together in the Iraqi crisis. Five agencies formed a Co-ordination Unit led by Mission East (Denmark). Under the name Global Alliance, Mission East, World Relief (US), Strømme (Norway), Läkarmissionen (Sweden) and Tearfund (UK) worked together to meet humanitarian needs resulting from the Iraq war.

## ■ 2004

*Secretariat and Membership:* Integral is launched in Toronto, Canada. Founding Members are World Relief Canada, Tearfund (New Zealand), Cedar Fund (Hong Kong), Tearfund (Belgium) and Tearfund (UK). At the launch meeting a three year development plan presents work in 4 areas: Secretariat, Programmes, Marketing and Support Functions.

## ■ 2005

*Secretariat and Membership:* Integral is registered as a UK Company limited by guarantee with charitable status, and as a UK charity ruled by our Memorandum and Articles of Association. Mission East (Denmark), Tear (Netherlands) and TearFund (Switzerland) join.

*Integral Programme Group:* First formal Programme Working Group meeting with International Directors present from 9 Member Agencies.

*Integral Marketing Group:* First Marketing Working Group meeting with representation from all 12 Member Agencies.

*Joint Disaster Responses:* Asian Tsunami – World Relief (USA) and Tearfund (UK) respond, with \$4m USDs channelled from other Integral Members.

## ■ 2006

*Secretariat and Membership:* Board decision taken for Integral to refocus work into three main areas – Relief Co-ordination, Development collaboration in Ethiopia, and Communications. SEL (France) and World Relief (USA) join the Alliance.

*Integral Programme Group:* Ethiopian three year in-country collaboration project begins.

*Joint Disaster Responses:* Indonesia Earthquake.

## ■ 2007

*Secretariat and Membership:* Strategic survey completed and Strategic Plan discussed with all Members. New Secretariat structure and spiritual strategy presented including launch of monthly prayer e-mails. Integra (Slovakia) joins the Alliance.

*Joint Disaster Responses:* Bangladesh Floods, Zimbabwean Humanitarian crisis.

## ■ 2008

*Secretariat and Membership:* New Strategic Plan drafted and approved. Working together in disaster situations identified as the greatest benefit to Members, with development and other collaboration also seen as important. Norwegian Mission Alliance and MAP International (USA) join the Alliance.

*Integral Programme Group:* Quality Standards Task Force established.

*Integral Marketing Group:* First joint global advocacy initiative around World AIDS Day.

*Joint Disaster Responses:* Kenya unrest, China earthquake, Myanmar Cyclone, DRC, East Africa Food Crisis, India floods.

## ■ 2009

*Secretariat and Membership:* Out of a review of the existing relief guidelines from a communications perspective the Integral Relief Task Force is formed – with members from Marketing and Programme Groups. Integral moves to a virtual workplace and closes the UK office.

*Integral Marketing Group:* Second joint global advocacy initiative around World Water Day.

*Joint Disaster Responses:* Sri Lanka (IDPs), Pakistan floods.

## ■ 2010

*Secretariat and Membership:* World Renew (USA) and TEAR (Australia) join the Alliance.

*Integral Programme Group:* First group Chair appointed and Terms of Reference written and agreed by the group.

*Integral Marketing Group:* Global Communications Strategy group strongly recommends to the Board that Integral must strengthen its position as a relief-focused global alliance.

*Joint Disaster Responses:* Haiti earthquake, Sahel Food Crisis, Indonesian earthquake, Guatemala Hurricane, Pakistan floods.

## ■ 2011

*Integral Programme Group:* Integral's joint Disaster Relief process commissioned and staff appointed to develop it.

*Integral Marketing Group:* A Terms of Reference is written and agreed by the group.

*Joint Disaster Responses:* Cote d'Ivoire, Libya, N. Korea, S. Sudan, Japan earthquake, Middle East, East Africa food crisis.

## ■ 2012

*Secretariat and Membership:* October 2012 meetings gather the Board, Programme and Marketing groups for the first time in the same location. Baptist World Aid (now Transform Aid International) (Australia), Food for the Hungry (USA) and World Concern (USA) join the Alliance.

*Integral Programme Group:* Integral launches the Integral Disaster Response Process and recruits a part-time staff member to run it. Based on experience from many years of responding to disasters together, this framework outlines what Members will do in a disaster. This means

working collaboratively, sharing information and playing complementary roles, both in their programmatic and fundraising response. Member web platform developed and launched to aid coordination and collaboration in disasters.

*Integral Marketing Group:* The group appoints its first group Chair. Integral Communications materials, including a booklet and film, are produced to introduce Members to the Disaster Response process.

*Joint Disaster Responses: S. Sudan IDPs, North Kivu DRC, The Philippines flooding.*

## ■ 2013

*Secretariat and Membership:* Medair (Switzerland) joins the Alliance.

*Integral Programme Group:* Disaster Prone Countries Strategy is piloted in Kenya and Bangladesh. Meeting in The Philippines with Integral Members and partner organisations to discuss coordination and preparing for emergencies. Integral Hub office set up in The Philippines in the aftermath of Typhoon Haiyan for one year.

*Integral Marketing Group:* Review of Integral communications; website and newsletter relaunch.

*Joint Disaster Responses: Cyclone Mahasen (Bangladesh), N. India Flooding (Utterakhand), Syrian Crisis, Tropical Cyclone Phailin (E. India), Typhoon Haiyan (The Philippines).*

## ■ 2014

*Secretariat and Membership:* Mutual Accountability Tool (annual accountability questionnaire and process) developed and completed by all Members. Online Members Activity database and Members Disaster Monitor online forum launched. Part-time fundraiser appointed and first Foundation Grant received. Medical Teams International (USA) joins the Alliance, bringing the total membership to 20.

*Integral Programme Group:* Integral Shared Country Approach strategy formalised and Cost Recovery working group established. Coordinated Institutional Funding strategy continues and Shared Partner Capacity development project initiated.

*Integral Marketing Group:* Induction materials completed with a view to presenting Integral externally to potential Members and funders.

*Joint Disaster Responses: CAR, S. Sudan, Typhoon Haiyan, Syrian Crisis, Iraq.*

## ■ 2015

*Secretariat and Membership:* Mutual Accountability Tool completed by all Members for the second year running. Strategic review undertaken of Integral. International Health Partners (UK), Tearfund (Ireland) and ZOA (Netherlands) join the Alliance, bringing the total Membership to 23.

*Integral Programme Group:* Working groups continue to contribute to the development of Integral through the Integral Quality Assurance Task Force (IQATF), the Shared Country Approach and the Coordinated Institutional Funding groups. The IPG, along with the Secretariat, also oversee our joint disaster work, including gathering key data around our collective reach in disaster situations.

*Integral Marketing Group:* The group continues to share about marketing and fundraising topics, and areas directly related to the collective work of Integral. This includes Integral branding and the communications aspect of the Integral Disaster Response process. A new Content Management Group forms, with the purpose of improving sharing media and resources in joint disaster responses.

*Joint Disaster Responses: Nigeria IDP and Refugee Crisis, Cyclone Pam (Vanuatu), Nepal Earthquake, Middle East Crisis, Myanmar Flooding, East Africa Food Security crisis – El Niño.*

# ENDORSEMENT QUOTES FROM INTEGRAL MEMBERS

"Coming from one of Integral's smaller Members, I am reminded of the values of our Alliance - that each Member has a voice, a unique contribution and a specific responsibility to carry out. Truly it is a 1 Corinthians 12:22 experience, that 'those parts of the Body that seem to be weaker are indispensable.'"

*Allan Bussard, Chair of the Integral Board and CEO of Integra.*

"Integral Alliance is an answer to a lot of criticism towards NGOs in the public space and media. Rather than work and fundraise independently, as if the presence and growth of individual organisations is the highest cause - Integral is offering a real opportunity to serve the global Church worldwide by working together in relief situations, both in the field as well in maximising funds, good communication and campaigning."

*Marco van der Graaf, CEO TEAR Netherlands*

"Integral recognises the magnitude of need around the world and the Christian imperative to support physical, spiritual and relational transformation starting with ourselves. To achieve these ends Integral recognises that everyone brings strengths to the table and thus partnership can leverage those strengths for God's Kingdom. As an added bonus, working together requires humility and thus the very essence of working within the Integral partnership grows the Christian virtue of humility."

*Peter Howard, Director of Emergency Response, Food for the Hungry*

"Integral brings together organisations from around the world who share a common goal. I am part of the Marketing Group where we are all open to sharing ideas and challenges. Each of us is eager to learn from others to achieve the best possible results. There is a genuine sense of encouragement and trust as we share opinions and advice. I have made some great friends. It is also great to know people are praying for our work through Integral."

*Sheena Duffy, Marketing and Communications Manager, Tearfund New Zealand*

"Being part of Integral is being part of a close family."

*Cecil Van Maelsaeke, CEO, Tearfund Belgium.*

"At the core of Integral is building mutual capacity to respond to disasters globally, among a group of like-minded faith-based agencies, which is strategically extremely important for our mission. Also, at a personal level, the opportunity to share my personal and professional challenges with this group of peers, to sense the mutual support, I find incredibly valuable. I love the fact that I get to be in a place where I can learn from a group of people willing to share, and hopefully over time I will be able to offer insights of value to others in the Integral Alliance, as we journey together."

*John Hickey, CEO, Transform Aid International, Australia*



“What I find most inspiring about Integral is meeting very competent people who are willing to share and to learn together.”

*Tone Lindheim, International Programme Director, Norwegian Mission Alliance*

“Informal conversations at my first Integral meeting gave me the chance to realise that I am not alone in a number of challenges we face in Disaster Management and Development. I was offered great wisdom, and listened to with such humility. It actually renewed my search for mentorship.”

*Anthony Sell, Director of Programmes, Transform Aid International, Australia*

“It is simply good to be among colleagues who are committed to the same goals and addressing the same concerns in their work. And it is quite inspiring to see what can be accomplished for the Gospel in the combined efforts of our member organisations.”

*Thomas McWhertor, Director of Constituency Relations, World Renew*

“One of the buzz words over the past decade in international development is ‘collaboration’. Many times this is translated into something simply transactional – such as joint funding. TEAR is excited to be part of Integral so that we can work more collaboratively in ways that that are not just transactional – and can make a difference for marginalised communities. We are particularly interested in finding ways to better respond in disaster situations and TEAR sees Integral as the best way to do this in meaningful partnership.”

*Matthew Maury, CEO, TEAR Australia*

“Right from the start I felt that God had his hand on Integral. I’ve worked on many business joint ventures and the attitudes and constructive feel of the relationships between the leaders in the alliance was just so different. It’s not just about income growth or supporter numbers, but the quality of our work has benefited so much from ‘iron sharpening iron’, the creation of minimum Christian quality standards and the virtual learning groups which have significantly improved the quality of what we do. This is part of the ‘better aid’ we have campaigned for others to imitate. With such a great worldwide need and the opportunity of a global church woken up to its care of the poor, we must pool our resources and know how to be good stewards. We proclaim Christ’s witness not just to the poor and marginalised, but to a cynical, fragmented world every time we work together in unity. Its often the unity aspect that enthuses the average supporter the most. Everyone knows of horror stories of waste and rivalry in the field and we stand for the opposite.”

*Laurie Cook, founding Chair of Integral and World Relief Canada past President.*

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