



Integral:

**ANNUAL
REPORT**

**AND UNAUDITED
FINANCIAL
STATEMENTS**

2025

Integral:



tearfund
Tearfund
(UK)



ihp+
International
Health Partners (UK)



tearfund
België
Tearfund
Belgium



LM International
LM International
(Sweden)



MISSION east
Mission East
(Denmark)



tearfund
Netherlands
Tearfund
Netherlands



WorldRenew
World Renew
(North America)



World concern.
World Concern
(USA)



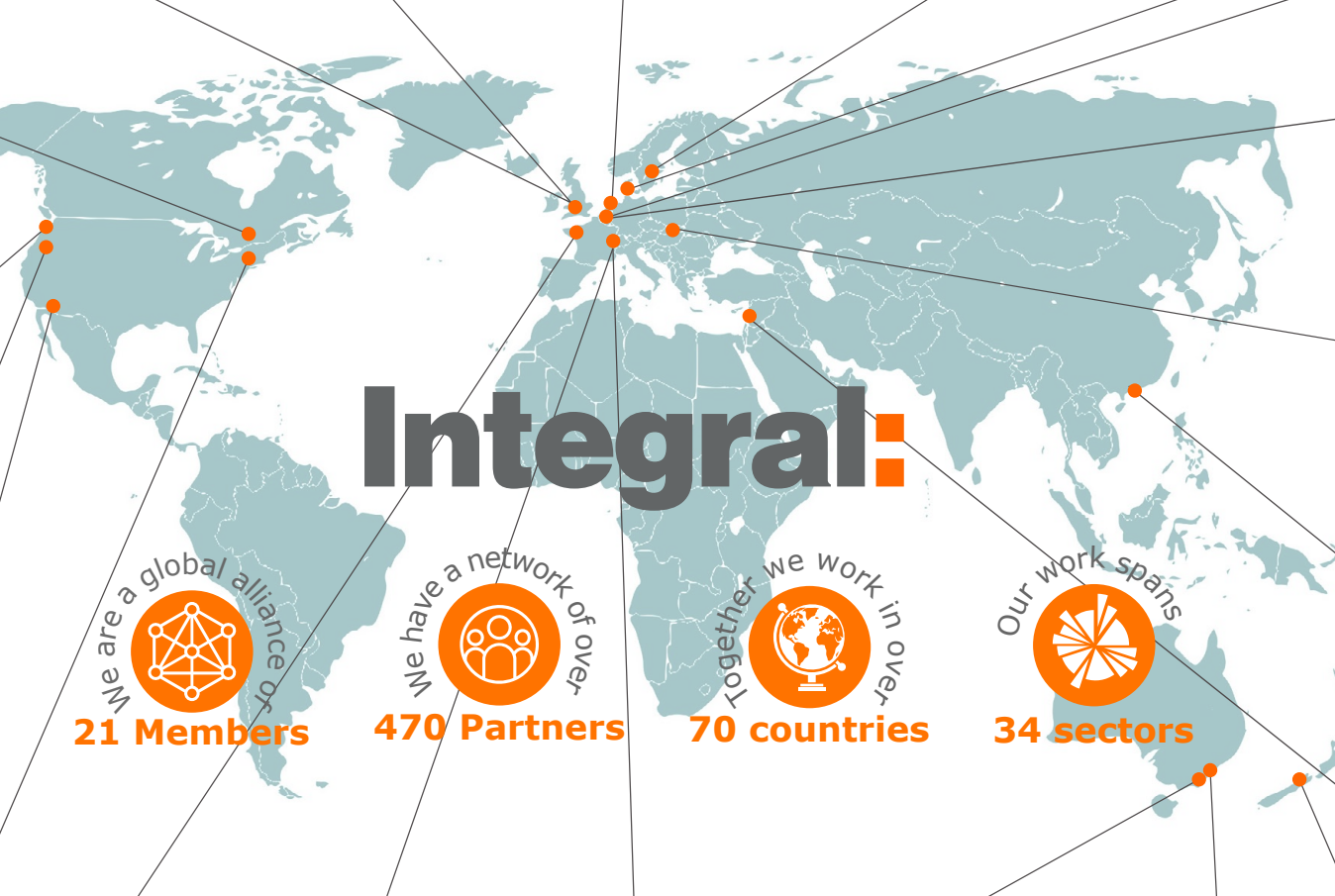
MEDICAL TEAMS
International
Medical Teams
International (USA)



FOOD FOR THE HUNGRY
Food for the Hungry
(North America)



world relief
World Relief
(USA)





ZOA
from relief to recovery
ZOA
(Netherlands)



integra
Integra
(Slovakia)



CEDAR FUND
施達基金會
From Church - Through Church
CEDAR Fund
(Hong Kong)



ميراث
MERATH
Middle East Revive & Thrive
MERATH
(Lebanon)



SEL
SEL
France



ena!
ena
(Switzerland)



MEDAIR
Medair
(Switzerland)



tearfund
Australia
Tearfund
Australia



Transform Aid
INTERNATIONAL
For a world without poverty
Transform Aid
International
(Australia)



tearfund
New Zealand
Tearfund
New Zealand

We are a global alliance of

21 Members

We have a network of over

470 Partners

Together we work in over

70 countries

Our work spans

34 sectors



Front cover: Integral Member ZOA's Partner cooking food for communities following the earthquake that hit Myanmar in April 2025 © ZOA (Netherlands)

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.

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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 Alliance

A company limited by guarantee
For the year ended 31 December 2025
Company number: 5442605
Charity number: 1112515



“ Integral gives us a possible reach into regions and countries in which we don't have existing Partners, and therefore an ability to support humanitarian response in those places. For example, we were able to raise funds for Gaza and work through Integral Members, while we don't have ongoing work in that region.

”

TEARFUND AUSTRALIA

“ Integral remains a highly valuable platform for meaningful learning among like-minded peer organisations. It fosters strong, trust-based partnerships built through authentic relationships, open dialogue, and a spirit of collaboration that aims to enhance collective impact.

”

FOOD FOR THE HUNGRY (NORTH AMERICA)

“ It's encouraging to be in a safe faith environment with people who are putting their egos aside for the good of the alliance. This leads to honest conversations which in turn creates an environment where ideas and opportunities can be explored leading to effective collaboration, especially in the programmatic space.

”

INTERNATIONAL HEALTH PARTNERS (UK)

Foreword from our Chair



WELCOME TO OUR 2025 ANNUAL REPORT

This year has tested our sector deeply, with a 40% cut in global overseas aid impacting vulnerable communities who depend on donated food, water, and medicine. While this felt like a new kind of disaster, we've kept those most affected at the heart of every decision. These dramatic changes encouraged us to express our dependence on God. We held two 24-hour prayer events

where Integral Members and our strategic Partners joined together to pray around the clock for those most affected by these funding cuts.

We've continued to diversify our alliance, welcoming Dr Ruth Uwaifo — our first Independent Board Member — whose expertise as a Nigerian-born development economist brings fresh insight to Integral. We also bid farewell to Nick Archer, thanking him for his thoughtful contributions as Board Member and former IPG Chair.

We were thrilled to welcome MERATH from Lebanon as our first Member from the Middle East this year. In addition, our Company Members unanimously approved new Family Membership Principles and then welcomed the Tearfund Family — bringing Tearfund Ireland back into the alliance.

Our fellowship with other Christian networks remains strong. This year, we explored deeper collaboration with ACCORD (US), EU-CORD (Brussels), and Micah Global. We worked with Micah to plan and hold our Integral meetings alongside the Micah Consultation in Cape Town. These relationships allow us to learn, share expertise, and amplify majority world voices — without merging or losing our distinct identity.

Thanks to the dedication of our Secretariat team, we've continued to grow and serve with excellence.

As we look back over 2025, I want to share some reflections from our Company Member time listening to God together. These affirmed our calling: to stay focused on delivering high-quality disaster response, inspired by our faith. God's economy is not bound by budgets or global trends. He remains our strength and our hope. We are called to resist worldly patterns and allow Him to renew our minds. From this place of spiritual safety, we share a rich tapestry of fellowship and testimonies of hope.

Thank you for journeying with us. May this report reignite your faith in what God has done — and is doing — in the world.

Wholeheartedly,

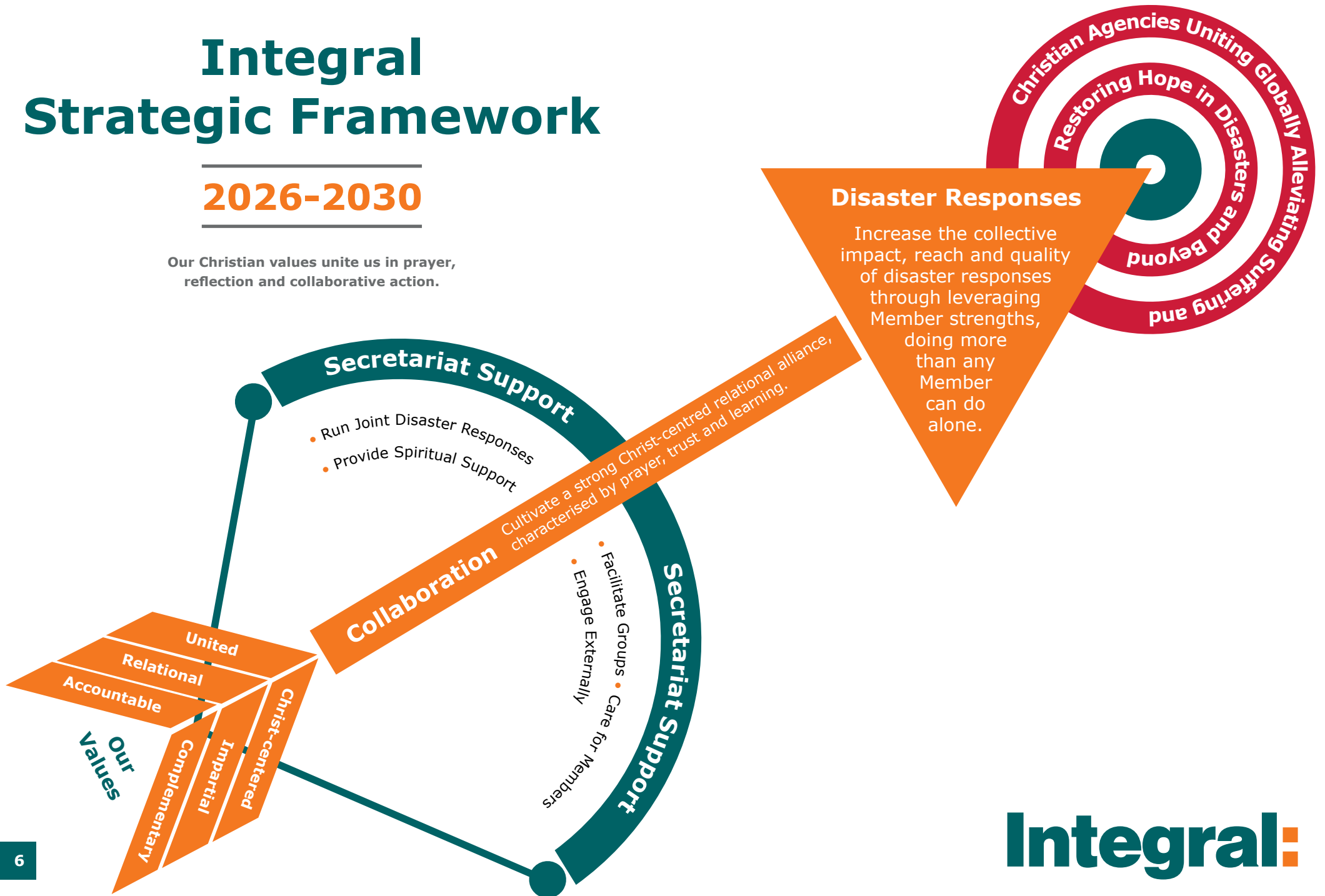
A handwritten signature in black ink, reading "Carol Bremer-Bennett". The signature is fluid and cursive, with a large initial "C".

Carol Bremer-Bennett
Chair of Integral Alliance

Integral Strategic Framework

2026-2030

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



Integral:



Our Company Member listening to God exercise reminded us that no matter what challenges we face, God's perspective transcends our own. His justice prevails, and we are called to walk faithfully in His ways.

As we plan for 2026, we're excited about what lies ahead. We will:

- **Launch our 2026-2030 Strategy** continuing to focus on disaster response, aiming to reach more people and achieve greater impact together than any Member could alone.
- **Expand our Membership** exploring how to grow our alliance and welcome diverse voices to work together towards our vision of alleviating suffering and restoring hope.
- **Strengthen our Christian partnerships** by continuing to find ways to work together with other networks and alliances.
- **Engage our supporters** as we share stories of hope and invite continued support from our Christian donors and partners.
- **Face the unknown together** as we navigate an uncertain future. We walk in step with our Members, trusting in God's promises.

We move forward with hope, thanks to our small but mighty Secretariat team, whose dedication is extraordinary. I'm deeply grateful to each of them, to our committed Board and group Chairs, and to all our Members and Partners who continue to inspire us as we bring light into many dark places.

Thank you for your ongoing interest and support.

Fiona Boshoff
CEO of Integral Alliance

Integral: VALUES

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

We work to create and sustain a community of trust among our Members in which collaborative work can thrive.



UNITED

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.



CHRIST-CENTRED

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.



ACCOUNTABLE

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.



IMPARTIAL

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.

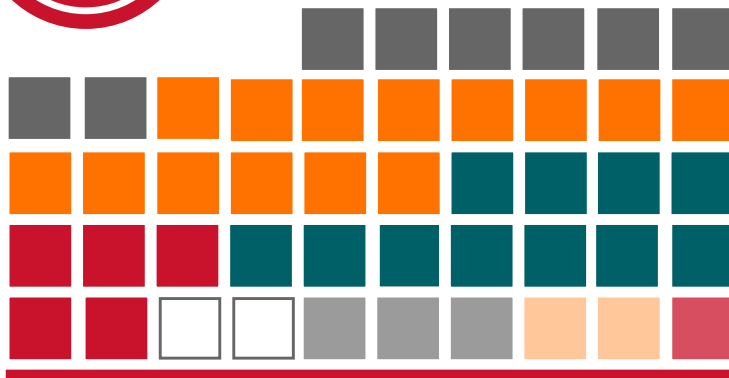


COMPLEMENTARY

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.

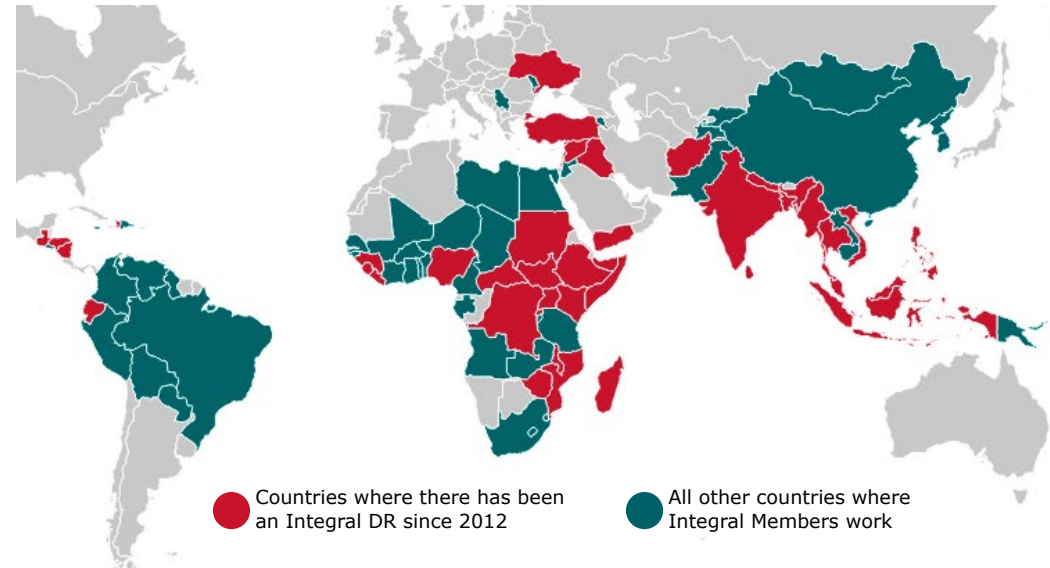
In a world that is often cynical, fragmented and hostile, we are Christians who believe that disaster and suffering are not the end of the story.

46 Disaster Responses



- Mass displacement or conflict
- Earthquake, tsunami or volcano
- Typhoon or hurricane
- Health emergency
- Flooding
- Food insecurity
- Other disaster
- Neglected crisis

- Chronic
- Low profile
- Sudden onset
- Cross-border



469

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

124

Additional crises have been jointly monitored by Integral Members.

In 2012 Integral Members adopted a joint Disaster Response Process, strategically combining programming, financial and communications resources.

+5,760

Photos from Integral Responses have been shared on the Integral website for Members to use freely. Thousands more photos have been made available to Members through direct access to the online photo libraries of Food for the Hungry, Medair and Tearfund (UK).



2.9m people served by Integral Members
\$62m mobilised

Active Integral Disaster Responses:

- Indo-Pacific
- Myanmar
- Middle East
- Haiti
- Ukraine



Members are highly committed to joint responses

95%
 Of Members opted into at least one of our active Disaster Responses this year
 Disaster Response is a **catalyst** for ongoing collaboration



The value added in Disaster Response is widely appreciated

For the **sixth consecutive year**, Members told us disaster response is the area where Integral adds the greatest value*
 In 2025, the IMG scored the value added in Disaster Response **higher than ever before***



Generous sharing of communications resources

800+
 Photos shared with other Members
\$13 million
 Raised in private donations using **comms material shared** by other Members*



A culture of learning is a strong base for collaboration

145
 External evaluations in 2025 — more than in any of the last five years*
100%
 Every member of the IPG shared examples of learning from their involvement in Integral*

The context



Cyclones, record breaking rainfall and storm surges



Persistent flooding and landslides



1.2 million people displaced in five countries



Thousands of people displaced



Infrastructure damaged



Health risks



Livelihoods disrupted



Roads and bridges destroyed

Cyclones and torrential rainfall have led to catastrophic flooding and landslides across Asia and the Pacific. It is estimated 1.2 million people have left their homes to escape the floods and 1,600 people have died with many more still missing. There is also significant loss of livelihoods. Flooding and landslides have damaged roads and bridges making access difficult and hampering evacuation and rescue operations. Affected communities are in urgent need of clean water, food and essential household items.

Our response



Essential supplies



Food



Health



Shelter



Water



Integral Disaster Response launched

6

Integral Members are responding to this crisis



Distribution of tarpaulins, Myanmar, April 2025 © World Concern

'Integral Members were very supportive and not only financially... The significance of the alliance really came full circle for me, personally, as we navigated this response.'

WORLD CONCERN (USA)

A 7.7 magnitude earthquake hit Myanmar on 28 March, destroying homes, buildings and infrastructure across the region. By working together, Integral Members were able to respond quickly and efficiently, avoiding duplication and leveraging greater impact.

Example of Collaboration: Mobilising Resources Globally

Within days of the earthquake, Integral Members based in Myanmar used Integral's platform to share photos and stories describing the impact on communities. Using these materials, other Integral Members launched fundraising campaigns in Canada, US, Hong Kong, UK, Europe, Australia, New Zealand and Slovakia.

Having access to good quality photos that were quickly available and easily accessible enabled Integral Members to reach out to their supporters across the world. Together, Integral Members raised more than \$4m from private sources and quickly funded trusted Partners and operational Members in Myanmar.



190,380

People have been served by Integral Members



65,450
People received cash transfers



51,500
People received essential food assistance



49,030
People received healthcare, hygiene kits or medicines



33,270
People helped to access safe water and sanitation



14,920
People received shelter assistance





Children gather at a displaced persons site in Haiti, © World Relief

'Tearfund Netherlands has helped us access European funding for Haiti and Sudan that we would not otherwise have had access to.'

WORLD RELIEF (USA)

Integral launched a Disaster Response for Haiti in April 2024 following an eruption of gang violence in the capital, Port-au-Prince. This violence worsened an already desperate situation.

Example of Collaboration: Accessing Donor Funding

Integral Alliance Member World Relief has been present in Haiti for more than 30 years and has long-term relationships to respond with local churches. Tearfund Netherlands has worked together with World Relief in Haiti for more than two decades in multiple humanitarian and development projects. Tearfund Netherlands, as a member of the Dutch Relief Alliance, is well positioned to access donor funding. They secured funding in 2024 that enabled World Relief and their Partners to reach more than 16,000 people with clean water, sanitation and multi-purpose cash. In November 2025, following Hurricane Melissa, Tearfund Netherlands and World Relief submitted another successful proposal to respond to the resulting humanitarian needs in Haiti. In this prolonged and complex crisis, collaboration meant that an Integral Member with the capacity to respond could take timely action through funding accessed by another Member.



52,250

People have been served by Integral Members



37,890

People helped to access safe water and sanitation



10,020

People received cash transfers



2,400

People received essential food assistance



1,060

People received psychosocial support



490

People received support around sexual and gender based violence



480

People received shelter assistance



Integral Disaster Response launched

7

Integral Members are responding to this crisis



Treating a wound © Anera/International Health Partners

The conflict between Israel and Hamas has worsened the humanitarian crisis faced by two million people living in Gaza. Thousands of people in OPT, Lebanon and the wider region are experiencing devastating loss and trauma.

Example of Collaboration: Joining Together for Greater Impact

With a healthcare system on the brink of collapse and extremely limited medical facilities, Integral Members have come together to help equip clinics, hospitals and healthcare workers. Twelve Integral Members have supported the work of fellow Integral Member International Health Partners (IHP) who specialise in sourcing and shipping medicines and health supplies. Funding from other Integral Members enabled IHP to supply critical trauma wound dressings and primary healthcare medication to mobile health clinics and field hospitals across Gaza and the West Bank. This essential work would not have been possible without financial support from other Integral Members.



1,367,830

People have been served
by Integral Members



1,100,420

People received medical treatments or healthcare



176,980

People received essential food assistance



77,760

People provided with shelter or essential household items



36,750

People received cash transfers



8,140

People helped to access safe water and sanitation



4,710

People reached with psychosocial support, child protection or education



Distributing aid, November 2025, © Sofia Stusyuk, Integra (Slovakia)

'Our response without our partnerships in the Integral Alliance would be a fraction of what we have been able to do. Thanks to all who worked with us so professionally and sacrificially. We have received enormous support from other Integral Members in building up our organisational capacity.'

INTEGRA (SLOVAKIA)

Following the invasion of Ukraine in February 2022, 18 Integral Members opted into our response. As the conflict continues, Members continue to work together to serve affected communities across Ukraine.

Example of Collaboration: Sharing Expertise







With funding support from other Members, Integral Member Integra (Slovakia) implemented a multi-sectoral response, providing food, essential household items, multi-purpose cash, shelter repairs, psychosocial support and livelihood support.

To support this scale-up, two Integral Members, Tearfund Netherlands and Tearfund (UK), provided training and consulting services. In addition, Integral Members ZOA and Medair shared advice on best practice on assessing need, prioritising the most vulnerable people and providing opportunities for feedback from participants. By working together and sharing their expertise, Integral Members ensured a high-quality response for people in Ukraine.



1,376,200

People have been served by Integral Members

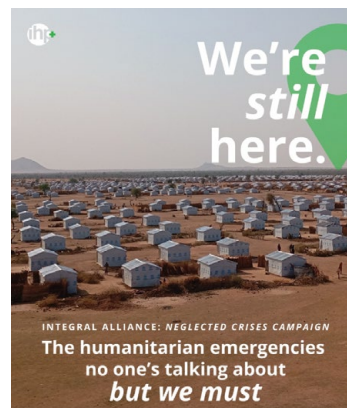
-  **407,000** People received essential food assistance
-  **375,200** People reached with primary healthcare
-  **241,800** People received essential household items or shelter repairs
-  **120,700** People received essential hygiene items or improved access to water and sanitation
-  **311,200** People provided with psychosocial or child protection training or support
-  **30,400** People received cash transfers



Integral Disaster Response launched

18

Integral Members are responding to this crisis



"What I take away from these two days is a shared vision of creating a network to respond to calls for projects as a consortium."

BURKINA FASO PARTNER ORGANISATION, 3INOG

Integral Members and Partners are collaborating in many Neglected Crises, including Afghanistan, Burkina Faso, Haiti, Madagascar, Sudan and Yemen. The Neglected Crises Awareness Raising Campaign draws attention to how Members are already working in Neglected Crises.

Example of Collaboration: Humanitarian Forum in Burkina Faso

In May 2025, four Integral Members — SEL France, Tearfund Belgium, Tearfund (UK) and ZOAG (Netherlands) — brought together 21 local Christian organisations in Burkina Faso. The aim of the Humanitarian Forum was to strengthen capacity to respond to the crisis in the country where an estimated 5.9 million people need humanitarian assistance. Participants spent time getting to know one another, mapping the work they were already doing, sharing their experience and expertise and discussing future collaboration.

Neglected Crisis Awareness Raising Campaign

2025



12

Members joined the campaign



10

Members shared communications material



6

Members steered the campaign as part of the NC Working Group



2

Members engaged in advocacy with government ministers

'We were able to communicate on a broader level with more weight given that we were several actors and had an actual printed policy paper. The written publication highlighting our work and other members' stories strengthened our advocacy.'

LM INTERNATIONAL (SWEDEN)



Who is collaborating?
1:7

On average, Members have worked with seven others in the last year



How much collaboration in 2025?
190+

Examples of collaboration at country level

120+

Highlights of collaboration in programmes

40+

Highlights of collaboration in marketing and communications



Over the last five years:
200+

Examples of funding another Member's work

130+

Examples of developing joint funding proposals

90+

Examples of joint capacity strengthening of shared Partners



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

We believe that:

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

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

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

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

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



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

For our work in disasters, Integral Members will ensure:

- 1. Partner organisations and their needs and aspirations are understood and responded to flexibly**
- 2. Shared investment in capacity strengthening leads to effective and accountable humanitarian action**
- 3. Local actors' voices are present and heard in spaces of influence**
- 4. Partnerships are shaped by shared decision-making**
- 5. Resources from Integral Members flow as directly as possible to Partners for the delivery of quality programming**

Actions on Localisation MALT 2025

Members told us localisation continues to be a priority for Integral Members and an area where they are intentionally investing to see positive change.

**100%**

All Members took action on these commitments in the last 12 months

**90%**

Committed to specific actions in the next 12 months

**90%**


















Reported making changes as a result of listening to their local Partners in the last 12 months

**100%**

All Members have mapped and shared their capacity for gathering communications locally

Members benefit from increasing their collective impact in Disaster Response

Increasing our collective impact looks like:

-  Facilitated coordination of joint responses through our Disaster Response Process
-  Timely and accurate updates shared on DR calls
-  Shared concept notes, project plans and budgets
-  Shared communications resources for fundraising and reporting
-  Expanded reach to respond to disasters in more locations
-  Opportunities to quickly fund high-quality operational responses implemented by other Members or Partners
-  Raising institutional funding on behalf of other Members
-  Unrestricted private funding raised by other Members across the world
-  Accessing our database of Members' work globally
-  Facilitation of joint evaluations and learning reviews
-  Regular updates on the joint impact of Integral responses
-  More efficient ways to support shared Partners (for example coordinating funding, and sharing due diligence information)
-  Implementing joint programmes with another Integral Member
-  Providing technical support to another Member
-  Liaising with other Members on advocacy activities
-  Practical support from Members at country level
-  Meeting with other Members in a country

Members benefit from a culture of learning, generosity and openness

Learning within Integral takes place in formal and informal settings. It is a function of working together and being in relationship with a diverse group of organisations. Evidence suggests it is a core part of Integral's culture.

A culture of learning looks like:

- Advice on best practice from other Members
- Input from internal and external technical experts
- Transparent sharing from other Members on lessons learned
- Participation in joint working groups on relevant topics
- Working towards shared commitments to quality
- Safe spaces to share challenges confidentially
- Peer support to deliver a programme

Members benefit from a community of trust supporting one another across the world

A relational alliance looks like:

- Regular connections with peers from other Members
- Annual face-to-face meetings
- Prayer and encouragement in difficult times
- Times of shared Christian reflection and prayer

95%

Of CEOs and the IPG shared an example of support from other Members



“ I find our membership of Integral to be incredibly helpful - the partnership, problem solving, and encouragement.

”

MEDICAL TEAMS INTERNATIONAL (USA)

“ The disaster response calls are of great help to have quick access to information on the ground that we would otherwise not have or only to a limited extent. The networking is also very helpful to gain insights into processes and discussions within other member organisations that can inspire our own work.

”

ENA (SWITZERLAND)

“ Integral is a strong network of active Christian organisations, working professionally in humanitarian emergencies. We value opportunities for collaboration, learning, and the sharing of photos and stories — for example, our recent meeting in Burkina Faso.

”

TEARFUND BELGIUM



A diverse funding base is an Integral strength

Privately raised funds often contribute towards match funds for institutional grants or provide unrestricted funding at the start of a project



Sharing comms facilitates fundraising

\$13m

Raised in private donations using shared comms resources

22

Fundraising campaigns launched by 12 Members using shared communications resources



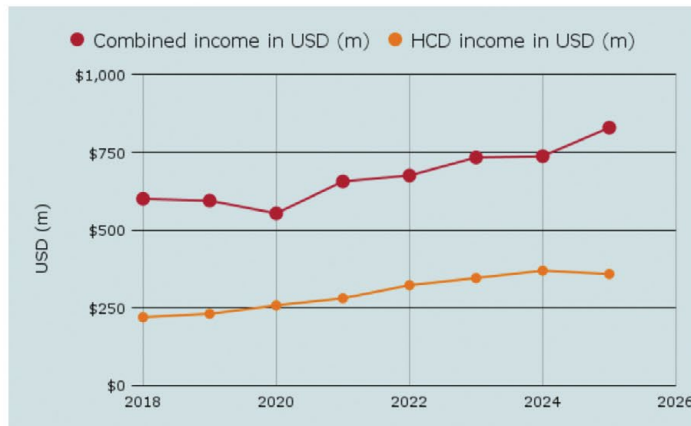
We have a firm foundation on which to build future funding collaboration

27

Joint funding proposals developed among Members every year for the last five years (on average)

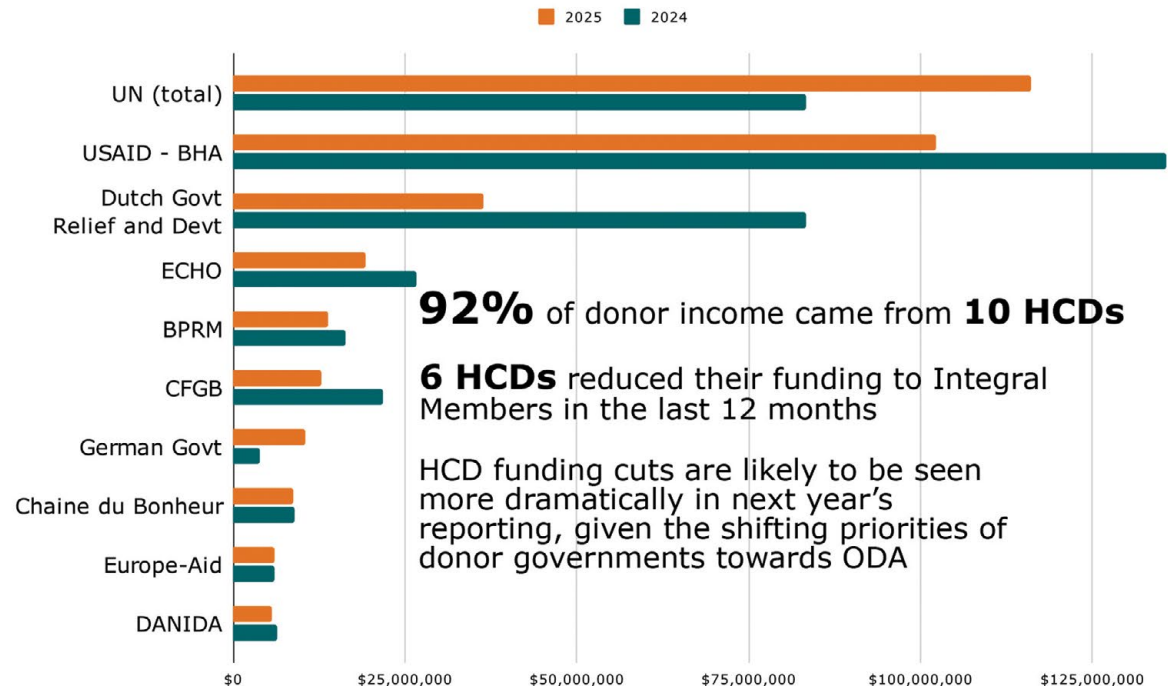
High Compliance Donors

36 HCDs supported Integral Members



For the first time since 2018, High Compliance Donor (HCD) income fell compared to the previous year

Top 10 High Compliance Donors 2025



92% of donor income came from **10 HCDs**

6 HCDs reduced their funding to Integral Members in the last 12 months

HCD funding cuts are likely to be seen more dramatically in next year's reporting, given the shifting priorities of donor governments towards ODA

All figures in USD

KEY THEMES AND ACHIEVEMENTS

In 2025 the Company Members and the Board:

- Supported Members through the significant global sector shifts and responded by beginning to fundraise for core costs, with support from the Finance and Audit Committee and Members.
- Reviewed progress against our objectives through the work of the IMG, IPG, our Disaster Responses and Neglected Crises.
- Progressed work on the agreed strategic shifts particularly on:
 - **Governance:** Defined criteria and processes for new Independent Board Members (IBM), appointing Ruth Uwaifo as our first IBM. Thanked Nick Archer for his work on the Board and began recruiting his successor.
 - **Membership:** Through the work of the Membership Committee:
 - Refined the process for new Member recruitment, welcoming MERATH as a new Integral Member in 2025.
 - Developed and agreed family membership principles and welcomed the Tearfund family as our first new family member.

- **Partnerships:** Strengthened collaboration with other Christian Alliances and Networks, including combining our meetings with Micah Global and planning the Consultation with them, and deepened ties with ACCORD and EU-CORD.

- Developed and approved the new 2026-2030 Strategy.

PARTICIPATION

- The 2025 Company Members Annual General Meeting was held virtually, welcoming Lisa Bos - Vice President, Global Development Policy, Advocacy and Learning at Interaction, who spoke on sector disruptions.
- The Company Members and Board met in person in September in South Africa alongside the Micah Global Consultation. We enjoyed welcoming new representatives from Medical Teams (Eric Ha), MERATH (Lucas Shindeldecker), SEL (David Alonso), Tearfund Australia (Bec Oates) and the new Tearfund (UK) CEO, Silas Balraj in his absence.

We are so grateful to all Members for their investment of time and energy in Integral, particularly those serving on the Board and Board Committees.



“ *Integral is a unique place and platform for sharing and supporting Christian efforts in response to disasters that affect the most vulnerable.* ”

SEL FRANCE

KEY THEMES AND ACHIEVEMENTS

The Integral Marketing Group (IMG), along with the Integral Head of Communications and Marketing, oversees the communications aspect of our Disaster Response Process. This includes sharing media assets, as well as holding dedicated communications calls for the specific disaster responses as required.

- Sharing communication resources in disasters continues to add significant value for Members, facilitating their fundraising efforts. The 2025 MALT reports that 22 fundraising campaigns were launched using shared communications resources, resulting in \$13.3 million being raised in private donations.
- The Neglected Crises Working Group is made up of IMG Members and oversees the now annual Integral Neglected Crisis Awareness raising campaign, 'We're *still* here'. This took place in July 2025.
- The Integral Storyteller's Guide and our local comms capacity mapping are the main ways that IMG contributes to the areas of localisation and decolonisation.

PARTICIPATION

- In April 2025 two virtual sessions were held — an Integral Collaboration and DR update (15 people attended) and a learning webinar where the authors of the report 'Charity Representations of the Distant Other' presented their research (15 people attended).
- In October 2025, the IMG met face-to-face in Cape Town (nine people attended) alongside the Micah Global Consultation. Agenda topics included sharing church engagement strategies, a discussion about future strategy and how to build on our learning and develop our neglected crisis collaboration.

In 2025 Greg Hewson from Tearfund Australia was appointed the IMG chair.



“ *The added value for me is the availability of extra photos, videos and stories, especially in crisis situations in countries where it's hard to get content — for example the crisis in Lebanon.* ”

TEARFUND NETHERLANDS

KEY THEMES

- **Disaster Responses:** Disaster collaboration remains Integral’s greatest added value. In 2025, new responses were launched for earthquakes in Myanmar and flooding across a number of Indo-Pacific countries alongside ongoing efforts in Ukraine, Haiti, and the Middle East. Additional coordination supported Sudan and Afghanistan, and neglected crises in Burkina Faso, DRC, Madagascar, and Yemen. Reflections from the Myanmar response were shared with the IPG and Early Responders Group.
- **Funding Changes:** Several donor governments announced abrupt changes to foreign assistance funding during 2025. Integral hosted seven calls to share updates on U.S. humanitarian funding, assess impacts, and explore collaboration across operational countries.
- **Locally Led Action:** A continued priority for the IPG and Localisation Working Group. Following the 2024 update to Integral’s Localisation Statement, all Members reported actions aligned with Integral’s Localisation Commitments. In March, the IPG convened an Asia Region meeting in Cambodia with 10 Members and 13 Local Partners. In May, Integral Members convened a forum for 21 Local Partners in Burkina Faso, allowing them to build relationships and explore collaboration in



this protracted crisis, where 5.9 million people need humanitarian assistance. October IPG meetings ran alongside the Micah Global Consultation, engaging 230 participants globally, including many Partners.

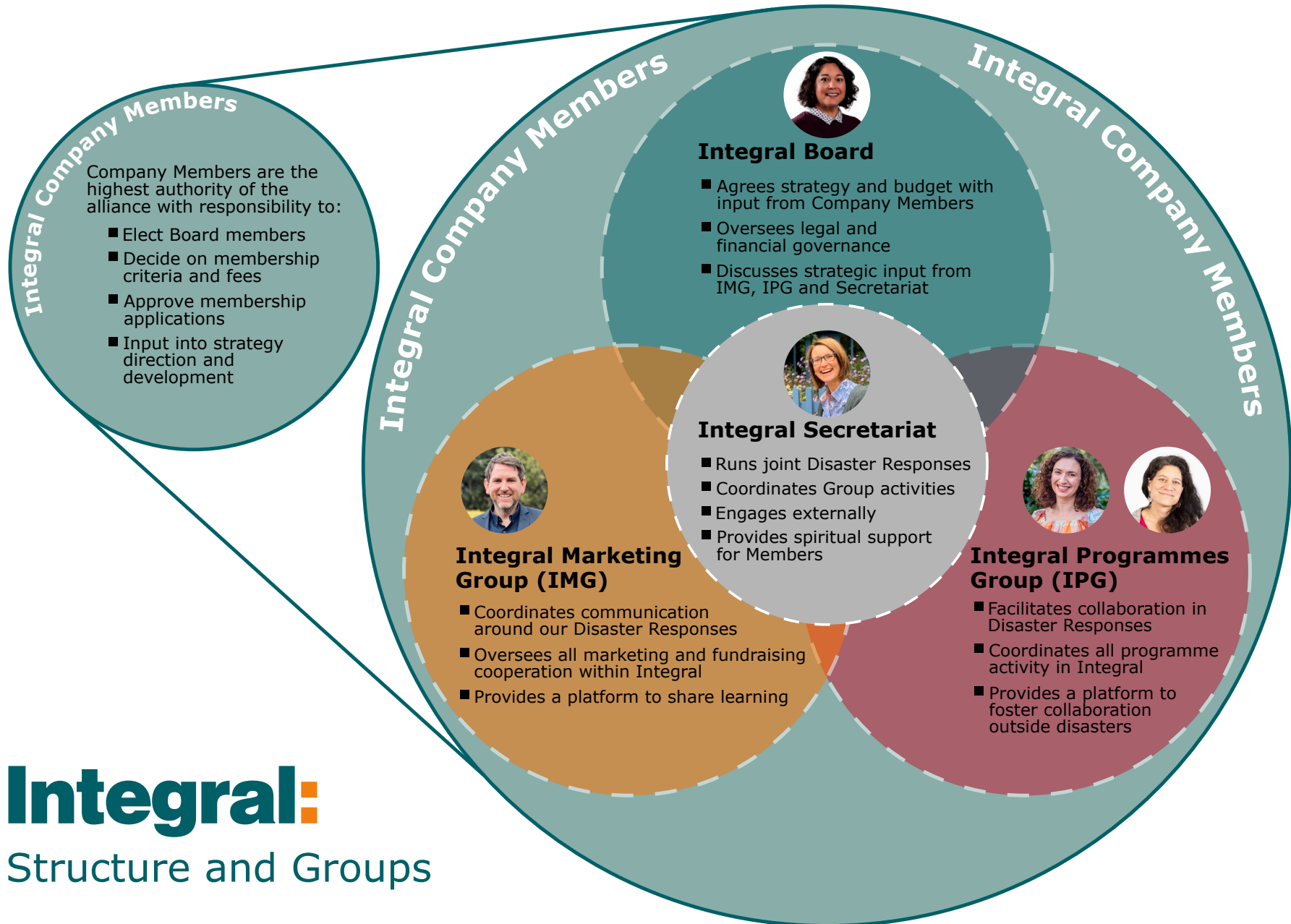
- **Quality:** The Integral Quality Assurance Task Force championed the Mutual Accountability and Learning Process, launched an online Community of Practice for the Core Humanitarian Standard, and completed Quality Due Diligence for new Integral Member, MERATH.

PARTICIPATION

The IPG met twice in person and three times online in 2025, with consistently high engagement. Sixteen Members attended October meetings in South Africa, and all Members joined online sessions. Special thanks to our IPG guest chairs during the absence of a permanent chairperson. In February 2025, Isabelle Duval (SEL France) and Fiona Smith (Transform Aid International) were elected IPG co-chairs.

“Continual collaboration and information sharing with other Integral members provides the biggest value to our work. It allows us access to primary information from disaster areas or potential implementation sites that we would not otherwise have access to and it gives us the opportunity to partner directly with trusted organisations quickly without having to undergo extensive vetting of new Partners... An example of this is in the Myanmar response where we were quickly able to support World Concern and ZOA because of their available information and our pre-existing relationship with them.”

WORLD RELIEF (USA)



MEMBERSHIP

The Company Members of the charitable company are the subscribers to the Articles of Association and any Members subsequently admitted to membership by existing members. Every Company Member promises, if the Company is wound up whilst they are a Company Member or within one year after ceasing to be a Company Member, to contribute such amount as is required up to a maximum of £1 towards the costs of winding up the Company and liabilities incurred whilst the contributor was a Company Member. At 31st December 2025 the number of Company 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. The Board approved the Revised Position Statement on The Governance Code for Smaller Charities in 2024 following the governance changes.

POLICIES

The Board ratified, revised and updated policies and procedures in the following areas in 2025:

- Complaints and Concerns Policy
- Board Governance Policy
- Safeguarding Policy – Putting People First, including Safeguarding Children and Safeguarding Vulnerable Adults
- Reputational Risk Procedure
- Volunteer Management Policy
- Flight Claims Policy
- Artificial Intelligence Statement
- Fundraising Principles

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

SUB-COMMITTEES

The Terms of Reference (ToR) for existing sub-committees are regularly reviewed by the Board. The two sub-committees in 2025 were the Finance and Audit Committee, and the Membership Committee.



REGISTERED ADDRESS

% Myers Clark
Suite 7a, Building 6
Croxley Park, Watford
Hertfordshire
WD18 8YH
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, FCIE,
Porthgate, Hine Town Lane
Shillingstone, Blandford Forum
DT11 0SN

BOARD OF DIRECTORS AND CHARITY TRUSTEES

Integral’s Board voted on a new governance structure in 2024. In 2025, Company Members elected one new Independent Board Member.

INTEGRAL COMPANY MEMBERS AND BOARD

(Names in bold are Board Members (Directors) at year end.)

Member	Country	Name	From	To
CEDAR Fund	Hong Kong	W Fung		
ena	Switzerland	T Stahl		
Food for the Hungry	USA/Canada	T Maisiri		
Integra	Slovakia	A Bussard	13 October 2006	
International Health Partners	UK	A Paterson (Treasurer)	1 November 2017	
LM International	Sweden	J Sundqvist		
Medair	Switzerland	A Reitsema	1 April 2023	
Medical Teams International	USA	E Ha		
MERATH	Lebanon	L Shindeldecker	1 July 2025	
Mission East	Denmark	B Gollander-Jensen		
SEL	France	D Alonso	1 January 2025	
Tearfund Australia	Australia	R Oates	1 January 2025	
Tearfund Belgium	Belgium	A Alba		
Tearfund Ireland	Ireland	S Copeland		30 June 2025
Tearfund Netherlands	Netherlands	G de Vries	1 May 2023	
Tearfund New Zealand	New Zealand	I McInnes		
Tearfund	UK and N. Ireland	N Harris S Balraj	6 April 2020 15 September 2025	25 June 2025
Transform Aid International	Australia	M Lipsett	1 November 2021	
World Concern	USA	N Archer K Tolf	6 April 2020 17 May 2025	16 May 2025
World Relief	USA	M Greene		
World Renew	North America	C Bremer-Bennett (Chair of Integral from 1 February 2024)	1 January 2021	
ZOA	Netherlands	C Lukkien	19 July 2017	
Independent Board Member		Ruth Uwaifo Oyelere	2 April 2025	

The income of the Trust is primarily derived from membership fees and donations from trusts, corporations, and individuals. During 2025, the charitable company received total incoming resources of £375,368 (2024 - £366,022). Resources expended on charitable activities amounted to £320,778 (2024 - £347,101) and on fundraising £7,717 (2024: £nil).

The Reserves Policy as agreed at the October 2020 Board meeting is to maintain free reserves equivalent to four month's operating costs. This was discussed in March 2025 with the decision to keep the four month level. This equates to approximately £103,000 based on 2025 unrestricted expenditure of £309,844. Unrestricted funds carried forward at 31 December 2025 were £425,849 (2024 - £372,595) of which £1,380 (2024 - £1,980) are tied up in Fixed Assets leaving £424,469 (2024 - £370,615) of free reserves.

In response to the sector-wide 40% funding cuts in 2025, Integral's income, budget and expenditure were closely monitored and carefully managed throughout the year to mitigate future income falls in light of Integral's reliance on Member fees. Acknowledging the financial pressures on Members, Integral modelled reduced-income scenarios and restricted all discretionary spending. Given the alliance's near-total reliance on Member fees, the Board and the Finance & Audit Committee encouraged some small-scale fundraising activity in case of any reduction in fee income. This included collaborating with Members to seek support from Trusts and Foundations and exploring approaches to individual donors where appropriate relationships existed. These efforts resulted in £17,540 of donations from one Trust, one corporate and two individual donors by the end of 2025.

The Board and Finance and Audit Committee discussed projected reserves at their December meeting. While Integral remains grateful for our healthy reserves level, we remain cognisant of the many challenges our Members and other NGO alliances and networks are facing, and the difficulties in building reserves in the current financial climate.



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:

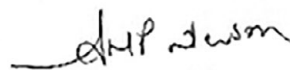
- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to do so.

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 11 March 2026 and signed on their behalf by:



A Paterson

Treasurer and Director
Integral Alliance



I report to the charity trustees on my examination of the accounts of Integral Alliance (co. no. 5442605 and charity no: 1112515) for the year ended 31 December 2025 which are set out on pages 32 to 33.

RESPONSIBILITIES AND BASIS OF REPORT

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

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

INDEPENDENT EXAMINER'S STATEMENT

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a full member of the Association of Charity Independent Examiners, 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.



18 March 2025

Nicola Anderson, FCIE

Porthgate
Hine Town Lane
Blandford Forum
DT11 0SN

Integral Alliance Statement of Financial Activities (incorporating an income and expenditure account) For the Year Ended 31 December 2025

		2025	2025	2025	2024	2024	2024
	Note	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
		£	£	£	£	£	£
Income from:							
Grants and Donations	2	12,500	19,980	32,480	12,500	2,400	14,900
Charitable Activities	3	-	339,037	339,037	-	348,202	348,202
Investments		-	3,851	3,851	-	2,920	2,920
Total Income		12,500	362,868	375,368	12,500	353,522	366,022
Expenditure on:							
Raising Funds		-	(7,717)	(7,717)	-	-	-
Charitable Activities		(18,651)	(302,127)	(320,778)	(15,225)	(331,876)	(347,101)
Total Expenditure	4	(18,651)	(309,844)	(328,495)	(15,225)	(331,876)	(347,101)
Exchange Gains/ (Losses)		-	230	230	-	-	-
Net Income/ (Expenditure)		(6,151)	53,254	47,103	(2,725)	21,646	18,921
Transfer Between Funds		-	-	-	-	-	-
Net Income/(Expenditure) After Transfers		(6,151)	53,254	47,103	(2,725)	21,646	18,921
Reconciliation of Funds							
Total Funds Brought Forward		6,151	372,595	378,746	8,876	350,949	359,825
Total Funds Carried Forward		-	425,849	425,849	6,151	372,595	378,746

	Note	£	2025 £	2024 £
Fixed Assets	8		1,380	1,980
Current Assets				
Debtors and Prepayments	9	28,300		14,079
Cash at Bank		410,036		375,604
		438,336		389,683
Creditors: Amounts Falling Due Within One Year	10	(13,867)		(12,917)
Net Current Assets			424,469	376,766
Net Assets			425,849	378,746
Funds of the Charity	11			
Restricted Funds			-	6,151
Unrestricted Funds				
General			425,849	372,595
			425,849	378,746

The Directors approved these financial statements on 11 March 2026.

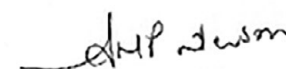
For the year ended 31 December 2025 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

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

Please visit <https://integralalliance.org/about/annual-reports/> to see full Financial Statements and Notes

Cover	Integral Member ZOA's Partner cooking food for communities following the earthquake that hit Myanmar in April 2025	© ZOA (Netherlands)
Page 3	In Chad, LM International supports the installation and maintenance of essential water facilities	© LM International (Sweden)
Page 4	Queue at a health care centre in Gaza	© Anera/International Health Partners (UK)
Page 12	Distribution of tarpaulins, Myanmar, April 2025	© World Concern (USA)
Page 13	Children gather at a displaced persons site in Haiti	© World Relief (USA)
Page 14	Treating a wound, OPT	© Anera/International Health Partners (UK)
Page 15	Distribution of aid, Ukraine, November 2025	© Sofia Stusyuk, Integra (Slovakia)
Page 21 & 29	In Burkina Faso, ZOA is providing assistance to families displaced by ongoing violence	© Else Lotte Faasse, ZOA (Netherlands)
Page 23	Integral Chair Carol Bremer-Bennet presents at the Micah Consultation in South Africa, September 2025	© Integral (UK)
Page 24	A selection of IMG participants at the Micah Consultation in South Africa, September 2025	© Integral (UK)
Page 25	Participants in the IPG meeting in Cambodia, March 2025	© Integral (UK)
Page 27	In Chad, provision of seeds and tools has equipped communities to grow vegetables	© Mission East (Denmark)
Page 30	In Colombia, ZOA is providing sustainable access to water for the Wayuu indigenous population	© ZOA (Netherlands)
Page 35	Houses damaged by the earthquake that hit Myanmar in April 2025	© World Concern (USA)



Integral

Responding Faster.
Reaching Further.
In Christ.

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CEDAR Fund
(Hong Kong)



ena
(Switzerland)



Food for the Hungry
(North America)



Integra
(Slovakia)



International Health Partners
(UK)



LM International
(Sweden)



Medair
(Switzerland)



Medical Teams International
(USA)



MERATH
(Lebanon)



Mission East
(Denmark)



SEL
France



Transform Aid International
(Australia)



Tearfund
Australia



Tearfund
Belgium



Tearfund
Netherlands



Tearfund
New Zealand



Tearfund
(UK)



World Concern
(USA)



World Renew
(North America)



World Relief
(USA)



ZOA
(Netherlands)