



**INTEGRITY
ACTION**

ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2020



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WELCOME NOTE FROM GAIL KLINTWORTH, CHAIR

If 2020 has taught us anything, it has taught us the power of local communities. We have seen how the spread of the COVID-19 virus has had dire consequences for the most vulnerable and financially insecure people in many places.

We have also experienced the immense positive power of people pulling together to support one another, leading the response and nudging for local compliance. **Integrity Action's solutions magnify and institutionalise the positive impact of empowered local communities.**

The pandemic has also re-emphasised that corruption, whether intentional or expedient, is alive and well in our societies. Horror stories of mismanaged PPE supply contracts abound, in all parts of the world. These stories, I fear, will continue to face us even if we are successful in battling the spread of the disease. **Integrity Action's solutions enable citizens to hold service providers to account.**

It is within this context that I am pleased to report that despite COVID-19 we have been able to continue our work safely. **Over 11,000 citizens have now been involved in monitoring the delivery of essential services and projects since 2013. In this time they have 'fixed' 4,000 issues out of 7,000 problems identified (59% Fix Rate).** We were very cautious in continuing operations, but the voluntary citizens we work with in nine countries remained resolute in their passion for monitoring despite the pandemic.

We are also starting to see the broader impacts of our work. In DR Congo, the district of South Kivu has adopted our approach of forming Integrity Clubs in schools, while in Nepal, our partners have managed to change the national school curriculum so that children learn about integrity and how to promote it.

As well as creating impact, the Integrity Action team is generating valuable knowledge through commissioned research, addressing questions that are important **to ensure that our influence endures.** How do we sustain the outcomes from accountability projects like ours? How do we motivate and inspire government officials and service providers to act with integrity? This learning is incorporated into programme design and shared with our partners and the wider transparency community.

We will start working in Ghana, Iraq and Zimbabwe in 2021, focusing on some of the most critical **projects and services that must be held to account in the pandemic,** such as health, education, and the social safety net. I encourage all funders and institutions to think deeply about how you could use Integrity Action's solutions to ensure that your COVID-19 'build back better' budgets have the desired impact and deliver the local result that you want.

Finally, we would like to thank our partners for their resilience and flexibility in adapting to the unprecedented 2020 circumstances, and we pay tribute to our donors - your continuing support of, and trust in us, is priceless at the current time. We are privileged and grateful to be working with each of you to make sure that **the impact intended is the impact delivered.**



Gail Klintworth
Chair, Integrity Action's
Board of Trustees

“I love being a monitor. With my support, the problems facing our community can be addressed. We have managed to bring about change and get local projects working properly. We make people in the community aware that they have a voice and can be heard. The DevelopmentCheck app is a little challenging, but has been so helpful. I upload images of poor construction work, and [when] the responsible person hears about it they rectify their mistakes.”

**– Mwanatumu Kadau
Community monitor
Kwale, Kenya**



INTEGRITY ACTION: THE ESSENTIALS

Founded in 2003 and headquartered in London, Integrity Action is a non-profit organisation that helps citizens living in poverty fix the essential services that are failing them – including schools, clean water and healthcare.

We do this by equipping citizens to “review” services where they live, report problems publicly, and work with those responsible to ensure the problems are fixed. Citizens across Africa, Asia, and the Middle East have now identified, and found solutions for, thousands of problems – from crumbling schools to dirty drinking water – and in so doing, have transformed hardships into real benefits for their communities.

Why we exist. Everyone, everywhere deserves quality services and infrastructure that lasts. However, for too many citizens in too many countries this aspiration seems unattainable. Instead of quality services they get broken promises, like teachers failing to turn up for work, dispensaries that have run out of medicine, and half-built roads that should have been finished years ago.

Integrity Action works directly with citizens to make sure these promises are kept. Indeed, we hold a unique position in the transparency, accountability and anti-corruption fields by combining our international reach with our focus on citizens and communities themselves.

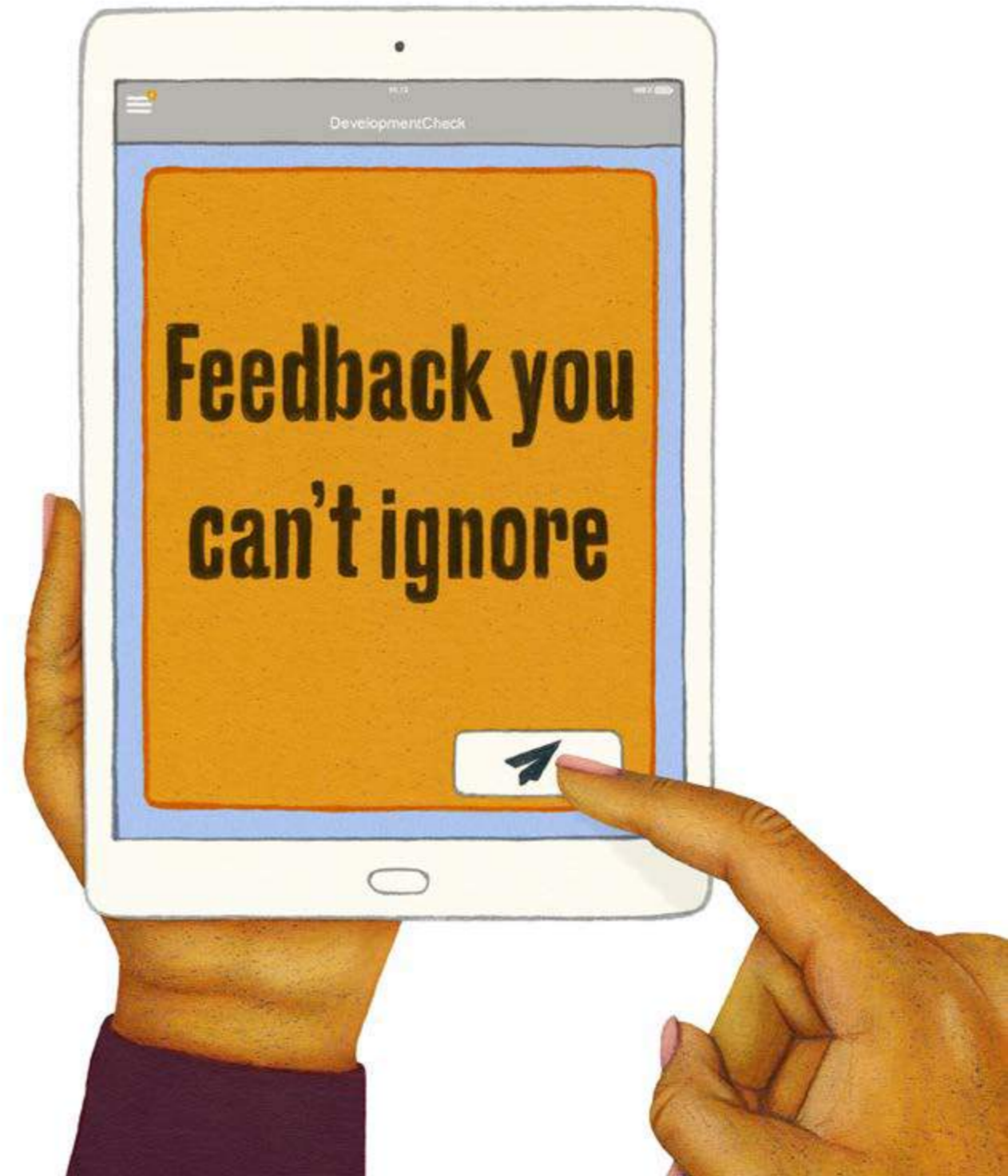
“As a community monitor, I am able to fully represent my community on any grievance raised. Now, I can walk into any project and inspect it with no problem. Every step a contractor takes in the project he makes sure I am fully involved. They even nicknamed me the ‘INTEGRITY MAN’ in our society due to the good work I am doing.”

– Mr. Jira Gwaya
Community monitor in Kwale, Kenya.

A recognised innovator. Integrity Action’s citizen monitoring approach has won a Google Impact Award and has been nominated for the Tech4Good and Bond Innovation Awards. Among our innovations is the use of technology, operated by citizens themselves, to identify and publicise problems and solutions – this includes our proprietary mobile app DevelopmentCheck, which has been used by citizens to monitor over US\$1 billion worth of spending in some 20 countries since its launch.

Collaborative to the core. Everything we do is founded upon collaboration, typically with civil society organisations that are credible and trusted by communities. We provide our methodology, tools and knowledge and combine it with their local capacity, relationships and governance expertise to achieve impact that neither of us could achieve alone. Our partners include local and national organisations as well as international NGOs like Transparency International, the Aga Khan Foundation and Restless Development.

Our impact. The citizen monitors we work with have now identified over 7,000 problems and counting – finding solutions to over 4,000 of them. Our work leaves a strong legacy by **rebalancing power** and **building trust** between communities and the people who serve them, and contributes to the development of open, accountable and democratic societies. Read more about our achievements and impact on communities on pages 12 and 22.



VISION

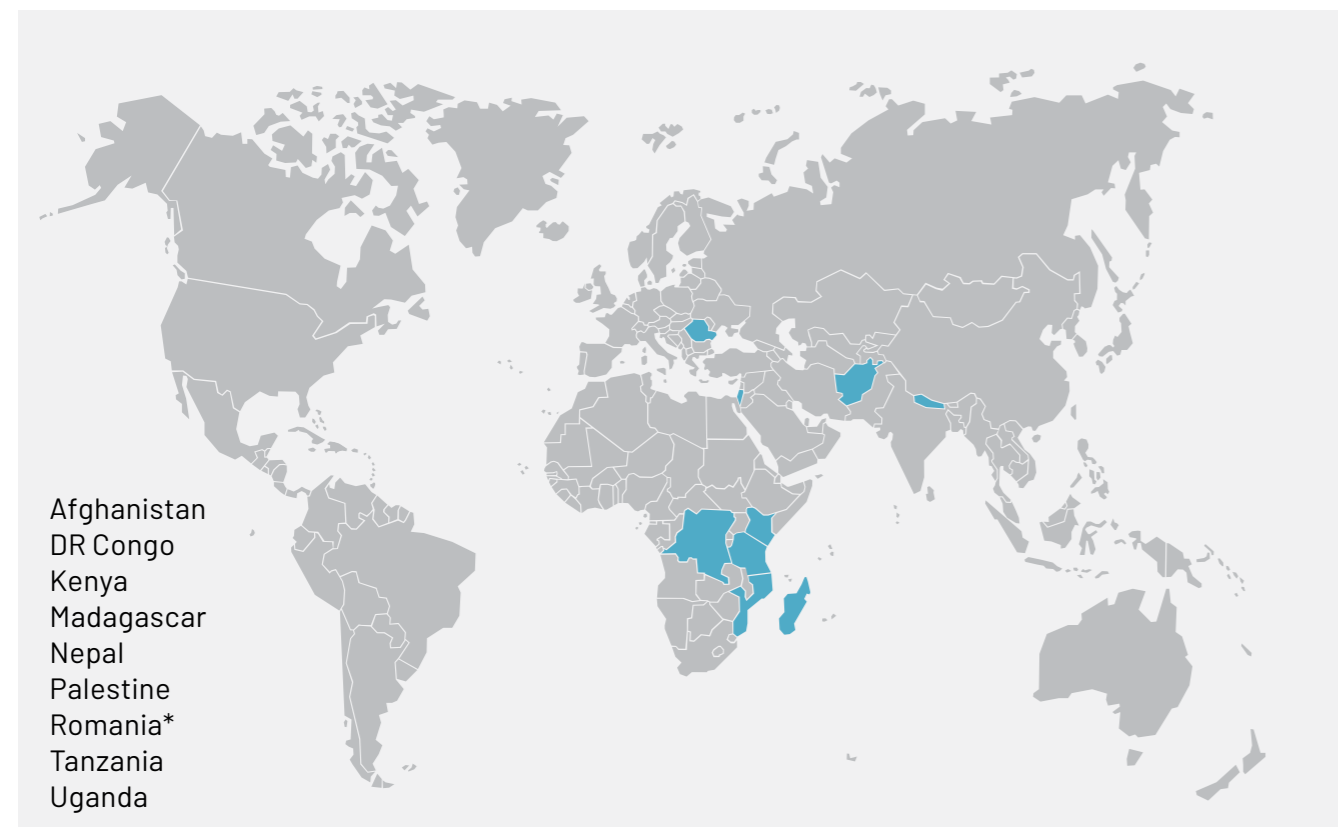
Our vision is for a just and equitable world, where citizens are empowered and integrity is central to vibrant societies.

MISSION

Our mission is to help build societies in which all citizens can – and do – successfully demand integrity from the institutions they rely on.

WHERE WE WORK

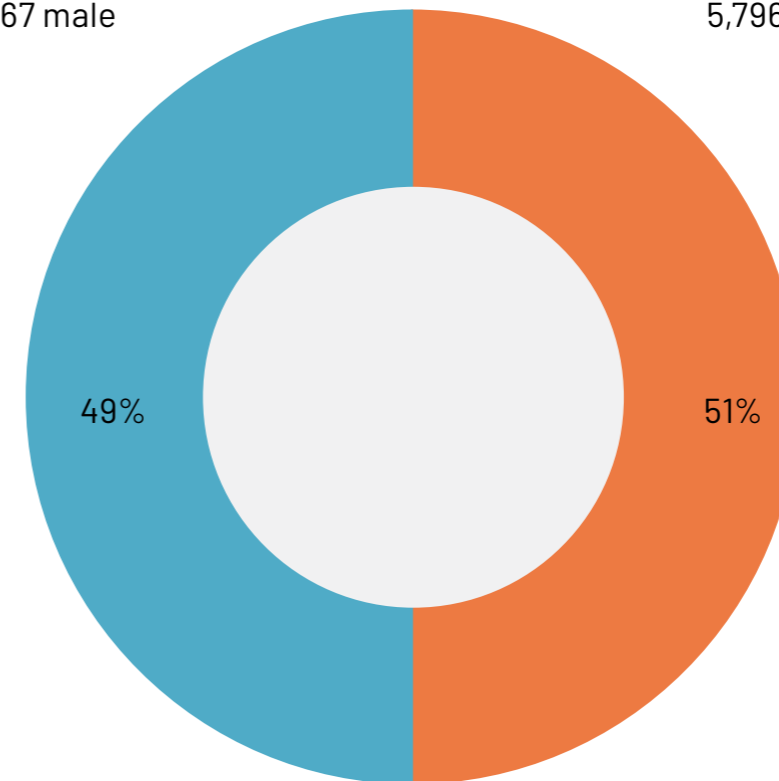
9 COUNTRIES*



KEY NUMBERS 2020

5,667 male

5,796 female



11,463

People involved in monitoring activities

of whom:

532

Adult Monitors

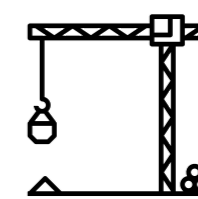
10,931

youth who are members of:

489

Monitoring Youth Clubs

SINCE 2013...



1,005

infrastructure projects monitored



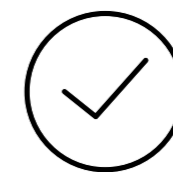
404

services monitored



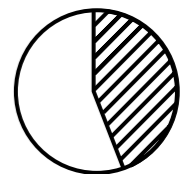
7,122

problems found



4,217

problems fixed



59%

Fix Rate

YEAR IN REVIEW: WHAT WE HAVE ACHIEVED

Tangible improvements to people's lives

Our work has continued this year, despite COVID-19. Whether in Kathmandu or Kampala, the pandemic didn't prevent citizen monitors young and old from making lives better for those in their community, and ensuring that trust is built between communities and those who serve them, such as local authorities. Across the nine countries we work in, citizen monitors have fixed 1,257 problems this year, despite the suspension of monitoring activities in some of our programmes.

For instance, in Kwale, Kenya, women and children had to walk for hours and stay overnight to queue up and access safe water. Communities here had become used to failed water projects. By monitoring the construction and maintenance of water sources, citizen monitors ensured that new pieces of water infrastructure were built properly and on time, meaning that families could access water in their own village.

In Kapisa, Afghanistan, children frustrated with absent teachers started checking teachers' attendance at school. Soon, teachers realized their absences were being noticed and they started showing up to work. This has made a big difference to the students' education.

Embedding our model

We currently implement citizen monitoring using two models. The first involves citizen monitoring of projects and services in communities and is carried out by a diverse group of representatives who live locally. The second comprises Integrity Clubs, in which secondary school students monitor how education is being delivered in their own school.

In the last year we have made progress in embedding Integrity Clubs in schools and education systems, which makes them sustainable long term. In DR Congo, officials in South Kivu have requested that Integrity Clubs are rolled out across the region. In rural Nepal, schools in neighbouring districts where we don't yet operate requested that Integrity Clubs be set up. In Palestine, local governments contacted our partner organisation to request the formation of Integrity Clubs in schools.

The Integrity Clubs model also has the potential to effect change on a wider scale. In Nepal, our partner organisation has worked with the national government to introduce a chapter on integrity to the national curriculum, so that children across the country learn about integrity and how to promote it.

The whole community benefits

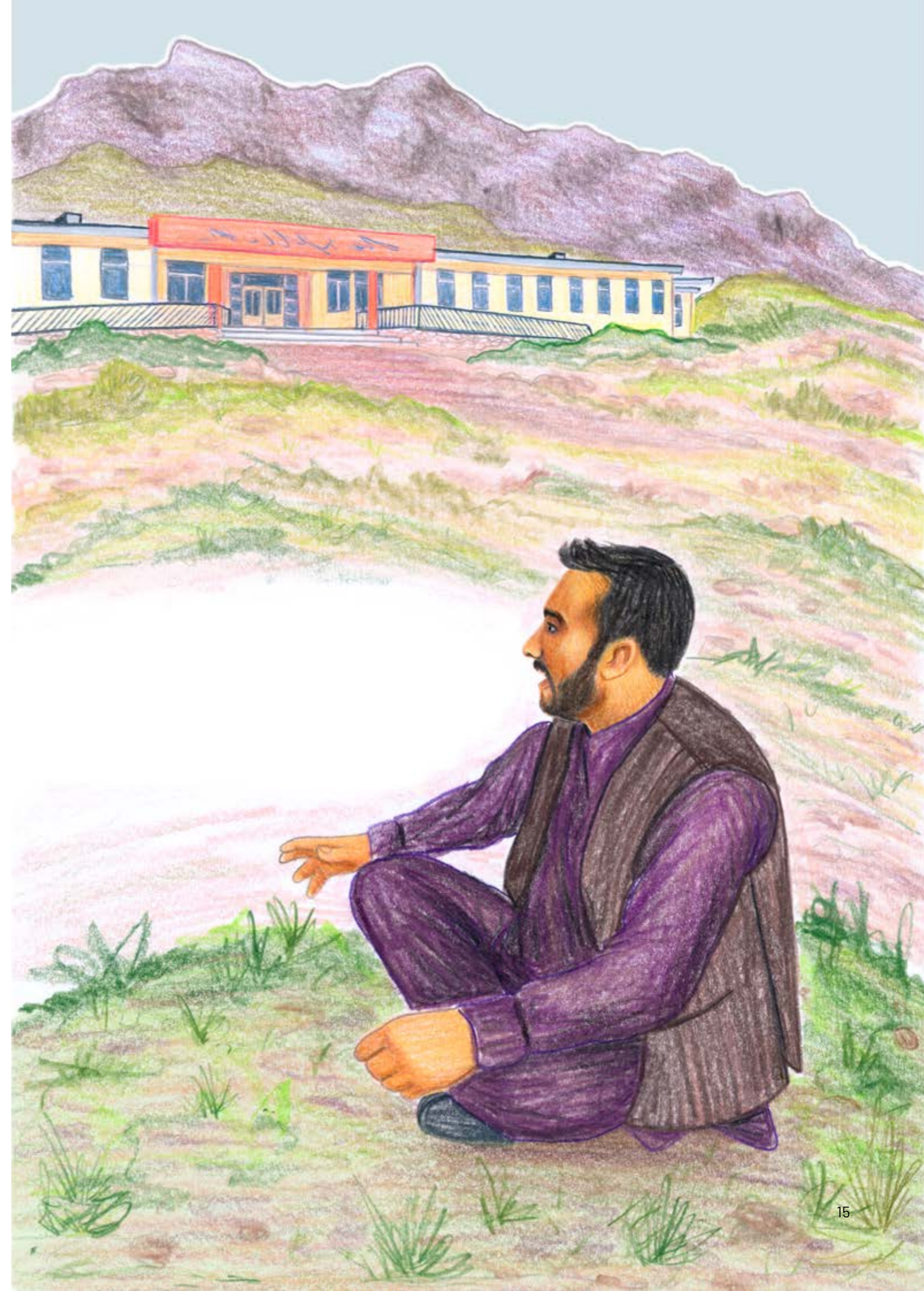
When local projects and services are implemented as promised, the whole community stands to benefit. This has been observed in the Social Accountability and Youth (SAY) programme in Tanzania, where more local community members now attend community meetings and proactively report problems they see happening. As the initiative has progressed and communities see the benefit, community support of the programme has continued to increase. Pietha Patrick, a coordinator from Mpwapwa, Dodoma in Tanzania, noted that: *"People's attitudes have changed, they have started monitoring projects themselves without waiting for community monitors to do so. For example, in Lukole and Matonya villages, people identify and raise issues concerning projects to community monitors and ask them to call meetings to discuss the solutions."*

Looking for the surprises

When we evaluate our work and achievements, we always look for unintended outcomes, not just the things we expect. One interesting example came from the SAY programme in Tanzania, where monitors were not just holding development organisations and local authorities to account; they were also able to address the root causes of conflict. Said Mlongoze, a village leader from Kilosa District, said: *"There was a conflict between charcoal producers and cattle keepers in the village, community monitors identified this problem whilst conducting their monitoring visit. As part of the joint working group, I was able to raise awareness of the bylaws that help to guide proper use of land and forest. Everyone agreed that these laws should be adhered to in the community and agreed to put up a sign that alerts everyone to stop taking their cattle into the forest area. Now everyone is following the bylaws and practising proper land use, so that was an immense success for us"*. Read more about the impacts of our work in Tanzania on page 22.

“The Integrity Club members have been supporting the school administration to spot problems and solve them together. Though it was a difficult job, club members were very effective in improving teachers’ attendance in our school. Teachers now meet their annual plans, the quality of education has improved, and children are taught in an effective way. This has a direct impact on their lives and future.”

**- Ahmad Jafar,
Principal, Mohammad Omar Shaheed High
School for Boys, Kapisa, Afghanistan**



Improving how we work with partners

As a charity based in the UK, Integrity Action always partners with organisations that have strong relationships and legitimacy in the countries where we work. But getting these partnerships right is crucial - too often, organisations based in low income settings don't feel empowered to speak honestly to their partners in high income countries.

We continue to be proactive in improving our approach to partnerships. We have worked with partners of various sizes - including local, national and international organisations - to develop programme concepts and proposals that are informed by the local reality. We have changed how we build partnerships by innovating a "two-way due diligence" approach that encourages organisations to scrutinise us in the same way that we scrutinise them. And we have increasingly been forming partnerships that are led by local or national organisations - still an unusual approach in our sector.

Strategy success

In line with our 2018-23 strategy, we have increasingly been influencing the wider development sector to adopt our citizen monitoring approach, or key elements of it. During 2020 we worked with the Foreign, Commonwealth & Development Office (FCDO) and their grant manager, Mannion Daniels, to support a handful of grantee organisations to enhance their citizen feedback mechanisms; we will be publishing the results of this pilot in 2021. We also worked with Swiss Solidarity to build understanding of citizen monitoring and its potential among their grantees.

We are also seeing renewed support for our strategy from our partners and donors. The Swedish International Development Cooperation Agency (Sida) has awarded Integrity Action a new four-year grant, supporting the implementation of our strategy up to 2024. This is tremendously exciting for the organisation, and humbling to receive such critical support at this challenging time. We continue to be supported by the Hewlett Foundation, the Norwegian Agency for Development Cooperation (Norad), FCDO, USAID and the Allan and Nesta Ferguson Charitable Foundation.

Martha Ainomugisha,
Community monitor in Makerere,
Kampala, Uganda

"As young people, we are capable of changing our communities, making them better. This programme has given me the platform, knowledge and skills to lead change in our community through monitoring projects. I talk to development actors and convince them to give opportunities to young people to express themselves and find solutions to the problems affecting them. I am determined to see change led by young people."

YEAR IN REVIEW: WHAT WE HAVE LEARNED

Citizen monitoring in a pandemic:

it's vital, but can we do it? The coronavirus pandemic has had far-reaching consequences, and the response across the world and across nations has served as a reminder of the need for accountability mechanisms at all levels.

As our partner organisation in Kenya, Kwale Youth and Governance Consortium explained, citizen monitors felt more strongly than ever that their work should continue. Citizen monitors *"feared this was the very moment contractors would take advantage of circumstance and do lots of shoddy work now that no one is ready to follow up with the oversight role"*. Some of our programmes paused during the pandemic, especially when the services being monitored were suspended, such as schools. But in some areas, we adapted our way of working in collaboration with our partners.

"It's easier to negotiate and get problems fixed when we have the DevelopmentCheck app, as you can easily show the government official the problems using the photos in the app."

- Uchi Chidunga, community monitor, Kwale, Kenya

How did we adapt?

In some cases, citizen monitors engaged with the authorities on the phone or using WhatsApp rather than meeting them face-to-face. It was harder to reach government representatives remotely, compared to when it was possible to drop into their offices, but engagement remained constructive. Where citizens were able to continue monitoring new infrastructure such as clinics, this was done in a safe way, following social distancing guidelines and using PPE as needed.

Learning how to learn

It is easy to describe ourselves as a "learning organisation", but this was the year when Integrity Action actually made it happen. We now run a six-monthly learning cycle, in which we harvest lessons and insights from our programmes and partners, decide what actions to take, and put it all into practice. We are also sharing more of our lessons learned via articles and events. To underpin this, we also clarified Integrity Action's learning questions: eight priority questions which we see as critical to boosting our impact.

INTEGRITY ACTION'S LEARNING QUESTIONS

- 1 What enables or inspires duty bearers to act with integrity?
- 2 When citizens identify problems with projects and services, when and how are they solved?
- 3 How can we sustain mechanisms like citizen monitoring?
- 4 What barriers prevent or discourage citizens from voicing their concerns and holding duty-bearers to account, and how can these be addressed?
- 5 What are the benefits and drawbacks of citizens using technology in social accountability initiatives?
- 6 What are the benefits and drawbacks of different approaches to citizen-led monitoring? How do these support or enable effectiveness, inclusivity and sustainability?
- 7 How do partners implement our approach in comparison to our intended methodology, why may there be differences, and what can we learn?
- 8 How do citizen monitors carry out monitoring activities in comparison to our methodology, why may there be differences, and what can we learn?

Three of our learning questions are currently being investigated through commissioned research, another exciting new development over the past year. We are working with research teams to explore

- what motivates and inspires service providers, government officials and other "duty bearers" to act with integrity;
- how problems are solved - or not - once monitors have identified them; and
- how we can sustain mechanisms for citizen-centred accountability, like citizen monitoring.

We are excited about publishing the full findings in 2021.

Matching the context

COVID-19 was not the only thing we had to adapt to in the last year. During 2020 we learned a lot from our partners and monitors on how they have been adapting and tailoring our approach to match their context. For example, our digital tool DevelopmentCheck is used by many monitors to report their findings, but we've seen that in some cases it's not possible or advisable to use it - particularly in schools, where students are often not allowed to use mobiles.

However, students in Nepal have developed a great alternative - a simple poster design which displays up-to-date monitoring findings to the entire school. Each month they display a "traffic light" assessment of things like facilities, teacher attendance, and even school meals. We will be sharing more innovations like this when we evaluate our SHINE Integrity Club programme in 2021.

Integrity Club members Rajisha Ghimere and Shreya Adhikari in Kathmandu, Nepal, use a scoreboard to display monitoring findings and show their school's progress



BEYOND THE FIXES IN TANZANIA

Integrity Action has helped citizens to fix thousands of problems – but our impact goes well beyond teachers turning up to work and vital new buildings being completed. The SAY programme in Tanzania has been running since 2018 and has given us an opportunity to track the wider impacts of our approach. Here are a few highlights.

MORE FEEDBACK – FROM EVERYONE

Hadija Khalid is a campaign coordinator in SAY, and she says the citizen monitoring approach has encouraged other people in communities to speak about problems with projects and services. She says, *“I hear feedback from different people in the community. This proved to me that young people’s voices can change communities’ perceptions and behaviour and this eventually leads to change.”*

A PLACE TO SOLVE PROBLEMS

One of the hallmarks of Integrity Action’s approach is the joint working group (JWG). It’s a committee, usually set up by monitors, which brings together service providers, officials, and people from the community to discuss problems identified by monitors and find solutions. In many communities, JWGs have been embraced. Jeremiah is a community member – not a monitor – living in Goima, Dodoma. He says that previously, *“community meetings didn’t give us resolutions, we used to argue, and people had no guts to say what they thought. Now we have the joint working group, people are opening up in conversations and are free to speak”.*

“I hear feedback from different people in the community. This proved to me that young people’s voices can change communities’ perceptions and behaviour and this eventually leads to change.”

Hadija Khalid
Campaign Coordinator
SAY, Tanzania



"I am happy that I can contribute my ideas and make a difference in my community. Living with disabilities doesn't mean I cannot get involved and talk about issues concerning my community. I am a mother of one daughter and as a young person, I am proud of what I am doing. Community leaders are supportive, and I am happy that we are working together to resolve issues".

Tunu Ibrahim
Community monitor
Morogoro, Tanzania



YOUNG PEOPLE AND WOMEN BOOSTING THEIR STATUS

All of the monitors in SAY are aged 18 to 35. In a setting where young people are often sidelined, this programme is seen as an opportunity for young people to change how they are perceived. In Morogoro, programme staff said that "over time we have seen this change and the [young] community monitors themselves say that they feel that they have been taken more seriously". We have witnessed similar gains for women who are participating. One female coordinator in Morogoro says, "I never thought that one day I will be interacting with government officials. Sometimes I even get a chance to communicate with the manager, discussing what we are going through".

MOVING OUT OF THE MARGINS

While youth are often underappreciated in the community, disabled youth are even more marginalised. Being a monitor can give young people with disabilities an opportunity to challenge that. Tunu Ibrahim is a monitor from Mkono wa Mara in Morogoro, and she says, "I am happy that I can contribute my ideas and make a difference in my community. Living with disabilities doesn't mean I cannot get involved and talk about issues concerning my community. I am a mother of one daughter and as a young person, I am proud of what I am doing. Community leaders are supportive, and I am happy that we are working together to resolve issues".

We look forward to sharing more impacts from the SAY programme as we near its conclusion in 2022.

ACCOUNTABILITY IN A PALESTINIAN REFUGEE CAMP

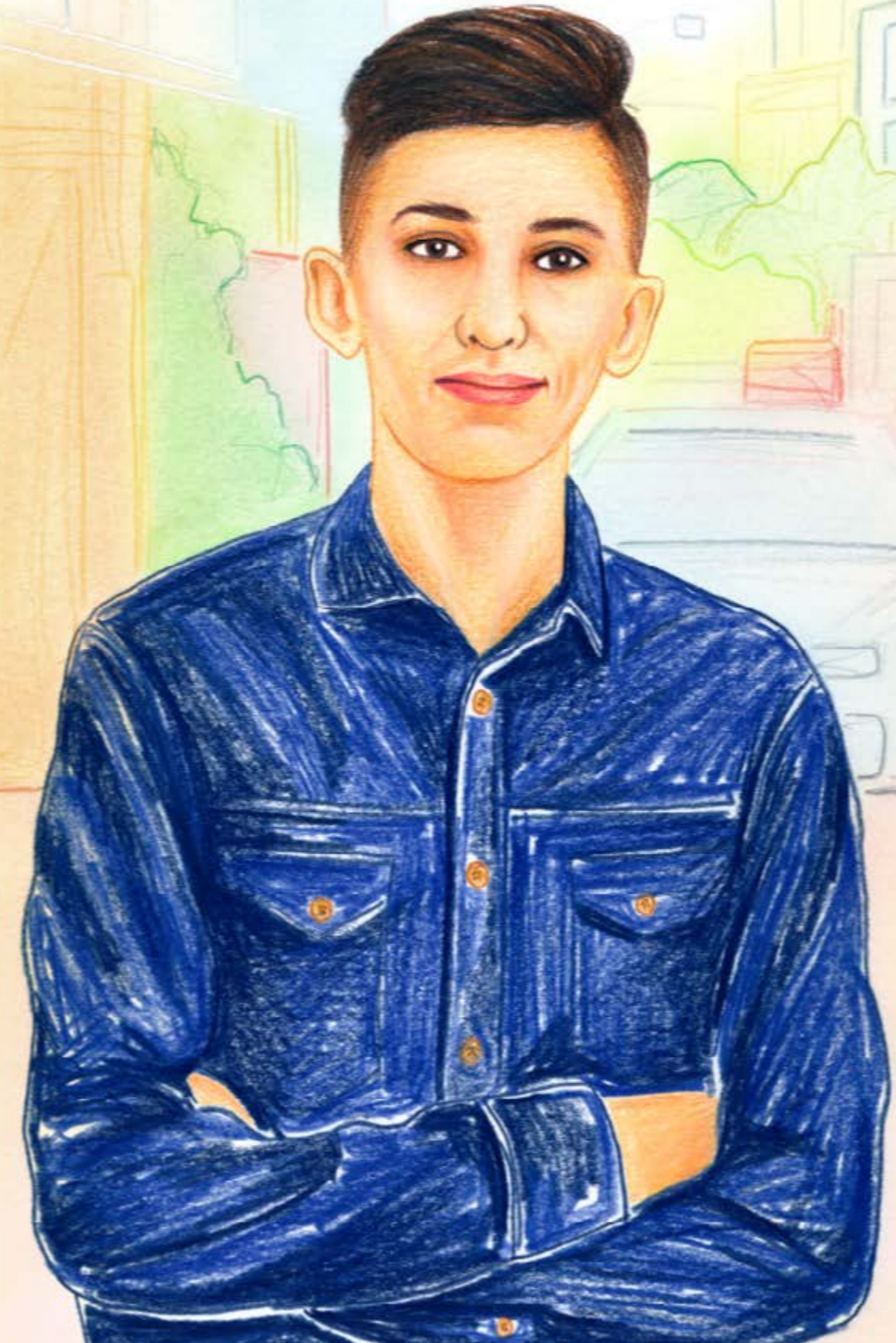
YOUNG PEOPLE MONITORING ESSENTIAL INFRASTRUCTURE

Rajai' Abdelrahman Hattab is sixteen years old and lives in Tulkarm, a Palestinian refugee camp in Tulkarm town in the West Bank, home to about 21,500 refugees. For students living in a refugee camp, knowing about their rights is especially important, because services like electricity and water often don't work as they should, and failing infrastructure is a common problem. To combat this, Rajai' is a member of an Integrity Club, a group of fourteen young people that checks how local services and projects are being delivered.

One recent project that Rajai' was involved in monitoring was the construction of transformer rooms to transfer energy into the camp. Power cuts are commonplace in Tulkarm camp, and it is crucial to ensure all related infrastructure is properly installed and maintained. Rajai's club realized that the rooms were being built too low to the ground, which was not safe due to the high voltage being transferred. They spoke with the engineers and the contractors and were able to ensure that the rooms were constructed safely and in the correct location.

"Being members in the integrity program has had an impact. It makes me bolder. It has taught me about my rights and how to demand these rights. This project has enhanced my capacity to be part of important discussions and decision-making processes. I have learnt that the projects that are implemented in my governorate have procedures that need to be implemented properly."

Rajai' Abdelrahman Hattab,
Integrity Club member
Tulkarm, Palestine



SAFE SPACES FOR COMMUNITIES IN THE CAMP

A nearby Integrity Club monitored the construction of a hall in the UNRWA (the UN Palestinian refugee agency) school in which is also in Tulkarm refugee camp. In the camp, "cramped, unventilated and humid shelters negatively impact residents' physical and mental health. The lack of open areas and playgrounds leaves no space for children to play safely or for women to socialize" *.

The project had stalled but once students started monitoring its construction, they were able to get it back on track. The hall is now almost complete and will soon be used by the community. Having a spacious meeting place is important, especially during the pandemic when social distancing is needed.

Amal Firas Dakka is a member of the Atteel Girls' School Integrity Club in Tulkarm camp. She said, *"The Integrity Club has strengthened the members' characters and enhanced their trust in themselves through their work with engineers and the local government. We now understand how the municipality is managed, and members have gained knowledge on how to solve their community's problems."*

STUDENTS SECURE BUDGET FOR SAFE WASTE DISPOSAL

The management of Tulkarm Girls' School was also keen for an Integrity Club to be set up, having seen the positive work of other clubs in the camp. Following the establishment of their club, students identified a problem with the waste management facilities at the school, which were not in operation, leaving the school overrun with rubbish. Students met with the principal and the local management committee in the refugee camp, suggesting that they hire someone to maintain the facilities and manage waste disposal. Following the club's intervention, it was agreed to include this in the annual budget.



PROGRESS ON OUR FIVE-YEAR STRATEGY (2018-23): OUR THREE KEY OBJECTIVES

ACHIEVE

- Achieve results for citizens that maximise quality, durability and inclusivity

Progress:

- Two models - citizen monitoring in communities, and Integrity Clubs in schools - are both showing impact
- Proven ability to continue and adapt activities in COVID-19 context
- Diverse body of monitors demonstrates inclusion

AMPLIFY

- Collaborate to amplify results and fuel further innovation

Progress:

- In 2021 our programmes will expand to Iraq, Ghana and Zimbabwe
- New monitoring models are being developed with partners, to fit new contexts
- DevelopmentCheck continues to be improved with positive feedback from users

CONVINCE

- Build a robust case for open citizen feedback to inspire its mainstreaming

Progress:

- Our approach is being replicated by local authorities and embedded in national curricula
- Three commissioned research studies (see page 19) have the potential to inform and influence the sector
- We are sharing our knowledge and expertise through platforms including the Open Government Partnership and Transparency and Accountability Initiative

WHAT DO OUR PARTNERS SAY?

“Integrity Action is a pioneer in social accountability and anti-corruption. Integrity Watch Afghanistan has immensely benefited from their support over many years to advance its community-based monitoring program in infrastructure and education.”

– **Sayed Ikram Afzali**
Executive Director, Integrity Watch, Afghanistan

KEY QUESTIONS WE ARE INVESTIGATING

- What policy changes or commitments can facilitate citizen-led monitoring?
- How can our approach best contribute to the ongoing response to, and recovery from COVID-19?
- How can we better engage service providers, officials and other “duty bearers” in our programming?

FINANCIAL REVIEW

Reserves policy

We aim to hold sufficient reserves to:

- Cover essential investment to ensure our technological platform delivers programmatic and strategic requirements;
- Ensure we are able to pursue sufficient communications activities to support our key Achieve, Amplify, Convince objectives;
- Enable us to pursue strategic initiatives for which funding is difficult to raise;
- Meet our commitments in the event of delays in receipt of income;
- Enable us to complete existing contracts in a planned and orderly fashion should our sources of income cease; and
- Protect us against unplanned adverse events which affect either our ability to raise funds or require extra expenditure.

Integrity Action's reserves policy is reviewed on an annual basis as part of the overall risk management of the organisation. Reserves can only be spent with the explicit permission of the Trustees, in line with the reasons given above.

The trustees maintain the view that reserves should not be set too high as this would tie up funds which could and should be spent on charitable activities.

In view of the greater level of uncertainty caused by the COVID-19 pandemic, the trustees have reviewed Integrity Action's reserves policy, looking at the above requirements in turn, and incorporating our planned growth:

Support for technological platform and communication objectives: £120k – £150k

Working capital requirements (30% of target project spend for following year):
£360k – £400k

6 months of fixed expenditure: £350k – £450k

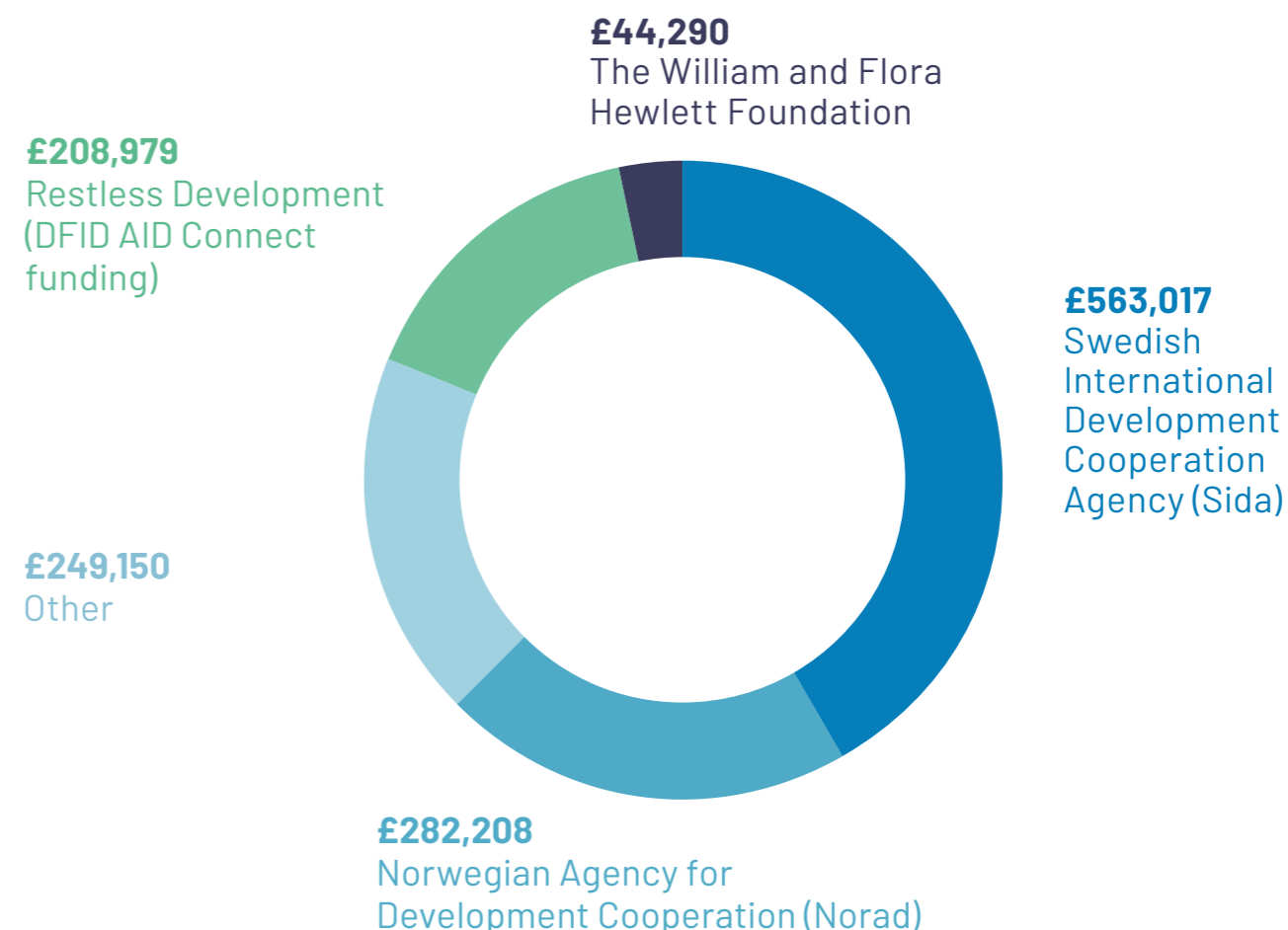
Total target: £830k – £1m

The balance sheet shows unrestricted reserves of £791k excluding the William and Flora Hewlett Foundation grant which is not allowed to be added to reserves (2019: £724k).

Total funds were £1.25m (2019: £1.22m) and included a restricted fund balance of £220k (2019: £319k). This balance will be used in the next accounting period for specific programme-related purposes.

Income

Most of our income comes from institutional donors and private foundations. It decreased by 27% this year from £1.86m to £1.35m. The decrease has been due to an especially challenging fundraising environment created by the COVID-19 outbreak. We aim to increase our income to £2m in 2021.



Fundraising policy

As noted above our funds come mainly from institutional donors and foundations. We do not raise funds from the general public. Our funding policy, which aligns with our organisation's values, can be found on our website.

Expenditure

Our total expenditure of £1.32m (2019: £1.44m) was in line with plans for the projects already in progress at the start of the year.

COVID-19 impact

Integrity Action's operations were negatively impacted by the lockdowns caused by the global pandemic. Many of our monitoring projects had to be suspended due to school closures. However, our core funding has not been affected and the majority of our funders have honored budgets already agreed.

Pay policy for senior staff

The Chief Executive Officer and the Trustees are the key management personnel of the charity. The Chief Executive Officer is in charge of directing, controlling, running and operating the charity on a day-to-day basis.

The total employee benefits of the key management personnel are included in Note 3 to the accounts.

Executive Pay is reviewed by the Remuneration Committee on an annual basis. The review takes into account professional performance and market rates.

All trustees give their time freely and no trustee received remuneration in the year for this role. Details of trustees' expenses and related party transactions are disclosed in Notes 4 and 12 to the accounts respectively.

Risk management

The trustees have given consideration to the major risks to which the charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks.

A detailed strategic and operational risk register is updated by the senior management team ahead of each quarterly Board meeting. The risk register states the risk appetite for each risk, estimates the likelihood and impact of the risk, notes the changes since the last review, details the actions which have been taken to manage the risk and calculates a post-mitigation risk score. This ensures that the trustees are aware of significant risks and can satisfy themselves that control procedures are adequate to manage these risks.

The key risks identified for the coming financial year are as follows:

RISK	MITIGATING MEASURES
<p>Sustaining impact Integrity Action approach is not sustainable and projects leave no legacy.</p>	<p>We are leading on a cross sector initiative to establish how systems of citizen-led accountability can be designed, so that they</p> <ul style="list-style-type: none"> (a) have the most impact, particularly for people who are excluded; and (b) have the greatest chance of being sustained.
<p>Technology Our technology platform, DevelopmentCheck, does not perform as intended – the cost and speed of technological advancements undermine it as a viable platform that delivers effective “real-time” and autonomous feedback from citizens.</p>	<p>Funds needed for on-going development and regular maintenance of DevelopmentCheck are earmarked. Good feedback has been obtained from end users who are finding the app intuitive to use.</p>
<p>Funding Our ability to meet income targets and our strategic requirement to diversify the source and nature of funding is unsuccessful.</p> <p>The COVID-19 pandemic limits our ability to raise new project funding as donors review their programmes in the light of new financial constraints and funding priorities.</p>	<p>Diversification is embedded in the fundraising strategy and progress is reviewed by the executive team monthly. The Fundraising Committee reviews it on a quarterly basis.</p> <p>A strategic fundraising review has started in Sept 2020 and is due to be completed in March 2021, reporting to the CEO and the Fundraising Committee.</p>
<p>Evidencing We are not able to demonstrate our impact due to a lack of quality evidence.</p>	<p>We have appointed external evaluators to work with us until July 2021 to develop and implement an effective monitoring and evaluation framework.</p>

Public benefit

The trustees confirm that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales. The trustees further confirm that the activities of Integrity Action are carried out, in line with its objects, for the public benefit as described in this report.

Structure, governance and management

The Board of Trustees governs the organisation in line with its memorandum and articles of association, vision, aims and charitable objectives, as well as providing overall policy direction. The Board is responsible for compliance with all the legal and statutory requirements of a UK charity and of a registered company.

The organisation is run by the CEO who has overall responsibility for strategic and programmatic development and design, operations, fundraising and finances.

The CEO manages the Senior Management Team that includes the Head of Finance and Resources, the Head of Operations and the Head of Programme Development.

The Board is governed by a Governance Manual which is published on the Integrity Action website. The Governance Manual stipulates the provisions for appointments to the Board, their term limits and nominations and appointments to the positions of Chair and the various committees of the Board. These include:

- Openings on the Board are published openly on relevant websites, including our own website;
- The manual stipulates the roles and person specifications for trustees, the Chair of the Board, the Chair of the Audit Committee, the Nominations and Remuneration Committee, the Funding Committee and the Ethics Point Person;
- Terms of appointment to the Board are three years, renewable for a further two terms up to a maximum of nine years.

Trustee attendance at Board meetings

Board member	11 Dec 19	13 Mar 20	17 Jun 20	13 Sep 20
Alan Barlow	Yes	Yes	Yes	Yes
Sam De Silva	Yes	Yes	Yes	Yes
Gail Klintworth	Yes	Yes	Yes	Yes
Merryl Lawry-White	No	Yes	Yes	Yes
Laurence Lee		Observed	Observed	No
Paul Maassen	Yes	Yes	Yes	Yes
Siobhan Turner	Yes	Yes	Yes	Yes
Philip Welply	Yes	Yes	Yes	Yes

Statement of trustee's responsibilities

Each trustee has taken responsibility for monitoring the charity's activities in specific operational areas and constant attention is paid to the skills mix of the trustees to ensure that the Board has all the necessary skills required to contribute fully to the charity's development.

The trustees (who are also directors of Integrity Action for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice (Accounting and Reporting by Charities)(the Charities' SORP);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- The trustee has taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.



Gail Klintworth
Chair of the Board
25 January 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF INTEGRITY ACTION

Opinion

We have audited the financial statements of Integrity Action (the 'charitable company') for the year ended 30 September 2020 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

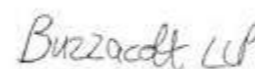
Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Hugh Swainson (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor

130 Wood Street, London, EC2V 6DL

28 January 2021

STATEMENT OF FINANCIAL ACTIVITIES

Statement of Financial Activities (incorporating the income and expenditure account)

Year ended 30 September 2020

	Note	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
Income					
Investment income		1,043	512	1,555	2,557
Charitable activities					
Grants, donations and consultancies	1	764,750	581,339	1,346,089	1,858,794
Total income		765,793	581,851	1,347,644	1,861,351
Expenditure					
Raising funds		43,421	—	43,421	36,053
Charitable activities					
Open Citizen Feedback		660,692	613,535	1,274,227	1,403,783
Total expenditure	2	704,113	613,535	1,317,648	1,439,836
Net incoming/(outgoing) resources before transfers					
		61,680	(31,684)	29,996	421,515
Transfers between funds	9	67,374	(67,374)	—	—
Net movement in funds					
		129,054	(99,058)	29,996	421,515
Funds as at 1 October		902,664	319,180	1,221,844	800,329
Funds as at 30 September	9	1,031,718	220,122	1,251,840	1,221,844

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Balance sheet As at 30th September 2020

	Note	2020 £	2019 £
Current assets			
Debtors and accrued income	7	13,956	29,327
Cash at bank and in hand		1,284,231	1,274,196
Total current assets		1,298,187	1,303,523
Liabilities			
Creditors: Amounts falling due within one year	8	46,347	81,679
Net current assets		1,251,840	1,221,844
Net assets		1,251,840	1,221,844
The funds of the charity			
Unrestricted		1,031,718	902,664
Restricted		220,122	319,180
Total funds	9, 10	1,251,840	1,221,844

Approved by the trustees and signed on their behalf by:



Gail Klintworth
Chair of the Board
25 January 2021

Statement of cashflows Year ended 30 September 2020

	Note	2020 £	2019 £
Net cash inflow/(outflow) from operating activities	13	10,035	441,741
Change in cash and cash equivalents in the year		10,035	441,741
Cash and cash equivalents at 1 October		1,274,196	832,455
Cash and cash equivalents at 30 September		1,284,231	1,274,196

Principle accounting policies Year ended 30 September 2020

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Integrity Action meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Preparation of accounts on a going concern basis

Based on a review of the financial position, reserves levels and future plans, the Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. In making this assessment, the Trustees have considered the impact of the COVID-19 pandemic on the charity, as outlined in the Trustees Report.

Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events, which are believed to be reasonable under the circumstances.

Income and expenditure

Income from charitable activities is recognised when the charity is legally entitled to the income, any performance conditions attached to the income have been met, receipt is probable and the amount can be measured reliably.

Income is deferred when the charity has to fulfil conditions before becoming entitled to it, for example if activities related to the income have not yet begun or the funder has specified that the income is to be expended in a future accounting period.

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

Expenditure is recognised when there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Partnership costs are amounts paid/payable to our implementing partners. They are recognised in the period in which they are payable. An accrual is made when activities have been undertaken but payment is in arrears and has not been made at the year end.

Tangible fixed assets

All assets costing more than £3,000 (including VAT) and with an expected useful life exceeding one year are capitalised.

Software development costs are not capitalized.

Restricted funds

Income received for purposes specified by the donor are shown as restricted income in the Statement of Financial Activities. Expenditure for the purposes specified is applied to the relevant fund and any unexpended amount at the balance sheet date is carried forward within restricted funds.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the net movement in funds.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension scheme

Integrity Action operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the

charity in an independently administered fund. Pension costs charged in the financial statements represent the contributions payable during the year.

Operating leases

Rental charges are charged on a straight line basis over the life of the lease.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a maturity date of three months or less.

Taxation

Integrity Action is a registered charity and, as such, is exempt from taxation on its income to the extent it is applied to its charitable purposes.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

NOTES TO THE FINANCIAL STATEMENTS

1 Grants, donations and consultancies

	2020 £	2019 £
Unrestricted		
Swedish International Development Cooperation Agency (Sida)	563,017	615,476
The William and Flora Hewlett Foundation	201,733	196,999
Consultancies, donations and other	-	94,198
Total unrestricted	764,750	906,673
Restricted		
Norwegian Agency for Development Cooperation (Norad)	282,208	416,300
The William and Flora Hewlett Foundation	44,290	129,459
Asian Development Bank	-	40,595
Raleigh International Trust (DFID Aid Direct funding)	22,421	79,229
Pro Victimis Foundation	-	30,174
Restless Development (DFID AID Connect funding)	208,979	205,685
Terre des Hommes	23,441	36,651
Allan and Nesta Ferguson charitable settlement	-	14,028
Total restricted	581,339	952,121
Total grants, donations and consultancies	1,346,089	1,858,794

2 Expenditure

	Note	2020			2019		
		Open Citizen Feedback £	Raising funds £	Total £	Open Citizen Feedback £	Raising funds £	Total £
Partnership costs		365,471	-	365,471	448,195	-	448,195
Staff costs	3	494,336	36,227	530,563	504,280	32,181	536,461
Technical assistance		30,119	-	30,119	99,068	-	99,068
IT and software development		120,182	-	120,182	214,445	-	214,445
Rent, rates and other office costs		98,172	7,194	105,366	60,670	3,872	64,542
Travel and events		19,354	-	19,354	21,978	-	21,978
Governance (excluding staff costs)		16,617	-	16,617	17,050	-	17,050
Programme Development Costs		68,937	-	68,937	-	-	-
Other costs		61,039	-	61,039	38,097	-	38,098
Total expenditure		1,274,227	43,421	1,317,648	1,403,783	36,053	1,439,836

3 Staff costs

	2020 £	2019 £
Wages and salaries	461,008	462,214
Employer's National Insurance costs	46,743	48,326
Employer's contribution to defined contribution pension scheme	22,812	23,889
Redundancy costs	-	2,032
	530,563	536,461

The average headcount in 2020 was 11 (2019: 11).

No redundancy payments were agreed in the year (2019: £2,032).

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions and employers' national insurance contributions) during the year was as follows:

	2020	2019
£80,000 - £89,999	1	-
£70,000 - £79,999	-	1
£60,000 - £69,999	1	1

The above higher paid employees received employer pension contributions of £7,146 (2019: £7,175).

The total employee benefits of the key management personnel of the Charity, including employer's national insurance and pension contributions, were £94,696 (2019: £93,207).

Key management personnel includes the trustees and the CEO.

4 Trustees' remuneration

No trustee received remuneration in respect of their role as trustee of the charity.

Trustees' expenses of £152 were reimbursed to one trustee (2019: £214, two trustees)

5 Taxation

Integrity Action is a registered charity. The charitable company is not subject to corporation tax on income derived from its charitable activities as it falls within the various exemptions available to charities.

6 Floating charge

The company has a floating charge over its assets in favour of the bank in order to operate its credit card facility. At 30 September 2020, the facility was for £25,000 (2019 - £25,000).

7 Debtors

	2020 £	2019 £
Debtors and accrued income	13,956	9,799
Prepayments	-	19,528
	13,956	29,327

8 Creditors: amounts falling due within one year

	2020 £	2019 £
Expense creditors	-	3,385
Taxation and social services benefits	14,025	11,784
Accruals	32,322	66,510
	46,347	81,679

9 Fund movements

	At 1.10.2019 £	Income £	Expenditure £	Transfers £	At 30.9.2020 £
Unrestricted funds	902,664	765,793	(704,113)	67,374	1,031,718
Restricted funds					
Students Acting for Honesty, Integrity and Equality (SHINE)	271,027	282,720	(377,537)	(28,696)	147,514
From participation to open feedback in Kwale County, Kenya	28,471	44,290	(8,346)	-	64,415
Youth demanding accountability from development agencies in Tanzania	3,595	22,421	(23,824)	(2,192)	-
The Development Alternative	10,732	208,979	(177,396)	(34,122)	8,193
Making integrity clubs in Nepal inclusive of students with disabilities	1,955	-	(1,955)	-	-
Other	3,400	23,441	(24,477)	(2,364)	-
Total restricted funds	319,180	581,851	(613,535)	(67,374)	220,122
Total funds	1,221,844	1,347,644	(1,317,648)	-	1,251,840

See the Year in Review in the annual report for details about the restricted funds projects. Further details can also be found on our website: www.integrityaction.org/what-we-do/initiatives/

A transfer was made to unrestricted funds in respect of income received for the reimbursement of core costs.

Unrestricted funds include £241k (2019: £179k) in relation to The William and Flora Hewlett Foundation which must be spent over the grant period and cannot be added to reserves.

10 Analysis of net assets over funds

	2020			2019		
	Unrestricted funds £	Restricted funds £	Total funds £	Unrestricted funds £	Restricted funds £	Total funds £
Net current assets	1,031,718	220,122	1,251,840	902,664	319,180	1,221,844
	<u>1,031,718</u>	<u>220,122</u>	<u>1,251,840</u>	<u>902,664</u>	<u>319,180</u>	<u>1,221,844</u>

11 Commitments under operating leases

The charity had no commitments under non-cancellable operating leases (2019: £16,781). Due to remote working introduced in response to COVID-19, space requirements were assessed and it was decided to terminate the office lease.

Expenditure of £43,345 was incurred during the year in relation to operating leases (2019: £47,948).

12 Related party transactions

Other than trustees expenses as disclosed in note 4, there were no related party transactions in either 2020 or 2019.

13 Reconciliation of net income to cash flow from operating activities

	2020 £	2019 £
Net movements in funds	29,996	421,604
Decrease in debtors	15,371	66,446
Decrease in creditors	(35,332)	(46,310)
Net cash inflow from operating activities	10,035	441,740

14 Comparative statement of financial activities Year ended 30 September 2019

	Unrestricted funds £	Restricted funds £	2019 Total funds
Income			
Investment income	2,171	386	2,557
Charitable activities			
Grants, donations and consultancies	906,673	952,121	1,858,794
Total income	908,844	952,507	1,861,351
Expenditure			
Raising funds	36,053	-	36,053
Charitable activities			
Open Citizen Feedback	597,631	806,152	1,403,783
Total expenditure	633,684	806,152	1,439,836
Net incoming resources before transfers	275,160	146,355	421,515
Transfers between funds	44,507	(44,507)	-
Net movement in funds	319,667	101,848	421,515
Funds as at 1 October 2019	582,907	217,332	800,239
Funds as at 30 September 2019	902,574	319,180	1,221,754

Reference and administrative details

Trustees

Alan Barlow
Sam De Silva
Gail Klintworth
Merryl Lawry-White
Laurence Lee – appointed 27. 10. 2020
Paul Maassen
Siobhan Turner
Philip Welply

Audit Committee

Gail Klintworth
Siobhan Turner

Fundraising Committee

Alan Barlow

Remuneration and Nomination Committee

Siobhan Turner
Philip Welply

Registered and business office

c/o Buzzacott LLP
130 Wood Street
EC2V 6DL

Auditor

Buzzacott LLP
130 Wood Street
EC2V 6DL

Bankers

HSBC Bank,
60 Queen Victoria Street,
London EC4N 4TR

Chief Executive Officer

Jasmina Haynes
jasmina.haynes@integrityaction.org

Company Details

Company registration number: 4884328
(England and Wales)
Charity registration number: 1120927
www.integrityaction.org

Restricted funds projects overview

Students Acting for Honesty, Integrity and Equality (SHINE)

In this four-year initiative, students identify and solve integrity problems in their schools and communities. Around 400 Integrity Clubs have been established in secondary schools in Afghanistan, DR Congo, Kenya, Nepal, and Palestine.

Youth demanding accountability from development agencies in Tanzania

Around 350 young citizen monitors from 150+ communities monitor local projects and use our app DevelopmentCheck to report their findings. They then identify and target key stakeholders in order to ensure that the issues they find are addressed.

The Development Alternative

The programme combines Integrity Action's approach to open citizen feedback with Restless Development's youth leadership and accountability model. In Madagascar and Uganda, during the first phase, youth monitors report on livelihoods and other projects and engage with key power holders in order to demand that projects are being delivered as promised.

Student monitors adding assurance and sustainability

In this youth-focused initiative, school students monitored local projects in 24 communities in Bacau county, Romania. Integrity Clubs were set up in each school and club members were supported by teachers to monitor projects and investments such as sports fields and playgrounds.

From participation to open feedback in Kwale County, Kenya*

Citizens act as community monitors and check local services, reporting problems they identify using the DevelopmentCheck app. They work with key stakeholders in order to get issues addressed, reporting fixes in the app. The aim is to improve how county authorities and other duty bearers listen and respond to citizens' concerns on services/ infrastructure.

**this is financed by Integrity Action's core funding*

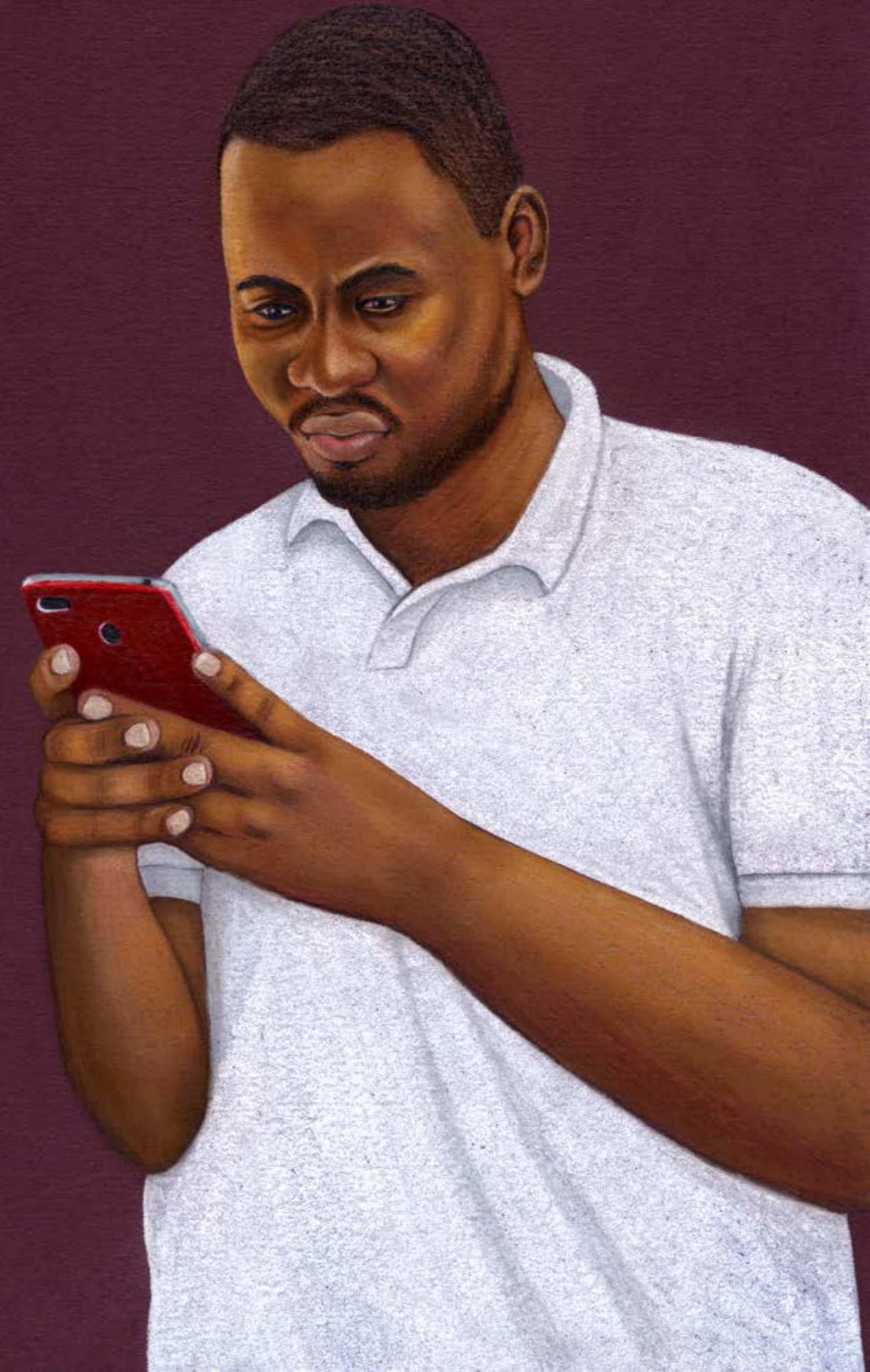
Safeguarding at Integrity Action

Integrity Action's approach to safeguarding reflects the sector's best practice including a survivor-centred approach, greater emphasis on prevention and organisational culture change, more accessible reporting mechanisms, and more accountability towards the public. We place emphasis on prevention, risk mitigation and accessibility of reporting mechanisms.

Our *pledge on safeguarding* is published on our website and from this report onwards we will disclose the number and types of safeguarding incidents that are reported to us in our Annual Reports.

Safeguarding incidents reported in 2020

In FY 2019/20 Integrity Action directly received 2 reports of safeguarding concerns, one of which was accidentally reported. The other report was dealt with in line with our policy and procedure and reported to the Charity Commission and relevant donors. Our partners received 10 safeguarding reports during the year, 7 of which were mistakenly reported. One of these reports related to broader concerns within the community and did not fall within Integrity Action's safeguarding remit. Finally, 2 reports were dealt with by our partners according to their own procedures.





**INTEGRITY
ACTION**