

INTEGRITY ACTION

England & Wales - Charity number 1120927

Details

Other names TIRI - MAKING INTEGRITY WORK, TIRI

Status Registered

Legal form Charitable company

Company number 04884328

Registered 2007-09-20

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: A) THE PROMOTION FOR THE PUBLIC BENEFIT OF ETHICAL STANDARDS OF CONDUCT AND COMPLIANCE WITH THE LAW BY GOVERNMENTAL, INDUSTRIAL, COMMERCIAL, VOLUNTARY SECTOR AND PROFESSIONAL ORGANISATIONS IN INTERNATIONAL AND DOMESTIC BUSINESS TRANSACTIONS AND OVERSEAS DEVELOPMENT INITIATIVES.B) THE ADVANCEMENT OF PUBLIC EDUCATION IN BUSINESS ETHICS AND RELATED SUBJECTS WITH PARTICULAR REFERENCE TO THE STUDY AND APPLICATION OF ETHICAL STANDARDS AND THE ELIMINATION OR REDUCTION OF CORRUPTION IN THE FIELD OF INTERNATIONAL DEVELOPMENT IN POOR COUNTRIES.

Activities: Integrity Action promotes integrity in the delivery of essential services, infrastructure and development projects in some of the world's most challenging environments. Using mobile technology, we enable citizens to monitor the delivery of projects local to them - and to solve the problems they find.

Classification

- **How:** Makes Grants To Organisations, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Prevention Or Relief Of Poverty, Economic/community Development/employment
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** NOT DEFINED IN PRACTICE NATIONAL AND OVERSEAS
- Afghanistan
- Armenia
- Congo (Democratic Republic)
- Kenya
- Nepal
- Occupied Palestinian Territories
- Tanzania
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£3,447,922	£3,131,565	£1,296,692	7
2024-06-30	£648,148	£762,273	£980,334	8
2023-06-30	£718,625	£738,746	£1,094,459	10
2022-09-30	£738,241	£819,704	£1,114,580	10
2021-09-30	£1,135,546	£1,191,343	£1,196,043	11

Trustees

Name	Role	Appointed
Alan Barlow		2013-02-01
Claire Harbron		2025-01-16
Gail Alfreda Klintworth		2019-01-01
Kuruneruge Samitha Sujith De Silva		2019-05-30
Michael Canares		2022-01-18
Paul Maassen		2019-06-19

INTEGRITY ACTION

England & Wales - Charity number 1120927

Accounts

Annual Report and Financial Statements

Financial Year **2024/2025**



**INTEGRITY
ACTION**



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What we do

Integrity Action exists to help create societies where everyone is able and empowered to demand integrity from the institutions they depend on. We support citizens¹ in ensuring that they receive quality projects and services for their communities, fostering trust and collaboration between residents and service providers—so they can jointly find solutions to the issues they identify.

Since 2003, thanks to the approaches that we have developed in collaboration with partners, citizens have been securing quality essential local services—such as education, healthcare, waste management, water, and infrastructure.

We are now bringing community-led monitoring to green development projects: supporting community members to check if a green project local to them is doing what it promises, right where it is happening. The approach makes sure that benefit-sharing mechanisms align with community needs, provides evidence of any social impact of environmental projects, supports integrity principles, and provides assurance of compliance.

We work in partnership with communities, civil society, development organisations, businesses, and governments. Our collaborative, trust-based approach empowers all parties to pinpoint problems and co-create solutions.

As a globally recognised leading voice in social accountability, civic technology, and open government, Integrity Action has, to date, activated citizen monitoring in over 20 countries. Since 2019 alone, citizens have overseen more than **US \$1 billion** in public expenditures, infrastructure, and services—and successfully resolved **77%**² of the issues they uncovered.

OUR VISION

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

OUR MISSION

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

¹ At Integrity Action, we use the term 'citizen' whilst recognising that not everybody holds legal citizenship of the place in which they live. Our use of the term refers to the role that everybody is equally entitled to play as rights-holding members of the human family (as set out in international human rights law), which may sometimes be in contract to other roles they hold in their social, political, civil, or economic lives and employment.

² <https://integrityaction.org/devcheck/about-us>



How we make a difference

Integrity Action ensures that projects and services genuinely meet citizens' needs – as identified and expressed by communities themselves. We achieve this by:

- **Co-creating** approaches and tools with partners who are close to community members, so that they are context specific, hold legitimacy and are effective.
- **Training civil society organisations and citizen monitors** to understand what they are promised, identify problems and voice their feedback, and then constructively collaborate with those responsible to fix problems. Typically, these are governments, international development actors, green project developers.
- **Designing digital applications** that are used to capture problems and fixes in real time, so that data can be easily converted into knowledge. This creates urgency to have identified problems resolved effectively and efficiently.



Since 2019, monitors from local communities, with a wide variety of backgrounds, have identified more than 7,500 problems in the delivery of infrastructure and services that they expect and deserve. Over three quarters of them have been solved. As these “fixes” accumulate, life starts to visibly improve for communities, while valuable trust is built along the way.

We believe that we make a difference because we are:

Collaborative. By fostering open dialogue and encouraging constructive feedback, we strengthen the bonds between citizen monitors, civil society organisations, and the institutions they rely on. Rather than confrontation, we champion meaningful partnerships that drive lasting change.

Transparent. Citizen monitors are trained to be open when monitoring services and projects. The data and information they gather in the process is visible worldwide. We believe that this level of openness can create urgency to find a common solution.

Solution oriented. We are driven by solutions, not blame. Our focus is on ensuring that communities get the services they have been promised—like quality healthcare and education, durable roads, and infrastructure that stands the test of time. When it comes to green development, we want to see real, tangible benefits reaching residents close to these projects. We are not here to name and shame—we are here to make things work better, together.





“We are committed to ensuring that projects deliver real, tangible benefits for both people and planet, and that local communities have a decisive say in their design and implementation.”

Welcome note from Gail Klintworth

OUR CHAIR

Dear Stakeholders,

This year has underscored the critical importance of transparency, participation, and accountability in navigating the world’s most pressing challenges. Globally, we see “public trust in institutions plummeting and the world slipping into grievance”.

Addressing this issue globally goes beyond the remit of one single entity. Still, Integrity Action, through citizen monitors, provides a remarkable example of what is possible.

2024 and now 2025 have seen a significant shift in the development and development aid landscape, and I am happy to share that Integrity Action has weathered the storm. We have done so through consolidating some of our work, successfully regrouping following the unfortunate liquidation of our chosen scaling partner, Crown Agents, and we have grown stronger.

I’d like to call out the three areas where we have much of our current focus:

In Ukraine, amid fragile recovery and cautious diplomatic progress, our focus has been clear: **supporting the development of strong, responsive organisations**. We believe that lasting peace and prosperity depend on recovery efforts that respond to the needs and voices of all citizens. Our work directly contributes to building delivery systems founded on trust, inclusion, and accountability.

Communities worldwide remain sceptical that **green projects deliver to their communities’ needs**. Too often, those most affected lack a meaningful role in shaping these initiatives. Integrity Action is working to change that. We are committed to ensuring that projects deliver real, tangible benefits for both people and planet, and that local communities have a decisive say in their design and implementation.

Quality, inclusive health and education services – especially for women and girls—remain unevenly distributed. Despite global efforts, funding setbacks and systemic gaps persist. Citizens must have a strong voice in how these essential services are delivered and improved. Throughout this year, Integrity Action has prioritised projects that give communities oversight power in these critical sectors.

Looking Forward:

Practising what we preach, we conducted an independent governance review this year, improving our strategic oversight and accountability. Our financial stewardship remains strong, with 85% of total expenditure directly funding programme activities.

Integrity is not just a principle—it’s the foundation of trust. In the years ahead, we will continue scaling community-led monitoring approaches that drive both trust and tangible change.

On behalf of the Board, I would like to extend my gratitude to our staff, partners, volunteers, and funders. Together, we will continue building fairer, more accountable systems for all.

Yours sincerely,

Gail Klintworth
Chair of the Board of Trustees
Integrity Action

What we achieved this year

This year, Integrity Action has continued to deliver impactful programmes, in collaboration with local, national and international organisations. See some highlights on the following pages:



Green Accountability Programming

FROM GREEN ACCOUNTABILITY TECHNOLOGY ACCELERATOR TO EXPANDING CITIZEN-CENTRED ACCOUNTABILITY TO GREEN DEVELOPMENT

Thanks to financial and in-kind support received from the Climate Collective and the World Bank's Global Partnership for Social Accountability (GPSA), we were able to develop our thinking around our green accountability programming. This 6 month 'accelerator' programme allowed us to take major strides to expand our citizen-centred accountability approach into the green development sector. We have developed a new methodology which adapts the proven model of citizen monitoring to ensure that green development projects deliver on the promises they make to local communities.

Our green accountability approach is designed to track whether communities living near green development projects are receiving the social and economic benefits they were promised. These projects – ranging from reforestation and renewable energy to waste management and forest conservation – often make commitments to local communities around employment, services, infrastructure, or environmental improvements. Our tool empowers trained community monitors to track these commitments in real time using a mobile and web-based platform, identify issues where benefits are not being delivered, and log whether and how those issues are resolved. This approach builds trust, supports a just transition, and enhances accountability and transparency for developers, investors, and communities alike.

We believe this is a vital step in ensuring that green development delivers on both environmental and social goals. Too often, communities are left out of decision-making and monitoring processes, and promises made at the project design stage go unfulfilled. By putting citizens at the heart of monitoring, we aim to strengthen integrity across the green development sector and help ensure it is both effective and equitable ([see our new animation](#)).



To guide this work, we have developed new **theories of change** for the green development sector, which build on our experience with citizen monitoring and align with our mission to centre citizens in accountability and transparency efforts. These frameworks provide a clear rationale for how community monitoring can reduce social risks, promote more inclusive climate action, and ultimately lead to better project outcomes.

We began collaborating on a **pilot project** to apply the green accountability methodology at a reforestation site. A detailed research assessment of the project and its context was completed, laying the groundwork for citizen-centred monitoring. We are committed to growing the pilot and are now seeking new partnerships and funding to launch the initiative in 2025.

As we look ahead, our focus areas within green accountability will include the **voluntary carbon market, renewable energy, waste management, and forest management and conservation**. These are all sectors where significant finance is flowing and where communities are too often excluded from oversight and benefit-sharing. Our approach offers a practical and scalable way to address that gap.

We are proud to be taking our citizen-centred accountability model into new sectors and challenges. As climate finance and green development continue to grow, it is essential that they do so in a way that is inclusive, transparent, and accountable to the communities they are meant to serve.

Civil Society Strengthening in Ukraine

THE CHILDREN RESILIENCE FUND

Integrity Action recognises that Ukrainian civil society plays a pivotal role in safeguarding Ukraine's commitment to building a transparent, accountable and democratic society both during and after the war. Civic organisations are instrumental in ensuring that reconstruction efforts remain open, accountable, and aligned with citizens' long-term needs.

We are enjoying a continued partnership with Crown Agents Ukraine, who have continued as an independent company beyond the closure of Crown Agents company.

This year, in collaboration with Crown Agents Ukraine, we have helped to strengthen the capacity of 17 Ukrainian civil society organisations who are delivering mental health support and rehabilitation services to children and their carers from particularly vulnerable groups, such as children with disabilities, children from frontline regions and internally displaced children, and children who have lost their parents.

With the funding provided, organisations have already supported over 40,000 children with psychosocial and physical rehabilitation services. Alongside financial support, Integrity Action is providing a comprehensive support package to organisations to ensure their resilience, effectiveness and accountability to their user-base. Organisations were asked to fill in a Capacity Assessment Tool, the results of which (more on this on page 15) informed Integrity Action's capacity offer.

From March to June 2025, organisations took part in 4 working groups in the areas of fundraising, gender equality & social inclusion, Monitoring, Evaluation, Learning & programme development, and safeguarding & child protection. From July to October 2026, they will also get the chance to take part in further 3 working groups in the areas of tech and security, communications and advocacy, and human resources.

"I am deeply grateful for the experience. The program has contributed significantly to my professional development and has already had a positive impact on the way I work. It was not another donor requirement, but a truly empowering opportunity to grow and apply new skills directly to our organisation's activities". Executive Director, Emmaus NGO

As part of this fund, Integrity Action has also procured life-saving neonatal equipment for 11 hospitals in Ukraine. The equipment is now fully functioning and will be monitored by civil society organisations from July 2025 to ensure that it fully responds to patients' need.



School-centred Accountability

INTEGRITY CLUBS IN KENYA

Inclusive, high quality education continues to be essential to any thriving society. Yet many students around the world are let down by systems that fall short in equipping them with the essential skills and knowledge to successfully navigate life beyond the classroom.

Integrity Action's Integrity Club model supports students to have a voice in how their school is run and their education is delivered, as well as encouraging them to think about their own values and behaviour. This year, we are continuing to build upon the success of the SHINE initiative through our continued partnership with Kesho Kenya.



Kesho Kenya have established and trained 10 new Integrity Clubs within schools in Kilifi County, Kenya. There are currently 337 active members of these Integrity Clubs – students who meet regularly to discuss and monitor school governance, infrastructure and education delivery within their schools. As well as monitoring these aspects and working with education service providers to improve them, the Integrity Club members also learn about transparency and accountability, discussing ethics and their own behaviour.

This year, students have successfully resolved issues with their schools' physical environments, such as broken classroom furniture, insufficient teaching materials and poor hygiene in the school toilets. They have also addressed issues with insufficient numbers of teachers and poor teacher attendance. Addressing these issues has not only improved the quality of education, it has also increased students' confidence and their sense of ownership towards addressing problems within their schools.

We are exploring the question of how to strengthen the sustainability of the Integrity Clubs (see page 14 for more on this evaluation). Alongside Kesho Kenya, we plan to take forward the recommendations from this evaluation to strengthen our Integrity Club model and further embed it within Kilifi County, Kenya.



COMPACT – Supporting Public participation and planning in local government

STRENGTHENING LOCAL GOVERNANCE IN SOUTH AFRICA

“I feel empowered with all the knowledge I gained with this training, even for my work-related matters I’m now able to say I can do it without fear”.

Trained female monitor. Kouga Municipality, South Africa.

South Africa has many structures in place to support citizen participation in local government. Citizens can contribute to government planning and performance management through ward committees and the Integrated Development Plan (IDP) process. In practice, however, these processes are often not inclusive and representative of community needs, and there remain barriers to citizen participation.

Integrity Action is partnering with the [Public Affairs Research Institute \(PARI\)](#) and the [South Africa Local Government Association \(SALGA\)](#) with co-sponsorship of the European Union to achieve a more responsive and accountable local government in South Africa, by enhancing citizen participation.

PARI and SALGA have carried out action research to understand the challenges and opportunities around public participation within 12 municipalities of South Africa. The findings from this research are being used to create a set of tools and resources to improve participation, planning and oversight. Municipal officials are being supported to take up these tools, including approaches to performance management and e-participation.



One of these tools is a citizen-based monitoring approach, co-designed by Integrity Action, PARI and SALGA. In Kouga and Oudtshoorn municipalities, 47 citizens have been trained and supported to monitor local water and sanitation infrastructure projects. They are working with project contractors and local municipalities to address issues such as project delays, poor quality infrastructure and water shortages.

The COMPACT initiative offers an exciting opportunity to work closely with municipal governments. Municipal officials attended training on the monitoring approach and are supporting the citizens to carry out monitoring.

As we enter the final year of this four-year programme, we are looking at how to integrate the citizen monitoring approach within the municipalities' processes, so that this new approach to citizen engagement can continue beyond the end of our partnership.

PARTNERS



Working in partnership to catalyse a citizen-centred accountability ecosystem

Integrity Action always works in partnership. We have been cultivating a broad and evolving network of civil society groups, public bodies, and private entities that understand the critical role of citizen-led accountability in advancing fair, inclusive, and lasting development outcomes.

Every partnership is different. With partners from the Global Majority, and particularly when there is a funding flow from us to them, we seek to alleviate the power imbalance. We work with our partners to create mechanisms that allow them to hold Integrity Action to account on our commitments, as well as the reverse. To know more about this, read [Power with - Integrity Action's Journey to Gender, Social, and Climate Justice](#).

Other partnerships go beyond a funding flow and are established to advocate and influence different actors on adopting citizen-centred accountability so that citizens are enabled to realise their rights, improve projects and services, and have a trusting relationship with their duty-bearers.

Our partnership with the Open Government Partnership and the World Bank's Green Accountability and CIVIC initiatives is helping to amplify citizen influence in climate-related decision-making globally, while our partnership with KfW has contributed to the development of monitoring tools that prioritise conflict sensitivity and community feedback.

In Ukraine we work closely with Crown Agents Ukraine and Patients of Ukraine, and we are a member of [RISE Ukraine](#) - a coalition of 50 Ukrainian and international organisations working for Ukraine's Reconstruction Integrity, Sustainability and Efficiency.

Our ecosystem now also includes corporates. Integrity Action's added value to companies is to turn ESG commitments into real-world impact by enabling communities to independently monitor and verify corporate promises. Our digital tools and local partnerships deliver credible, on-the-ground insights that strengthen ESG reporting, reduce risk, and build trust with stakeholders. The result is clear and tangible: transparent, accountable ESG performance that investors and communities can believe in.



Partner Survey Results

Once again, the results of our partner survey have given us food for thought. We will work on enhancing partners' visibility as well as extending participation to co-design processes to the most marginalised groups.

Respondents' make-up: 8 respondents, 50% from Europe, 50% from Africa. All respondents were from Non-Governmental Organisations. Relationships were diverse, with a mix of organisations providing funding to us, or funded by us, or where no fund transfer was involved.

Main results:

- All the respondents who had been involved in co-designing a programme with us said that the process was co-owned by the two organisations and that the programme designed was based on a combination of the partner and Integrity Action's model/methodologies; however, there were mixed feelings on whether the co-design process actively engaged a diverse range of people affected by the programme, with appropriate inclusion of women, people with disabilities, or other groups at risk of exclusion.
- Integrity Action gave 'the right amount of support' according to all respondents, with level of demands deemed 'reasonable'.
- Partners believe that health, government transparency, and water and sanitation were the most important areas that required citizen monitoring in their contexts.
- There were mixed feelings on whether our partnership helped partner organisations increase their external visibility and profile over the past year.

Excerpts:

Are highlighted problems being adequately addressed through the programme you're involved in, or are there important areas that are not being covered?

'Yes, the program has made an important contribution especially by equipping young people and communities to raise accountability issues; however, the broader systemic problems are not always fully addressed. For example, limited responsiveness from duty-bearers/government and resource constraints at the local level often hinder the sustainability of change.'

What do you think Integrity Action should do more of, to better add value to organisations such as yours?

'Strengthen capacity-building for both CSOs and government actors so that citizen monitoring does not remain a one-sided process but fosters shared responsibility.'



What we have learned

Learning is central to Integrity Action's mission and culture. We learn to adapt and improve our approaches and programming. What is more, our practical insights are regularly used by experts in the transparency and accountability community. We are a proud contributor to global understanding of the transformational value of citizen-led accountability in democratic development.



Evaluation report on impact and sustainability of Integrity Clubs

Integrity Action and partners have been running Integrity Clubs in 5 Countries for nearly 10 years. Our latest active project is establishing and running clubs in 10 secondary schools in Kilifi, Kenya, in partnership with Kesho Kenya (see page 9).

This year we commissioned an evaluation to understand the strengths of the approach as well as a way to sustain clubs in the longer term. The research has found that Integrity Clubs have significant, multi-layered positive effects that reach the school's ecosystem, not just club members.

Students' empowerment and leadership: Students reported increased confidence, leadership, and problem-solving skills. Club members actively engaged school authorities to resolve problems like poor sanitation, vandalism, absenteeism, and exam malpractice. Many of them were elected into student leadership roles due to the confidence and responsibility gained. A student said: *"Club members have confidence to express themselves in front of the public even in the school assembly... Now some members have become better students, this has been noticed by the students and teachers and some have been elected to become school prefects."*

Improved school services and infrastructure: Clubs helped identify problems and trigger improvements in school facilities, teaching quality, and discipline. This included fixing toilets, installing solar panels, addressing teacher absenteeism, and restoring broken infrastructure. A girls student reported: *"[Some] teachers were lax in teaching e.g., habitually arriving in class late. The IC reported one such case to the school administration, and the issue was remedied. This has led to improved quality of teaching."*

Civic and ethical awareness: Clubs were recognised as a contributor to instilling integrity, accountability, and respect among students and teachers. They also complemented anti-corruption efforts by the Ethics and Anti-Corruption Commission (EACC) and aligned with the Ministry of Education's (MoE) policy direction.



Behaviour change: Positive shifts in student behaviour were evident, such as improved punctuality, reduced unrest, and stronger peer accountability. Clubs indirectly benefited non-members by influencing the overall school culture. A teacher reported: *"It [Integrity Club] has had a positive impact to both teachers and students. For teachers, an example is making us lead by example (e.g. seeking to be fair and avoid favouritism). For the learners, they have presented skits in assembly to sensitize and this has helped students."*

Despite the great results, long-term sustainability of the clubs remains a critical concern. The impact achieved whilst clubs are active and running seems to dissipate some time after the project carried out by Integrity Action and partners comes to an end.

A teacher involved in a previous Integrity Clubs programme reported: *"During the project, they [Club members] took up leadership positions in the school. All club members were members of the school council... [but] it took the school a long time this year to constitute the leadership council because they [students] are not interested [and] are not willing. So the teachers had to handpick students to assume leadership positions in the school."*

The main reasons for this lack of sustainability, as identified by this study, seem to be the high mobility of teachers involved in the clubs and a lack of support from newly joining school heads. This year, Kesho Kenya has worked hard to strengthen their partnership with the Ethics and Anti-Corruption Commission (EACC) and the Ministry of Education's (MoE). In order to make these clubs sustainable in the long run, next year we will focus on ensuring that Integrity Clubs are integrated as core co-curricular activities and are embedded in the EACC policy plans.

This research corroborates years of great results from implementing Integrity Clubs in different settings and countries. Clubs have shown transformative potential for students and the education ecosystem. Their sustainability, however, hinges on stronger institutional support and integration into education policy and school systems.

Identifying capacity gaps in Ukrainian civil society

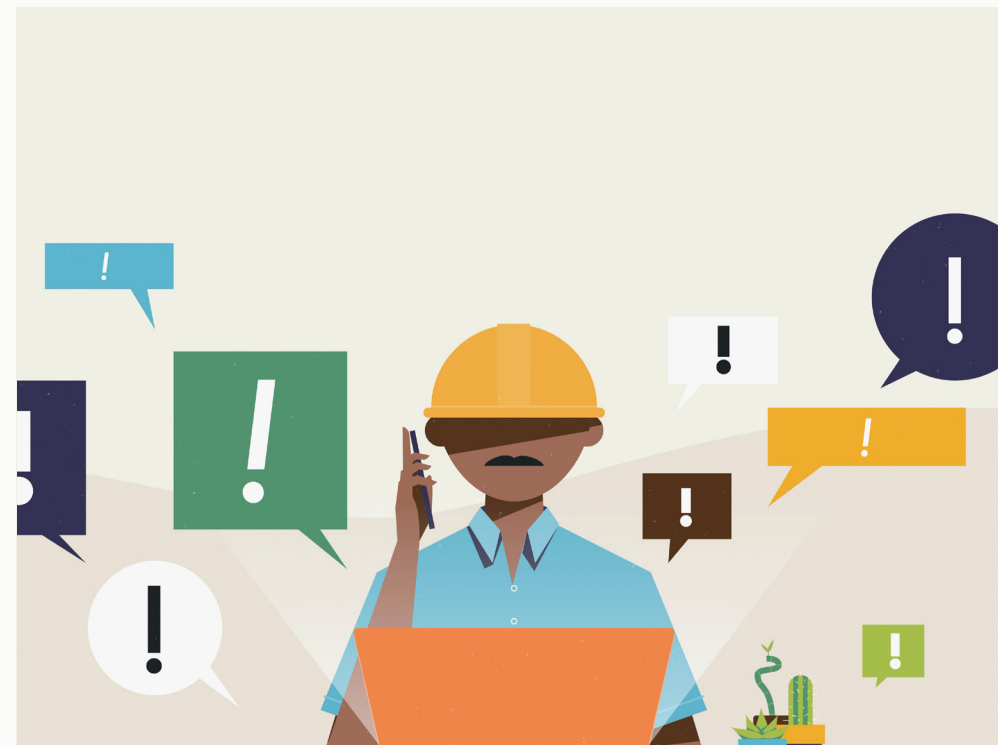
Delivering our goal of strengthening Ukrainian civil society starts with us understanding the existing strengths of CSOs, and where they need to grow. This year, we collected self-assessments from our 16 CSO partners in the Children's Resilience Fund, which deepen the insights we published in last year's report.

Our assessment tool scored 18 distinct aspects of organisational capacity on scales of 0-10, ranging from "no capacity" to "expert". These were grouped into three broad areas:

- 1. Abilities needed to effectively deliver your organisation's mission** – six core components such as strategic leadership and programme design
- 2. Internal policies and practices needed to ensure your organisation's sustainability** – seven support functions including fundraising, HR, and financial management
- 3. Ways in which your organisation responds to issues of equality and inclusion** – five aspects of GESI, including organisational culture and transformative programming

As a self-assessment, this exercise was not about creating a league table; it was about surfacing patterns in organisational perceptions and shaping the support we offer. Looking at the average scores from across the 16 organisations indicates some key lessons:

- **Programme management is a strength.** With an average score of 8.2, this was the highest rated of the 18 components. This suggests that our partners in the Children's Resilience Fund are confident in delivering their projects, which are typically focused on mental health and psychosocial support services for conflict-affected children. A score of 8/10 is defined in the tool as "strong", and reflects a good understanding, documentation, and implementation of best practices.
- **CSOs are relatively confident in their ability to deliver their mission.** The overall average for the first group of capacities was 7.6, compared to 7.0 for the support functions. This echoes the findings from last year's survey of 45 health-focused CSOs, in which financial management and fundraising capacities were rated below strategy, governance, and programme management.



- **Equality and inclusion issues need most support.** These five elements had an average score of just 6.1, and three of them were rated 5.6 or under – the lowest of all 18 components. The tool defines 6/10 as "acceptable", reflecting notable gaps in staff knowledge and/or written policies.
- **CSOs are ready to grow,** with 11 of the 16 organisations identifying at least one gap in their capacities where they rated 5/10 or below. They are also optimistic about the Children's Resilience Fund's ability to strengthen their organisation, with improvements expected in an average of 11 of the 18 capacities. The most commonly anticipated improvement is in fundraising.

These findings have directly shaped the formal training, one-to-one support and accompaniment, and peer-to-peer learning that we are facilitating through our programme. Thanks to the lessons above, we have been able to focus these capacity building activities on seven streams: fundraising; programme development and MEL; safeguarding and child protection; GESI; technology; HR; and communications and advocacy. This approach ensures our efforts strengthen Ukrainian civil society where it matters the most.

Lessons from the Green Accountability Pilot Project

This year we ran a voluntary carbon market (VCM) forest management pilot within Nigeria's Gashaka-Gumti National Park. The research and context analysis highlighted important insights. The pilot area spanned two different states with distinct administrative systems, and the communities were highly dispersed across remote, mountainous terrain, making consistent citizen engagement logistically difficult and resource intensive. Significant security concerns also exist, including banditry, kidnappings, and limited safe access to water and farmland. These compounded challenges underscored the importance of VCM project site selection criteria that account for geography, governance complexity, and security conditions when deploying citizen-centred monitoring.

Another insight is of transnational importance. Due to the current volatility and credibility crisis in the global voluntary carbon market, the original funding of

the VCM project was lost. Transaction volumes and market value collapsed by around 25–29% in 2024, while integrity concerns and oversupply of low-quality credits have eroded buyer confidence and pushed prices to historically low levels. As a result, many project developers worldwide face similar funding shortfalls. We remain in liaison with project developers to collaborate and pilot our citizen-centred monitoring methodology in the future.

A key lesson learned for project developers, carbon buyers, public authorities and organisations supporting communities is that it is vital to ensure a rigorous pre-screening process when recruiting projects; carefully assessing both the financial viability of carbon credit-based funding and the operational realities on the ground, including geographical, security, and governance challenges.



Future Plans

As we look ahead to the next financial year, Integrity Action is preparing for an ambitious period of growth and impact across three strategic areas.

In **Ukraine**, we will deepen our support to civil society organisations by continuing to deliver high-quality capacity strengthening programmes and essential equipment. Our aim is to not only consolidate the impact we have made so far but to significantly expand our activities to reach a broader range of sectors and grassroots organisations. With the second phase of the **Children Resilience Fund** scheduled to conclude in **October 2025**, we are already laying the groundwork to ensure its sustainability. Fundraising efforts are underway to transition this initiative into a **pooled funding mechanism**, allowing us to scale its reach and secure long-term impact for vulnerable children and communities across Ukraine.

Our pioneering **Green Accountability** initiative is set to move into a new and exciting phase. Over the coming year, we will formally present our approach to a broader international audience, positioning it as a practical tool for ensuring transparency and accountability in environmental and climate-related projects. We plan to collaborate closely with **green project developers, international funders, and local communities** impacted by these initiatives. Through this engagement, we aim to support the just and equitable implementation of climate interventions—where local voices are heard and resources are used effectively.

Health and education accountability worldwide will remain a priority for Integrity Action. Our ongoing partnership with **Kesho Kenya** will see us continue to deliver the **School Accountability** programme, with an emphasis on exploring innovative ways to integrate **Integrity Clubs** into the formal educational framework in Kenyan schools, making accountability a sustainable part of the learning environment. At the same time, we are actively seeking new opportunities to implement **health accountability projects** in contexts where communities face significant gaps in access, quality, or transparency in healthcare services.



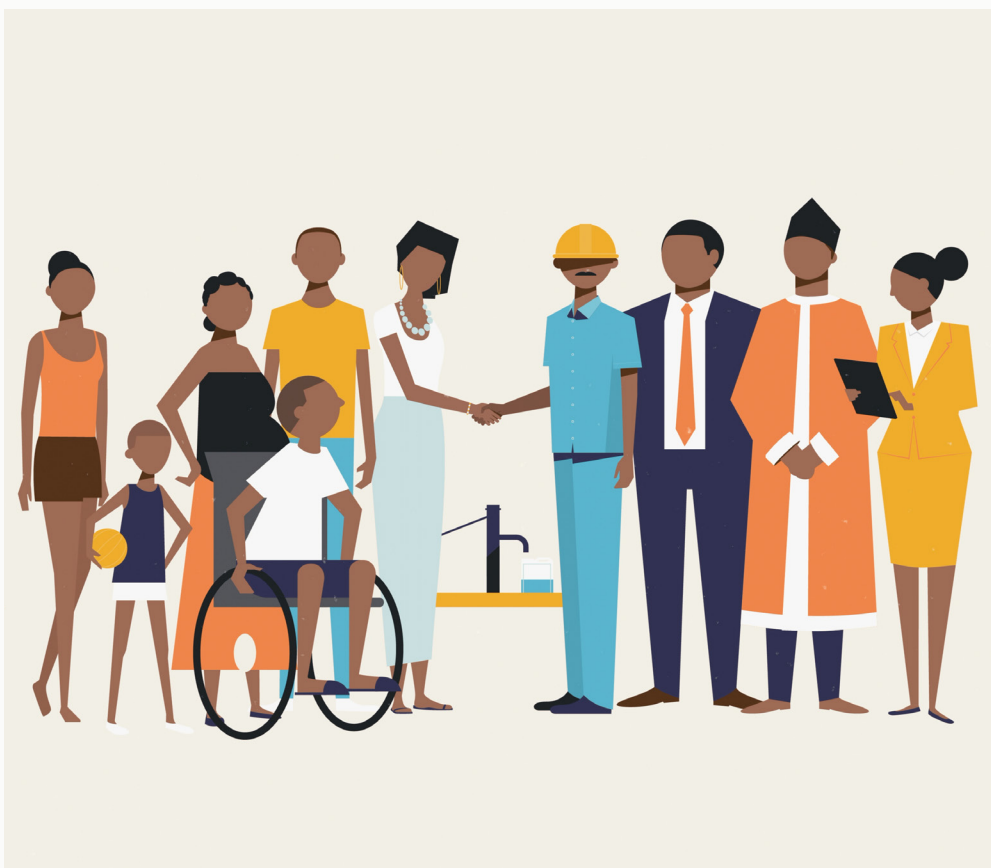
Power with: delivering on our gender and social justice commitments

Integrity Action's *Power with approach* is our guide to social, gender and climate justice. The approach puts an emphasis on shared power, rooted in respect, solidarity, and collaborative decision-making, and on fostering collective action rather than domination and control.

Applying this approach means:

- **Working with partners to support locally-led and justice-based agendas and solutions.** We commit to listen to what citizen monitors, partners and the communities we work for have to say, act on their recommendations and continuously improve our initiatives. We use the *Power With Marker* to assess our initiatives.
- **Working as a team to increase diversity among staff and trustees,** and to eliminate any injustice we identify in our systems and practices.
- **Collaborating with fellow organisations to re-imagine the global development sector,** including contributing to decolonising the sector and shifting the power and resources that we hold towards the communities we work for, and the civil society organisations based where our projects are located.

We hold ourselves accountable to our nine promises by reporting on our achievements, challenges, lessons learnt and adaptations every year. See on the following page how we did in FY 2025.



9 PROMISES ON JUSTICE: HOW DID WE DO?

No.	Area	Action	Year	Status
1	Programmes	Assess all initiatives against Integrity Action's Gender, Climate, Social Justice Responsiveness Scale	FY24 and beyond	One active project was assessed and scored 'transformative'.
2	Programmes	Ensure that 50% of citizen monitors are women and that we collect case studies on monitors' journey from historically underserved communities	FY24 and beyond	COMPACT: 64% women and 36% men. 40% of monitors are from marginalised backgrounds. INTEGRITY CLUBS: 55% girls and 45% boys.
3	Programmes	Establish a green accountability programme where citizen-centred accountability amplifies <u>all</u> citizens' voice in climate adaptation and mitigation	FY25 and beyond	The Green Accountability Programme was established and are working on finalising our tech tool.
4	Organisation	Increase diversity amongst staff, the executive team, and trustees	FY25 and beyond	We welcomed a new Trustee and Chair of the Audit Committee, bringing our target of 50% Trustees who are women or non-binary by the end of FY2026 closer to its achievement. We ran a Trustee Skills Audit to guide our future hires.
5	Organisation	Deploy and publish results of a staff survey which uses feminist leadership principles to measure staff wellbeing and satisfaction with IA workplace	FY25 and beyond	No actions taken yet
6	Organisation	Upgrade policies, processes and ways of working in line with our position on justice. Revise at least 1 policy/process each year.	FY24 and beyond	The team has worked together to define our Collective Leadership Principles, which will be finalised in FY26.
7	Sector	Deploy a partner survey to assess trust and satisfaction levels among partners	FY25 and beyond	We deployed partner survey (see more on page 12)
8	Sector	Increase the number partners who have a commitment to Gender, Social, Climate Justice and/or who are led by women and/or historically marginalised groups	FY25 and beyond	No actions taken yet
9	Sector	Maintain our leadership position in the sector on topics related to Gender, Social and Climate Justice	FY24 and beyond	The Head of Operations is in the steering committee of the Bond's Practice for locally-led development working group

Safeguarding

Ensuring that our initiatives do no harm to the people we work with remains central to our work. Our approach to safeguarding centres on preventing incidents, mitigating risks and ensuring access to safeguarding reporting mechanisms. As we do not directly implement activities, we support our partners to develop a thorough understanding of safeguarding and put in place appropriate procedures.

Safeguarding incidents reported in 2025

In FY 2024/25, Integrity Action and partners received no reports of safeguarding incidents.

Projects overview

Unrestricted funds projects overview -

- **SIDA – Ambition for Open Citizen Feedback** – The Swedish International Development Agency is supporting Integrity Action delivering our strategy to achieve the three objectives of: **ACHIEVING** results for citizens that maximised quality, durability, and inclusivity; **AMPLIFYING** our programme results, fuel further innovation, and embed citizen-centred accountability practices; and, **ACCELERATING** other actors to mainstream citizen-centred accountability across the sector.



Restricted funds projects overview -

- **Green Accountability Technology Accelerator** – With the support of the World Bank Global Partnership for Social Accountability GPSA and Climate Collective, we took part in a 6-month programme of coaching support and funds to develop our Green Accountability offer.
- **Children Resilience Fund** – The Fund supports Ukrainian Civil Society Organisations to deliver user-centred mental health and rehabilitation services to children and their carers. Alongside the Fund, we are delivered life-saving equipment to children’s hospitals in Ukraine. The programme is funded by UBS Optimus Foundation, with contributions from CAID and GSK.
- **Equipping a Ukrainian rehabilitation centre and building the capacity of civil society to protect the rights of veterans** – Thanks to a donation from CAID (gone into liquidation in July 2024), we are equipping the Morshin-Prykordonnyk Rehabilitation Centre with a new heating system and supporting veterans’ civil society organisations.
- **School-centred Accountability.** We are partnering with Kesho Kenya to set up Integrity Clubs in ten secondary schools of Kilifi County in Kenya, in coordination with the Ethics and Anti-Corruption Commission. Integrity Clubs members discuss issues of accountability and integrity and monitor school services, acting collaboratively with the school management to solve problems that they identify. The project is funded by the Allan and Nesta Ferguson Charitable Trust and match-funded by SIDA.
- **COMPACT – Supporting public participation and planning in local government.** Implemented in partnership with PARI and SALGA, this programme aims to enhance local government accountability in South Africa through strengthened civic participation. With an approach informed by action research, the programme supports selected local municipalities and communities in South Africa to collaborate on budgeting, planning, delivering and monitoring public services.

Financial review



Financial review

The financial statements have been prepared in accordance with the accounting policies set out on pages 32 to 33 of the financial statements and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102). The accounts presented in this report refer to the 12 months ended 30 June 2025.

Reserves policy

The Reserves Policy outlines Integrity Action's approach to establishing and maintaining financial reserves, ensuring organizational viability, financial stability, and the achievement of our charitable objectives.

1. Introduction

Integrity Action's Board has adopted a risk-based approach to reserves management, acknowledging the rapidly changing and volatile environment in which we operate.

We have carefully considered the appropriate level of reserves to avoid unnecessary accumulation that could limit funding for charitable activities. Holding excessive reserves can restrict the resources available for our mission-driven work.

Reserves are defined as unrestricted funds not tied up in fixed assets or designated for specific purposes, available to meet future operational needs.

This policy has been developed in line with [guidance](#) from the Charity Commission for England and Wales and Charities SORP.

2. Purpose of Reserves

The reserves are maintained to:

- Ensure financial stability and safeguard against rapid and unexpected events, enabling us to meet ongoing commitments during periods of uncertainty.
- Fund specific projects aligned with our strategy that are not covered by secured funding.

- Facilitate an orderly and responsible wind-down if the charity were to close, honouring staffing and legislative obligations, and commitments to partners and communities served.

3. Risk Assessment

In setting this policy and during annual reviews, the Trustees assess key risks, including:

- **Income Stability:** Evaluating the reliability and diversity of income sources, considering donor dependency and funding trends.
- **Expenditure Obligations:** Assessing fixed and variable costs, including commitments that could impact financial flexibility.
- **Operational Risks:** Identifying potential financial risks associated with service delivery, regulatory changes, and operating environment conditions.

4. Reserves Target Level

The Trustees have identified the following risk categories and determined the corresponding reserve levels:

Risk Category	Risk Description	Minimal Level (£)	Optimal Level (£)
Organisational Closure	Ensuring staffing, contractual, and legal obligations are met during closure.	295,000	360,000
	Honouring impact commitments including promises made to communities	350,000	500,000
Income Instability	Addressing potential inability to raise funds for strategically important projects	255,000	925,000
	Bridging unexpected, short-term project closures	60,000	120,000
Financial Losses	Mitigating losses due to fraud, cyber-attacks, or partner misuse of funds.	30,000	55,000
	Covering financial losses from currency volatility.	10,000	40,000
TOTAL		1,000,000	2,000,000

5. Reporting, Monitoring, and Review

The reserves policy is reviewed annually by Trustees, with reserve levels monitored quarterly as part of the Audit Committee's review of the Risk Register.

6. Actions if Reserves Exceed or Fall Short of Target Levels

- If Reserves Exceed the Optimal Target Level:
 - Trustees will consider utilising the surplus to further the charity's objectives, such as funding additional projects or investments.
- If Reserves Fall Below the Minimal Target Level:
 - Trustees will review expenditure, identify cost-saving measures, and explore additional income-generating opportunities to rebuild reserves.

The balance sheet shows unrestricted funds of £1,260,268. The free unrestricted reserves exclude the William and Flora Hewlett Foundation grant of £139,504 (2024: £139,504) which has been set aside to further citizen-centred accountability in line with the original aims of the partnership. The free reserves of the charity were £1,064,182 which are represented by the other unrestricted funds as shown in note 11; an increase of £253,200 on the previous balance sheet date on 30 June 2024.

Total funds were £1,296,692 (2024: £980,334) and included a restricted fund balance of £36,424 (2024: £30,244). The restricted fund 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. The total income increased from £648,148 for the financial year 2023/2024 to £3,447,922 for 2024/2025. The increase was due to a large donation by the UBS Optimus Foundation to deliver the Children Resilience Fund in Ukraine. Integrity Action is working towards maintaining a similar level of income in future years.

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 aligns with our organisation's values.

Expenditure

Our total expenditure increased from £762,273 for the financial year 2023/24 to £ 3,131,565 for the year ending 30 June 2025 and was in line with plans for the projects already in progress at the start of the year. The increase in expenditure was mainly due to the implementation of the Children Resilience Fund in Ukraine. Integrity Action is working towards maintaining a similar level of expenditure in future years.

Pay policy

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 5 of the accounts. Executive pay is reviewed and set by the Remuneration Committee on an annual basis. All trustees give their time freely and no trustee received remuneration in the period for this role. Details of trustees' expenses and related party transactions are disclosed in notes 6 and 7 of the accounts respectively.

Public Benefit

The Board confirms it has complied with its 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 objectives for the public benefit as described in this report.

Principal risks and uncertainties

The Board has reviewed the key risks facing the charity and is satisfied that appropriate systems and procedures are in place to manage them. The senior management team updates a comprehensive strategic and operational risk register before each quarterly Board meeting.

This register outlines the organisation's risk appetite for each identified risk, assesses its likelihood and potential impact, records any changes since the previous review, details the actions taken to mitigate it, and provides a post-mitigation risk score. These processes enable the Board to monitor significant risks effectively and ensure that control measures remain sufficient to manage them.

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

Risk	Mitigating Measures
The highly uncertain landscape following USAID aid freeze and FCDO aid cuts, and likely impact on trusts/foundations funding, may result in very scarce opportunities for which we are not competitive	Leverage current donors' funding to attract more funding. Investigate opportunities for fundraising with HWNI and the private sector. Leverage learning and research outputs to start conversations with donors
The organisation relies on a small number of funding sources making it vulnerable to sudden changes in funders' priorities	Diversify fundraising activities to cover institutional, trusts and foundations, private companies and HNWI. Utilise external resources (pro-bono and contracted) to support in-house fundraising
Each member of staff is highly specialised and holds unique departmental knowledge and institutional memory. Risk of losing significant knowledge if staff decides to leave, which would absorb the rest of the team's time while recruiting and onboarding new staff	Regular 1-2-1 meetings held to monitor team's job satisfaction. Maintain high quality of on-going documenting of institutional memory. Continue seeking opportunities to outsource relevant functions.
Integrity Action and its programmes have a negative impact on the people we work with, including safeguarding and safety incidents. Safeguarding reports are not dealt with appropriately. Damage to people and reputation	Integrity Action's safeguarding policies are strictly followed. 2 Safeguarding Leads among staff + 1 among Trustees. Refresher safeguarding training for staff held. Refresher safeguarding training session for Trustee Focal Point held.
Risk of mishandling of funds through fraud, leakage, use of proscribed organisation, by IA partners or IA itself	Maintain due diligence, checks and protocols for handling funds and mitigating risks. Upkeep external support for vetting partners in Ukraine. Professionalised outsourced finance function brings additional, risk mitigating procedures and capacity. Training on cybersecurity received by Technology Manager. Technology Manager regularly reviewing IT systems and processes
Trustees and the executive team lack skills, diversity and commitment to deliver strong leadership to the organisation, causing poor programme design/implementation, misunderstanding of the different contexts and influencing the final impact of the organisation. Loss of credibility in eyes of partners, funders and wider community and sector	Power With approach is in place. Integrity Action's Board oversees compliance with the Charity Commission. Deliver the approved plan for increasing Board Diversity.

Structure, governance and management

The independent Board of Trustees oversees the organisation in accordance with its Memorandum and Articles of Association, vision, aims, charitable objectives, and overall policy direction. It ensures compliance with all legal and statutory obligations applicable to UK charities and registered companies.

Day-to-day management is led by the CEO, who is responsible for strategic and programme development, operations, fundraising, and financial management.

Board governance is guided by a Governance Manual, which outlines procedures for trustee appointments, term limits, and the selection of the Chair and Board committees. Vacancies are publicly advertised on relevant platforms, including the organisation's website. We maintain strong governance by ensuring every new trustee experiences a tailored induction, combining observation of Board culture with guidance from the Chair and executive team. This approach equips trustees to contribute effectively from day one and reinforces our commitment to strong accountability.

The manual also defines the roles and person specifications for trustees, the Board Chair, the Audit Committee Chair, the Nominations and Remuneration Committee, the Funding Committee, the Diversity and Justice Focal Person, and the Safeguarding and Ethics Point Person.

Trustees are appointed for a three-year term, renewable twice, for a maximum tenure of nine years.

Statement of Trustees' responsibilities

Each Board trustee has taken responsibility for monitoring the charity's activities on specific operational areas and constant attention is paid to the skills matrix 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 position of the charitable company and of the incoming 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 – the Charities' SORP (Accounting and Reporting by Charities).
- 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
11th September 2025

Independent auditor's report to the members of Integrity Action

Administrative details

Trustees

Alan Barlow (FC)
Michael Cañares
Sam De Silva
Alistair Gibbons (AC), (RN)(resigned on 16/01/2025)
Gail Klintworth (AC), (RN)
Paul Maassen (RN)
Claire Harbron (AC)(appointed on 16/1/2025)

AC = Member of Audit and Finance Committee

FC = Member of Fundraising Committee

RN = Member of Remuneration and Nomination Committee

Registered Office

Integrity Action
3rd Floor 86-90 Paul Street
EC2A 4NE
www.integrityaction.org

Company Registration Number (England and Wales)

04884328

Charity Registration Number

1120927

Bankers

HSBC Bank
60 Queen Victoria Street
London EC4N 4TR

External Auditors

Buzzacott Audit LLP
130 Wood Street
London EC2V 6DL

Legal Advisors

Winckworth Sherwood LLP
Minerva House
5 Montague Close
London SE1 9BB

Chief Executive Officer

Jasmina Haynes
Jasmina.haynes@integrityaction.org

Opinion

We have audited the financial statements of Integrity Action (the 'charitable company') for the year ended 30 June 2025 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 June 2025 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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, 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, 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. 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 set out on page 25, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant are the Charities SORP FRS 102, the Charities Act 2011, Companies Act 2006, anti-bribery, employment and safeguarding principles.
- We understood how the charity is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of minutes from trustee meetings and papers provided to the trustees.

We assessed the susceptibility of the charity's financial statements to material misstatements, including how fraud might occur. Audit procedures performed by the engagement team included:

- Identifying and assessing the design and implementation of controls in place to prevent and detect fraud;
- Challenging assumptions and judgments made by management and the trustees in its significant accounting estimates;
- Identifying and testing journal entries, in particular adjustments made at the year end for financial statements preparation; and
- Assessing the extent of compliance with relevant laws and regulations by reviewing correspondence with regulators and legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available 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.



Peter Mackereth (Senior Statutory Auditor)

For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 12th September 2025

Statement of Financial Activities for the year ended 30 June 2025

(Incorporating an Income and Expenditure Account)

	Note	Unrestricted funds £	Restricted funds £	2025 £	2024 £
Income from:					
- Investments					
Investment income		14,879	-	14,879	16,136
- Charitable activities					
Grants, donations and consultancies	2	629,138	2,803,881	3,433,019	617,993
Other:					
Gains on revaluation of foreign currency		-	24	24	14,019
Total income		644,017	2,803,905	3,447,922	648,148
Expenditure on:					
Raising funds		139,561	-	139,561	97,683
- Charitable activities					
Citizen-centred accountability		432,933	2,516,415	2,949,349	664,589
Losses on revaluation of foreign currency		42,655	-	42,655	-
Total expenditure	3	615,149	2,516,415	3,131,565	762,272
Net incoming/(outgoing) resources before transfers		28,868	287,490	316,357	(114,124)
Transfers between funds		281,309	(281,309)	-	-
Net movement in funds		310,177	6,180	316,357	(114,124)
Fund balances brought forward		950,091	30,244	980,335	1,094,459
Fund balances carried forward	11	1,260,268	36,424	1,296,692	980,335

The Statement of Financial Activities includes all gains and losses in the year. All income and expenditure derives from continuing activities. The notes on pages 32 - 37 form part of these financial statements.

Balance Sheet as at 30 June 2025

	Note	30 Jun 2025 £	30 Jun 2024 £
Current assets			
Debtors	9	26,146	17,693
Cash at bank and in hand		2,192,718	1,066,536
		2,218,864	1,084,229
Liabilities			
Creditors: Amounts falling due within one year	10	(922,172)	(103,894)
Net current assets		1,296,692	980,335
Net assets		1,296,692	980,335
The funds of the charity			
Unrestricted		1,260,268	950,091
Restricted		36,424	30,244
Total funds	11	1,296,692	980,335

The financial statements on pages 32-37 were approved and authorised for issue by the trustees and are signed on their behalf by:



Gail Klintworth
Chair, Integrity Action's Board of Trustees
11th September 2025

Cash flow statement for period ended 30 June 2025

	Note	2025 £	2024 £
Cash flow from operating activities			
Net cash inflow / (outflow) from operating activities	15	1,153,938	(75,137)
Interest received		14,879	-
Change in cash and cash equivalents		1,168,817	(75,137)
Cash and cash equivalents at the beginning of the period		1,066,536	1,127,655
Change in cash and cash equivalent due to exchange rate movements		(42,635)	14,019
Cash and cash equivalents at the end of the reporting period		2,192,718	1,066,536

Analysis changes in net debt

	At 1 July 2024 £	Cash Flow £	Impact of Foreign Exchange £	At 30 June 2025 £
Cash and cash equivalent				
Cash	1,066,536	1,168,817	(42,635)	2,192,718
Total net debt	1,066,536	1,168,817	(42,635)	2,192,718

Notes to the financial statements for the year ended 30 June 2025

1 Principal accounting policies

General information

Integrity Action is a company limited by guarantee (company number 04884328) and charity registered in England & Wales (charity number 1120927). The address of its registered office is Integrity Action, 3rd Floor, 86-90, Paul Street, London, EC2A 4NE.

Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the periods and years presented, unless otherwise stated.

a) Basis of preparation

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). The financial statements have also been prepared in accordance with the Charities Act 2011 and Companies Act 2006. 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.

b) Preparation of accounts on a going concern basis

Based on a review of the financial position, reserves levels and future plans, the Board of Trustees considers 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 current economic and funding climate.

c) Critical accounting judgements and estimates

In preparing these financial statements, management have 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.

d) 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. Donations are recognised when receivable. On occasion the charity receives services in kind, such as pro bono advice. Where material, the in-kind services are recognised in the accounts based on their estimated fair value, which is normally equal to the market value. 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.

e) Tangible fixed assets

All assets costing more than £3,000 (including VAT) and with an expected useful life exceeding one year are capitalised. Development Check and software development costs are not capitalised.

f) 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.

g) 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.

h) Employee termination benefits

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

i) 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.

1 Principal accounting policies (continued)

j) Operating leases

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

k) Debtors

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

l) 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.

m) 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.

n) 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.

o) 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.

2 Grants, Donations and Consultancies

	2025 £	2024 £
Unrestricted		
Swedish International Development Cooperation Agency (Sida)	531,096	524,953
Other Income	42	-
Gifts-in-kind *	98,000	-
Total unrestricted	629,138	524,953
Restricted		
Allan & Nesta Ferguson Trust (School-centred accountability)	-	25,000
Compact – Supporting Public Participation and Planning in Local Government (PARI)	15,496	18,481
Celo Climate Collective (Green Accountability Technology Accelerator)	11,770	11,801
Ukraine Pfizer healthcare (Equipping a Ukrainian rehabilitation centre)	20,719	37,758
GSK (Children Resilience Fund)	12,000	-
UBS Ukraine (Children Resilience Fund)	2,737,145	-
CAID (Children Resilience Fund)	6,750	-
Total restricted	2,803,881	93,040
Total grants, donations and consultancies	3,433,019	617,993

*Gifts-in-kind: during the year the charity received the following gifts-in-kind:

- Consulting services with an estimated fair value of £23,000 (2024: £nil).
- Legal services with an estimated fair value of £75,000 (2024: £nil).

The total value of donated professional services recognised in the accounts is £98,000 (2024: £nil).

These amounts have been included both as income within 'Grants, Donations and Consultancies' and as expenditure within the relevant categories of the Statement of Financial Activities.

3 Expenditure

	Charitable Activities £	Raising funds £	2025 Total £	Charitable Activities £	Raising funds £	2024 Total £
Partnership costs	2,211,071	-	2,211,071	26,326	-	26,326
Staff costs	292,302	139,561	431,863	409,328	97,683	507,011
Consultancy costs	272,334	-	272,334	38,643	-	38,643
IT and software development	28,024	-	28,024	6,529	-	6,529
Rent, rates and other office costs	3,137	-	3,137	133,995	-	133,995
Travel and events	3,871	-	3,871	6,602	-	6,602
Governance (excluding staff costs)*	138,610	-	138,610	14,191	-	14,191
Programme Development Costs	-	-	-	28,000	-	28,000
Losses/Gain on Revaluation of Foreign Currency	42,655	-	42,655	-	-	0
Other costs	-	-	-	976	-	976
Total expenditure	2,992,004	139,561	3,131,565	664,590	97,683	762,273

*Governance (excluding staff costs) expenditure for 2025 includes new costs for external accounting services of £32,044 and legal costs (received as a gift-in-kind) of £75,000.

4 Net Income is stated after charging

	2025 £	2024 £
Auditor's Remuneration:		
Statutory Audit	12,000	12,000
	12,000	12,000

5 Staff costs

	2025 £	2024 £
Wages and salaries	373,343	440,807
Employer's National Insurance costs	38,435	44,707
Employer's contribution to defined contribution pension scheme	20,085	21,497
	431,863	507,011

The average headcount in 2025 was 7 (2024: 8).

Redundancy payments agreed in the year came to £nil (2024: £nil).

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:

	2025	2024
£100,000 - £109,999	1	1
£90,000 - £99,999	-	-
£80,000 - £89,999	-	-
£70,000 - £79,999	1	1

The above higher paid employees received employer pension contributions of £9,209 (2024: £5,304).

The total employee benefits of the key management personnel of the Charity, including employer's national insurance and pension contributions for the period were £129,248 (2024: £124,789). Key management personnel includes the CEO.

6 Trustee's Remuneration

No trustee received remuneration in respect of their role as trustee of the charity. No Trustees' expenses were reimbursed in 2025 (2024: nil).

Gifts were made to a trustee and a former trustee totalling £55 (2024: £nil).

7 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.

8 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 June 2025 the facility was for £25,000 (2024 - £25,000).

9 Debtors

	2025 £	2024 £
Amount due from Crown Agents Limited	5,293	5,293
Debtors and accrued income	20,853	12,399
	26,146	17,692

10 Creditors

	Note	2025 £	2024 £
Expense creditors		2,506	12,235
Taxation and social services benefits		14,690	13,877
Accruals		58,541	44,507
Amount due to Crown Agents Limited		33,276	33,276
Deferred income	18	813,159	-
		922,172	103,895

11 Funds Movements

	At 1 July 2024 £	Income £	Expenditure £	Transfers* £	At 30 June 2025 £
Unrestricted funds					
The William and Flora Hewlett Foundation	139,504	-	-	-	139,504
Swedish International Development Cooperation Agency (Sida)	-	531,096	(474,513)	-	56,583
Other unrestricted funds	810,587	112,921	(140,636)	281,309	1,064,182
Total unrestricted funds	950,091	644,017	(615,149)	281,309	1,260,268
Restricted funds					
Compact – Supporting Public Participation and Planning in Local Government (PARI)	-	15,492	(8,832)	(1,325)	5,335
Equipping a Ukrainian rehabilitation centre:					
- Ukraine Pfizer healthcare		20,745	(14,476)	(6,269)	-
Children Resilience Fund:					
- UBS Ukraine	-	2,737,145	(2,463,430)	(273,715)	-
- CAID	-	6,750	(6,750)	-	-
- GSK	-	12,000	-	-	12,000
School-centred accountability:					
- Allan & Nesta Ferguson Trust	6,480	-	(6,480)	-	-
Green Accountability Technology Accelerator:					
- Celo Climate Collective	4,733	11,772	(16,447)	-	58
Hewlett Foundation – (Organisational Effectiveness Support Grant (OE))	18,214	-	-	-	18,214
Simavi	816	-	-	-	817
Total restricted funds	30,244	2,803,905	(2,516,415)	(281,309)	36,424
Total funds	980,334	3,447,922	(3,131,564)	-	1,296,692

*In accordance with the terms of certain grant agreements, the charity is permitted to allocate a proportion of restricted income to unrestricted funds to contribute towards core costs. These amounts are shown as transfers between funds.

12 Analysis of net assets over funds

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Current Assets	2,182,440	36,424	2,218,864	1,053,985	30,244	1,084,229
Current Liabilities	(922,172)	-	(922,172)	(103,894)	-	(103,894)
Net Assets	1,260,268	36,424	1,296,692	950,091	30,244	980,335

13 Commitments under operating leases

The charity had no commitments under non-cancellable operating leases

14 Related party transactions

Until 26 July 2024, Crown Agents Limited was the sole member of Integrity Action and therefore considered a related party for that portion of the financial year.

There were the following related party transactions and balances for the year:

Related Party Transactions	2025 £	2024 £
Transactions with Crown Agents		
Shared resources charged from Crown Agents Limited	-	99,829
Funds granted to Integrity Action to perform charitable working on behalf of Crown Agents Limited	-	32,465
Payments to organisations to which key management personnel are connected		
Payment to Bond for membership subscription costs (an organisation connected with key management personnel)	(787)	-
Donations from trustees (and their connected organisations)		
Income as a donation from royalties from Alan Barlow's book (Trustee)	42	-
In-kind support by our Sam da Silva (Trustee)	75,000	-

Related Party Balances

	2025 £	2024 £
Related party balances due as at 30 June 2025 were as follows:		
Amount due to Crown Agents Limited	33,276	33,276
Amount due from Crown Agents Limited	5,293	5,293
15 Reconciliation of net movement in funds to cash flow from operating activities		
	2025 £	2024 £
Net movements in funds	316,357	(114,124)
Interest received	(14,879)	-
Losses/(gains) on foreign currency	42,636	(14,019)
(Increase)/decrease in debtors	(8,454)	27,724
Increase in creditors	818,277	25,282
Net cash inflow/(outflow) from operating activities	1,153,938	(75,137)

16 Member and Ultimate Parent

As at 30 June 2025, Integrity Action was a company limited by guarantee with six individual members, all of whom were also directors of the charity as listed in the Trustees' Report. The charity had no ultimate parent entity at this date.

The six members were appointed on 26 July 2024, when Crown Agents Limited (Company No. 03259922) ceased to be the sole member. Crown Agents Limited, a not-for-profit international development company registered in England and Wales, was previously the ultimate parent undertaking through its parent, The Crown Agents Foundation (Company No. 03251167), a non-trading, not-for-profit company limited by guarantee. The Crown Agents Foundation was the parent undertaking of the smallest and largest group of undertakings to consolidate these financial statements as at 30 June 2024.

17 Post Balance Sheet Events

There are no post balance sheet events requiring disclosure.

18 Deferred Income

Deferred income relates to restricted grant funding received in advance from a funding partner. Recognition is in accordance with the charity's accounting policy on income, with income deferred where the charity is required to fulfil specified conditions before becoming entitled to the funds.

	2025 £	2024 £
Balance at 1 July	-	-
Amount deferred during year	813,159	-
Balance at 30 June	813,159	-

19 Comparative Statement of financial activities

	Note	Unrestricted funds £	Restricted funds £	2024 £
Income from:				
- Investments				
Investment Income		16,136	-	16,136
- Charitable activities				
Grants, donations and consultancies	2	524,953	93,040	617,993
Other:				
Gains on revaluation of foreign currency		14,019	-	14,019
Total income		555,108	93,040	648,148
Expenditure				
Raising funds		97,683	-	97,683
Charitable activities				
Citizen-centred accountability		564,161	100,428	664,589
Losses on revaluation of foreign currency		-	-	-
Total expenditure	3	661,844	100,428	762,272
Net (outgoing) resources before transfers		(106,736)	(7,388)	(114,124)
Transfers between funds		-	-	-
Net movement in funds		(106,736)	(7,388)	(114,124)
Funds balances brought forward		1,056,827	37,632	1,094,459
Funds as at 30 June		950,091	30,244	980,335



**INTEGRITY
ACTION**

 IntegrityAction

 Act4Integrity

 integrity-action

www.integrityaction.org

Integrity Action is an independent non-governmental organisation.
Company registration number: 04884328 (England and Wales)
Charity registration number: 1120927



INTEGRITY ACTION

England & Wales - Charity number 1120927

Accounts



Annual Report and Financial Statements

Financial Year 2023/2024



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What we do

Integrity Action helps build societies in which all citizens can – and do – successfully demand integrity from the institutions they rely on.

We help citizens to secure quality projects and services where they live. In so doing, we build relationships and trust between citizens and the people who serve them, so they can identify problems and solutions together.

To make this happen we have been working directly with citizens since 2003, helping them secure quality local projects and essential services, including education, health, waste management, water and infrastructure. Working with communities, civil society, development organisations, private businesses and governments, we build relationships and create incentives for effective project and service delivery. We also work with governments and other duty bearers to ensure they are committed, permitted and have the capacity to respond to and work with citizens. By developing trust among everyone involved, our collaborative and inclusive approach enables people to identify problems and find solutions together.

We continue to be a recognised global voice in the fields of social accountability, civic technology and open government. To date, Integrity Action has mobilised citizens in over 20 countries to monitor over \$1 billion worth of public money, infrastructure and public services and solve over 77% of identified problems since 2019.

OUR VISION

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

OUR MISSION

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

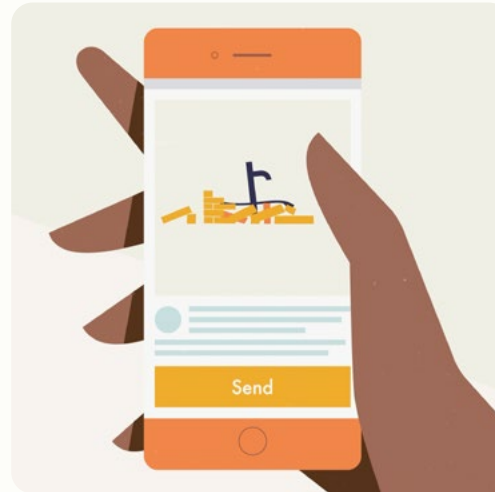


At Integrity Action, we use the term ‘citizen’ whilst recognising that not everybody holds legal citizenship of the place in which they live. Our use of the term refers to the role that everybody is equally entitled to play as rights-holding members of the human family (as set out in international human rights law), which may sometimes be in contract to other roles they hold in their social, political, civil, or economic lives and employment.

HOW WE MAKE A DIFFERENCE

Integrity Action ensures that projects and services genuinely meet citizens' needs – as identified and expressed by communities themselves. We achieve this by creating tools and methods that community members use to understand what they are promised, identify problems and voice their feedback, and then constructively collaborate with those responsible to fix problems. Typically, these are governments and international development actors. We also design digital applications, ensuring problems and fixes are captured efficiently and are accessible in real time, and data is easily converted into knowledge. This creates urgency to have identified problems resolved effectively and efficiently.

We use digital tools such as our [DevelopmentCheck](#) app to ensure problems and their solutions – or “fixes” – are captured efficiently and accessibly in real time. Data are easily converted into knowledge. This generates the urgency needed to drive action for problems to be resolved effectively. Since 2019, monitors from local communities, with a wide variety of backgrounds, have identified more than 7,500 problems in the delivery of infrastructure and services that they expect and deserve. Over three quarters of them have been solved. As these “fixes” accumulate, life starts to visibly improve for communities, while valuable trust is built along the way.



WORKING IN PARTNERSHIP

Integrity Action always works in partnership. By integrating our methodology and tools with the expertise, insights and commitment of community and national organisations, international NGOs, government actors and researchers, we create tangible results that last. We are a member of the World Bank's Global Partnership for Social Accountability platform. We continue to advise the German Development Bank on strengthening remote management, monitoring and verification (RMMV).

We seek to alleviate the power imbalance that is often found in partnerships with organisations in the Global South. We do this by working with partners to create mechanisms that allow them to hold Integrity Action to account on our commitments, as well as the reverse. We take the same approach to working with international, local or national partners. To know more about this, read [Power with - Integrity Action's Journey to Gender, Social, and Climate Justice](#).

We believe that in partnering with other organisations, together we can enable citizens to realize their rights, improve projects and services, and strengthen relationships between citizens and duty bearers in different settings. We are keen to hear from potential partners who see value in this approach.

Integrity Action's de-merger from the Crown Agents group

Integrity Action ceased being an independent subsidiary of the Crown Agents group on 26 July 2024. Our partners, funders, peers, and stakeholders can rest assured that we were unaffected by Crown Agents Limited entering liquidation on the 1 August 2024.

The two Crown Agents representatives resigned from our Board on 23 July 2024. Both occurred prior to liquidation and our operations continued as usual. As a former group member, we extend our thoughts to those who were affected, whether as employees or as those due to benefit from the group's work.

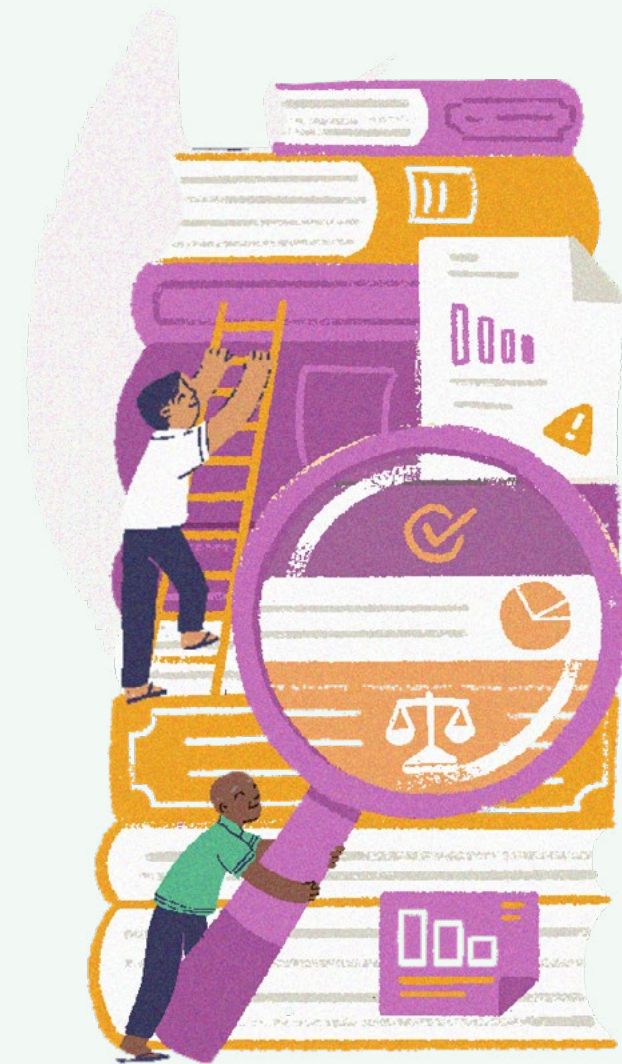
OUR CONTINUING INDEPENDENCE

Even prior to our exit from the Crown Agents group, as an independent subsidiary of Crown Agents Limited and as a charity, Integrity Action maintained a separate financial and governance structure that protected us from the situation faced by the group. We have always been, and continue to be, a registered non-governmental organisation in our own right.

OUR VISION AND MISSION

We remain focused on our Integrity Action mission and vision "for a just and equitable world, where citizens are empowered, and integrity is central to vibrant societies" and will continue as planned to deliver our strategic objectives with exciting developments in the pipeline.

Whilst what has happened within the Crown Agents group is very disappointing, we believe that our initial decision to merge was at that time the most appropriate one. We have seen the potential opportunities that joint action with a larger organization may provide for a small charity like ours. As such we remain keen to explore future options for beneficial mergers and innovative ways of working to deliver impact through an increase in scale of delivery, capacity and capability.



Welcome note from Gail Klintworth

OUR CHAIR

Is the world advancing our crucial shared goals of an inclusive, transparent, well-governed, and low-carbon transition that places citizens at the centre of the agenda? The answer remains nuanced, and it probably always will. We see good movement in the cost of renewables, the mean improvement in health and more countries becoming well-governed. However, quoting the UN Secretary-General from the Special Edition report on the Sustainable Development Goals 2030, "Progress on more than 50% of targets of the SDGs is weak and insufficient; on 30%, it has stalled or gone into reverse. These include key targets on poverty, hunger, and climate. Unless we act now, the 2030 Agenda could become an epitaph for a world that might have been." Unsurprisingly, public trust in institutions that should serve us all is sorely and increasingly challenged.

Against this backdrop, Integrity Action's services remain critical: "We help citizens secure quality projects and services where they live. In so doing, we build relationships and trust between citizens and the people who serve them so they can identify problems and solutions together." If we could extend our work to every corner of the globe and replicate our citizen-empowered average 'fix rate' of 77%, then the impact would be profound and far-reaching.

Seeking to extend our scale, we entered a merger partnership with Crown Agents in 2023. This arrangement has unfortunately dissolved due to Crown Agents' demise. However, we remain committed to increasing scale and continue exploring partnerships with organisations that can support us in reaching more projects and citizens, building more impact and trust in society.

Our plans for the next years are exciting. In addition to supporting our local partners to empower citizen monitors in our traditional areas of focus, two significant new initiatives which are in the bullseye of challenges in the current world deserve your attention: strengthen civil society in Ukraine to increase resilience and support recovery planning and the development and piloting of our new Carbon Integrity Monitors Tool, supported by the World Bank's Global Partnership for Social Accountability (GPSA).

I must call out the commitment and resilience of the focused Integrity Action team, which has negotiated the difficult circumstance of a dissolved merger and emerged financially secure and with a stronger pipeline...exceptional! I must also thank the Swedish International Development Agency (SIDA) for their continued support, the GPSA and the Climate Collective for their faith, UBS Optimus Foundation for their vision and all others who have assisted with funding or support in kind, including a top-flight trustee board who are active and professional. Finally, thank you to our local partners around the world: together we strive to deliver the just and equitable world we all desire!"



Gail Klintworth
Chair, Integrity Action's Board of Trustees

"If we could extend our work to every corner of the globe and replicate our citizen-empowered average 'fix rate' of 77%, then the impact would be profound and far-reaching"



What we achieved this year

Integrity Action has continued to deliver sustainable impact, in partnership with local, national and international organisations in response to immediate crises and to address long-term issues. This year's highlights include expanding our commitment to climate justice and the development of our work to strengthen civil society organisations (CSOs) in Ukraine.



Green Accountability: Carbon Integrity Monitors

EMPOWERING COMMUNITIES THROUGH THE GREEN ACCOUNTABILITY TECHNOLOGY ACCELERATOR

The climate emergency is the most pressing issue of our time. We know that citizens can add transformational value to decisions on where and how climate financing is spent. Our focus within the Green Accountability programme is to open pathways that allow citizens and CSOs to actively engage in these processes.

One of our greatest achievements this year was Integrity Action's selection to join the first Green Accountability Technology Accelerator cohort. This six-month programme, launched in May 2024 by Climate Collective and funded by the World Bank's Global Partnership for Social Accountability (GPSA), placed Integrity Action among 4 pioneering entrepreneurial teams. They were selected to develop tech-enabled tools that enhance citizen oversight and decision making in climate finance and climate action. The accelerator programme will support Integrity Action's development of **Carbon Integrity Monitors**. This is a tool designed specifically for citizen-led monitoring of carbon projects to support transparency, equity, and accountability in the voluntary carbon market. Integrity Action's approach to Green Accountability is not just about technological innovation but is deeply rooted in the belief that climate action must be just and inclusive. We are excited to bring our citizen-centred accountability expertise to the climate space. This incorporates what we have learned over 20 years to bring citizen voices and greater transparency to the voluntary carbon market through Carbon Integrity Monitors.

Despite its potential to support climate change mitigation and sustainable development, the voluntary carbon market often falls short in delivering meaningful benefits to the communities where carbon projects are implemented. Indigenous people and local communities, frequently at the forefront of these initiatives, often lack the power to influence how the benefits are shared or to hold project developers accountable. Even with frameworks like Free, Prior, and Informed Consent (FPIC), many communities still lack a genuine voice and decision-making power in how the benefit-sharing mechanisms from carbon projects are set up and distributed.



The Carbon Integrity Monitors tool seeks to address these issues by introducing a citizen-centred approach to monitoring carbon projects. While modelled on the success of our flagship Development Check application, this new technology is tailored to tackle the unique challenges presented by the voluntary carbon market. Trained citizen monitors will use the tool to generate real-time, transparent data offering an accurate representation of on the ground realities and verifiable evidence of social impacts ensuring that benefit-sharing mechanisms are both meaningful and aligned with the communities' needs. This open data will help stakeholders, including carbon project developers, governments and off-takers, better understand where challenges arise and how they can be resolved. The app will empower local citizens to track benefit-sharing mechanisms, assess social impacts, and ensure that carbon project developers and off-takers are held accountable to the commitments they have made.

We believe the Carbon Integrity Monitors tool is set to redefine how communities engage with and benefit from carbon-crediting projects.

With Integrity Action at the forefront of this effort, the project exemplifies the power of citizen-led accountability in driving equitable and sustainable climate solutions. Importantly, it provides one solution to greater transparency, trust, and integrity the carbon market. Over the past year, we have made significant progress on this project, with a pilot planned for 2025.



Civil Society Strengthening: Our work in Ukraine

Ukrainian civil society is at the forefront of ensuring that Ukraine remains committed to building an open and democratic society during and post war. Integral to this is holding the recovery process to account by making sure that infrastructure reconstruction is corruption-free, and that it meets the immediate and long-term needs of citizens and society.

Integrity Action is a member of [RISE Ukraine](#) a coalition of 50 Ukrainian and international organizations working for Ukraine's Reconstruction Integrity, Sustainability and Efficiency.

Integrity Action was invited to the platform by Ukrainian Civil Society Organisations to offer leadership and guidance on directly engaging citizens in monitoring and helping to fix problems in reconstruction as a model for integrity, sustainability and efficiency.

Our Ukrainian Civil Society Organisation (CSO) peers and we at Integrity Action believe that these objectives are only achievable if CSOs have the knowledge and capacity to unbox the power of citizens themselves. We are leveraging our expertise in citizen centred accountability to support Ukrainian CSOs to do just that.

THIS YEAR:

- As part of our Monitoring Health Care Facilities Construction in Ukraine project, in partnership with [Patients of Ukraine](#), a Ukrainian civil society organisation leading on patients' rights, Integrity Action's embedded citizen-centred accountability into the construction of cutting-edge, fully independent and energy efficient prefabricated health facilities in Ukraine.
- Integrity Action led a co-design process to develop a programme to Strengthen Ukrainian Civil Society, in partnership with Patients of Ukraine. This included running a CSO survey to ensure that the views of Ukrainian CSOs were front and centre to the design process.
- A new partnership is beginning with UBS Optimus Foundation to run phase two of the Childrens' Resilience Fund, with work commencing in financial year 2024/2025.

Patients of Ukraine is a driving force for the transformation and development of the patient-oriented health care system in Ukraine, which ensures access to affordable and high-quality medical and related medical services and medicines for Ukrainians, based on the best global guidelines. Patients of Ukraine unites 49 representatives of patients' organizations, representing more than 4.5 million patients with severe and rare diseases and advocating for their rights to treatment. CSO members of Patients of Ukraine currently operate across all regions of Ukraine, except for those locations currently under Russian occupation. As part of their work, they organise networks within civic spaces in Ukraine, and a national NGO coordination forum. As part of their approach, they train members in advocacy, and they work to educate and form a cohort of anti-corruption defenders in the healthcare sector, providing activists with training and support from themselves and partners.



School-centred Accountability: Integrity Clubs in Kenya

It is more important than ever for education systems to provide access to inclusive, high-quality education. Yet too many students are failed by education systems which do not provide them with the skills and knowledge needed to transition from school to the outside world.

Integrity Action's Students Acting for Honesty, Integrity and Equality (SHINE) initiative worked with young people aged 14-19 years old to become monitors. Their purpose is to identify and solve integrity problems in their schools from 2017 to 2021. Hundreds of schools involved in the initiative in Afghanistan, DR Congo, Kenya, Nepal and the occupied Palestinian, have seen tangible improvements in the provision of education services. Additionally, students have increased their confidence, problem solving skills and relationship with school providers.

See the Integrity Clubs in action below:

- [Nepal: students with disabilities secure eye tests for all](#)
- [Afghanistan: Ensuring teachers turn up to work](#)

This year, we have renewed our partnership with our longstanding partner [Kesho Kenya](#) to build on the learning of the SHINE programme and establish new Integrity Clubs in 10 secondary schools located in underserved areas of Kilifi County in Kenya, specifically in Magarini Sub- County. Our latest Integrity Club model builds on the successful elements from the SHINE initiative, such as: teachers/patrons are trained to facilitate clubs; students will be selected in an inclusive way and will lead on the discussion and the monitoring; they will work collaboratively with their education providers to improve the services they are receiving; and, while learning about integrity, accountability and transparency. To ensure the best outcomes, Kesho Kenya is also strengthening collaboration with key actors. These the Parent Associations, the Ministry of Education, the County Directorate of Education and the Ethics and Anti-Corruption Commission of Kenya.

Next year we plan to continue building on this new phase, and to establishing more clubs in the places that need them the most. We look forward to watching how students will take the lead in resolving issues affecting their education, improving the quality of the services they are entitled to and learning how to be active citizens.



Strengthening Local Governance in South Africa

SUPPORTING PUBLIC PARTICIPATION AND PLANNING IN LOCAL GOVERNMENT

“This training was mind opening for me. It gave me power”.

Trained female monitor
Oudtshoorn, South Africa.

South Africa’s commitment to meaningful citizen participation in public affairs is evident in its Constitution, the national policy framework, and the establishment of Local Government. Several instruments are currently in place to ensure that citizens have a say, including ward committees. These comprise citizens and the integrated development planning (IDP) process, where the community is consulted around key municipal processes like budgeting, performance management and service delivery. In theory however, this does not always match reality.

Integrity Action is partnering with the [Public Affairs Research Institute \(PARI\)](#) and the [South Africa Local Government Association \(SALGA\)](#) with co-sponsorship of the European Union to achieve a more responsive and accountable local government in South Africa. The COMPACT initiative, which is being carried out in 12 selected Local Municipalities, has carried out action research. Its purpose is to gain a deeper understanding of the status of public participation through the perspectives and experiences of mayors, municipal officials, ward councillors, and ward committee members and residents.

As part of COMPACT, Integrity Action is introducing citizen-led monitoring at two Local Municipalities of Oudtshoorn and Kouga. There, we have trained a group of 29 diverse citizen monitors to monitor water and sanitation infrastructure projects in their respective wards for them to raise issues for the attention of the Local Municipalities authorities.

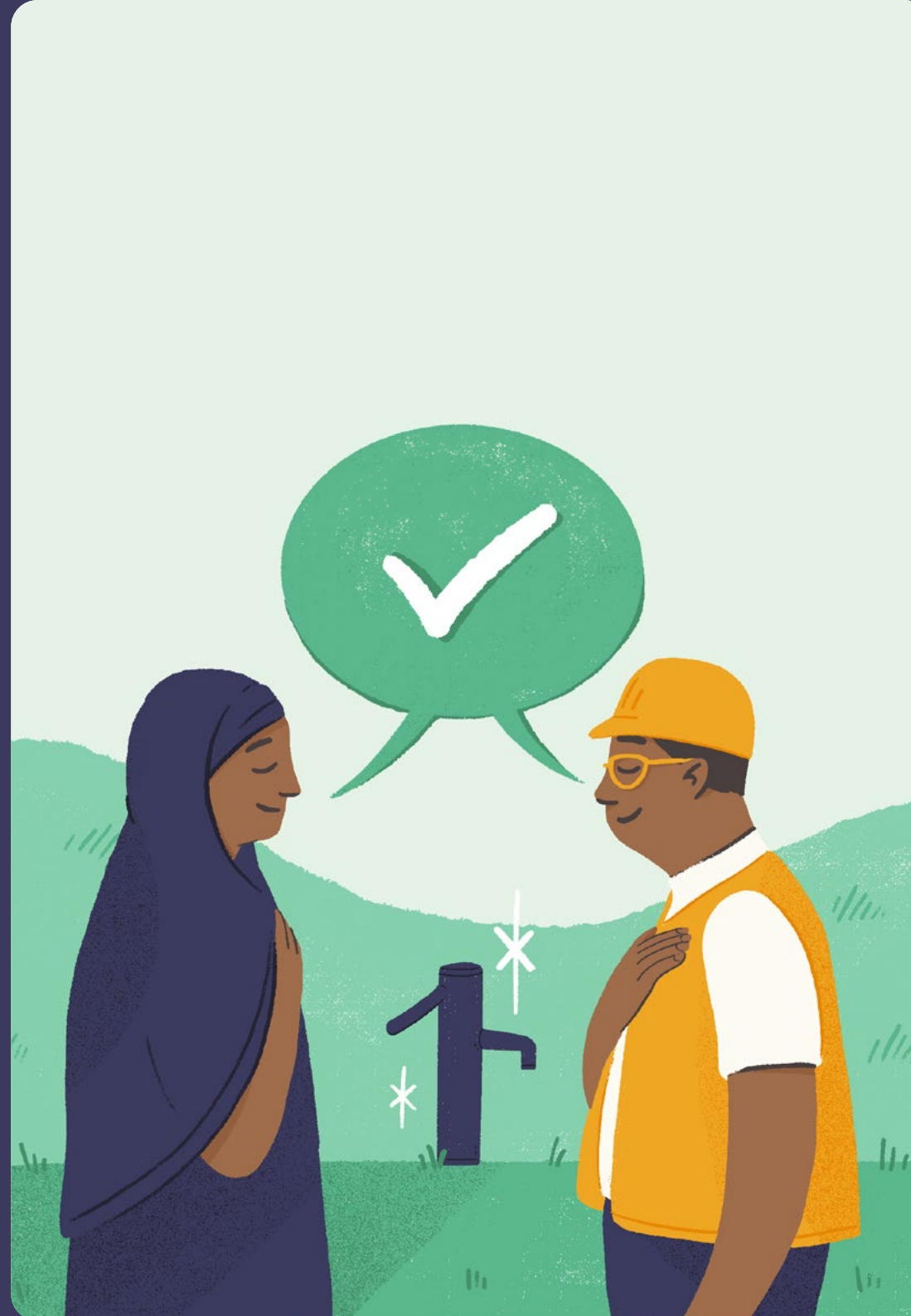
The next phase will see the Compact consortium creating a set of tools to be used by citizens and Local Municipalities to enhance public participation processes.



What we have learned

Learning is central to Integrity Action's mission and culture. We are a proud contributor to global understanding of the transformational value of citizen-led accountability in democratic development. Our practical and citizen-powered insights and knowledge are regularly used by experts in the transparency and accountability community and have been applied in over 20 countries.

This year, Integrity Action continued to produce cutting-edge insights for the transparency and accountability community. Our research reports and learning papers distil highly practical findings and guidance from our long experience of programming in citizen-centred accountability, which can help inform the work of others in the field.



HIGHLIGHTS FROM OUR LEARNING OUTPUTS THIS YEAR

Community monitoring's potential for better public infrastructure

In [Integrity Action's 2023 Annual Report](#), we shared early findings from two exciting studies into the impact of our citizen-monitoring approach, and whether it [improves infrastructure quality](#) or [saves public money](#). This year, we published both studies in full, and hosted events to share the findings more widely, including at the 2023 Open Governance Partnership (OGP) Global Summit in Tallinn, Estonia.

The first of these studies was from Kwale County, Kenya. Volunteer researchers assessed the condition of 283 public infrastructure projects. This included over 100 early child development and education centres, alongside health dispensaries, water kiosks, maternity wings, and more. The study compared projects whose construction had been monitored by community members (such as through Integrity Action's [VOICE programme](#)) with those that had not been. The finding was that the monitored projects were statistically much more likely to be in good shape.

The second study was from Ghana and resulted from more than two years of research by [INTRAC](#) and the Kwame Nkrumah University of Science & Technology ([KNUST](#)). This research provided insight into three ways in which community monitoring adds value:

- **Early detection of problems**, such as design flaws or deviations from agreed specifications, which allows them to be resolved before they escalate in cost.
- **Enhanced transparency**, which incentivises contractors to follow proper processes, deters cost-cutting practices, and encourages greater openness and accountability to local communities.
- **Increased community ownership**, fostering greater demand for public participation in other local initiatives.

The recording from our event at the 2023 OGP Global Summit in Tallinn is [available online](#), with thanks to panellists and presenters.

We also published [this quiz](#) to explore more of the findings from both papers.



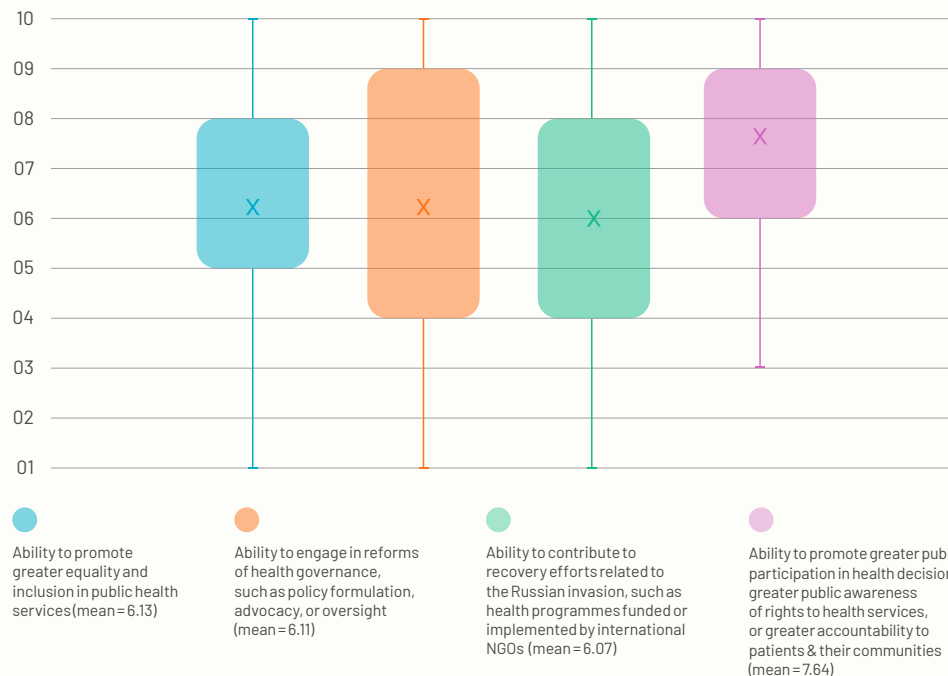
Understanding civil society in Ukraine

Good programmes need to be grounded in a solid understanding of their context and environment. To prepare for our work in Ukraine, we collaborated with Patients of Ukraine to survey civil society actors across the non-occupied regions of the country.

Conducted from May to June 2024, our survey received responses from 45 representatives of Ukrainian CSOs working in spheres of patient-centred health, rights, anti-corruption, and transparency. The vast majority had been registered for more than five years, and so were well-established before Russia’s full-scale invasion in 2022. Most had an average budget of less than UAH 5 million per year (approximately £90,000), with 16 having a budget under UAH 1 million.

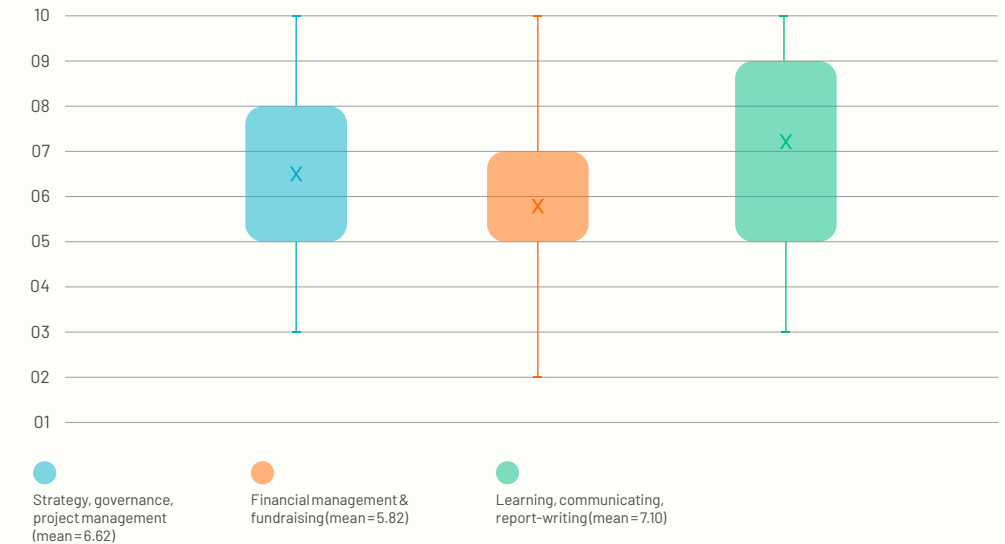
Participants rated their existing organisational abilities on a scale from 1 (“very weak”) to 10 (“very strong”). The results are shown in the graph below:

Self-ratings of existing abilities (n=45)



Respondents whose organisations had an average budget under UAH 10 million also rated their internal capacities in three more areas:

Self-ratings of organisational capacities (n=39)



Participants were then given free space to describe what one intervention they believed would most help Ukrainian civil society to make health services more inclusive and effective. The responses were split almost equally between:

- **Public health policy improvements**, such as screenings and mandatory insurance.
- **Increased transparency of information**, including open publishing of health statistics.
- **Reforms of health system governance**, including the creation or strengthening of supervisory boards or panels.
- **Better engagement between government and civil society**, and collaborations between all stakeholders.

Together, these findings have helped us learn about CSOs’ strengths, challenges, and opportunities. The findings have already been used to inform the design of our new programmes, and they may offer insight to other actors looking to support civil society or healthcare in Ukraine.

Applying our approach to the Voluntary Carbon Market

Integrity Action is committed to placing local communities at the heart of all our efforts and within carbon projects this raises critical questions: Are these communities truly benefiting from the carbon offsets being sold? If not, why? And how can we help to ensure a more equitable distribution of rewards, decision-making power and accountability? These are just a few of the questions we have been exploring this year.

We have investigated how citizen-led accountability models can enhance the integrity of social impacts within carbon projects as part of our Carbon Integrity Monitors theory of change.

One highlight of this journey was our panel discussion in June 2024, “Advancing Voluntary Carbon Markets through Green Accountability.” This event brought together experts from diverse fields to discuss their experiences in the voluntary carbon market and the essential factors needed for its advancement. Our [VCM event blog](#) has further details.

The dialogue underscored the immense potential for the voluntary carbon market to create positive outcomes for communities, while also emphasizing the critical need for trust, transparency, and accountability in making that happen. We are looking forward to continuing and expanding our learning journey as we pilot Carbon Integrity Monitors in 2025.



Power with: delivering on our gender & social justice commitments

The idea of good governance, in which institutions are effective, accountable and inclusive at all levels is an important part of the UN's Sustainable Development Goal 16 (SDG). What is more, the commitment to 'leave no one behind' is a cross-cutting feature of all SDGs.

We passionately believe in the idea that 'no goal should be met unless it is met for everyone'. We have extensively considered what this statement means for us and concluded that rather than talking about inclusion we need to be speaking about justice. Our *Power with approach* puts an emphasis on shared power, rooted in respect, solidarity, and collaborative decision-making, and on fostering collective action rather than domination and control.

Applying this approach means:

Working with partners to support locally-led and justice-based agendas and solutions. We will listen to what our monitors, partners and the communities we work for have to say, act on their recommendations and continuously improve our initiatives. We have devised a Gender, Climate and Social Responsiveness Scale to assess our initiatives.

Working as a team to increase diversity among staff and trustees, and to eliminate any injustice we identify in our systems and practices.

Collaborating with fellow organisations to re-imagine the global development sector, including contributing to decolonising the sector and shifting the power and resources that we hold towards the communities we work for, and the civil society organisations based where our projects are located.

We hold ourselves accountable to our nine promises by reporting on our achievements, challenges, lessons learnt and adaptations every year. See below how we did in FY 2024.



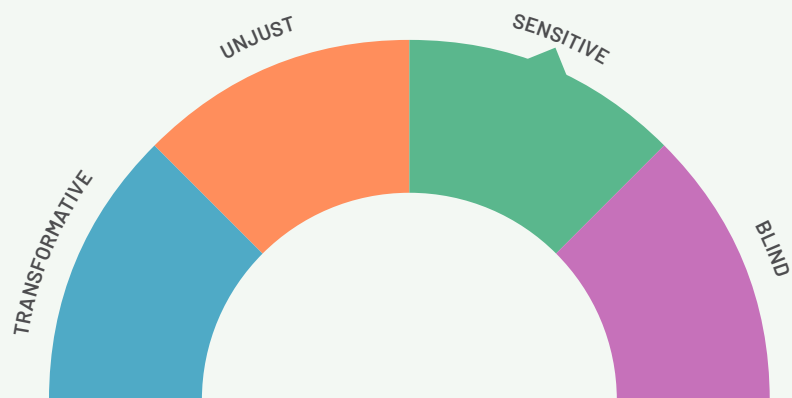
9 PROMISES ON JUSTICE: HOW DID WE DO?

No.	Area	Action	Year	Status
01	Programmes	Assess all initiatives against Integrity Action's Gender, Climate, Social Justice Responsiveness Scale	FY24 & beyond	In collaboration with our partners, we assessed our 2 active projects. They both scored 'sensitive'.
02	Programmes	Ensure that 50% of citizen monitors are women and that we collect case studies on monitors' journey from historically underserved communities	FY24 & beyond	This year, our monitors were 41% women and 59% men. 13% of monitors have a disability. We did not collect any case studies on the journey of monitors from historically underserved communities.
03	Programmes	Establish a green accountability programme where citizen-centred accountability amplifies all citizens' voice in climate adaptation and mitigation	FY25 & beyond	We successfully won an accelerator grant which allowed us to design a pilot on Carbon Integrity Monitors, which will run in FY25
04	Organisation	Increase diversity amongst staff, the executive team, and trustees	FY25 & beyond	Our Board has formally agreed to a roadmap which aims at having: -50% Trustees who are women or non-binary by the end of FY2026. -20% Trustees from countries where IA normally works to reflect the backgrounds and experiences of the partners and project participants we work with. -20% of Trustees from the Global North belonging the Global Majority, as per ethnic makeup of England and Wales.
05	Organisation	Deploy and publish results of a staff survey which uses feminist leadership principles to measure staff wellbeing and satisfaction with IA workplace	FY25 & beyond	No actions taken yet
06	Organisation	Actively contribute to Crown Agents' DEIB committee	FY24 & beyond	The Head of Operations has been a member of the DEIB committee until CA went into liquidation, pushing the committee towards a more radical approach to diversity and inclusion in the workplace
07	Sector	Deploy a partner survey to assess trust and satisfaction levels among partners	FY25 & beyond	No actions taken yet
08	Sector	Increase the number partners who have a commitment to Gender, Social, Climate Justice and/or who are led by women and/or historically marginalised groups	FY25 & beyond	No actions taken yet
09	Sector	Maintain our leadership position in the sector on topics related to Gender, Social and Climate Justice	FY24 & beyond	The Head of Operations is in the steering committee of the Bond's Practice for locally led development working group

REFLECTION ON USING THE GENDER, CLIMATE, SOCIAL JUSTICE RESPONSIVENESS SCALE

One of the most exciting outcomes of deploying our power with approach this year has been the introduction of the Gender, Climate, Social Justice Responsiveness Scale. The scale comprises 17 areas, from programme design, to MEAL, comms, safeguarding and staffing. It aims at assessing whether, and how much, our initiatives are built and delivered in a way that put the people we work for – all of them – at the centre.

We have enjoyed applying the scale to our active initiatives at their varying stages of development (design and implementation). We assessed the initiatives in collaboration with our partners. During the workshops, it became apparent that the scale was primarily a tool that provokes reflection and good discussion, rather than being used as a strictly defined marking instrument. The conversation generated ideas for project improvements and challenged us to reflect more deeply on the practicalities of reaching the most historically underserved groups. We recorded the actions and are working on them in time to re-take this exercise 12 months on, hoping to improve our scoring further (we averaged ‘sensitive’). In practical terms, we agreed that a few definitions need to be revised. Also, we need to allow enough time in the conversation to talk through what each aspect of the scale means (e.g. what makes a safeguarding mechanism accessible? What counts as an exit strategy? How do we define ethical communication?).



We have had an incredible experience collaborating with the Integrity Action team in co-creation sessions, where their expertise and insights have greatly enriched our joint efforts. These sessions have fostered innovative ideas and strengthened our partnership through shared knowledge and mutual respect.

Patients of Ukraine

Projects overview

PROJECTS OVERVIEW

UNRESTRICTED FUNDS PROJECTS OVERVIEW -

SIDA – Ambition for Open Citizen Feedback – The Swedish International Development Agency is supporting Integrity Action delivering our strategy to achieve the three objectives of: ACHIEVING results for citizens that maximised quality, durability, and inclusivity; AMPLIFYING our programme results, fuel further innovation, and embed citizen-centred accountability practices; and, ACCELERATING other actors to mainstream citizen-centred accountability across the sector and within public services.

Monitoring for financial savings (M4FS). We brought this successful initiative, and collaboration with SEND Ghana, to an end this year. Communities monitored the delivery of health and education infrastructure in Northern Ghana, comparing what was promised with what was being delivered, and engaging with those responsible to address any issues. Citizen monitors reached an impressive 77% Fix rate. This project was financed by Integrity Action’s strategic funding from SIDA.



SAFEGUARDING

Ensuring that our initiatives do no harm to the people we work with remains central to our work. Our approach to safeguarding centres on preventing incidents, mitigating risks and ensuring access to safeguarding reporting mechanisms. As we do not directly implement activities, we support our partners to develop a thorough understanding of safeguarding and put in place appropriate procedures.

SAFEGUARDING INCIDENTS REPORTED IN 2024

In FY 2023/24, Integrity Action and partners received no reports of safeguarding incidents.

RESTRICTED FUNDS PROJECTS OVERVIEW

Monitoring Health Care Facilities Construction in Ukraine – In partnership with Patients of Ukraine, a Ukrainian civil society organisation leading on patients’ rights, Integrity Action’s embedded citizen-centred accountability into the construction of cutting-edge, fully independent and energy efficient prefabricated health facilities in Ukraine. This project was halted by Crown Agents Limited going into liquidation.

Compact – Supporting public participation and planning in local government. This programme, implemented in partnership with the PARI and the South African Local SALGA) aims to enhance local government accountability in South Africa through strengthened civic participation. With an approach informed by action research, the programme supports selected Local Municipalities and communities in South Africa to collaborate on budgeting, planning, delivering and monitoring public services. There is a particular emphasis on water and sanitation.

Green Accountability Technology Accelerator. Funded by the Climate Collective in collaboration with the World Bank’s Global Partnership for Social Accountability, this six-month programme is an accelerated learning journey to support us to develop a tech-enabled tool that enhances citizen oversight and decision making in climate finance and climate action. We have developed such a tool.

School-centred Accountability. We are partnering with Kesho-Kenya to set up Integrity Clubs in ten secondary schools of Kilifi County in Kenya, in coordination with the Ethics and Anti-Corruption Commission. Integrity Clubs members will discuss issues of accountability and integrity and monitor school services, acting collaboratively with the school management to solve problems that they identify. The project is funded by the Allan and Nesta Ferguson Charitable Trust and match-funded by SIDA.

Financial review

The financial statements have been prepared in accordance with the accounting policies set out on pages 29 to 30 of the financial statements and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102). The accounts presented in this report the 12 months ended 30 June 2024.

RESERVES POLICY

We aim to hold sufficient reserves to:

- Cover essential investment to ensure our technology delivers programmatic and strategic added value.
- Ensure we can pursue sufficient communications activities to support our key 'Achieve, Amplify and 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 and obligations (including to our employees) in a planned and orderly fashion should our sources of income cease abruptly; 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 Board and on the advice of the Audit Committee.

In view of the greater level of uncertainty caused by shifts in our funding environment, while maintaining the approach that the reserves should not be set too high as this would tie up funds which could and should be spent on charitable activities, the Board has set the following reserves target:

- Support for technological platform and communication objectives: £120,000 to £150,000.
- Working capital requirements (30% of target project spend for the following year: £360,000 to £400,000.
- Six months of fixed expenditure: £350,000 to £450,000.
- Total target: £830,000 to £1,000,000.

The balance sheet shows unrestricted funds of £950,091. The free reserves of the charity were £796,567 which are represented by the other unrestricted funds as shown in note 11; a decrease of £48,319 on the previous balance sheet date on 30 June 2023. The free unrestricted reserves exclude the William and Flora Foundation Hewlett grant of £139,504 (2023: £211,941) which has been set aside to further citizen centred accountability in line with the original aims of the partnership. This year £72,437 (2023: £nil) of the funds from the grant were used to support monitoring in Kenya which is in line with the grant purpose.

Total funds were £980,335 (2023: £1,094,459) and included a restricted fund balance of £30,244 (2023: £37,632). The restricted fund 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. Total income decreased by 10.9% from £718,625 for the financial year 2022/2023 to £648,148 for 2023/2024. The decrease in income was due to no new substantial income in 2023/2024 (see note 2).

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 increased by 3.1% from £738,746 for the financial year 9 months to June 2023 to £762,273 for the 12-month period to June 2024 and was in line with plans for the projects already in progress at the start of the year.

PAY POLICY

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 5 of the accounts. Executive pay is reviewed and set by the Remuneration Committee on an annual basis. All trustees give their time freely and no trustee received remuneration in the period for this role. Details of trustees' expenses and related party transactions are disclosed in notes 6 and 14 of the accounts respectively.

PUBLIC BENEFIT

The Board confirms it has complied with its 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 objectives for the public benefit as described in this report.

PRINCIPAL RISKS AND UNCERTAINTIES

The Board has considered 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 the Board effectively tracks significant risks and is assured the control procedures are adequate to manage these risks.

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

Risk	Mitigating measures
Crown Agents group liquidation and subsequent Integrity Action's de-merger from the group, materially affects Integrity Action's ability to achieve its intended impact, raise and manage finances, and/or negatively affects charity's reputation	The Charity Commission, the Company House, all funders and partners have been informed about the change and no issues have been raised. All back-office systems are running in line with Integrity Action policies. Fundraising is going as planned with medium term plan in place. All responses de-merger news has been positive and praising Integrity Action's ability to speedily demerge with assets intact.
Integrity Action's approach does not achieve level of sustainability or scalability that is expected by partners, peers and funders.	Continue to integrate learning and research findings to achieve more sustainable programmatic outcomes. Ensure learning and research reached global audiences and are used by partners and peers. Continue to work with organisations and coalitions to achieve systemic and transformational changes in countries and globally.
Citizen monitoring technology solutions fail to deliver sustainable and user-friendly solutions.	Continue to assess, review and utilise best technology tools for given programmes. Regularly assess usability with monitors, partners and other key stakeholders. If required, new technology tools are developed with economy, efficiency and effectiveness in mind and by re-utilizing market solutions that are sustainable.
Risk of mishandling of funds through fraud, leakage, use of proscribed organisation, by IA partners or IA itself	Finance management function is outsourced to a specialised provider and regularly monitored by the Executive team and the Board Audit committee. Due Diligence, checks and protocols for handling funds and mitigate risks of fraud are conducted for all partners.
Key digital systems are hacked or fail / crash (including DevCheck and cloud-based file storage). Data is compromised or corrupted.	Use of industry standard security software and maintenance of regular contact with all providers. Business continuity plan in place and implemented.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The independent 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 Board is governed by a Governance Manual which 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, Diversity and Justice Focal Person, and the Safeguarding and 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.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Each Board trustee has taken responsibility for monitoring the charity's activities on specific operational areas and constant attention is paid to the skills matrix 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 position of the charitable company and of the incoming 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 – the Charities' SORP (Accounting and Reporting by Charities).
- 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, Integrity Action's Board of Trustees
23 October 2024

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 June 2024 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 30th June 2024 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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, 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, 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. 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant are the Charities SORP FRS 102, the Charities Act 2011, employment legislation and Health & Safety regulations.
- We understood how the charity is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of minutes from trustee meetings and papers provided to the trustees.

We assessed the susceptibility of the charity's financial statements to material misstatements, including how fraud might occur. Audit procedures performed by the engagement team included:

- Identifying and assessing the design and implementation of controls in place to prevent and detect fraud;
- Challenging assumptions and judgments made by management and the trustees in its significant accounting estimates;
- Identifying and testing journal entries, in particular adjustments made at the year-end for financial statement preparation; and
- Assessing the extent of compliance with relevant laws and regulations by reviewing correspondence with regulators and legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available 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.



Peter Mackereth (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

25 October 2024

Administrative details

TRUSTEES

Alan Barlow (FC)
Michael Cañares
Sam De Silva
Fergus Drake OBE – (resigned July 2024)
Alistair Gibbons (AC), (RN)
Gail Klintworth (AC), (RN)
Paul Maassen (RN)
Ian Malcomson – (resigned September 2023)
Philip Welply (RN)(resigned December 2023)

AC = Member of Audit and Finance Committee

FC = Member of Fundraising Committee

RN = Member of Remuneration and Nomination Committee

REGISTERED OFFICE

Integrity Action
3rd Floor
86-90 Paul Street
EC2A 4NE

www.integrityaction.org

COMPANY REGISTRATION NUMBER (ENGLAND AND WALES)

04884328

CHARITY REGISTRATION NUMBER

1120927

BANKERS

HSBC Bank
60 Queen Victoria Street
London EC4N 4TR

EXTERNAL AUDITORS

Buzzacott LLP
130 Wood Street
London EC2V 6DL

LEGAL ADVISORS

Winckworth Sherwood LLP
Minerva House
5 Montague Close
London SE19BB

CHIEF EXECUTIVE OFFICER

Jasmina Haynes
Jasmina.haynes@integrityaction.org

Statement of Financial Activities for the year ended 30 June 2024

(Incorporating an Income and
Expenditure Account)

	Notes	Unrestricted funds £	Restricted funds £	Total Funds 12 months ended 30 June 2024 £	Total Funds 9 months ended 30 June 2023 £
Income from:					
- Investments					
Investment income		16,136	-	16,136	6,782
- Charitable activities					
Grants, donations and consultancies	2	524,953	93,040	617,993	711,843
Other:					
Gains on revaluation of foreign currency		14,019	-	14,019	-
Total income		555,108	93,040	648,148	718,625
Expenditure on:					
Raising funds		97,683	-	97,683	147,627
- Charitable activities					
Citizen-centred accountability		564,163	100,427	664,590	506,102
Losses on revaluation of foreign currency		-	-	-	85,017
Total expenditure	3	661,846	100,427	762,273	738,746
Net(outgoing)/ incoming resources before transfers		(106,737)	(7,388)	(114,125)	(20,121)
Transfers between funds		-	-	-	-
Net movement in funds		(106,737)	(7,388)	(114,124)	(20,121)
Fund balances brought forward		1,056,827	37,632	1,094,459	1,114,580
Fund balances carried forward	11	950,090	30,244	980,335	1,094,459

The Statement of Financial Activities includes all gains and losses in the year.
All income and expenditure derives from continuing activities.
The notes on pages 29 - 34 form part of these financial statements.

Company Registration Number 04884328

Balance Sheet as at 30 June 2024

Notes	30 June 2024 £	30 June 2023 £
Current assets		
Debtors	17,692	45,416
Cash at bank and in hand	1,066,536	1,127,655
	1,084,229	1,173,071
Liabilities		
Creditors: amounts falling due within one year	10 (103,894)	(78,612)
Net current assets	980,336	1,094,459
Net assets	980,335	1,094,459
The funds of the charity:		
Unrestricted funds	950,090	1,056,827
Restricted funds	30,244	37,632
Total funds	11 980,334	1,094,459

The financial statements on pages 20 -34 were approved and authorised for issue by the trustees and are signed on their behalf by:



Gail Klintworth
Chair, Integrity Action's Board of Trustees
23 October 2024

Cash flow statement for the year ended 30 June 2024

Notes	12 months ended 30 June 2024 £	9 months ended 30 June 2023 £
Cash flows from operating activities		
Net cash outflow from operating activities	15 (75,137)	(62,015)
Change in cash and cash equivalents	(75,137)	(62,015)
Cash and cash equivalents at the beginning of the period	1,127,655	1,150,657
Change in cash and cash equivalents due to exchange rate movements	14,019	(85,017)
Cash and cash equivalents at the end of the reporting period	1,066,536	1,127,655

Analysis of changes in net debt

	At 1 July 2023 £	Cash flows £	Impact of foreign exchange £	At 30 June 2024 £
Cash and cash equivalents				
Cash	1,127,655	(75,138)	14,019	1,066,536
Total net debt	1,127,655	(75,138)	14,019	1,066,536

Integrity Action does not have any borrowings or lease obligations.
Net debt consists therefore of the cash balance.

Notes to the financial statements for the year ended 30 June 2024

1 Principal accounting policies

General information

Integrity Action is a company limited by guarantee (company number 04884328) and charity registered in England & Wales (charity number 1120927). The address of its registered office is Integrity Action, 3rd Floor, 86-90, Paul Street, London, EC2A 4NE.

Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the periods and years presented, unless otherwise stated.

a) Basis of preparation

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.

b) Preparation of accounts on a going concern basis

Based on a review of the financial position, reserves levels and future plans, the Board of Trustees considers 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 current economic and funding climate.

c) Critical accounting judgements and estimates

In preparing these financial statements, management have 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.

d) 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.

Donations are recognised when receivable. On occasion the charity receives services in kind, such as pro bono advice. Where material, the in-kind services are recognised in the accounts based on their estimated fair value, which is normally equal to the market value.

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.

e) Tangible fixed assets

All assets costing more than £3,000 (including VAT) and with an expected useful life exceeding one year are capitalised. Development Check and software development costs are not capitalised.

f) 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.

g) 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.

h) Employee termination benefits

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

i) 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.

j) Operating leases

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

k) Debtors

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

l) 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.

m) 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.

n) 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.

o) 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.

2

Grants, Donations and Consultancies

Notes	2024 £	2023 £
Unrestricted		
Swedish International Development Cooperation Agency (SIDA)	524,953	594,543
Gifts-in-kind	-	55,200
Total unrestricted	524,953	649,743
Restricted		
Allan & Nesta Ferguson Trust	25,000	-
PARI	18,481	25,223
Simavi	-	16,728
Celo Climate Collective	11,801	-
Ukrainian health care facilities monitoring	37,758	20,149
Total restricted	93,040	62,100
Total grants, donations and consultancies	617,993	711,843

3 Expenditure

	Charitable Activities	Raising funds	12 months 2024	Charitable Activities	Raising funds	9 months 2023
	Notes	£	Total £	£	£	Total £
Partnership costs		26,326	26,326	46,487	-	46,487
Staff costs (note 5)		409,328	507,011	292,242	73,773	366,015
Consultancy costs		38,643	38,643	43,548	18,654	62,202
IT and software development		6,529	6,529	2,754	-	2,754
Rent, rates and other office costs		133,995	133,995	27,054	-	27,054
Travel and events		6,602	6,602	5,732	-	5,732
Governance (excluding staff costs)		14,191	14,191	54,846	55,200	110,046
Programme development costs		28,000	28,000	33,439	-	33,439
Losses on revaluation of foreign currency		-	-	85,017	-	85,017
Other costs		976	976	-	-	-
Total expenditure		664,590	762,273	591,119	147,627	738,746

4 Net income is stated after charging:

	2024 £	2023 £
Auditor's Remuneration:		
Statutory audit	12,000	12,000
Other Services	-	2,526
	12,000	14,526

5 Staff costs

	2024 £	2023 £
Wages and salaries	440,807	314,776
Employer's National Insurance costs	44,707	35,290
Employer's contribution to defined contribution pension scheme	21,497	15,949
	507,011	366,015

The average headcount in 2024 was 8 (2023: 9).

No redundancy payments were agreed in the year (2023: nil)

The number of employees who earned £60,000 or more (including taxable benefits but excluding employer's pension contributions and employer's national insurance contributions) in the following periods was as follows:

	12 months ended 30 June 2024	9 months ended 30 June 2023
£100,000 - 109,999	1	1
£90,000 - £99,999	-	-
£80,000 - £89,999	-	1
£70,000 - £79,999	1	-

The above higher paid employees received employer pension contributions during the period of £5,304 (12 months) (2023: £ 4,173 9 months). The total employee benefits of the key management personnel of the Charity, including employer's national insurance and pension contributions for the period, were £124,789 (12 months) (2023: £98,299 - 9 months). Key management personnel consist of the CEO and the trustees only.

6 Trustees' Remuneration

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

No trustees' expenses were reimbursed in 2024 (2023: nil).

7 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.

8 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 June 2024, the facility was for £25,000 (2023: £25,000)

9 Debtors

	2024 £	2023 £
Amounts due from Crown Agents Limited	5,293	20,149
Other debtors and accrued income	12,399	25,267
	17,692	45,416

10 Creditors

	2024 £	2023 £
Expense creditors	12,235	3,642
Taxation and social services benefits	13,877	13,662
Accruals	44,507	35,042
Amounts due to Crown Agents Limited	33,276	26,266
	103,895	78,612

11 Fund Movements

	At 1 July 2023 £	Income £	Expenditure £	Transfers £	At 30 June 2024 £
Unrestricted funds					
The William and Flora Hewlett Foundation	211,941	-	(72,437)	-	139,504
Swedish International Development Cooperation Agency (Sida)	64,455	524,953	(589,408)	-	-
Other unrestricted funds	780,431	30,156	-	-	810,587
Total unrestricted funds	1,056,827	555,109	(661,845)	-	950,091
Restricted funds					
Hewlett Foundation - Organisational Effectiveness Support Grant (OE)	18,214	-	-	-	18,214
Compact - Supporting Public Participation and Planning in Local Government (PARI)	18,602	18,480	(37,082)	-	-
Simavi	816	-	-	-	816
Allan and Nesta Ferguson Trust	-	25,000	(18,520)	-	6,480
Celo Climate Collective	-	11,801	(7,068)	-	4,733
Ukraine Pfizer healthcare	-	37,757	(37,757)*	-	-
Total restricted funds	37,632	93,038	(100,427)	-	30,244
Total funds	1,094,459	648,149	(762,272)	-	980,334

Please see the 'Period 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

*Ukraine Pfizer healthcare - Under the terms of the agreement with Crown Agents, Integrity Action are eligible to invoice and be reimbursed for costs incurred in the implementation of the Ukraine Pfizer Healthcare project. As at the 30th June 2024, Integrity Action had invoiced for £37,757 of costs. Currently Integrity Action has received £32,465 regarding this work and is therefore owed £5,293, which covers the remaining expenditure which Crown Agents failed to reimburse in the year. This is reflected in the debtor in note 9 as well the amounts due from Crown Agents in note 14.

12 Net Assets between Funds

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Current Assets	1,053,985	30,244	1,054,015	1,135,439	37,632	1,173,071
Current Liabilities	(103,894)	-	(103,894)	(78,612)	-	(78,612)
Net Assets	950,091	30,244	980,335	1,056,827	37,632	1,094,459

13 Commitments under Operating Leases

The charity had no commitments under non-cancellable operating leases (2023: £nil).

14 Related Party Transactions

Related Party Transactions	2024 £	2023 £
Shared resources charged from Crown Agents Limited	99,829	26,266
Funds granted to Integrity Action to perform charitable work on behalf of Crown Agents Limited	32,465	20,149
Donated services from CMS	-	55,200

*CMS provided pro bono legal and secretarial support to Integrity Action during merger process.

Related party balances

Related party balances accrued as at 30 June are as follows:

	2024 £	2023 £
Amounts due to Crown Agents Limited	33,276	26,266
Amounts due from Crown Agents Limited	5,293	20,149

15 Reconciliation of Net Movement in Funds to Cash Flow from Operating Activities

	2024 £	2023 £
Net movement in funds	(114,124)	(20,121)
Losses (gains) on foreign currency	(14,019)	85,017
Decrease / (increase) in debtors	27,724	(43,775)
(Decrease) / increase in creditors	25,282	40,894
Net cash outflow from operating activities	(75,137)	62,015

16 Member and Ultimate Parent

At the year end, the sole member of the charity is Crown Agents Limited (Company No. 03259922) a not-for-profit international development company. The ultimate parent undertaking of Crown Agents Limited is The Crown Agents Foundation (Company No. 03251167), a non-trading, not-for-profit company limited by guarantee. Both Crown Agents Limited and The Crown Agents Foundation are registered in England and Wales. The Crown Agents Foundation is the parent undertaking of the smallest and largest group of undertakings to consolidate these financial statements.

The consolidated financial statements of The Crown Agents Foundation are available from the Company Secretary at Blue Fin Building, 110 Southwark Street, London, United Kingdom, SE1 0SU. The Charity is independent and had two independent trustees and two member appointed trustees during the year. The sole member, Crown Agents Limited, is not a corporate trustee, but it has the power to appoint and remove trustees.

17 Post Balance Sheet Events

On the 30th July 2024 Crown Agents Limited which is the sole member of the charity announced it is no longer a going concern. On 2nd August 2024 Integrity Action's Board passed the resolution to de-merge from the group effective as off 2nd August 2024. The Board now consists of independent trustees only. All the required changes have been made and registered with the Charity Commission and the Company House. Amounts due to the Crown Agents would need to be offset with the amounts Crown Agents owe to Integrity Action and amounts lost due to de-merger.

18

Comparative Statement of Financial Activities

	Notes	Unrestricted funds £	Restricted funds £	Total Funds 9 months ended 30 June 2023 £
Income from:				
- Investments				
Investment income		6,782	-	6,782
- Charitable activities				
Grants, donations and consultancies	2	649,743	62,100	718,625
Total income	1	656,525	62,100	718,625
Expenditure on:				
Raising funds		147,627	-	147,627
- Charitable activities				
Citizen-centred accountability		449,577	56,525	506,102
Losses on revaluation of foreign currency		85,017	-	85,017
Total expenditure	3	682,221	56,525	738,746
Net outgoing resources before transfers		(25,696)	5,575	(20,121)
Net movement in funds		(25,696)	5,575	(20,121)
Funds as at 1 September		1,082,523	32,057	1,114,580
Funds as at 30 June		1,056,827	37,632	1,094,459

INTEGRITY ACTION

England & Wales - Charity number 1120927

Accounts

Annual Report and Financial Statements

Financial Year 2022/2023



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What we do

Every day, across the world, those responsible for public infrastructure and service provision fail to deliver on their promises. As a result, far too many communities live with stalled or abandoned projects and sub-standard infrastructure, and have poor or no access to the public services they should be receiving. This leaves children without schools and contributes to poor education outcomes and drop-out rates; pregnant mothers lacking safe places to deliver their babies, and farmers with little or no infrastructure for selling their goods.

Integrity Action believes that the best way to change this is by supporting citizens to take an active part in the ways public infrastructure and services are delivered – and we bring different groups together to make this happen.

We work directly with citizens, helping them secure quality local projects and essential services, including education, health, waste management, water and infrastructure.

We also work with governments, civil society, development organisations, private businesses and other duty bearers to ensure they respond to and work with citizens, and have the capacity and community buy-in to do so.

By developing trust among everyone involved, our collaborative and inclusive approach enables people to identify problems and find solutions together.



How we make a difference

Integrity Action ensures that projects and services genuinely meet citizens' needs – as identified and expressed by communities themselves. We achieve this by creating tools and methods that community members use to record the standards of projects and services they have been promised, identify problems, voice their feedback and collaborate constructively with those responsible to fix problems. Typically, these duty-bearers are governments at local, regional and national levels, and international development actors.

We also use digital tools such as our DevelopmentCheck app to ensure problems and their solutions – or “fixes” – are captured efficiently and accessibly in real time, and data is easily converted into knowledge. This generates the urgency needed to drive action for problems to be resolved effectively.

Since 2019, monitors from local communities, with a wide variety of backgrounds, have identified more than 7,500 problems in the delivery of infrastructure and services that they expect and deserve, and 77% of them have been solved. As these “fixes” accumulate, life starts to visibly improve for communities, while valuable trust is built along the way.

Fostering relationships based on trust

Our 20-year journey has led to recognition of Integrity Action as a global voice in the fields of social accountability, civic technology and open government. We have mobilised citizens in over 20 countries to monitor more than \$1 billion worth of public money, infrastructure and services.

Partnerships are central to our approach. By integrating our methodology and tools with the expertise, insights and commitment of community and national organisations, international NGOs, government actors and researchers, we create tangible, enduring results. Our work helps shape global understanding of the transformational value of citizen-led accountability in democratic development. We are proud that our practical and citizen-powered insights and knowledge are regularly used by experts in the transparency and accountability community worldwide.

By inspiring and supporting governments, businesses and non-profit organisations to improve their approach to accountability and participation, we enable behavioural change that places citizens' voices centrally in decision-making processes. This ensures that they receive the services they deserve.

When we introduced ourselves, the contractor and the workers stepped up because they knew we were watching and would report them if there was any problem. The contractor became very open and shared updates and progress with us. They became conscious that the appropriate authorities would be alerted anytime a fault was detected.

Monitor
SEND Ghana



Welcome note from Gail Klintworth

OUR CHAIR

As Integrity Action celebrates **20 years of operation**, the world within which we work has changed remarkably in many ways (although not in many others).



Over the past few years, we have seen a **global and local order mired in “polycrises”**. The bounce-back from the Covid disruption and associated economic impacts has led to the highest inflation levels since the 1990s. We all face the challenges of food insecurity, energy disruption, health system inadequacies, and security flare-ups in fragile states and many previously considered inherently stable. These realities, underpinned by the observable impacts of the climate crisis, have made our world seem much more uncertain and frightening.

The cracks are widening and deepening, geographically and socially. The disarray in local, regional and international systems and governance means their capacity to respond to these challenges is often inadequate. Many readers of this report may be using their resources to seek to make a difference in addressing our world’s challenges. Whether these resources deliver the desired impact and build greater resilience (and trust) to potentially drive broader systemic change remains an ongoing question in all our minds.

Integrity Action is highly motivated within this context to secure our most valuable role within locally-led development, supporting citizens to hold duty-bearers accountable and to solve their community problems. While no institution may have the solution to the conflagration of risks our world faces, we have remarkable evidence of the potential effect of an empowered citizen as a positive actor, solving issues when they have agency and creating ripple effects beyond an immediate issue.

For example, this report profiles cases in Ghana and Kenya where monitors engaged with infrastructure development projects, including the construction of classrooms and clinics. As a result, communities have been mobilised, relationships with local government and contractors have improved, and there is an increased sense of joint accountability and “can-do” spirit.

Building on successes such as these, we are seeking to extend our work this year to address two areas where we know we can have an important impact:

- The need for fair, transparent and accountable reconstruction that meets citizens’ needs following chaotic disruption and conflict. For example, the massive influx of funds that the international community is pledging to Ukraine presents risks of mismanagement, leakage and corruption that could ultimately prevent the Ukrainian people’s needs from being met.
- The need for fair, transparent and accountable climate solutions that address local needs and deliver the promised results.

We are delighted to have joined forces with the Crown Agents Group in service of this work and expanding our broader impact. An international development agency with 185 years’ experience, Crown Agents has worked in over 100 countries across five continents, with delivery offices in 14 countries. The group works with government, private-sector and NGO leaders to provide solutions in supply chains, health, crisis recovery and response, climate and energy, and governance. The joint forces of Crown Agents’ expertise, capacity and reach, and of Integrity Action’s citizen-empowered solutions create a synergistic opportunity for increased impact for both organisations and our respective stakeholders.

I want to compliment the Integrity Action and Crown Agents teams for their vision and forbearance as they have designed and begun implementing this collaboration. Together, our organisations can deliver more impactful and sustainable solutions, and potentially model a new future of effective and efficient development.

Gail Klintworth
Chair, Integrity Action’s Board of Trustees

Integrity Action joined the Crown Agents Group

Together, Integrity Action and the Crown Agents' Group link citizen participation with improved government operations, strengthening accountability and impact in development by providing an "end-to-end" approach, from the demand to the supply side of governance.



In February 2023, Integrity Action became a member of the Crown Agents' Group. A not-for-profit international development company, Crown Agents has long-standing expertise in partnering with governments to solve the most complex challenges, including delivering quality local projects and essential services. This experience, combined with Integrity Action's citizen-led approach to improving services and infrastructure at the local community level, means that together we can provide an approach that strengthens accountability and impact in projects and services delivered to citizens, from planning and design, to implementation in communities.

"Our joint added value is greater than the sum of our individual expertise," says Integrity Action's CEO, Jasmina Haynes. "We're thrilled to join forces with Crown Agents in this innovative partnership, which responds directly to the world's need for greater impact from not-for-profits. Given the COVID-19 pandemic, increasing global volatility and the accelerating impacts of climate change, it's more important than ever that citizens have an active role in creating a better future, holding leaders and organisations to account for the promises made to them."

Opening new opportunities

Currently reaching more than 120 million people in 86 countries, the Crown Agents' Group brings expertise in supply chains, health, governance reform, climate mitigation and adaptation, and crisis response and recovery. The merger opens up many opportunities to achieve even greater impact for communities across the world. For example, in Ukraine, where Crown Agents is currently rebuilding hospitals and securing supplies of essential medicines, Integrity Action's ability to bring a strong citizen voice to infrastructure reconstruction efforts will help minimise corruption and ensure citizens' needs are met locally.

Similarly, in Sierra Leone, where Crown Agents brings solar power to rural health centres, our training and support for community monitors who track operational and maintenance issues will help secure longer-term sustainability. Inspiring programmes such as these and many others help to build a foundation for lasting projects that respond to communities' changing needs and promote a lasting legacy of open government.

We are looking forward to working together with Crown Agents to further increase our joint impact in helping communities worldwide achieve the reliable services and infrastructure they deserve.

What we achieved this year

Bringing citizen-centred reconstruction to Ukraine

War in Ukraine has devastated health infrastructure in many regions. Urgent action is needed as people forced from their homes return to newly liberated areas and need essential healthcare. In response, the Crown Agents Group has secured funding to build four cutting-edge, energy-efficient prefabricated clinics.

Integrity Action is applying our citizen-centred accountability model to monitor progress of the construction. This is in partnership with Patients of Ukraine, a national civil society organisation that amplifies the voices of Ukrainian people in healthcare delivery. In May 2023, we trained staff from the organisation, who will in turn train and coordinate volunteers to monitor construction. Once the clinics are open, they will monitor healthcare delivery too.

“My idea of monitoring was very different before this training,” says a Patients of Ukraine staff member. “I thought it involved collecting data and speaking with the community. Now I know it is much more empowering. It’s about influencing decision making and having an active role in the clinics’ construction.”

Integrity Action has continued to deliver sustainable impact both in response to immediate crises and to address long-term issues. In joining forces with Crown Agents, we have strengthened our relationships with our delivery partners, working closely with governments and local, national and international organisations, and we continue to drive lasting behavioural and systemic change through our programmes.

Building trust between citizens, schools and education duty-bearers

In northern Ghana, community members are continuing to improve project and service delivery for 15 education infrastructure projects. This is part of the Monitoring for Financial Savings (M4FS) programme, implemented by our partner, SEND Ghana. Working in groups of four, 40 monitors are identifying important problems, such as “not enough resources or capacity” and “low quality or incorrect resources”, and bringing about solutions – with impressive fix rates of over 90%. Research shows that monitors have learned new knowledge and skills. Additionally, they have developed the confidence to demand quality infrastructure delivery from appropriate public officials in their regions (see page 8).

As well as achieving impact in project delivery, the programme is building a legacy of trust and collaboration between local government, funding agencies, contractors, monitors and communities. Citizens agree that the programme has improved the transparency and accountability of public-sector decisions that affect them, and strengthened open government. Consequently, duty-bearers have become more responsive to communities’ needs.

Creating sustainable citizen monitoring in Kenya

The VOICE programme in Kenya continues to support monitoring of infrastructure projects and strengthening of relationships between communities and local authorities (see page 9). Run by the Kwale Youth and Governance Consortium (KYGC), the programme has this year focused on ensuring its impact continues far beyond its lifecycle.

KYGC has focused on embedding citizen monitoring within the community and is confident that programme activities will continue after the project ends. “Monitors say that the culture instilled during the project will last into the future,” says a staff member. In Kinango, local volunteers have formed a community-based organisation to arrange monitoring and public participation. KYGC has also successfully supported village administrators to bring government budget discussions to a more local level in the communities, through village-level community budget meetings. It is advocating for uptake of this model across Kenya, enabling more communities to engage meaningfully in the government’s public participation processes.

Stories from our work

Inspiring a community to demand completion of classrooms

When overcrowding became a problem at the T. I. Ahmadiyya Primary School in Tootenyili, northern Ghana, building new classrooms seemed a straightforward solution. Construction began in February 2019, in a project expected to last a year and to improve learning conditions for the rural community's children.

Under the Monitoring for Financial Savings (M4FS) programme, implemented in partnership with SEND Ghana, the classroom construction is among 15 education infrastructure projects observed by trained community monitors to ensure timely, good-quality work. The monitors in Tootenyili soon discovered that the contractor was using sub-standard material for the roofing. Faced with residents' anger, the contractor abandoned the construction site, prompting the monitors to quickly take action.

Attracting interest and promoting dialogue

The monitoring group engaged with local people at a personal level to motivate the wider community to help restart classroom construction. As well as raising awareness of the project and the quality issues they had uncovered, the monitors provided community members with pathways to action. Many contacted local representatives and the relevant authorities directly, while young people were inspired to hold a march, demanding accountability from duty bearers and project completion to the required standards as soon as possible.

The demonstration attracted attention from the media and other stakeholders, including a local television station, which covered the story between December 2022 and January 2023. This helped prompt the authorities to take action to address the problem. The monitors ensured a process of continuous engagement between community stakeholders, the municipal assembly and the construction project's government funder, the Ghana Education Trust Fund (GETFUND). This resulted in the municipal assembly cancelling the original builder's contract and issuing a replacement to a new company.

Monitors in northern Ghana identified sub-standard work on a school construction project, so they fostered collaboration between the community and the authorities, prompting the appointment of a new contractor and strengthening local ownership of the project.

Developing community ownership

The monitoring group was drawn from diverse sections of the community, including traditional authorities, people with disabilities and women. This variety enabled members to bring together different sections of the community, and resulted in the delivery of a united, effective message to the duty-bearers responsible for project delivery. By ensuring wide community ownership of the issue, the monitors were able to achieve broad support for resolution of the problem – showcasing the strength of citizen-led monitoring.

The wider Tootenyili community has welcomed the monitors' intervention. Previously low levels of community engagement with the classroom construction project have been replaced by a strong sense of ownership. Young people in particular are well informed about the project and keenly involved, demanding accountability from those responsible for the additional classrooms.

As the new contractor prepares to start work, the Municipal Assembly's Construction Engineer, who oversees construction standards and contract compliance, says: "I must thank the monitors who made this possible by persistently persuading the assembly to resolve the issue. We were compelled to engage and ask GETFUND to decide on a new contractor in the best interests of the community and the pupils. All the documentation has been finalised and we will share copies with the monitors."

Once work is underway, the monitors will resume their oversight role. With backing from their community, they will aim to ensure that pupils at the school can soon benefit from safe, comfortable classrooms that support improved learning.



Stories from our work

Building vital relationships through monitoring

Monitors in Kenya are seeing positive changes in behaviour among duty-bearers and in their communities as a result of the VOICE programme, implemented in partnership with Kwale Youth and Governance Consortium (KYGC).

Community monitors do more than report on the status of development projects and identify problems which need fixing. By improving communication and bringing people together to identify issues and address them in a collaborative way, they build relationships and change people's perceptions of each other. This not only ensures high-quality infrastructure and service delivery, but promotes new behaviours that nurture open government and a culture of participation and accountability – as monitors from the VOICE programme in Kwale County, Kenya, testify.

According to the monitors, the most significant change brought about by the programme is that communities now feel that the government is listening to them. Local administrators have come to recognise and value the monitors' work and the information they gather. In Kinango, for example, monitors have welcomed an improved relationship with the sub-county administrator. Previously seen as authoritative and reluctant to work with the community, since meeting the monitors he has changed his approach.



Keeping duty-bearers informed on project progress

Realising the value of the monitors' insights, Kinango's sub-county administrator now listens to the community, even enabling monitors to share their experience with others. During construction of the Dzivani Early Childhood Development Centre, the monitors gathered evidence of poor project implementation, which they presented to the administrator. This helped him understand the problem, despite not seeing the project site. When the allegations were confirmed by the leading county education official, the administrator began to engage with the monitors. During a public participation forum on county budgets, he responded to a concern about poor-quality project implementation by asking Kinango community monitors to share how they have managed to achieve quality projects in their area.

The monitors had clearly won the administrator's trust. This matters, because when duty bearers trust community members, it becomes easier for local people to share important project information and address problems before they become entrenched and too costly to fix. This increases citizen-centred accountability in Kenya's public infrastructure investments.

Supporting women's leadership and authority

This new relationship between local government and community members isn't the only type of stakeholder relations improved, thanks to the monitoring process. Contractors are engaging better with communities and local project management committees, while the committees have discovered the benefits of working with monitors.

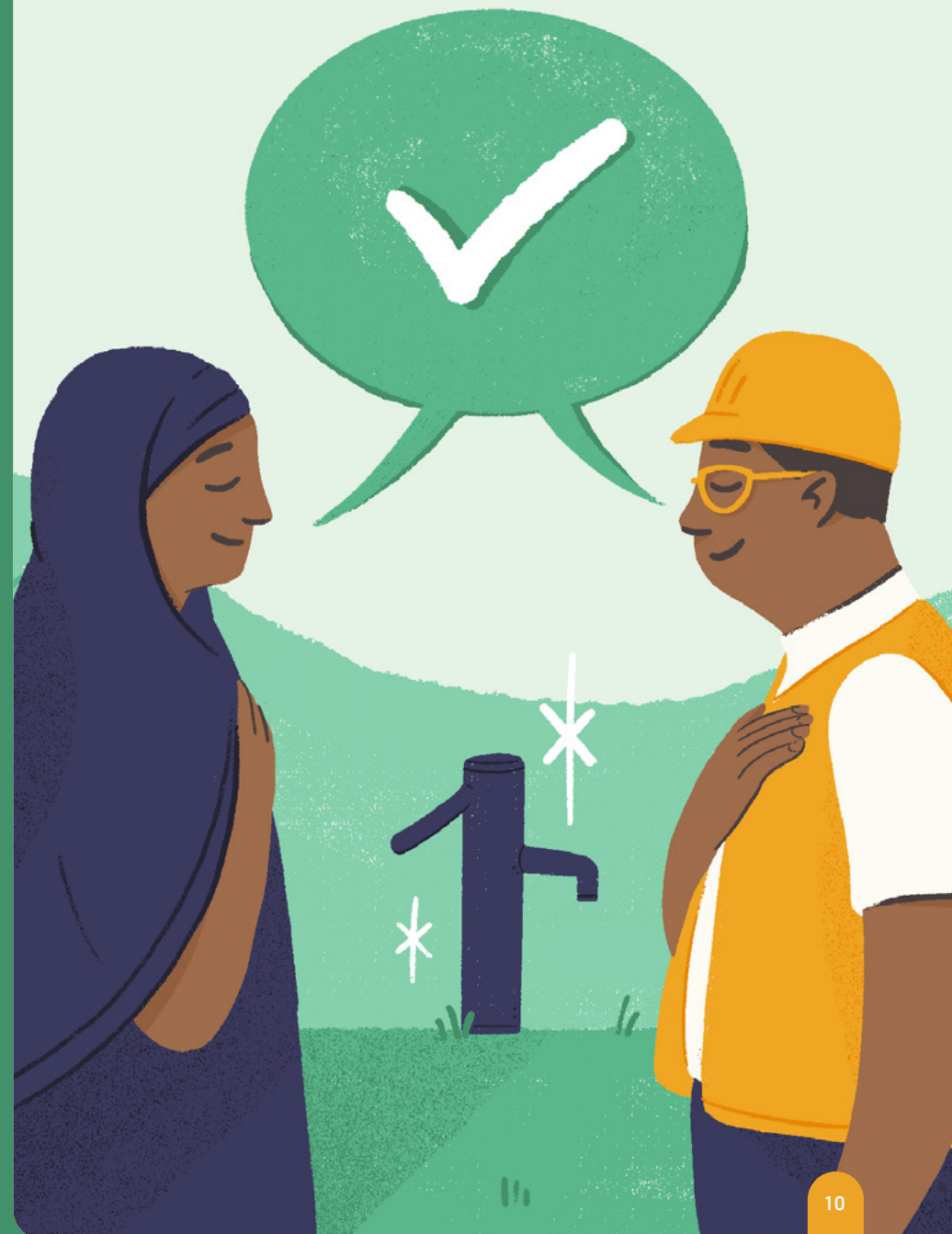
Another important change across Kwale is that women are now taking more of a lead in monitoring activities – and people are listening to them. "I can now confidently speak in front of people," says a female monitor. "I have been selected as the chairperson of the project management committee for Gandini polytechnic, and the deputy governor handed the bill of quantities to me. This is a big win for me as a woman."

Community ownership of local projects

Community engagement in government public participation processes is increasing too. Together, KYGC and local monitors have raised local awareness of people's right to be involved in project planning, how to engage with government participation forums and how to request new projects in their area. As a result, in communities like Gandini, attendance at public meetings has increased and people are voicing their needs – and feeling that the government is listening to them.

Our presence and active engagement create a sense of responsibility among project stakeholders, as they are aware that their actions and decisions are under constant scrutiny. This increased accountability fostered by the citizen monitoring acts as a deterrent against unethical practices, safeguarding the public's interests and ensuring optimal use of public funds.

Monitor
SEND Ghana



What we have learned

Monitored projects are in better condition: what the data shows



From clinics to classrooms, data collected by Kwale Youth and Governance Consortium in Kenya’s Kwale county shows that projects with citizen monitors are in better condition.

What difference has monitoring made to public infrastructure projects in Kwale county, Kenya? To help us find out, volunteers trained and supported by the Kwale Youth and Governance Consortium, our partner in the VOICE project, collected data from projects constructed over the past five years, comparing projects that had been monitored with those that had not. The results show a strong relationship between whether a project was monitored and the condition of the infrastructure. From clinics to dams, water pipes to early learning centres, projects that are monitored are seen to be in better condition than those that are not.

During September and October 2022, the volunteers visited and assessed infrastructure projects, including 109 early childhood development and education centres, 21 health dispensaries, 10 maternity units and 87 water projects, such as boreholes, dams and pipelines. Volunteers were asked to place completed projects into broad categories of “good” or “poor” condition, and to write a free-text explanation of their choice.

Projects in six wards



Monitored projects are in better condition

Excluding 24 projects that were still ongoing, the final sample covered 259 projects. Of these, 199 were complete in good condition, and 51 were complete but in poor condition. Nine had stalled completely. Construction quality and maintenance were central to the volunteers’ assessments. Around 60% of the projects recorded as being in poor condition had broken, faulty or missing infrastructure, from exposed wiring to cracked water tanks. Projects deemed to be in good condition were delivered as expected and functioning as intended. Volunteers often described them as well planned and organised, widely used, and appreciated by the community.

The data analysis shows a very strong and statistically significant positive relationship between infrastructure condition and whether a project was monitored. Of those monitored, more than 84% delivered infrastructure in good condition. For those not monitored, only 58% delivered infrastructure in good condition.

According to the data, infrastructure projects were significantly more likely to be in good condition if they had been monitored than if they had not. This held true for all types of monitors, although the link was strongest when community monitors were involved – with or without project management committees. This finding does not necessarily prove that monitoring leads to better conditions. Other factors, such as project location, are also relevant. However, the data does support evidence from across our programmes that suggests that monitoring improves project quality.

This matters for local communities. Infrastructure found to be in good condition is more likely to be in use as planned, delivering community access to more classrooms, clinics and safe water sources.

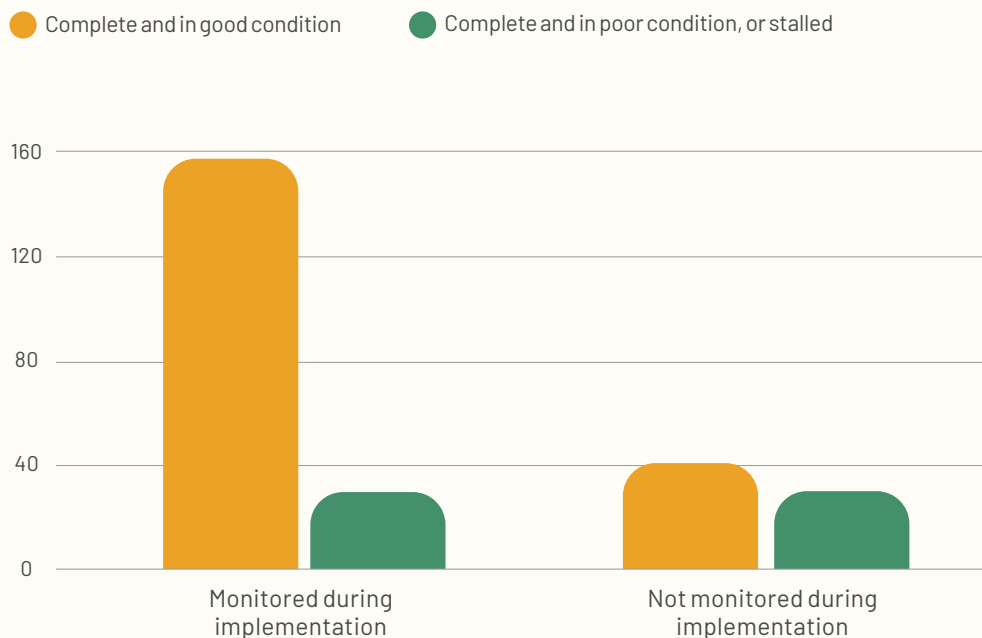
A vital oversight role

Even when monitoring begins later in a project’s implementation, the relationship with better quality outcomes still exists. The data also suggests that unmonitored projects are more likely to be unusable or vandalised, or to fall into disrepair.

Although the condition of projects is affected by a range of factors, the evidence suggests that monitoring can play a positive role in the delivery of quality infrastructure. This in turn allows communities to access the health, education and water services to which they are entitled.

The full analysis report will be published in autumn 2023.

**Comparing 259 health, water, & education infrastructure projects
Kwale County 2018-22**



What we have learned

Improving quality and delivering value: the impact of citizen monitors

Research in Ghana into construction projects with and without monitors confirms the crucial role of citizen monitoring in promoting higher standards of infrastructure and improving value for public money.

To see whether citizen monitoring saves public money, we commissioned researchers to accompany the M4FS programme (see page 7). Their findings demonstrated the positive impact of monitoring on improving the quality of infrastructure and the value for public money spent.

The data was collected and analysed between November 2022 and April 2023 by a joint team from the civil society support organisation [INTRAC](#) and the [Kwame Nkrumah University of Science and Technology](#) in Ghana. The team interviewed more than 350 people, including monitors, local leaders and randomly selected community members. They also visited projects monitored by M4FS and five unmonitored projects.

Preventing problems or finding early solutions

The research identified ways in which typical construction projects lose public funds or fail to achieve value for money. These include inadequate project design – for example, approaches that ignore local contexts – and failure to adequately assess contractors’ technical and financial viability. Contractors often fail to comply with specifications, especially in the quality of materials, while poor site security can result in materials being stolen. Extra costs can be incurred by delays in releasing funds, or by corruption such as collusion or bribery – which often causes additional problems.



But the researchers found that by detecting problems early, monitors can ensure they are addressed before they become embedded or cause irreversible harm. Monitors' observations inform better project design, increase transparency and accountability, and enhance public participation and support for projects. Their oversight also helps prevent thefts from construction sites.

“If we had not diligently checked the quality of blocks used in the construction process, there is a high probability that the building would collapse. We prevented the use of substandard blocks... This not only protects community members' lives, but also saves the government the potential financial burden of costly repairs or reconstruction.”

Monitor, SEND Ghana

Harnessing in-depth local knowledge

As well as fixing problems, the research found that monitors' intervention prompted the successful completion of projects previously abandoned.

“The work of the citizen monitors put contractors on their feet. From what we have found, if the monitors had not contacted the contractor, he would have just left the school building like that and it would have just wasted away. But now, the contractor is going to get back and finish what he started.”

Traditional leader



The research confirms that the monitors enable governments to tap into local knowledge and networks, fostering a culture of accountability and transparency. Using valuable contextual knowledge, citizens can identify cost-saving measures and innovative solutions. The monitoring process itself also brings long-term benefits, strengthening open government, social connections and civic participation for sustainable communities.

“The contractor nearly reduced the amount of cement used for the lintel... Our presence and scrutiny prevented him from compromising the structural integrity of the building by cutting corners. Our role as citizen monitors is crucial in preserving the value of public money... and upholding the highest quality standards.”

Monitor, SEND Ghana

The monitoring in Ghana also shows that by leveraging digital platforms and data analytics, we can streamline monitoring processes and reduce administrative costs – further improving value for money in vital public infrastructure.

The research report will be published in autumn 2023.

Learning from our impact

An external evaluation of Integrity Action’s work showcases our impact and offers vital insights that will help shape future programming.

As part of Integrity Action’s commitment to understanding our impact and adjusting our approach when needed, we commissioned an external evaluation to assess progress towards our strategic objectives, and identify strengths and challenges in our programme implementation. This enables us to incorporate key learning and insights into our strategy and programming, to increase our effectiveness.

Carried out in early 2023 by South African-based research organisation Southern Hemisphere, the evaluation covered four key questions:

1. What progress has Integrity Action made towards its strategic objectives?
2. How has Integrity Action’s work contributed to this progress? In particular, what is the role of its programming, and what is the role of its broader promotion of community-centred accountability methodology and research?
3. How relevant is Integrity Action’s strategy to the needs of its target groups?
4. What is Integrity Action’s value according to others in the field?

Successfully embedding citizen-centred accountability

The [evaluation report](#) revealed that we have made impressive progress in achieving our strategic objectives over the period 2020–2024. It confirms that Integrity Action is making a positive contribution to the fields of social accountability and open government, based on a strategy that is fit for purpose to meet the needs of citizens in partner countries, and of partners globally.

Our multi-pronged approach was found to be successful in amplifying the results of citizen-centred accountability and embedding it globally. It was also seen to open doors and foster participation where this might not otherwise be possible:

“Integrity Action’s methodology of constructive multistakeholder engagement can, in places, work as an antidote to the democratic backlash, and may allow the organisation to work in contexts where other open government or social accountability organisations can no longer operate.”

The evaluation confirmed that live data, collected through accessible platforms and shared via effective communication channels (including DevelopmentCheck, WhatsApp and regular meetings), has contributed to building trust and effective working relationships between monitors and local government officials. There is evidence that these mechanisms have led to more transparent, accountable and responsive authorities and infrastructure delivery in target communities. “Before, people thought this was a county project, so accepted it the way it was. It felt like it was a favour,” said one local monitor. “Now we know that it’s our right, so we ask for accountability.”

“Outstanding” integrity and relationships

We are also working successfully with other development actors, convincing like-minded organisations to mainstream the citizen-centred accountability essential for quality infrastructure and service delivery. The high quality of our partnerships was a recurring theme in the evaluation findings.

Our nurturing of partners was reported as key to the success of Integrity Action’s model and to achieving results for citizens in target countries. “It’s not the tech, or the citizen empowerment... but it’s the integrity and relationships with their organisations, and their trajectory to devolve...” said one representative of a social accountability organisation. “It’s an outstanding feature.”



Read the [evaluation summary](#) for more key findings, and the [main report](#) for full details, including case studies on our work in Ghana and Kenya.



Adapting our strategic objectives

Following this year’s external evaluation, rounds of consultations and an internal staff workshop, we have shaped Integrity Action’s new organisational strategy for 2023-2028, building on our existing strategy to reflect changes around us in three key ways.

- We identified aspects of our strategy that were anchored in the 2018 context, and have updated these to reflect current needs and opportunities. The strategy now places increased emphasis on progressing towards locally led development, for example, and recognises our integration with Crown Agents.
- Our strategy also recognises shifts in the external environment, in particular around climate change, conflict and reduced trust in public officials. These present serious and complex global challenges, but each also offers an opportunity for us to act in new ways or new settings.
- To enable us to do this effectively, the strategy captures our learning from recent years and reflects adaptations we have already made in response. For example, we updated our Theory of Change and raised our target Fix Rate from 50% to 66%.

Accelerating locally led development

Our previous core areas of strategic focus, “Achieve, Amplify and Convince” have also evolved for the period 2023–2028. We are still committed to **achieving results** for citizens that maximise quality, sustainability and inclusivity, and to collaborating with others to **amplify results**, fuel innovation and embed citizen-centred accountability. However, in line with the sectoral trend towards locally led development – and parallel movements such as the decolonisation of development – we now see less need to convince actors of the value of listening to citizens’ voices. Instead, we need to provide them with insight into how best to do this.

In response, we have adjusted our strategic focus for the coming years. Instead of aiming to convince development actors to listen meaningfully to local people, our third strategic objective will be to **“accelerate”** the process, by increasing the speed with which the sector effectively mainstreams citizen-centred accountability.

All these strategic changes reaffirm our commitment to citizen-led monitoring as the reason for Integrity Action’s existence, and our [vision, mission and values](#) remain unchanged.

To find out more, see our [Organisational Strategy 2023-2028](#).

Fulfilling our Gender and Social Justice commitments

Integrity Action's programme delivery partners have welcomed our focus on implementing our Gender and Social Justice approach.



Working as equals with our partner organisations and local communities is central to Integrity Action's approach. We are aware of the power that accompanies our origins as a Northern-based organisation, and we actively seek to relinquish it. This is so that we can achieve maximum impact in the countries where we work.

Our approach to and delivery of gender and social justice have been widely appreciated across our sector. In our evaluation report, partners stated how much they value the collaborative relationships we share.

"In my 10-year experience, I cannot think of any partnership that has been so smooth," says one partner representative. "Integrity Action has never behaved like the one that wields the purse. We have a great relationship with them and have always had consensus in making decisions."

An inclusive approach to social change

As our partners testify, we have continued to make progress in designing and delivering initiatives that give voice to people from all parts of the community – including women, young people and other marginalised groups – with accountability to local people at the core of our approach. Female monitors from our VOICE programme in Kenya described how men initially took the lead in monitoring and awareness-raising activities. But under the programme, women have chaired project management committees and helped in problem solving. As a result, they are now valued and respected. "I have become trusted in the community," says one female committee leader. "This is so important. It demonstrates that if empowered, women can contribute to desired change, and means that other women, including young girls, can learn from me."

"Before, it was not easy to see a woman speak to men in a public space," reported another partner organisation representative. "Now, with the training they received and awareness across the whole community, women have been very active in monitoring projects, raising concerns directly with contractors, as well as to the local authorities. With the Integrity Action project, we have also started working with people with special abilities, supporting them to be productive members of the community as monitors."

We will ensure that our approach continues to evolve in step with the important changes happening to – and around – us. In the year ahead, we will adapt our approach to take climate change and the environment more into account as key aspects of social justice. Gender transformative initiatives will also play a central role – one with a positive ripple effect throughout the communities where we work. We will update our Gender and Social Justice approach to align with the Crown Agents Group policies and practices and to reflect the changes to our organisational strategy – challenging us to do more and to do it better.

Restricted funds

– project overview

Monitoring healthcare facility construction in Ukraine

Integrity Action's citizen-centred accountability approach is supporting the construction of cutting-edge, energy-efficient prefabricated health facilities in Ukraine. In partnership with Crown Agents and Patients of Ukraine (PoU), a Ukrainian civil society organisation, we are training local volunteers to monitor the works and the subsequent provision of health services. We have already trained PoU staff to oversee the monitoring. The programme aims to showcase a responsible and transparent approach to reconstruction, which responds to the needs of the communities who will benefit from it.

Compact – Supporting public participation and planning in local government

Implemented in partnership with the Public Affairs Research Institute (PARI) and the South African Local Government Association (SALGA), this programme aims to enhance local government accountability in South Africa through strengthened participatory planning. With an approach informed by action research, the programme will support local communities to engage in planning processes for Integrated Developed Plans, and to hold local government to account for its delivery of these plans – with a particular focus on water and sanitation services. The programme will also support local governments to improve their planning and oversight of service delivery.

Unrestricted funds

– project overview*

Monitoring for Financial Savings (M4FS)

Under this initiative in northern Ghana, community members monitor the delivery of health and education infrastructure, comparing what was promised with what is being delivered, and engaging with those responsible to address any issues. The programme also assesses the value that citizen-centred accountability programmes can offer service providers, by asking: "Does monitoring by citizens save public money?"

VOICE – From participation to open feedback in Kwale County, Kenya

Citizens act as community monitors for local services and construction projects, reporting problems and working with key stakeholders to ensure issues are addressed. This is improving how Kwale County authorities and other duty-bearers listen and respond to citizens' concerns over services and infrastructure. The initiative worked to embed successful aspects of the approach and ensure their sustainability before its close in April 2023.

*These projects are financed by Integrity Action's core funding from SIDA and the Hewlett Foundation

Safeguarding



Ensuring that our initiatives do no harm to the people we work with remains central to our programming. Our approach to safeguarding focuses on preventing incidents, mitigating risks and ensuring access to safeguarding reporting mechanisms. As Integrity Action does not directly implement activities, we work to ensure our partners develop a thorough understanding of safeguarding and support them to put appropriate procedures in place. This year, we have adopted the Crown Agents Group's safeguarding policies and procedures, while ensuring that monitors and project participants still have a direct line to Integrity Action to report any incidents.

Safeguarding incidents reported in 2023

In the financial year 2022/23, Integrity Action and partners received no reports of safeguarding incidents.

Financial review

The financial statements have been prepared in accordance with the accounting policies set out on pages 28 to 29 of the financial statements and comply with the charitable company's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102). These accounts represent the 9 months ended 30 June 2023 as we move our financial year to align with the Crown Agents Group.

Reserves policy

We aim to hold sufficient reserves to:

- Cover essential investment to ensure our technology delivers programmatic and strategic added value;
- Ensure we can pursue sufficient communications activities to support our key 'Achieve, Amplify and 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 abruptly; 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 Board and on the advice of the Audit Committee.

In view of the greater level of uncertainty caused by shifts in our funding environment, while maintaining the approach that the reserves should not be set too high as this would tie up funds which could and should be spent on charitable activities, the Board has set the following reserves target:

- Support for technological platform and communication objectives: £120,000 to £150,000;
- Working capital requirements (30% of target project spend for the following year: £360,000 to £400,000);
- Six months of fixed expenditure: £350,000 to £450,000;
- Total target: £830,000 to £1,000,000.

The balance sheet shows unrestricted funds of £1,056,827. The free reserves of the charity were £844,886, which are represented by the other unrestricted funds and SIDA funds as shown in note 11; a decrease of £25,696 on the previous balance sheet date on 30 September 2022. The free unrestricted reserves exclude the William and Flora Foundation grant of £211,941 which has been set aside to further citizen centred accountability in line with the original aims of the partnership.

Total funds were £1,094,459 (2022: £1,114,580) and included a restricted fund balance of £37,632 (2022: £32,057). The restricted fund balance will be used in the next accounting period for specific programme-related purposes.

Income

The majority of our income comes from institutional donors and private foundations. It decreased by 9% from £720,532 for the financial year 2021/2022 to £711,843 for the nine month period. The decrease in income is reflective of DFID and USAID projects ending (see note 2).

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 decreased by 17% from £819,704 for the financial year 2021/2022 to £738,746 for the nine month period. The underlying expenditure was in line with plans for the projects already in progress at the start of the year however there was also an unrealised exchange loss of £85,017 during the period.

Pay policy

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 5 of the accounts. Executive pay is reviewed and set by the Remuneration Committee on an annual basis. All trustees give their time freely and no trustee received remuneration in the period for this role. Details of trustees' expenses and related party transactions are disclosed in notes 6 and 14 of the accounts respectively.

Public Benefit

The Board confirms it has complied with its 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 objectives for the public benefit as described in this report.

Principal risks and uncertainties

The Board has considered 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 the Board effectively tracks significant risks and is assured the control procedures are adequate to manage these risks.

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

Risk	Mitigating measures
Sustainability Impact: Integrity Action's approach does not achieve level of sustainability or scalability that is expected by partners, peers and funders.	Continue to integrate learning and research findings to achieve more sustainable interventions. Ensure learning and research has widest reach and impact possible. Continue to work with organisations and coalitions to achieve systemic and transformational changes in countries and globally.
Technology: Technology solutions fail to deliver sustainable and user-friendly solutions.	Continue to assess, review and utilise best technology tools for given programmes. Regularly assess usability with monitors, partners and other key stakeholders.
Funding: We are unable to generate funding needed to deliver the objectives and to cover our overheads.	Scenario planning repeated on a periodical basis to maintain clarity of long-term view of the likely impact of fundraising. Use integrated business and development plan and programmatic vision and monitor progress regularly using funding key performance indicators.
IT System Failure: Key digital systems are hacked or fail / crash (including DevCheck and cloud based file storage). Data is compromised or corrupted.	Use of industry standard security software and maintenance of regular contact with all providers. Business continuity plan in place and implemented.

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 Board is governed by a Governance Manual which 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.

Statement of Trustees' responsibilities

Each Board trustee has taken responsibility for monitoring the charity's activities on specific operational areas and constant attention is paid to the skills matrix 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 position of the charitable company and of the incoming 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 – the Charities' SORP (Accounting and Reporting by Charities);
- 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 October 2023

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 period ended 30 June 2023 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 June 2023 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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. The trustees are responsible for the other information contained within the annual report and financial statements. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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, for the financial period 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, 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. 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity through discussion with key management and from our knowledge and experience of the section in which the charity operates;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011 those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and representatives of those charged with governance.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of principal officers as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- reviewed cashbook entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available 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.



Peter Mackereth (Senior Statutory Auditor)
27 October 2023
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Administrative details

Trustees

Alan Barlow (FC)

Michael Canares

Sam De Silva

Fergus Drake OBE
– appointed 8 March 2023

Alistair Gibbons (AC), (RN)

Nkem Ilo
– resigned 6 January 2023

Gail Klintworth (AC), (RN)

Merryl Lawry-White
– resigned 8 March 2023

Paul Maassen (RN)

Ian Malcomson
– appointed 8 March 2023

Philip Welply (RN)

AC = Member of Audit and Finance Committee

FC = Member of Fundraising Committee

RN = Member of Remuneration and Nomination Committee

Registered Office

Blue Fin Building
110 Southwark Street
London
SE1 0SU

www.integrityaction.org

Company Registration Number (England and Wales)

04884328

Charity Registration Number

1120927

Bankers

HSBC Bank
60 Queen Victoria Street
London EC4N 4TR

External Auditors

Buzzacott LLP
130 Wood Street
London EC2V 6DL

Legal Advisors

Winckworth Sherwood LLP
Minerva House
5 Montague Close
London SE1 9BB

Chief Executive Officer

Jasmina Haynes
Jasmina.haynes@integrityaction.org

Statement of Financial Activities for the period ended 30 June 2023

(Incorporating an Income and Expenditure Account)

	Notes	Unrestricted funds £	Restricted funds £	Total Funds 9 months ended 30 June 2023 £	Total Funds 12 months ended 30 Sep 2022 £
Income from:					
- Investments					
Investment income		6,782	-	6,782	966
- Charitable activities					
Grants, donations and consultancies	2	649,743	62,100	711,843	720,532
Other:					
Gains on revaluation of foreign currency		-	-	-	16,743
Total income		656,525	62,100	718,625	738,241
Expenditure on:					
Raising funds		147,627	-	147,627	66,994
- Charitable activities					
Citizen-centred accountability		449,577	56,525	506,102	752,710
Losses on revaluation of foreign currency		85,017	-	85,017	-
Total expenditure	3	682,221	56,525	738,746	819,704
Net (outgoing) / incoming resources before transfers		(25,696)	5,575	(20,121)	(81,463)
Transfers between funds		-	-	-	-
Net movement in funds		(25,696)	5,575	(20,121)	(81,463)
Fund balances brought forward		1,082,523	32,057	1,114,580	1,196,043
Fund balances carried forward	11	1,056,827	37,632	1,094,459	1,114,580

The Statement of Financial Activities includes all gains and losses in the year. All income and expenditure derives from continuing activities. The notes on pages 28 to 33 form part of these financial statements.

Company Registration Number 04884328

Balance Sheet as at 30 June 2023

Notes	As at 30 June 2023 £	As at 30 Sep 2022 £
Current assets		
Debtors	9 45,416	1,641
Cash at bank and in hand	1,127,655	1,150,657
	1,173,071	1,152,298
Liabilities		
Creditors: Amounts falling due within one year	10 (78,612)	(37,718)
Net current assets	1,094,459	1,114,580
Net assets	1,094,459	1,114,580
The funds of the charity:		
Unrestricted funds	1,056,827	1,082,523
Restricted funds	37,632	32,057
Total funds	11 1,094,459	1,114,580

The financial statements on pages 26 to 33 were approved and authorised for issue by the trustees and are signed on their behalf by:



Gail Klintworth
Chair of the Board
Date: 25 October 2023

Cash flow statement for the period ended 30 June 2023

Notes	9 months ended 30 June 2022 £	12 months ended 30 Sep 2022 £
Cash flows from operating activities		
Net cash outflow from operating activities	15 62,015	(41,020)
Change in cash and cash equivalents	62,015	(41,020)
Cash and cash equivalents at the beginning of the period	1,150,657	1,175,134
Change in cash and cash equivalents due to exchange rate movements	(85,017)	16,743
Cash and cash equivalents at the end of the reporting period	1,127,655	1,150,657

Analysis of changes in net debt

	At 1 Oct 2022 £	Cash flows £	Impact of foreign exchange £	At 30 June 2023 £
Cash and cash equivalents				
Cash	1,150,657	62,015	(85,017)	1,127,655
Total net debt	1,150,657	62,015	(85,017)	1,127,655

Integrity Action does not have any borrowings or lease obligations. Net debt consists therefore of the cash balance.

Notes to the financial statements for the period ended 30 June 2023

1 Principal accounting policies

General information

Integrity Action is a company limited by guarantee (company number 04884328) and charity registered in England & Wales (charity number 1120927). The address of its registered office is Blue Fin Building, 110 Southwark Street, London, SE1 0SU.

Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the periods and years presented, unless otherwise stated.

a) Basis of preparation

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.

b) Preparation of accounts on a going concern basis

Based on a review of the financial position, reserves levels and future plans, the Board of Trustees considers 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 current economic and funding climate.

c) Critical accounting judgements and estimates

In preparing these financial statements, management have 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.

d) 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.

Donations are recognised when receivable. On occasion the charity receives services in kind, such as pro bono advice. Where material, the in-kind services are recognised in the accounts based on their estimated fair value, which is normally equal to the market value.

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.

e) Tangible fixed assets

All assets costing more than £3,000 (including VAT) and with an expected useful life exceeding one year are capitalised. Development Check and software development costs are not capitalised.

f) 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.

g) 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.

h) Employee termination benefits

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

i) 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.

j) Operating leases

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

k) Debtors

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

l) 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.

m) 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.

n) 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.

o) 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.

2

Grants, Donations and Consultancies

Notes	9 months ended 30 June 2022 £	12 months ended 30 Sep 2022 £
Unrestricted		
Swedish International Development Cooperation Agency (SIDA)	594,543	584,237
Gifts-in-kind	14 55,200	-
Total unrestricted	649,743	584,237
Restricted		
Norwegian Agency for Development Cooperation (Norad)	-	79
PARI	25,223	33,266
Simavi	16,728	1,641
Restless Development (DFID AID Connect funding)	-	49,216
USAID – Aga Khan Foundation (Yetu Initiative)	-	52,093
Ukrainian health care facilities monitoring	20,149	-
Total restricted	62,100	136,294
Total grants, donations and consultancies	718,843	720,532

3 Expenditure

	Charitable Activities	Raising funds	9 months ended 30 June 2022 Total	Charitable Activities	Raising funds	12 months ended 30 Sep 2022 Total
Notes	£	£	£	£	£	£
Partnership costs	46,487	-	46,487	113,376	-	113,376
Staff costs (note 5)	292,242	73,773	366,015	457,894	52,015	509,909
Consultancy costs	43,548	18,654	62,202	38,120	10,064	48,184
IT and software development	2,754	-	2,754	3,954	-	3,954
Rent, rates and other office costs	27,054	-	27,054	8,235	936	9,171
Travel and events	5,732	-	5,732	5,183	-	5,183
Governance (excluding staff costs)*	54,846	55,200	110,046	24,395	-	24,395
Programme development costs	33,439	-	33,439	96,425	3,979	100,405
Losses on revaluation of foreign currency	85,017	-	85,017	-	-	-
Other costs	-	-	-	5,128	-	5,128
Total expenditure	591,119	147,627	738,746	752,710	66,994	819,705

* Included in governance costs is gifts in kind of £55,200 explained in note 14.

4 Net income is stated after charging:

	9 months ended 30 June 2023 £	12 months ended 30 Sep 2022 £
Auditor's Remuneration:		
Statutory audit	12,000	11,790
Other Services	2,526	6,066
	14,526	17,856

5 Staff costs

	9 months ended 30 June 2023 £	12 months ended 30 Sep 2022 £
Wages and salaries	314,776	440,279
Employer's National Insurance costs	35,290	47,009
Employer's contribution to defined contribution pension scheme	15,949	22,621
	366,015	509,909

The average headcount in 2023 was 9 (2022: 10).

No redundancy payments were agreed in the year (2022: nil)

The number of employees who earned £60,000 or more (including taxable benefits but excluding employer's pension contributions and employer's national insurance contributions) in the following periods was as follows:

	9 months ended 30 June 2023	12 months ended 30 Sep 2022
£80,000 - £89,999	1	1
£70,000 - £79,999	-	-
£60,000 - £69,999	-	-

The above higher paid employees received employer pension contributions during the period of £4,173 (9 months) (2022: £6,849 - 12 months). The total employee benefits of the key management personnel of the Charity, including employer's national insurance and pension contributions for the period, were £98,299 (9 months) (2022: £103,207 - 12 months). Key management personnel includes the CEO.

6 Trustees' Remuneration

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

No trustees' expenses were reimbursed in 2023 (2022: nil).

7 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.

8 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 June 2023, the facility was for £25,000 (2022: £25,000)

9 Debtors

	As at 30 June 2023 £	As at 30 Sep 2022 £
Amounts due from Crown Agents Limited	20,149	-
Debtors and accrued income	25,267	1,641
	45,416	1,641

10 Creditors

	As at 30 June 2023 £	As at 30 Sep 2022 £
Expense creditors	3,642	5,853
Taxation and social services benefits	13,662	15,135
Accruals	35,042	16,730
Amounts due to Crown Agents Limited	26,266	-
	78,612	37,718

11 Fund Movements

	At 1 October 2022 £	Income £	Expenditure £	Transfers £	At 30 June 2023 £
Unrestricted funds					
The William and Flora Hewlett Foundation	211,941	-	-	-	211,941
Swedish International Development Cooperation Agency (Sida)	11,916	594,543	(542,004)	-	64,455
Other unrestricted funds	858,666	61,982	(140,217)	-	780,431
Total unrestricted funds	1,082,523	656,525	(682,221)	-	1,056,827
Restricted funds					
Hewlett Foundation – Organisational Effectiveness Support Grant (OE)	18,214	-	-	-	18,214
Compact – Supporting Public Participation and Planning in Local Government (PARI)	13,843	25,223	(20,464)	-	18,602
Simavi	-	16,728	(15,912)	-	816
Ukraine Pfizer healthcare	-	20,149	(20,149)	-	-
Total restricted funds	32,057	62,100	(56,525)	-	37,632
Total funds	1,114,580	718,625	(738,746)	-	1,094,459

Please see the 'Period 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

Other unrestricted funds also include £85,017 of unrealised losses from year-end exchange rate revaluations.

12 Net Assets between Funds

	Unrestricted	Restricted	At 30 June 2023 Total	Unrestricted	Restricted	As at 30 Sep 2022 Total
	£	£	£	£	£	£
Current Assets	1,135,439	37,632	1,173,071	1,120,241	32,057	1,152,298
Current Liabilities	(78,612)	-	(78,612)	(37,718)	-	(37,718)
Net Assets	1,056,827	37,632	1,094,459	1,082,523	32,057	1,114,580

13 Commitments under Operating Leases

The charity had no commitments under non-cancellable operating leases (2022: £nil).

14 Related Party Transactions

Crown Agents Limited is the Charity's parent company and therefore a related party. Transactions with Crown Agents during the year were as follows.

	2023 £	2022 £
Expenditure incurred: Shared resources charged	26,266	-
Income: Funds granted to Integrity Action to perform charitable work on behalf of Crown Agents Limited	20,149	-
Balances due as at 30 June 2023 were as follows:		
	2023 £	2022 £
Amounts due to Crown Agents Limited	26,266	-
Amounts due from Crown Agents Limited	20,149	-

During the year the Charity also received pro-bono legal advice from CMS valued at £55,200 (2022: none). One of the trustees of the Charity is also a Partner at CMS.

15 Reconciliation of Net Movement in Funds to Cash Flow from Operating Activities

	2023 £	2022 £
Net movement in funds	(20,121)	(81,463)
Losses (gains) on foreign currency	85,017	(16,743)
Decrease / (increase) in debtors	(43,775)	80,821
(Decrease) / increase in creditors	40,894	(23,635)
Net cash outflow from operating activities	62,015	(41,020)

16 Member and Ultimate Parent

The sole member of the charity is Crown Agents Limited (Company No. 03259922) a not-for-profit international development company. The ultimate parent undertaking of Crown Agents Limited is The Crown Agents Foundation (Company No. 03251167), a non-trading, not-for-profit company limited by guarantee. Both Crown Agents Limited and The Crown Agents Foundation are registered in England and Wales. The Crown Agents Foundation is the parent undertaking of the smallest and largest group of undertakings to consolidate these financial statements at 30 June 2023.

The consolidated financial statements of The Crown Agents Foundation are available from the Company Secretary at Blue Fin Building, 110 Southwark Street, London, United Kingdom, SE1 0SU. The Charity is independent and had two independent trustees and two member appointed trustees during the year. The sole member, Crown Agents Limited, is not a corporate trustee, but it has the power to appoint and remove trustees.

17 Post Balance Sheet Events

There were no post balance sheet events to report (2022: none).

18

Comparative Statement of Financial Activities

	Notes	Unrestricted funds £	Restricted funds £	Total Funds 12 months ended 30 Sep 2022 £
Income from:				
- Investments				
Investment income		966	-	966
- Charitable activities				
Grants, donations and consultancies	2	584,237	136,294	720,532
Other:				
Gains on revaluation of foreign currency		16,743	-	-
Total income	1	601,947	136,294	738,241
Expenditure on:				
Raising funds		66,994	-	66,994
- Charitable activities				
Citizen-centred accountability		572,138	180,573	752,710
Total expenditure	3	639,132	180,573	819,704
Net outgoing resources before transfers		(37,185)	(44,278)	(81,463)
Transfers between funds		22,179	(22,179)	-
Net movement in funds		(15,006)	(66,457)	(81,463)
Funds as at 1 October		1,097,529	98,514	1,196,043
Funds as at 30 September	11	1,082,523	32,057	1,114,580

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



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integrityaction.org

Integrity Action is an independent non-governmental organisation.
Company registration number: 4884328 (England and Wales) Charity
registration number: 1120927

INTEGRITY ACTION

England & Wales - Charity number 1120927

Accounts

Annual Report

AND FINANCIAL STATEMENTS



Financial year
2021/2022

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What we do

People everywhere need and deserve decent public services and infrastructure – and a prominent voice in how they are delivered.

Integrity Action exists to make this happen. We work directly with citizens, helping them secure quality local projects and essential services, including education, health, waste management, water and infrastructure.

Working with communities, civil society, development organisations, private businesses and governments, we build relationships and create incentives for effective project and service delivery. By developing trust among everyone involved, our collaborative and inclusive approach enables people to identify problems and find solutions together. Since our foundation in 2003, Integrity Action has become a recognised global voice in the fields of social accountability, civic technology and open government.

To date, with our support, citizens have monitored over \$1 billion-worth of projects and solved over 67% of the problems they've encountered.



HOW WE WORK

Integrity Action ensures that projects and services genuinely meet citizens' needs – as identified and expressed by communities themselves.

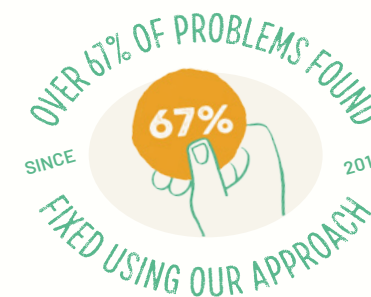
We achieve this by creating tools and methods that community members use to understand what they are promised, identify problems and voice their feedback, and then constructively collaborate with those responsible to fix problems. We also design digital applications, ensuring problems and fixes are captured efficiently and are accessible in real time, and data is easily converted into knowledge. This means that both community-level and strategic problems can be effectively resolved.

We always work in partnerships. By integrating our methodology and tools with the expertise, insights and commitment of community and national organisations, international NGOs, government actors and researchers, we create tangible results that last.

We are a proud contributor to global understanding of the transformational value of citizen-led accountability in democratic development. Our practical and citizen-powered insights and knowledge are regularly used by experts in the transparency and accountability community, and have been applied in over 20 countries.

HOW WE MAKE A DIFFERENCE

Integrity Action remains consistently focused on results that make direct, tangible improvements in citizens' lives. Since 2013, we have helped citizens identify almost 10,000 problems in the delivery of infrastructure and services that they deserve and expect – and ensured solutions to over two thirds of them. We have inspired and supported governments, businesses and non-profit organisations to improve their approach to accountability and participation, placing citizens' voices centrally in decision-making processes.



Welcome note

FROM GAIL KLINTWORTH

CHAIR



2022 has undoubtedly played its part in building what is so far a decade of discontent and upheaval. The beginning of the year recorded one of the lowest rates of citizen trust in those who lead them, with suspicion of governments and global media in particular at exceptionally high levels.¹ This lack of trust is especially acute among lower-income citizens who are most affected by the economic hardship caused by the seismic events on the global stage – Covid-19, war, extreme weather conditions, indebted states and political instability.

In this context, Integrity Action's role has become even more critical, because we carry out vital and painstaking work to build trust and accountability where citizens need governments and local authorities to step up and deliver. We tackle the systemic change needed in delivery systems by enabling local citizens and their service providers to build the capacity to ensure services and products are delivered to appropriate standards.

Multiple evaluations show the improvements delivered through our work. For the SHINE and VOICE initiatives, evaluations highlight how each has empowered citizens to hold authorities

It is deeply rewarding that our partners – whether local NGOs, citizens, government officials or funders – acknowledge that our work is needed and valuable. In the coming year, we will explore new strategic options and welcome more partnerships, as we aim to expand our impact. In a world where the “cycle of distrust threatens social stability”,² we remain deeply grateful to all our current partners and staff for their continued commitment to our critical work.

A handwritten signature in dark ink that reads "Gail Klintworth".

Gail Klintworth
Chair, Integrity Action's Board of Trustees

accountable and strengthened relationships between citizens and duty-bearers.

In addition, we extract critical lessons, apply them to our programmes and share them more broadly – one of the keys to our impact. We have produced valuable knowledge for the field, which other practitioners can pick up and use immediately. Our insights include the role of technology and connectivity in enabling young people to play a constructive, active part in shaping their communities (see page 10).

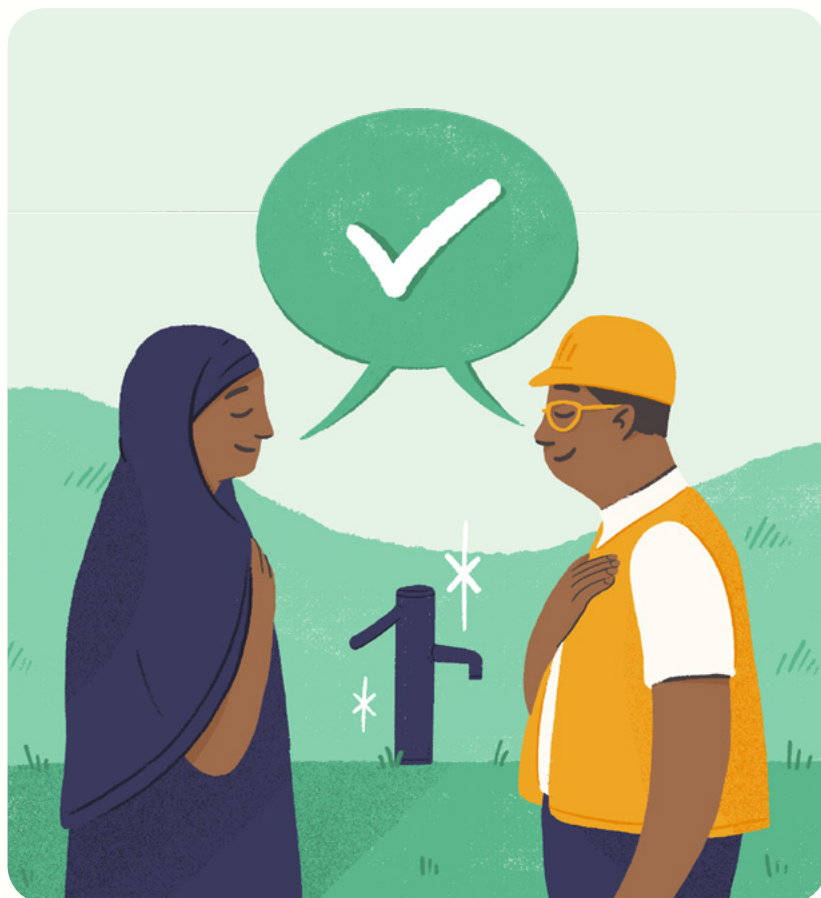
The world of international development is also doubling down on local impact, with power and funding gradually being shifted to organisations based in the places where the work takes place. Since all our activities are delivered through local partners, this local-impact approach has always been fundamental in the design of our work. We are ensuring that we reinforce this collaborative approach as a way to put the localisation agenda into action. An example is our partnership with the Public Affairs Research Institute and the South African Local Government Association to co-create a citizen monitoring methodology in South Africa.

¹ Edelman Trust Barometer 2022

² Edelman Trust Barometer 2022

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

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



Key numbers

SINCE 2013

1,315

infrastructure projects monitored

1,088

services monitored

6,602

problems fixed

9,900

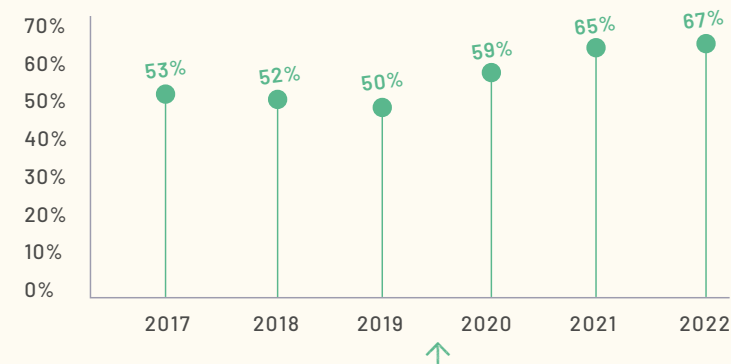
problems found

FY2022

FIX RATE: **87%**



CUMULATIVE FIX RATE OVER TIME



Fix Rate improves with the launch of the current version of DevCheck in March 2019, with an enhanced approach that supports monitors both to solve problems and to report solutions more easily.

Meaningful collaboration with our partners

Partner organisations are integral to Integrity Action’s work to support social accountability, and we consciously strive to ensure our partnerships are genuinely collaborative and mutually beneficial. Whether our partners are national or international NGOs, community-based organisations or international foundations, their opinions and experiences of working with us matter. As well as co-creating initiatives and establishing ongoing channels for feedback within our working relationships, we carry out an annual survey to learn how our partners feel about collaborating with us, and what we could do more or less of to support their work.

OUR 2022 PARTNER SURVEY SHOWED THAT:

- Most respondents with whom we’ve designed a new programme this year felt that the process was co-owned by our organisations, with the developed approach blending Integrity Action’s methodology with theirs.
- Most agreed the shared design process had engaged actively and appropriately with all groups of people who would be affected by the programme.
- All respondents reported being satisfied with the partnership and with the value Integrity Action brings to their work, with 88% being “very satisfied”. Over 70% said our partnership had improved their organisational approaches to other programmes, citing equal collaboration and sharing of expertise.
- All respondents said our support over the past year had been helpful, with 75% saying “very helpful”. A recurrent theme was people finding us open and collaborative to work with, and all reported that we supply information clearly, accurately and when it is needed.

“Integrity Action adds value [to our organisation] as we complement each other’s work and build on existing expertise”

“We worked [together] on submitting a proposal. I like their sense of empathy, active listening and consensus building”

“The way the Integrity Action team respects each partner has helped us to develop the same respect with our other consortium partners, developing trust”

WE AIM TO:

- Build on the positive feedback around the support that we provide, addressing areas where partners felt we could do even more.



Partners see us as genuine collaborators and innovators, valuing our openness, experience and responsiveness

Year in review



What we achieved

Despite an increasingly challenging global context, Integrity Action has continued to deliver sustainable impact, in partnership with governments and local, national and international organisations.

READ MORE ABOUT OUR PARTNERS ON PAGE 6

Through the Integrity Clubs initiative, over 12,000 students from five countries successfully tackled local problems.



In Afghanistan, DR Congo, Kenya, Nepal and the Occupied Palestinian Territory, students aged 14 to 19 have worked with school management, teachers and local authorities to address issues from poor sanitation in schools to inaccessible public buildings. And the benefits spread further. Students report increased confidence, knowledge and skills, while the relationships they've built also mean many Integrity Clubs have received support to continue after Integrity Action's involvement has ended. In Nepal, government education officers have reached out to the Integrity Clubs and invited the students to inform them directly of issues that need resolving. The clubs' success has inspired additional communities and schools to adopt the approach – for example, in Kenya's Tana River County and Okhaldhunga district in Nepal.

We are continuously learning from evaluations and feeding this into what we design and do.



Independent external evaluators have helped us to understand and learn from both positive results and challenges. This learning is now incorporated in our programme design and implementation, leading to strengthened tangible impact in communities. Recommendations from an evaluation of our VOICE programme in Kenya shaped the design of the programme this year, building on aspects that proved most impactful, such as raising community awareness of how to engage with government, and ensuring community members' involvement in selecting project monitors. The evaluation also highlighted areas where we should support our partners to do more, such as conducting advocacy with mid-level government officials to inform policies and laws – suggestions our partner KYGC included in its current implementation plan.

We inspired and supported partners to strengthen their practices for safeguarding people.



In line with our Gender and Social Justice commitments, we worked with partners to enhance their safeguarding processes, sharing resources and delivering well-received training sessions to seven organisations. "It was a useful session and it probed us to think about how to apply this internally," reported staff from PARI in South Africa, which has since developed its own safeguarding policy and processes as a result. In Kenya, KYGC also developed its own policy, and we are supporting CESPAD and NIA to develop safeguarding processes for their social accountability work.



Integrity Action continues to generate valuable global knowledge on citizen-centred accountability, and interest in our research remains high.

We published a number of learning and research reports with key insights, including on how to build trust between citizens and governments, the types of information most helpful to citizens successfully demanding accountability, guidance for establishing Integrity Clubs in schools, and the role of technology in social accountability initiatives that focus on young people (more on page 10).



Demand for our work is expanding among governments, civil society partners and a growing number of businesses across the world.

We have supported several regional and central governments seeking to include technology-based citizen feedback facilities in their education and healthcare provision. Civil society peers have asked for our guidance on integrating citizen-centred accountability into new programmes, especially those addressing the climate crisis. And as corporate environmental, social and governance (ESG) commitments become increasingly important, businesses have engaged with us wanting to place citizen voices at the centre of their ESG practice.



Our programmes were instrumental in enabling partners to gain new opportunities.

In Kenya, for example, Damaris Aswa's community work within our SHINE programme made her a stand-out nominee for the Democracy Moves Advisory Board and for selection as a member of the Catalyst 2030 movement. Her experience managing SHINE was also one of the key reasons she won an IREX fellowship in the United States. "The Kenyan Catalyst 2030 chapter was recently launched and we want to involve more changemakers, for the benefit of our entire society," she explains. "Part of the reason I'll be in the USA as a grassroots changemaker is to gain more knowledge and exchange ideas with other fellows, so I can come back to continue supporting school Integrity Clubs in Kenya."



We extended our work to include reform of accountability systems.

As part of the Open Government Partnership's support to 50 civil society organisations and local governments, we have provided mentorship on how to develop and embed effective citizen-led accountability mechanisms. In South Africa, we entered a partnership with PARI to strengthen local government accountability and pilot citizen monitoring approaches.

Thank you to our funders

Integrity Action's work to improve citizens' lives would not be possible without the crucial support of our funders. This year we thank the following existing and new funders for their contribution to our work:

AGA KHAN FOUNDATION

EUROPEAN COMMISSION

FOREIGN AND COMMONWEALTH DEVELOPMENT OFFICE (FCDO)

NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION (NORAD)

PUBLIC AFFAIRS RESEARCH INSTITUTE (PARI)

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY (SIDA)

USAID

WILLIAM AND FLORA HEWLETT FOUNDATION

What we learned



Throughout this year, Integrity Action continued to produce cutting-edge insights for the transparency and accountability community. Our research reports and learning papers distil highly practical findings and guidance from our long experience of programming in citizen-centred accountability, which can help inform the work of others in the field.

We continually seek new approaches to enhance our learning – for example, developing a process in which a group of staff members dig quickly but meaningfully into a particular topic and share findings with the wider team. This ensures we remain in step with the latest research. This year, our team explored trust between citizens and duty-bearers and how it can best be built. The process enabled us to spark ideas for reframing our work, particularly around what it might look like if we call for trustworthy government alongside accountable government. We are looking forward to applying this approach to further themes in the coming year.

KEY LEARNING OUTPUTS THIS YEAR INCLUDE:

Information is power! But what information?

From allocated budgets to complaints mechanisms, information plays a vital role in helping citizens demand the projects and services they're entitled to. Yet the types of information they most need for accountability are rarely discussed. Drawing on our programmes and research, we produced a [paper](#) identifying three core categories of information that enable citizens to make demands. Welcomed by a wide range of stakeholders, including the Africa Freedom of Information Centre, the paper highlights the need for information on what has been promised, what has been delivered and how citizens can give feedback. We are now working to help as many citizens as possible access these crucial types of information.

Enabling student-to-student guidance

We've seen repeatedly that the citizens who participate in our social accountability initiatives develop unique insight into what makes them work. At the end of the SHINE programme, which established school Integrity Clubs run by students in five countries, we produced a new [handbook](#) for anyone wanting to start a monitoring club in their school. Its strength lies in its first-hand content, generated largely by young people themselves in Nepal, Palestine and Kenya. The handbook shares the lessons they learned – from monitoring tips, to how to attract new members. We also commissioned an external evaluation of the SHINE programme, which captured further valuable lessons to inform future accountability programming.

Tech! What is it good for?

When digital tools for social accountability first appeared, they generated widespread optimism about what technology can achieve – followed by scepticism. To understand the real picture, we produced a [learning paper](#) that captures our experience in enabling citizens to use technology to monitor projects and services. One of the first balanced assessments, the paper draws on the Development Alternative programme and other initiatives focused on youth as agents of change. It shows that technology can strengthen accountability and advocacy processes targeted at public projects and services – but it can't replace them. Widely praised, including by the World Bank's Global Anti-Corruption Lead, the paper and its accompanying infographic highlight ways technology can add value, alongside recommendations to mitigate potential risks and limitations. (See page 11 for a summary infographic.)

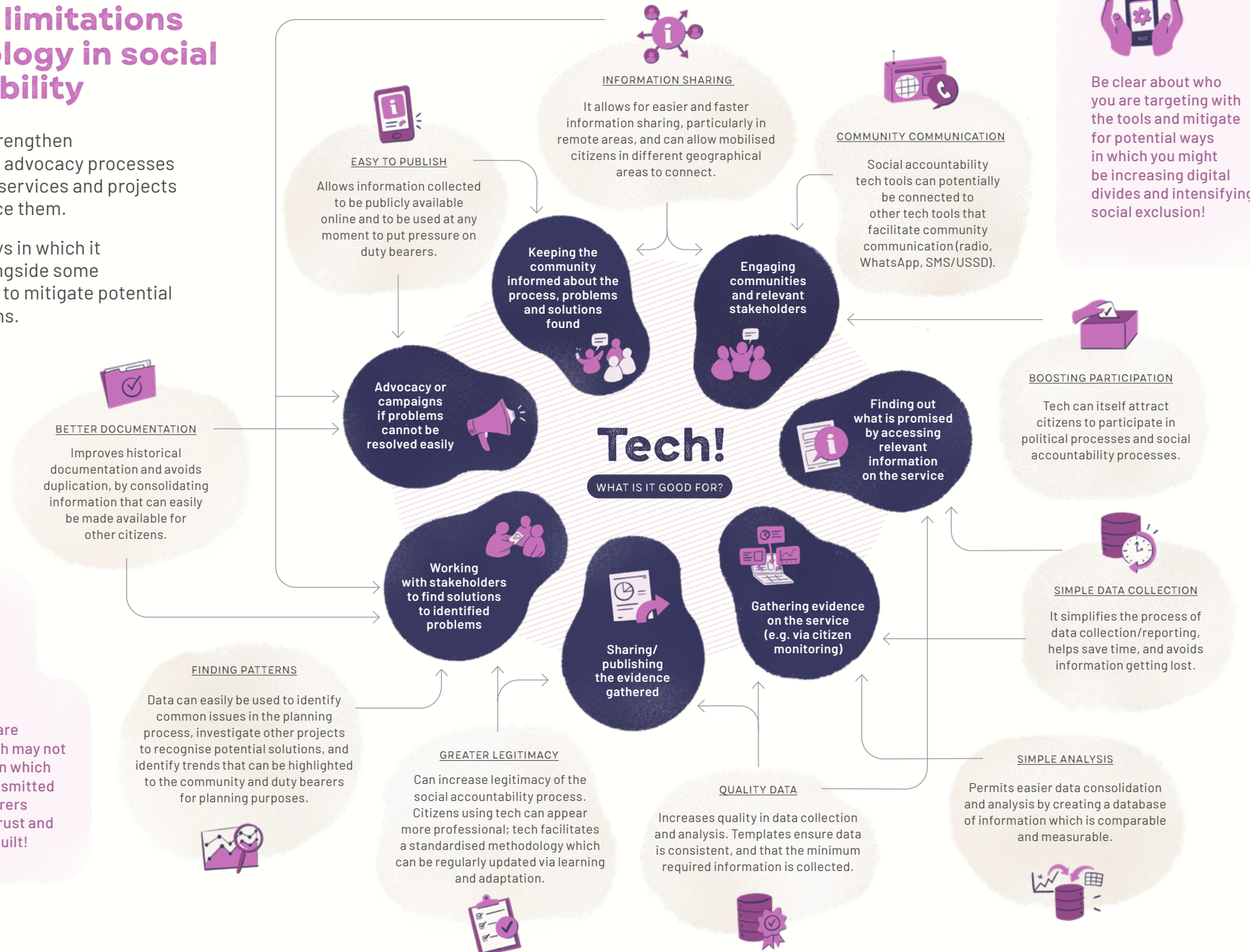
Understanding the data needs of government

To achieve our impact, we know we can't work only with the citizens who use infrastructure and services. Our Theory of Change is clear that to improve the way services and projects are delivered, we must also work with the people responsible. To deepen our understanding of how data collected by community members can be useful to local government, we commissioned [research](#) in Kenya. The findings demonstrate authorities' willingness to collaborate with citizens to identify the projects and services people most need, and ensure they are delivered to communities' satisfaction – evidence that will underpin our future work with duty-bearers to promote accountability.

Uses and limitations of technology in social accountability

Technology can strengthen accountability and advocacy processes targeted at public services and projects – but it can't replace them.

Here are some ways in which it can add value, alongside some recommendations to mitigate potential risks and limitations.



Be clear about who you are targeting with the tools and mitigate for potential ways in which you might be increasing digital divides and intensifying social exclusion!



BOOSTING PARTICIPATION
Tech can itself attract citizens to participate in political processes and social accountability processes.



SIMPLE DATA COLLECTION
It simplifies the process of data collection/reporting, helps save time, and avoids information getting lost.

SIMPLE ANALYSIS
Permits easier data consolidation and analysis by creating a database of information which is comparable and measurable.



Stories from our work



Youth-led local solutions driving reform

Involving young people helps ensure development projects meet current and future community needs. That's why we've focused our efforts on youth-led accountability - which has helped improve projects and services for citizens across Uganda.

Implementers or activists. That's how young people are commonly viewed in development processes, which often replicate existing power structures and exclude youth from decision-making. Where they are consulted, it's usually over a narrow range of issues, such as education, sexual and reproductive health, or sport. Yet young people, a majority in many countries where we work, have a right to influence issues that affect their lives.

Our response was to co-create Development Alternative, an approach to strengthen development processes through youth-led accountability. The approach trained young people to take the lead on monitoring local livelihood projects, assessing what has been delivered and gathering feedback from the local community, and sharing their findings using the DevCheck app. It brings together youth monitors and project stakeholders to collaborate to ensure that projects are being delivered as promised.

In Uganda's Karamoja region, for example, youth-led monitoring identified and solved payment problems undermining local livelihoods and a major infrastructure initiative. The government-funded Kamera Access Road project was designed to connect four villages, and backed by a World Bank programme to create local community jobs in infrastructure development. Over 100 people were contracted to build the road, but during regular monitoring visits, two youth monitors found work had ground to a halt. Talking to the community, they discovered that workers had been paid for less time than they had worked, as a biometric machine used to ensure the right employees received the right wages had broken, preventing payment. Fearing they were labouring for free, people stopped working, delaying construction for several weeks.

The monitors took these concerns to project staff, who relayed them to their headquarters. Although staff had already reported the problem, it was only after the youth monitors presented the workers' concerns that officials ordered repair of the biometric machine. People soon received payment and road construction resumed. "Once we were paid, people could pay for food and bills for their families and some started small businesses," reported one worker. As well as benefitting from the flow of income, communities also enjoyed use of the new road as it lengthened.

Similar examples also show the potential of youth-led accountability to solve problems and

strengthen relationships between communities and people responsible for development projects. For instance, when a Ugandan government loan scheme supporting local businesses failed to transfer funds, livelihoods were at risk, so monitors coordinated a meeting with a local official, and traders soon received their loan.

The approach empowers young people to engage beyond typical "youth" issues, and to channel community voices, so local elites don't control accountability processes. In this way, youth-led solutions help give more agency to communities so that they can ensure projects are delivered in an accountable way, identify problems and help shape meaningful solutions.



Citizens demand better public buildings and services in Kenya: a story in 5 charts

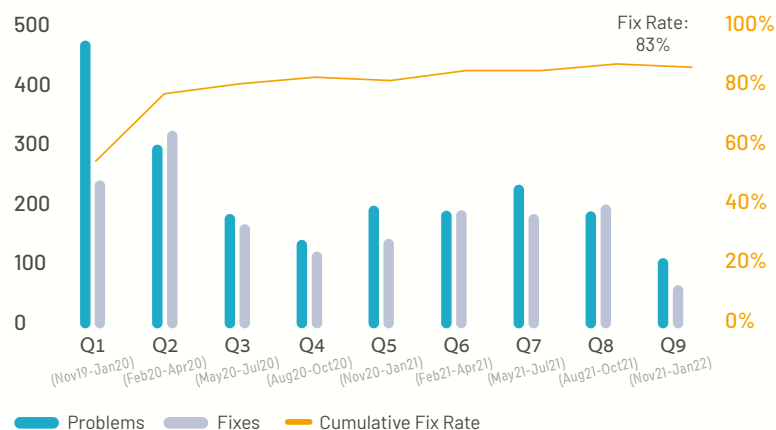
In Kwale, one of Kenya’s poorest counties, the construction of government-funded clinics, schools and water sources is regularly delayed or of low quality. But community monitors are changing this, working to ensure that projects deliver – with high levels of success.

This is the VOICE programme, run in partnership with two Kwale-based organisations, [KYGC](#) and [KCNRN](#). Kwale residents have monitored infrastructure projects and recorded their findings on our DevCheck app. The monitoring process has empowered citizens, solved construction problems and built trust between stakeholders – as well as generating valuable data. Here are five key messages that the data is telling us.

1. Monitors found numerous problems - and got most of them fixed

Key information generated through DevCheck concerns “problems” and “fixes”. Between November 2019 and January 2022, 125 citizens from Kwale in the VOICE programme monitored 168 projects and reported 2,001 problems, working hard with relevant stakeholders to achieve “fixes”. The data shows the volume of problems was highest at the beginning of the programme, with the percentage of problems solved rising quickly in the first six months. The decreasing number of new problems indicates that fixes tended to last, and perhaps suggests that project managers were more careful to avoid problems as time went on. Overall, monitoring led to more than 1,660 problems being remedied – a Fix Rate of 83%.

FIX RATE OVER PROGRAMME LIFETIME



FIX RATE AND FREQUENCY OF ALL INDIVIDUAL PROBLEMS



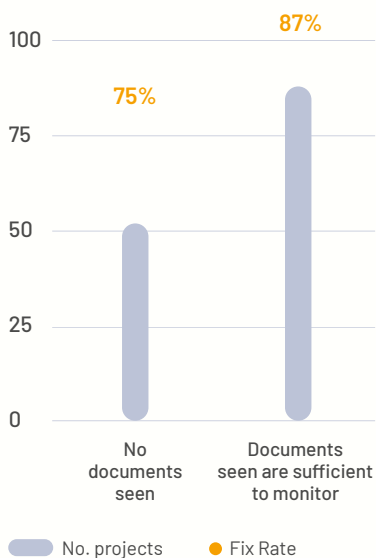
2. Lack of information – the hardest problem to fix

During each project visit, citizen monitors used DevCheck to assess possible problems via a checklist created in consultation with our partners and other stakeholders. For infrastructure projects, the most frequently reported problems were related to project delays. Monitors achieved Fix Rates of 80% or above for all categories of problem except for a lack of access to project documents. This shortage of information was not only a problem in itself, but may also have undermined citizen monitors’ effectiveness in dealing with other problems, as shown later.

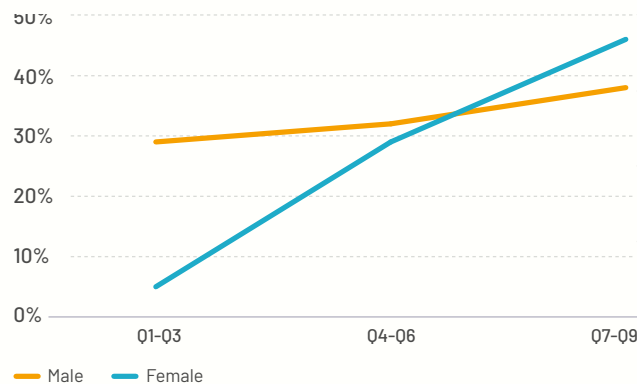
3. When monitors have project information, it's easier to solve problems

Not only was a lack of information the hardest type of problem to solve – it may also have made other problems harder to solve too. Monitors were able to access information for most projects within the VOICE programme, but for a third of infrastructure projects, key documents such as specifications, time-plans, contracts and budgets were unavailable – and the Fix Rate for problems in those projects was significantly lower than for those where information had been shared. This aligns with Integrity Action [research](#) which identified informed citizen action as a key enabler of successful problem-solving by citizen monitors.

ACCESS TO INFORMATION AND FIX RATE



% OF MONITORS REPORTING HAVING ORGANISED A COMMUNITY MEETING AS THEIR MEANS TO SOLVING A PROBLEM



4. Female monitors became more confident to participate and lead

When monitors log a “fix” in DevCheck, they can also report the most important activity they carried out to secure it. Half the VOICE citizen monitors are women (66 out of 125), and comparing their responses with those of the men is revealing. In Kwale County overall, women are much less likely than men to take on community leadership roles, and initially female monitors appeared far less keen or able to pursue public methods of problem solving. But the data shows a dramatic increase in women organising community forums over the course of VOICE, suggesting a boost in their confidence or ability to overcome cultural expectations.

“Being a monitor has prompted me into improving my communication skills, negotiation skills and self-esteem. Previously, I was not sure of my capability, but after the training my self-esteem grew and the rest is history. Most women and girls in the community view me as their mentor towards women’s empowerment.”

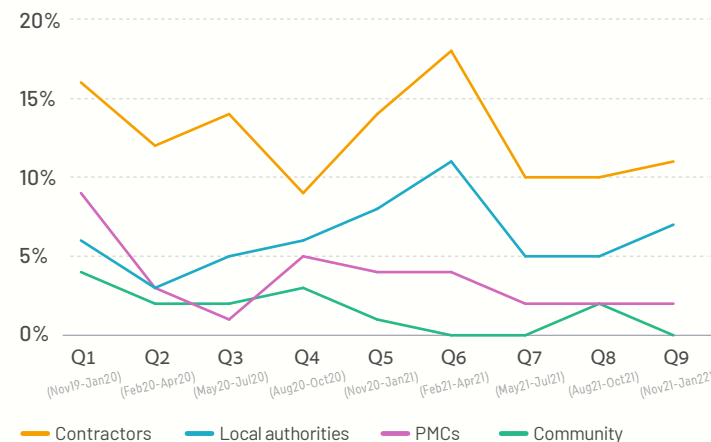
Uchi Chidunga, citizen monitor

5. Monitoring improved relationships – but it’s not straightforward

The independent evaluation of VOICE highlighted that the programme improved trust and relationships between citizen monitors and the duty-bearers responsible for projects, such as building contractors or local officials. This finding was supported by citizen monitors and duty-bearers themselves – but the data shows a more complicated picture.

DevCheck asked monitors to describe the engagement of different stakeholders on a four-point scale, from “very unhelpful” to “very helpful”. The results show contractors being consistently rated as the most unhelpful, although never more than 20% of them in any given quarter. There does appear to be a trend towards more helpful communities and community oversight structures (Project Management Committees or “PMCs”), from an already helpful starting point, but other perceptions fluctuated over time – telling us we have much to learn about this process.

MONITORS’ RATINGS OF ACTORS AS “UNHELPFUL” OR “VERY UNHELPFUL”, OVER PROGRAMME LIFETIME



Building bridges between communities and officials

INTEGRITY CLUBS IN PALESTINE

In Palestine, community-based Integrity Club members have promoted accountability and achieved change by taking citizens' voices to the authorities.

When a local authority project to resurface two major roads in Tulkarm, Palestine, was delayed by several months, people expressed their frustration freely on social media. Shops and businesses were facing losses, and drivers incurring higher fuel and repair costs. Many of the comments highlighted local officials' lack of communication with the community. In response, young people in Tulkarm's Integrity Club sought to bridge the gap.

The club is one of around 500 created under the SHINE initiative by our partner organisations in Afghanistan, DR Congo, Kenya, Nepal and Palestine. Clubs are mostly based in secondary schools, with student monitors helping to identify and solve integrity problems in their school. But in Palestine, the Integrity Clubs, supported by our partner PCPD, are community based. The members are still young students, but they focus on local projects rather than school issues, working directly with officials rather than school stakeholders – with unexpected benefits.

Spreading integrity: impacts beyond project level

In Tulkarm, Integrity Club members realised they could promote accountability by helping improve communications between citizens and officials. They identified ways to take people's voices to the authorities and relay official responses to the community. Club members compiled information about the road project, the reasons given for the delay, and its negative impact on the community, and presented their evidence to officials – creating a communications channel between the municipality and local people.

As a result, the authorities were able to see the full impact of the stalled project on citizens' lives – and they took action. Resurfacing resumed and the Integrity Club monitored progress, including via photos and videos posted on social media. Members also continued to try to improve communications between officials and citizens. Their success created a domino effect, boosting the reputation of Integrity Clubs in several locations across Palestine and enabling members to achieve impacts that extend far beyond the road.

Through Integrity Clubs, young Palestinians have been able to establish meaningful relationships with local government actors, supporting accountability and integrity. Members can easily book appointments with officials and meet with the mayor's office to discuss problems. As a result, authorities are paying more attention to public infrastructure, and young citizens are developing skills in communicating with government officials. This highlights the value of establishing not only youth clubs that monitor their own schools, but also those which monitor community projects.

And the benefits run deeper. As well as specific outcomes, such as safer construction sites,

Integrity Clubs are achieving cultural change. The young monitors, community members and local government officials all agree the municipality is more receptive to feedback from the public about issues with services. "Integrity Clubs have helped spread the culture of integrity and how to work on it with the people," acknowledges one mayor.



"The Integrity Club has the power and the push to make the municipality solve at least some of our problems"

Parent of club member

Empowering the next generation

Building these relationships with authorities and running events to drive cultural change have had a powerful effect on young people. This impact is particularly important in an occupied territory whose youth can feel highly alienated from their communities. Integrity Club members have reported an increase in their confidence, leadership and skills – with positive effects at home and within the community. "Through the Integrity Club, you promote values such as transparency and citizenship, implant them in yourself, and identify with them," explains one. Members have organised public sessions to discuss problems openly and collaboratively, and run an Integrity Day campaign, engaging parents, activists and community-based organisations – using drive and skills vital to their country's future.

Progress towards our goals



Progress towards strategic objectives

At Integrity Action we now take an adaptive approach to our organisational strategy, to ensure we are responding to crises and contextual shifts. During the 2022 financial year, our board approved adjustments to the strategy, while retaining its three core objectives: to achieve, amplify and convince.

We're proud to have made notable progress this year towards our strategic objectives, including:



ACHIEVE

Achieve results for citizens that maximise quality, sustainability and inclusivity

- Independent evaluations of our SHINE and VOICE programmes demonstrate the value of citizen-centred accountability in improving trust, empowerment and services.
- The Fix Rates of over 80% in our VOICE and M4FS programmes in Kenya and Ghana, and the rise in our overall Fix Rate since 2019, show that citizens are improving project and service delivery effectively.
- Programmes are better tailored to their context, improving the sustainability of their impact.
- Our evidence shows multiple examples of female monitors and monitors with disabilities being better empowered to make demands of the authorities.

AMPLIFY

Collaborate to amplify results, fuel innovation and embed citizen-centred accountability

- Recent partnerships provide exciting potential for embedding citizen-centred accountability – such as our new Compact programme in South Africa, which includes a collaboration with local government.
- As part of the Yetu initiative in Kenya, we collaborated with local networks of CSOs to develop sustainable models of monitoring using low-cost digital tools, supporting an approach to citizen-centred accountability that can be embedded within civil society.
- By enhancing the accessibility of monitoring data, we have generated insights valuable to duty-bearers, civil society and the accountability sector – amplifying our impact and expanding uptake of citizen-led approaches.

CONVINCE

Build a robust case for mainstreaming citizen-centred accountability

- Many of our partnerships are now geared towards mainstreaming citizen-centred accountability, with governments and other duty-bearers as much closer collaborators.
- Two external evaluations and various learning papers provide strong new evidence for our citizen-centred approach.
- Our ongoing research in Ghana is looking to establish whether citizen monitoring can save public funds, with a focus on infrastructure.
- We have worked with leading organisations in our field to build the case for a new pooled fund to support citizen accountability initiatives internationally.

DELIVERING ON OUR

Gender and Social Justice commitments

Last year we launched our new Gender and Social Justice approach, containing 24 commitments to our peers and, most importantly, the people we work with. The commitments span three areas of change – international development, our own programming, and our organisation, and we’ve worked hard in multiple ways during the past year to fulfil them.



INTERNATIONAL DEVELOPMENT

- We co-created all our new initiatives with our partners, ensuring we never adopt the role of lead or define partners simply as implementers.
- Our staff took part in multiple sector-wide power-shifting initiatives, including within Bond working groups. With staff as co-chairs on the Changing donor policy and practice, MEL, and Feedback and accountability groups, and on the Steering Committee of the Locally-led development group, we influenced the inclusion of localisation as a key topic of discussion. At the first Bond Power in Development Conference, we chaired a session on changes in leadership in the NGO sector and contributed our expertise and guidance to the development of the Bond publication “Becoming locally led as an anti-racist practice: a guide”.
- When invited to speak at events, we’ve given priority to our partners, to increase their visibility and promote their work, as we did at the Stanford Social Innovation Review event.

OUR PROGRAMMING

- In collaboration with our partners, we’ve shared learning from our initiatives and reported back to people who have generously given up time to provide us with information.
- When contracting evaluators, researchers and consultants, we value applicants based in or near the countries where an initiative took place, both to reduce emissions and decolonise advisory services.
- We’ve worked with partners to improve safeguarding mechanisms in our programmes, including by sharing resources and delivering introductory sessions and refresher training for seven organisations. When one safeguarding incident occurred, we worked with our partner to understand what had happened, and to ensure that the response was appropriate and the learning strengthened future safeguarding.

OUR ORGANISATION

- We recruited two new trustees, from Nigeria and the Philippines, who will support our work to shift power towards the countries where we promote citizen-centred accountability.
- To reflect current best practice and ensure staff feel supported in their work, we updated our HR policies. Through a participatory process with staff, we also enhanced a range of policies, including on the environment, flexible working, inclusion and health.

Safeguarding

Ensuring that our initiatives do no harm to the people we work with remains central to our work. Our approach to safeguarding centres on preventing incidents, mitigating risks and ensuring access to safeguarding reporting mechanisms. As we don't directly implement activities, we support our partners to develop a thorough understanding of safeguarding and put in place appropriate procedures.

This year, we've delivered safeguarding training and shared resources with seven partner organisations, two of which have developed their own safeguarding policies as a result. A further two are currently developing new safeguarding processes. We also delivered refresher training for our staff.

Safeguarding incidents reported in 2022

In FY 2021/22, Integrity Action received no reports of safeguarding incidents. One partner received a safeguarding report during the year, which was handled according to the partner's own procedures.



Restricted funds - Projects overview

Students Acting For Honesty, Integrity And Equality (SHINE)

In this five-year initiative, students identified and solved integrity problems in their schools and communities. Around 500 Integrity Clubs have been established in secondary schools in Afghanistan, DR Congo, Kenya, Nepal and Palestine. In the final year, implementation focused on building on successes in embedding the approach in Kenya and Nepal, and developing a Global Guidebook for setting up school-led social accountability initiatives.

The Development Alternative

This programme combines Integrity Action's approach to open citizen feedback with Restless Development's youth leadership and accountability model. In Madagascar and Uganda, youth monitors report on livelihoods and other projects, and engage with key powerholders to demand that projects are delivered as promised. In the closing year of the programme, we focused on learning, publishing a paper on the role of technology in youth-led, citizen-centred accountability initiatives.

Yetu Initiative – Increasing the self-reliance of Kenyan NGOS

The Yetu Initiative supports local Kenyan organisations to build a collective voice for their country's citizens that empowers them to solve their own problems and promote inclusive participation by women and young people. Our monitoring approach is integrated into the programme to give citizen monitors the tools to demand equitable local development. The initiative is supported by the Aga Khan Foundation and USAID.

Compact – Supporting public participation and planning in local government

This programme, implemented in partnership with PARI and SALGA, aims to enhance local government accountability in South Africa through strengthened participatory planning. With an approach informed by action research, the programme will support local communities to participate in processes to create Integrated Developed Plans, with particular emphasis on water and sanitation services.

Projects funded by unrestricted funds

Monitoring for financial savings (M4FS)*

This initiative aims to discover the value that citizen-centred accountability programmes can offer service providers in northern Ghana, by asking: "Does monitoring by citizens save public money?" Communities monitor the delivery of health and education infrastructure, comparing what was promised with what is being delivered, and engaging with those responsible to address any issues.

VOICE – From participation to open feedback in Kwale County, Kenya*

Citizens act as community monitors and check local services, reporting problems they identify using the DevCheck app. They work with key stakeholders to get issues addressed, and reporting Fixes through the app. The aim is to improve how county authorities and other duty-bearers listen and respond to citizens' concerns on services and infrastructure. The initiative is currently focused on embedding and sustaining successful aspects of the approach.

* These projects are financed by Integrity Action's core funding from SIDA and Hewlett

Financial review

The financial statements have been prepared in accordance with the accounting policies set out on pages 29 to 30 of the financial statements and comply with the charitable company’s Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Reserves Policy

We aim to hold sufficient reserves to:

- Cover essential investment to ensure our technology delivers programmatic and strategic added value;
- Ensure we can 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 abruptly; 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 Board and on the advice of the Audit Committee.

In view of the greater level of uncertainty caused by shifts in our funding environment, while maintaining the approach that the reserves should not be set too high as this would tie up funds which could and should be spent on charitable activities, the Board has set the following reserves target:

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 £871k (£24k increase in FY22) excluding the William and Flora Hewlett Foundation grant which is not allowed to be added to reserves (2022: £212k).

Total funds were £1.1m (2021: £1.2m) and included a restricted fund balance of £32k (2021: £99k). This restricted balance will be used in the next accounting period for specific programme-related purposes.

Income

The majority of our income comes from institutional donors and private foundations. It decreased by 16% this year from £1.13m to £721k. The decrease has been due to an especially challenging fundraising environment created initially by the COVID-19 outbreak, followed by the global economic downturn.

£52 093

USAID-AKF Yetu

£49 216

Restless Development (DFID AID Connect funding)

£79

Norwegian Agency for Development Cooperation (Norad)

£33 266

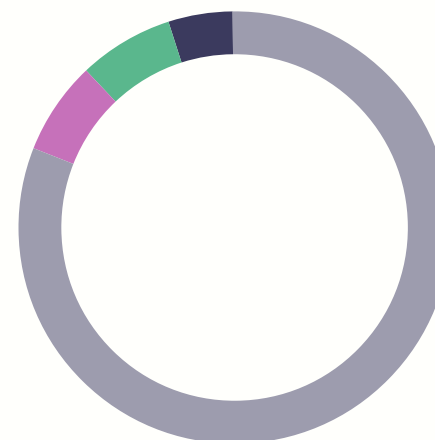
PARI

£584 237

Swedish International Development Cooperation Agency (Sida)

£16 641

Other



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 £820k (2021: £1.19m) was in line with plans for the projects already in progress at the start of the year.

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 4 to the accounts.

Executive Pay is reviewed and set by the Remuneration Committee on an annual basis.

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 5 and 13 to the accounts respectively.

Risk management

The Board has considered 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 the Board effectively tracks significant risks and is assured the control procedures are adequate to manage these risks.

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

RISK	MITIGATING MEASURES
<p><u>Sustaining Impact</u></p> <p>Integrity Action’s approach does not achieve level of sustainability or scalability that is expected by partners, peers and funders.</p>	<p>Continue to integrate learning and research findings to achieve more sustainable interventions. Ensure learning and research has widest reach and impact possible. Continue to work with organisations and coalitions to achieve systemic and transformational changes in countries and globally.</p>
<p><u>Technology</u></p> <p>Technology solutions fail to deliver sustainable and user-friendly solutions.</p>	<p>Continue to assess, review and utilise best technology tools for given programmes. Regularly assess usability with monitors, partners and other key stakeholders.</p>
<p><u>Funding</u></p> <p>We are unable to generate funding needed to deliver the objectives and to cover our overheads.</p>	<p>Scenario planning repeated on a periodical basis to maintain clarity of long-term view of the likely impact of fundraising. Use integrated FY Business plan + Development Plan + programmatic vision and monitor progress regularly (e.g. Funding KPIs).</p>
<p><u>IT System Failure</u></p> <p>Key digital systems are hacked, or fail/crash (including DevCheck, finance system, Google drive, Epay). Data is compromised or corrupted.</p>	<p>Use of industry standard security software and maintenance of regular contact with all providers. Business continuity plan in place and implemented.</p>

Public Benefit

The Board confirms it has complied with its 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 objectives 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 Operations, Head of Programme Development and Head of Funding.

The Board is governed by a Governance Manual. 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	15 DEC 21	16 MAR 22	16 JUN 22	21 SEP 22
Alan Barlow	Yes	No	Yes	Yes
Sam De Silva	Yes	Yes	Yes	Yes
Gail Klintworth	Yes	Yes	Yes	Yes
Merryl Lawry-White	Yes	Yes	Yes	No
Paul Maassen	No	Yes	Yes	No
Siobhan Turner	Yes	Yes	N/A	N/A
Philip Welply	Yes	Yes	Yes	No
Alistair Gibbons	N/A	N/A	Yes	Yes
Nkem Ilo	N/A	N/A	No	No
Miko Canares	N/A	Yes	Yes	No

Statement of trustee's responsibilities

Each Board 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 position 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
22 December 2022

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 2022 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 2022 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 the [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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the group through discussions with key management and from our knowledge and experience of the sector in which the charity operates;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102); and

- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and representatives of those charged with governance.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management and representatives of those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Performed substantive testing on expenditure including the authorisation thereof;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of Trustees' meetings; and
- Enquiring of management and representatives of those charged with governance as to actual and potential litigation and claims.

As a result of our procedures, we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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)

23 December 2022

For and on behalf of Buzzacott LLP,

Statutory Auditor

130 Wood Street

London

EC2V 6DL

Statement of Financial Activities

YEAR ENDED 30 SEPTEMBER 2022

Note	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £	
Income from:					
Investments	966		966	3,527	
Charitable activities					
Grants, donations and consultancies	1	584,237	136,294	720,532	1,132,019
Other:					
Gains on revaluation of foreign currency		16,743	-	16,743	-
Total income	601,947	136,294	738,241	1,135,546	
Expenditure on:					
Raising funds		66,994	-	66,994	62,973
Charitable activities					
Open Citizen Feedback		572,138	180,573	752,710	1,128,370
Total expenditure	2	639,132	180,573	819,704	1,191,343
Net (outgoing)/ incoming resources before transfers					
		(37,185)	(44,278)	(81,463)	(55,797)
Transfers between funds	10	22,179	(22,179)	-	-
Net movement in funds		(15,006)	(66,457)	(81,463)	(55,797)
Funds as at 1 October		1,097,529	98,514	1,196,043	1,251,840
Funds as at 30 September	10	1,082,523	32,057	1,114,580	1,196,043

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

BALANCE SHEET AS AT 30 SEPTEMBER 2022

	Note	2022 £	2021 £
Current assets			
Debtors and accrued income	7	1,641	82,262
Cash at bank and in hand		1,150,657	1,175,134
Total current assets		1,152,298	1,257,396
Liabilities			
Creditors: Amounts falling due within one year	8	37,718	61,353
Net current assets		1,114,580	1,196,043
Net assets		1,114,580	1,196,043
The funds of the charity			
Unrestricted		1,082,523	1,097,529
Restricted		32,057	98,515
Total funds	10	1,114,580	1,196,043

Approved by the trustees and signed on their behalf by:



Gail Klintworth
Chair of the Board
22 December 2022

Statement of cash flows

YEAR ENDED 30 SEPTEMBER 2022

	Note	2022 £	2021 £
Net cash (outflow) from operating activities	13	(24,477)	(109,097)
Change in cash and cash equivalents in the year		(24,477)	(109,097)
Cash and cash equivalents at 1 October		1,175,134	1,284,231
Cash and cash equivalents at 30 September		1,150,657	1,175,134

Principle accounting policies

YEAR ENDED 30 SEPTEMBER 2022

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 Board of Trustees considers 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 current economic and funding climate.

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

	2022 £	2021 £
Unrestricted		
Swedish International Development Cooperation Agency (Sida)	584,237	601,889
The William and Flora Hewlett Foundation		182,981
Total unrestricted	584,237	784,871
Restricted		
Norwegian Agency for Development Cooperation (Norad)	79	188,800
PARI	33,266	-
Simavi	1,641	-
Raleigh International Trust (DFID Aid Direct funding)	-	20,477
Restless Development (DFID AID Connect funding)	49,216	85,155
USAID-AKF Yetu	52,093	52,716
Total restricted	136,294	347,148
Total grants, donations and consultancies	720,532	1,132,019

2 EXPENDITURE

	Note	2022			2021		
		Open Citizen Feedback £	Raising funds £	Total £	Open Citizen Feedback £	Raising funds £	Total £
Partnership costs		113,376	-	113,376	379,357	-	379,357
Staff costs	3	457,894	52,015	509,909	547,574	28,724	576,298
Consultancy costs		38,120	10,064	48,184	42,604	2,308	44,912
IT and software development		3,954	-	3,954	9,311	-	9,311
Rent, rates and other office costs		8,236	936	9,171	1,395	-	1,395
Travel and events		5,183	-	5,183	776	-	776
Governance (excluding staff costs)		24,395	-	24,395	22,699	-	22,699
Programme development costs		96,425	3,979	100,405	110,156	31,941	142,097
Other costs		5,128	-	5,128	14,498	-	14,498
Total expenditure		752,710	66,994	819,705	1,128,370	62,973	1,191,343

3 NET INCOME IS STATED AFTER CHARGING:

	2022 £	2021 £
Auditor's Remuneration:		
Statutory audit	11,790	11,332
Other Services	6,066	9,905

4 STAFF COSTS

	2022 £	2021 £
Wages and salaries	440,279	499,986
Employer's National Insurance costs	47,009	51,313
Employer's contribution to defined contribution pension scheme	22,621	24,999
	509,909	576,298

The average headcount in 2022 was 10 (2021: 11).

No redundancy payments were agreed in the year (2021: nil).

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:

	2022	2021
£80,000 - £89,999	1	1
£70,000 - £79,999	-	-
£60,000 - £69,999	1	1

The above higher paid employees received employer pension contributions of £6,849 (2021: £7,400).

The total employee benefits of the key management personnel of the Charity, including employer's national insurance and pension contributions, were £103,207 (2021: £97,389).

Key management personnel includes the CEO.

5 TRUSTEES' REMUNERATION

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

No trustees' expenses were reimbursed in 2022 (2021: £260 reimbursed to one trustee)

6 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.

7 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 2022, the facility was for £25,000 (2021 - £25,000).

8 DEBTORS

	2022 £	2021 £
Debtors and accrued income	1,641	82,262
Prepayments	-	0
	1,641	82,262

9 CREDITORS

	2022 £	2021 £
Expense creditors	5,853	28,613
Taxation and social services benefits	15,135	17,257
Accruals	16,730	15,483
Deferred revenue	-	-
	37,718	61,353

10 FUND MOVEMENTS

	At 1 October 2021 £	Income £	Expenditure £	Transfers £	At 30 September 2022 £
The William and Flora Hewlett Foundation	251,341	-	(39,399)	-	211,941
Swedish International Development Cooperation Agency (Sida)	22,396	585,204	(595,683)	-	11,916
Other unrestricted funds	823,792	16,743	(4,049)	22,179	858,665
Unrestricted funds	1,097,529	601,947	(639,132)	22,179	1,082,523
Restricted funds					
Students Acting for Honesty, Integrity and Equality (SHINE)	71,771	79	(69,593)	(2,258)	-
From participation to open feedback in Kwale County, Kenya	18,214	-	-	-	18,214
Youth demanding accountability from development agencies in Tanzania	484	-	(484)	-	-
Compact - Supporting Public Participation and Planning in Local Government - (PARI)	-	33,266	(18,326)	(1,097)	13,843
Simavi	-	1,641	(1,641)	-	-
The Development Alternative	688	49,216	(31,079)	(18,824)	-
USAID-AKF Yetu	7,357	52,093	(59,450)	-	-
Total restricted funds	98,514	136,294	(180,572)	(22,179)	32,057
Total funds	1,196,043	738,241	(819,704)	-	1,114,580

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 £212k (2021: £251k) in relation to The William and Flora Hewlett Foundation which must be spent over the grant period and cannot be added to reserves.

Other Unrestricted Funds also include £17k of unrealised gains from year-end exchange rate revaluations.

11 COMMITMENTS UNDER OPERATING LEASES

The charity had no commitments under non-cancellable operating leases (2021: £nil). The charity does not own or lease premises as it has adopted remote working practices.

12 RELATED PARTY TRANSACTIONS

Other than trustees expenses as disclosed in note 5, there were no related party transactions in either 2022 or 2021.

13 RECONCILIATION OF NET MOVEMENT IN FUNDS TO CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net movements in funds	(81,463)	(55,797)
decrease/(increase) in debtors	80,621	(68,306)
(decrease)/increase in creditors	(23,635)	15,006
Net cash (outflow) from operating activities	(24,477)	(109,097)

14 COMPARATIVES**Statement of Financial Activities**

YEAR ENDED 30 SEPTEMBER 2021

	Note	Unrestricted funds £	Restricted funds £	2021 Total funds £
Income				
Investment income		3,511	16	3,527
Charitable activities				
Grants, donations and consultancies	1	784,871	347,148	1,132,019
Total income	1	788,382	347,164	1,135,546
Expenditure				
Raising funds		62,973	-	62,973
Charitable activities				
Open Citizen Feedback		688,856	439,514	1,128,370
Total expenditure	2	751,829	439,514	1,191,343
Net incoming/(outgoing) resources before transfers				
		36,554	(92,350)	(55,797)
Transfers between funds		29,258	(29,258)	-
Net movement in funds		65,812	(121,608)	(55,797)
Funds as at 1 October		1,031,718	220,122	1,251,840
Funds as at 30 September		1,097,529	98,515	1,196,043

15 POST BALANCE SHEET EVENTS

There were no post balance sheet events to report (2021: none).

Reference and administrative details

Trustees

Alan Barlow
 Sam De Silva
 Gail Klintworth
 Siobhan Turner - Resigned
 in March 2022
 Merryl Lawry-White
 Paul Maassen
 Philip Welply
 Alistair Gibbons
 Nkem Ilo
 Miko Canares

Audit Committee

Gail Klintworth
 Alistair Gibbons

Fundraising Committee

Alan Barlow

Remuneration and Nomination Committee

Alistair Gibbons
 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 registration number: 4884328
 (England and Wales)

Charity registration number: 1120927
www.integrityaction.org



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[!\[\]\(62bd05c23240c41085d30156631e2af2_img.jpg\) Act4Integrity](#)

[!\[\]\(729bff177a16e781f7acf9f05959ee0a_img.jpg\) integrity-action](#)

integrityaction.org

Integrity Action is an independent non-governmental organisation.
Company registration number: 4884328 (England and Wales) Charity
registration number: 1120927

INTEGRITY ACTION

England & Wales - Charity number 1120927

Accounts



ANNUAL REPORT

and financial statements



Financial year

2020/2021

Company registration number: 4884328

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INTEGRITY ACTION

What we do

Integrity Action is a UK-based non-profit that supports people living in poverty around the world to identify, monitor, and fix the essential projects and services that are failing them.

Founded in 2003, we equip individuals and communities with the tools and guidance they need to report problems publicly and work directly with responsible bodies to fix them. Working with civil society partners from some 20 countries we have accelerated thousands of projects in collaboration with those most affected by inadequate infrastructure and services.

Across Africa, Asia, and the Middle East, Integrity Action is proud to support citizens to demand safe water, improved sanitary facilities, better classrooms and more, building trust through sustained interaction with communities and government organisations while redefining social contracts for marginalized groups with limited political capital.

HOW WE WORK

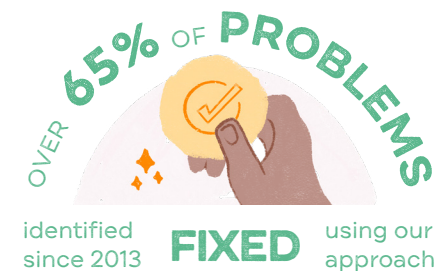
We work to put power back into the hands of citizens and rebuild trust between communities and the people who serve them. Whether it's dispensaries that have run out of medicine, half-built roads that should have been finished years ago, or schools that don't have enough teachers, Integrity Action establishes connections between those in need and those whose duty it is to provide.

We empower citizens as individuals and groups to monitor a wide range of projects and services, aiming to simplify the process of demanding accountability and providing a platform for citizens to be seen and heard. This work takes place both within local communities and through our digital innovations, including the [DevelopmentCheck app](#).

DevelopmentCheck forms an integral part of the citizen monitoring process, placing an intuitive tool into the hands of community members. This ensures citizen monitors have instant and easily accessible ways in which to identify, report, and publicise both problems and solutions.

HOW WE MAKE A DIFFERENCE

With more than 9,000 problems identified since 2014, and with solutions to over two thirds of them secured, our work has helped citizens, service providers and public officials to find potentially life-changing answers to seemingly intractable problems. We also inspire organisations and governments to improve their approach to accountability and participation, so that citizens' voices are acted upon whenever decisions are made.



Welcome note

FROM GAIL KLINTWORTH
CHAIR

It has been yet another year dominated by Covid, and the poor and vulnerable have borne the brunt of it – according to the World Bank, the poorest 20% have seen the steepest decline in income. Add the impacts of climate change, inequality, and widespread disillusionment with governments due to real and perceived corruption and nepotism, and we find ourselves in a discontent maelstrom.

Within this context, the work of Integrity Action remains critically important. When individuals and communities have personal agency, trust in accountable leaders and a belief that external support is there to enhance their own efforts, the cycle of hopelessness and helplessness can be disrupted.

One of the many places we saw this was in Kenya, where there has been a worrying pattern of student unrest in secondary schools. But in schools where Integrity Action

and its partners enabled students to monitor education services, and collaborate with management to solve problems, we have evidence that unrest was less likely. As one school leader put it: “Before they burnt the dormitories. Now they use the communication channels.” Read more about this on page 8.

In the past year the Integrity Action team has managed a difficult funding and operational environment whilst keeping our service to partner organisations and citizen monitors on track. The impact of 834 projects monitored by 11,377 citizens in 9 countries, despite the difficult circumstances (and a sudden funding reduction from a key government funder), was managed in the short term without needing to reduce support to communities.

Integrity Action is now strengthening its partnerships and service orientation to a broader

Welcome to Integrity Action’s annual report for 2020-21.

range of partners in further countries including Ghana and South Africa. In addition, we are pursuing some interesting applications of our knowledge and tools in local climate change mitigation and adaptation mechanisms and in corporate community interventions.

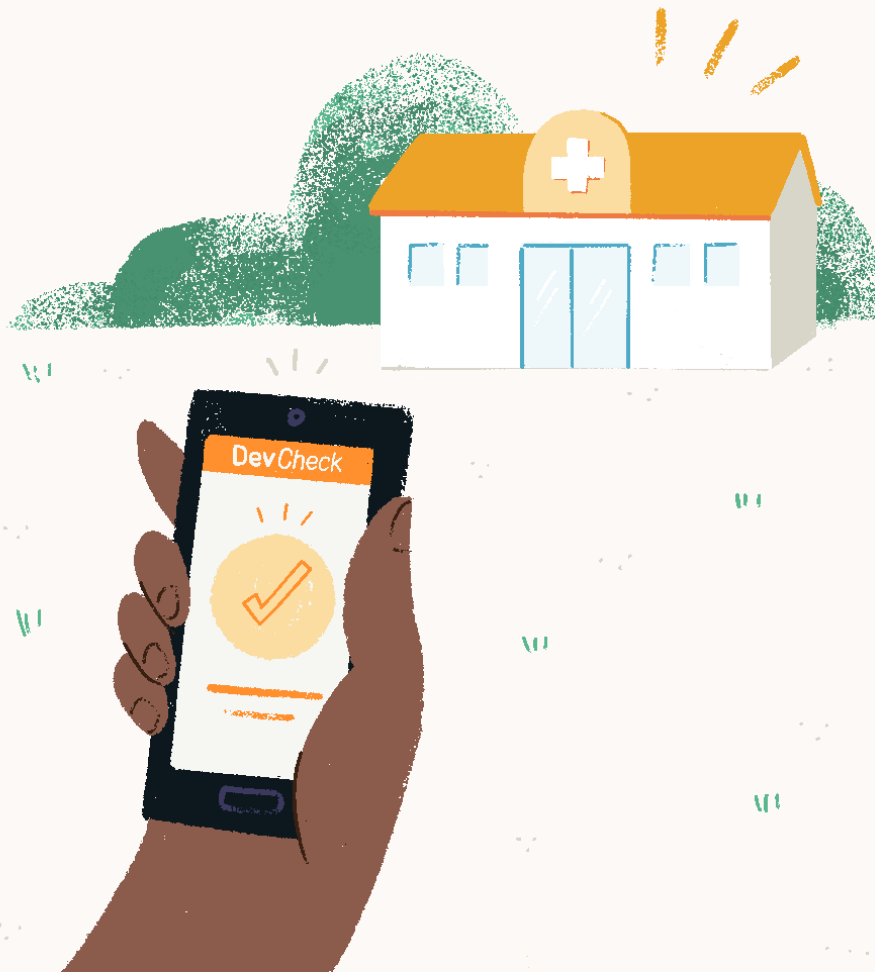
We thank our funders, partners and monitors for their continued support to our joint commitment for a more accountable and transparent world of shared prosperity.



Gail Klintworth
Chair, Integrity Action’s
Board of Trustees

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

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



Key numbers

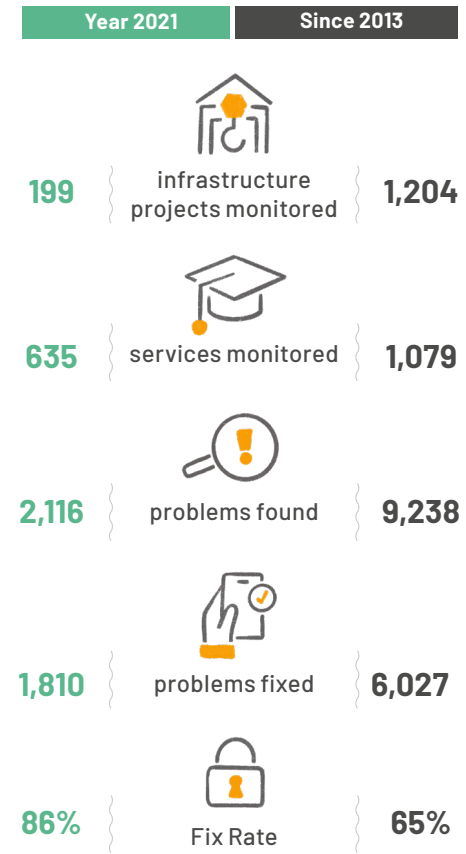
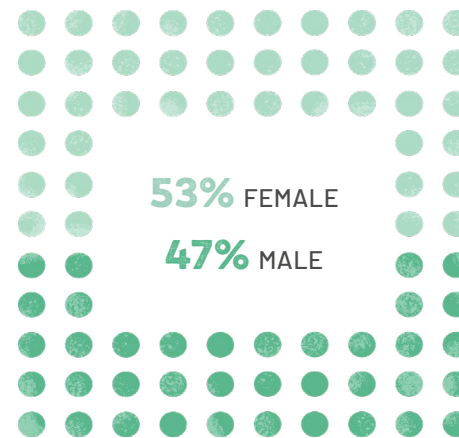
11,377 People involved in monitoring activities

1,265

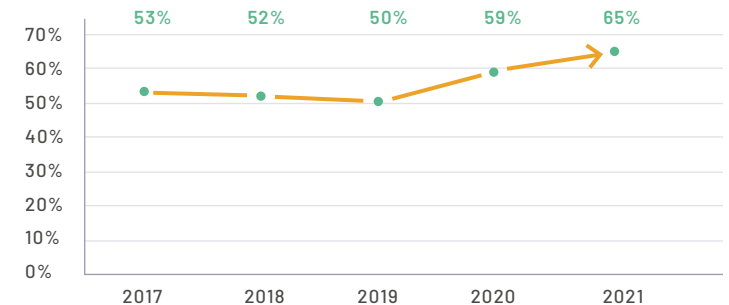
Adult monitors

10,112

Youth who are members of 500 monitoring youth clubs



Cumulative Fix Rate over time



Working in genuine partnership

Integrity Action's approach to serving citizens is always carried out with partner organisations and we strive to ensure our partnerships are balanced and reciprocal. Our approach to partnerships has been showcased by Bond, the UK's foremost network for international development organisations, and the UK Aid Direct fund. In line with our Gender and Social Justice commitments this year (see page 19), we invited partners to complete an annual survey about their experience of working with us.

THE SURVEY SHOWED THAT:

- We continued to support partners in their relationships with local and national government.
- We increased visibility of our partners at the local, national, and international level.
- Over half of the respondents thought that the programme development process was co-led.
- 14% said that it was completely led by partners.

"I like the co-creation approach, and in particular the enthusiasm which the Integrity Action team showed in the entire process."

"Our partnership has enabled more frequent meetings with both county and national government officials"

"Integrity Action is the lead partner for international and global networking. A centre of knowledge and innovation for participatory methodology and integrity building."

WE AIM TO:

- Foster more collaborative design and decision-making with partners and see higher scores in 2022.



Partners see us as innovators, knowledge gatherers and sharers, and as a learning hub

Year in review



What we achieved

Despite the many challenges posed by the continuing pandemic this year, Integrity Action has remained focussed on delivering impact in partnership with local, national, and international organisations, as well as working increasingly with governments. You can read more about our partners on page 6.

We supported over **11,000** citizens to **fix problems** and build badly-needed trust



This year citizen monitors have been securing safe water and toilet facilities for pregnant women, ensuring the successful construction of school facilities, and much more besides. Overall they identified 2,116 problems relating to local services and projects and secured solutions to 1,810 of those – a Fix Rate of 86%. You can see the range of problems and fixes via developmentcheck.org.

As well as this mountain of fixes, we saw evidence that our approach may have helped to reduce unrest in schools. In **Kenya**, where we have worked with partners to establish student monitoring clubs at secondary level since 2017, unrest in schools has been well-documented: a Parliamentary committee highlighted over 100 cases of such unrest in 2018, with some situations turning violent. The committee cited dissatisfaction among students and a “disconnect” between them and their teachers.

However, senior staff in multiple schools involved in our work have said the Integrity Clubs have made a big difference to the relationships between staff and students, and have given the latter a peaceful, constructive way to air grievances and seek solutions.

Before, they burnt the dormitories to address an issue. Nowadays they use the communication channels and are welcome to approach the teachers and management.

Duncan Orina
Deputy Principal
Lutsangani Secondary School

We found a new way to deliver our **added value**



In 2021 we saw unprecedented demand for our expertise. To respond to this, we began providing mentoring and guidance to champions from civil society and government who are passionate about promoting accountability to citizens. This approach combines our international experience and technical knowledge with the expertise and delivery capacity of partners and institutions. For example, the Open Government Partnership called on us to provide an expert webinar to their new cohort of 50 local governments, followed by in-depth mentoring. We are also starting a partnership in **South Africa** which will enhance local government accountability.

We pushed for **systemic change** that lasts



More organisations and public bodies are adopting and embedding our approach well after projects are finished, for example:

- In **DR Congo**, the Ministry of Education has asked our partner CEDEJ-GL to incorporate the Integrity Club approach, which involves student-led monitoring, within the South Kivu Operational Action Plan. They are also including student-led monitoring in the national curriculum. New Integrity Clubs have been independently established, while former Integrity Club members are spreading the practice of monitoring in universities.
- Following our partner CAHURAST’s lobbying efforts, five rural municipalities in **Nepal** have agreed to allocate funds to sustain existing and establish new Integrity Clubs in secondary and primary schools so that monitoring education services leads to measurable change in the education system.
- Partner Kesho Kenya is working with the governmental Ethics and Anti-Corruption Commission to embed our model into the national curriculum.

We generated new and **valuable knowledge** for us and the sector



This year we published research and learning on a series of important questions facing our sector, from sustaining the impact of social accountability to understanding why public officials and other “duty-bearers” act with integrity (see p10 for details). This knowledge received plaudits from influencers such as Twaweza in East Africa and the Accountability Research Center in the US, and shaped our approach to our work in 2022 and beyond.

We collaborated with leading sector voices to make the case for **citizen-centred** accountability



This year we joined forces with leading accountability sector partners BudgIT (West Africa), Integrity Watch Afghanistan and Twaweza (East Africa) to develop a fresh argument for citizen-centred accountability, envisioning a collaborative social compact between citizens and the state, rather than a transactional social contract. This will be essential to tackling the major challenges of our time, including climate change, Covid, and spiralling inequality. We are now taking this vision further to inspire fresh thinking in the wider sector including on how programmes are shaped and funds allocated.



In my community people call me to take photos if there is any broken tap in our dispensary. People call me ‘the saviour’ just because I use technology and report problems.

Lameck

Community monitor

Ngerengere village, Tanzania

Despite funding pressure, we made sure **programmes left a legacy**



Integrity Action, like many organisations, has faced funding cuts to several programmes this year. Some were forced to close early. In all cases, no matter the circumstances of closure, we worked hard with our partners to ensure those initiatives were phased out in a conscientious and purposeful way to maximise lasting impact.

In our partnership with Raleigh International in **Tanzania**, the programme promoted the approach in over 1,000 additional communities beyond those where monitors were active. Meanwhile 91% of the young monitors said the programme would continue in their community. In the SHINE programme which has promoted accountability in schools in **DR Congo, Kenya, Nepal, Palestine** and **Afghanistan** (see page 15 for more), partners have taken a range of approaches to ensuring sustainability, from influencing national school curricula to embedding student-led monitoring in schools.

In the Development Alternative, a consortium-led programme active in **Uganda** and **Madagascar** since 2019, the youth-led accountability model has been integrated within other programmes run by consortium members, ensuring the programme’s innovative approach can keep on delivering impact well after it closes. We are also working with partners to fundraise for follow-on activities and supporting them to adapt tools and methodologies so they can be continued at low cost.

THANK YOU to our funders

Integrity Action’s work to improve citizens’ lives would not be possible without the crucial support of our funders. This year we thank the following existing and new funders for their contribution to our work:

- Aga Khan Foundation
- Allan & Nesta Ferguson Charitable Trust
- Foreign and Commonwealth Development Office (FCDO)
- Norwegian Agency for Development Cooperation (Norad)
- Swedish International Development Cooperation Agency (Sida)
- USAID
- William and Flora Hewlett Foundation

What we learned



In 2021, Integrity Action transformed its research and learning offer to the wider field. We published three highly original research reports (see below), three learning papers, and various blogs and articles tackling questions that have preoccupied the transparency and accountability sector for many years. Altogether this was more learning than we have ever produced in a single year. We are thrilled to be turning our programming, and our long experience of citizen-centred accountability, into products that our peers can use to enhance their own work. More on our learning [here](#).

As well as contributing knowledge to the wider field, we are applying our learning to current and future programmes, by (for example) looking for ways to create alliances between citizens and local officials, deepening our focus on the need for quality and reliable information for citizens, and adapting our digital tools so they add more value to civil society and government. We are excited about our learning pipeline, with one study underway in Ghana exploring to what extent citizen monitoring can save public money. Watch this space!

Research we published in 2021

How to sustain mechanisms for **accountability**

Citizen monitoring, social audits, platforms for feedback... these are just a few ways in which citizens express their views on public services and hold them to account. But what's the point in setting them up if we can't make them last?

This research interviewed 25 top practitioners from around the world, ran an online brainstorm with 70 experts, and consulted Integrity Action's partners and citizen monitors. Respecting the variety of contexts in which people work, this research provided "stimulation, not recommendation" and gave a host of ideas on funding models, ways to keep citizens motivated, and long-term partnerships with government.

What makes frontline duty-bearers **act with integrity?**

If Integrity Action and our wider community are going to achieve impact that lasts then we must better understand how to motivate and enable "frontline duty-bearers" – such as teachers and health workers – to serve the public with integrity.

To explore this, the research conducted surveys and interviews with more than 100 teachers and health workers, primarily in Kenya and Nepal. The researchers also consulted sector experts and did a literature review. Among other findings, the study heard that duty-bearers primarily needed a decent work environment, and that they do place value on citizen engagement.

What turns a problem **into a fix?**

Through Integrity Action programmes, monitors have identified many thousands of problems with public services and projects – and fixed 65% of them. But what helps a problem become a fix? We are uniquely positioned to tackle this question due to the wealth of problem-solving experience within our programmes.

This research looked at problem-solving pathways in Palestine, Kenya and Afghanistan and found three factors to be particularly important in catalysing a fix: mutual trust between citizens and duty-bearers; citizens having information on what they were promised; and duty-bearers having sufficient capacity to engage.

Stories from our work



Citizens and government working together for integrity

IN KENYA

When local government official Hannah Ngala first started working with community monitors, she had little idea how popular she would become.

In rural Kwale County, Kenya – which has among the highest levels of poverty among Kenya’s counties – there is traditionally mistrust or resignation towards local government. But according to an independent evaluation of Integrity Action’s work with two partners, KYGC and KCNRN, that’s changing in the area where Hannah is based. Indeed, the evaluation said that people see Hannah as a “darling of the community”!

But why? Firstly, the community has recently seen the timely implementation of quality infrastructure projects like a new bus park, market wall fence and slaughterhouse – all projects which were kept on track by community monitors and local authority counterparts like Hannah. In Kwale

County, construction of planned government infrastructure and swift resolution of problems has previously not been the norm.

There is also her close collaboration with citizen monitors. There is now a direct line of communication between Hannah and the monitors which keeps everyone in the loop and allows for the swift resolution of issues. This means that even when there is a problem that takes time to resolve, people aren’t left in the dark.

Hannah, and other stories like hers, have helped us to rethink the role public officials play in Integrity Action’s programming. Hannah isn’t just being “held to account” and responding to citizens – she is actively working with monitors to solve problems, sometimes approaching a contractor to secure a fix. Hannah even took part in the monitors’ training, which helped her to read crucial – though complex – project documents and contracts.

Another interesting outcome of the VOICE programme in Kenya is that

project management committees, or PMCs – community committees that oversee local projects and are required by local government – have been made stronger by monitors. PMCs can easily be duped by contractors who might wish to take shortcuts in construction, but now monitors are training some PMCs so they can ask the right questions.

This all adds up to some wonderful, and new, collaboration taking place in communities: monitors, local officials and PMCs working together to ensure vital infrastructure is delivered properly. See more [here](#).

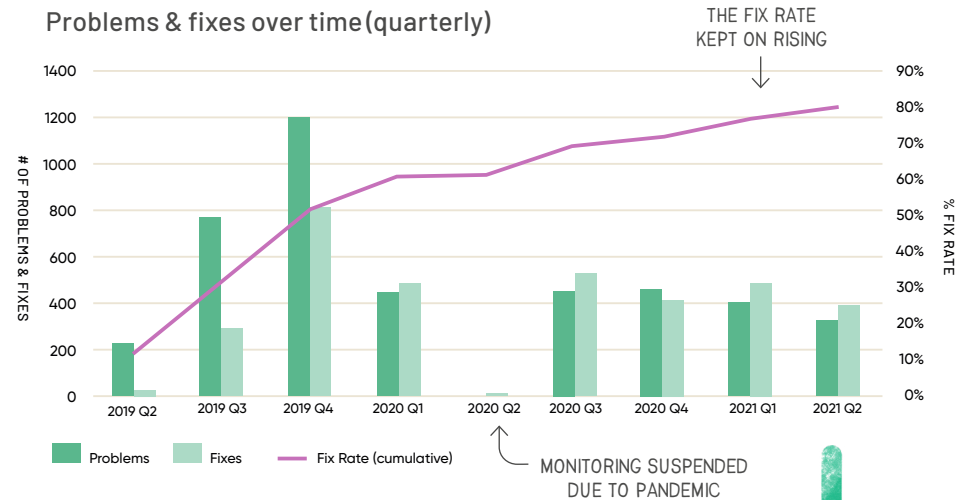
The community’s perception of women’s leadership improved... the community now sees Hannah as an opinion leader and potential future political leader in the community.

Independent evaluators of VOICE programme



Youth promoting accountability in Tanzania: A story in 5 charts

Reaching its conclusion in July 2021, the Social Accountability through Youth in Tanzania (SAY) programme was a resounding success. The partnership between Raleigh International and Integrity Action saw around 400 young Tanzanians in 179 communities monitor projects and services while using DevelopmentCheck to record problems and solutions. Here's the story of the programme - in data.



1 Monitor effectiveness grew and grew – despite Covid

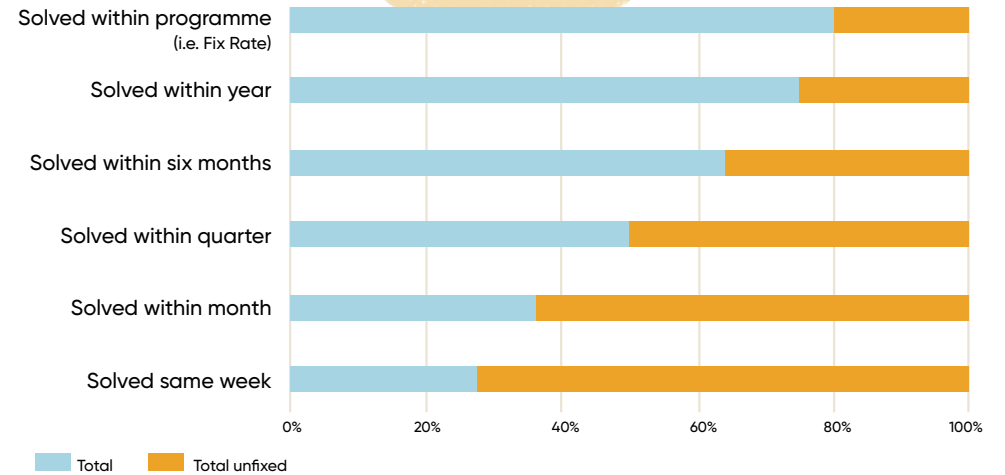
Monitors identified over 4,000 problems over three years, and by the end of the programme had solved 80% of them – an outstanding Fix Rate. During the programme the Fix Rate continued to rise, save for the period in 2020 when Covid prevented monitoring altogether. All this suggests the young monitors became increasingly effective and progressively built trust during the programme.

“By collaborating with the local government leaders [the monitors] have brought together community members and service providers, and together discussed and managed to find solutions”

COMMUNITY MEMBER
Mtoni, Tanzania

“Most of the issues that prevailed for a very long time like water supply problems ... have been rectified, since we have been identifying them during monitoring and presenting them to the responsible authorities”

FEMALE MONITOR
SAY programme



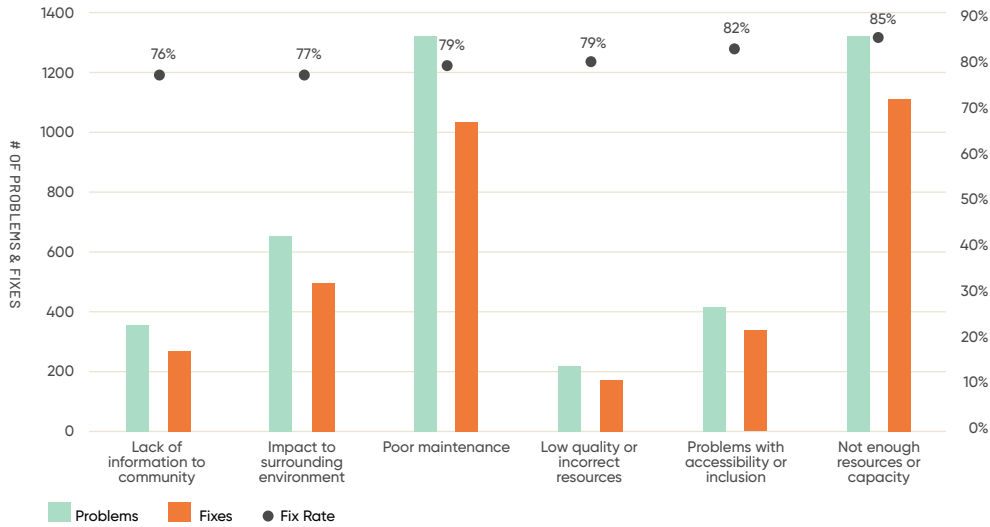
2 Half of all problems were solved inside 3 months – but some took much longer

Out of all the problems identified, 27% were solved within a week, and half were solved within three months. This means there were plenty of “quick wins”, which are important for building trust and maintaining the motivation of monitors. That trust-building might have come in handy for the 229 problems (5%) that took over a year to solve.

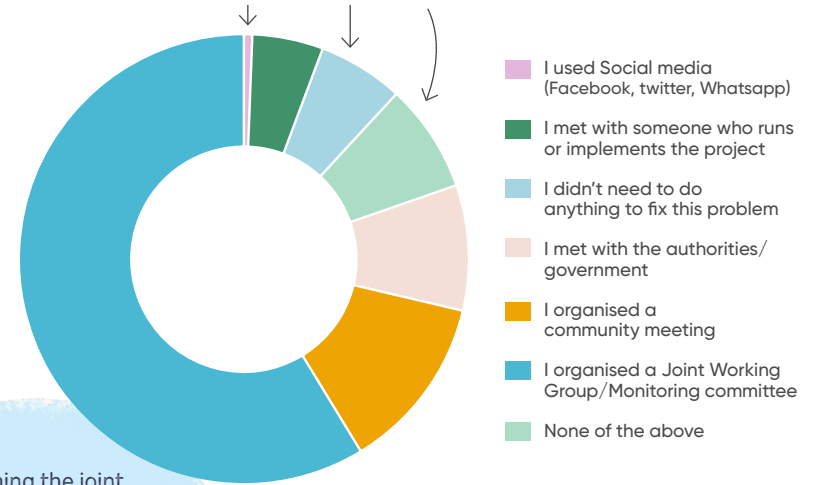
3 All types of problem had a high Fix Rate

DevelopmentCheck splits problems into core categories. Across all of these categories, Fix Rates were high – at least 76%. We might have expected problems concerning a lack of resources and capacity to be the hardest to solve, as this could indicate a systemic problem which can't be fixed locally. But in SAY, this category had the highest Fix Rate of all – 85%.

Problem categories with Fix Rate



APART FROM THESE THREE, ALL OTHER APPROACHES TO PROBLEM-SOLVING INVOLVED SOME FORM OF FACE-TO-FACE DIALOGUE



“Forming the joint working group had the greatest impact. Through the JWG we were able to solve many issues identified during the monitoring, which before the SAY programme had seemed unfixable.”

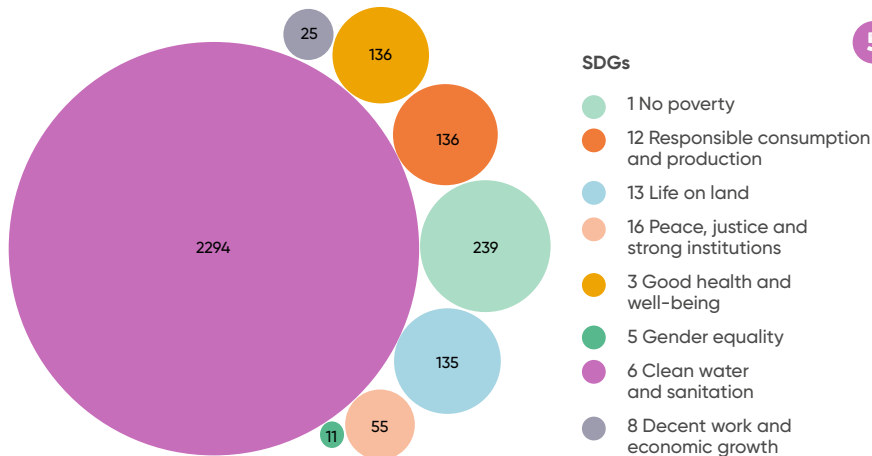
MALE MONITOR
SAY programme

4 The value of face-to-face collaboration

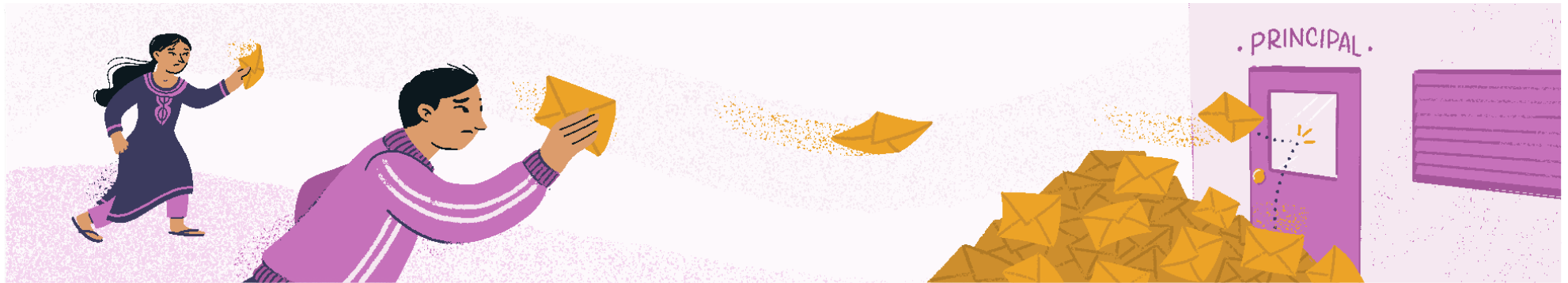
Among the 3,456 fixes registered in DevelopmentCheck, there were 666 cases in which the monitors highlighted the most important thing they did to secure a solution. “Joint working group/monitoring committee” was far ahead of the other options. A joint working group is a key part of Integrity Action’s methodology – a regular, constructive meeting where the monitors discuss their findings with the people responsible for the project or service being monitored. This underlines the importance of face-to-face interaction in problem-solving.

5 Over 3,000 contributions to the SDGs

3,031 of the 3,456 reported fixes could be linked to one of the Sustainable Development Goals. Indeed, each of those fixes was linked to a specific SDG indicator, giving a detailed picture of the impact of monitoring. SDG 6 – clean water and sanitation – was by far the largest because many water-related projects were monitored. Other fixes were linked to seven further SDGs.



Is it OK when citizens fix things themselves?



It's one of the questions we are most often asked: what happens when citizens identify a problem, and it doesn't get fixed?

We know many citizen monitors continue to follow things up, using their incredible energy and engagement to find a solution. But if the people responsible – whether it is building contractors or headteachers – aren't able to provide that fix, then *sometimes* citizens decide to fix it themselves.

But wait – isn't this a problem? Citizens have the right to decent services. They shouldn't be stepping in to fix those services themselves, should they? One story from Nepal shows it's not that simple.

Increasingly frustrated at the smelly, dirty, single toilet that was continually blocked, students at Jaya Bageshwari School wrote to the principal about the unacceptable conditions that were deterring children, especially girls, from attending school. Those students were part of an Integrity Club, set up as part of Integrity Action's SHINE programme.

When the principal failed to reply, the students next tried the School Management Committee – and despite an agreement to act, after two months nothing was done.

At this point, the Integrity Club and focal teachers began to think outside of the box – and the school. They raised 50,000 Nepalese rupees from the community (about

US\$415), which was matched by the same amount from the municipal authorities. This was enough to construct new, gender- and disability-sensitive toilets – but it seems this wouldn't have happened without the community pitching in.

We saw a similar story at a school in DR Congo, where neighbouring communities were using a public area by a school to dump hazardous waste. The fix? Integrity Club members cleared the area themselves, but then worked with a local government official to educate the community, while also convincing the school to construct a fence to prevent the problem from recurring.

So Integrity Action's approach to these "DIY fixes" is more nuanced

than it used to be. Citizens do deserve their entitlements – like decent toilets and a safe environment at school – but when governments lack resources and trust might be low, "doing it yourself" might be one way to get things working again.

It is also worth asking: to what extent is international development a "DIY fix", with social change organisations stepping in when governments can't? Sometimes that is the case – and sometimes that is what is needed. But Integrity Action takes a different approach. We are dedicated to *making things work in the way that they should*, so that citizens can consistently and sustainably receive the services they are entitled to.

Progress towards our goals



INTEGRITY ACTION'S

Theory of change

What we have seen in 2020-21

Like many organisations, Integrity Action has a theory of change which maps our goal and the changes we believe are needed to reach it. So, are we seeing those changes? What's the evidence? Read on for more - and head to [our website](#) for our detailed theory of change!

- Evaluations in Kenya, Tanzania, Nepal and Palestine show **increases in the motivation, capability and knowledge** of both adult monitors and school students (aged 15-18).
- Marginalised voices are empowered through citizen monitoring, such as women and people with disabilities in Kenya, and youth in Tanzania.
- In Tanzania, 67% of monitors kept monitoring for the programme's entire three years, despite interruption from Covid. The vast majority received **no stipend**.
- Our research has shown how knowledge, gained through access to information, helps citizens to successfully demand integrity.

Questions for 2021-22

How should our strategy and approach take account of...

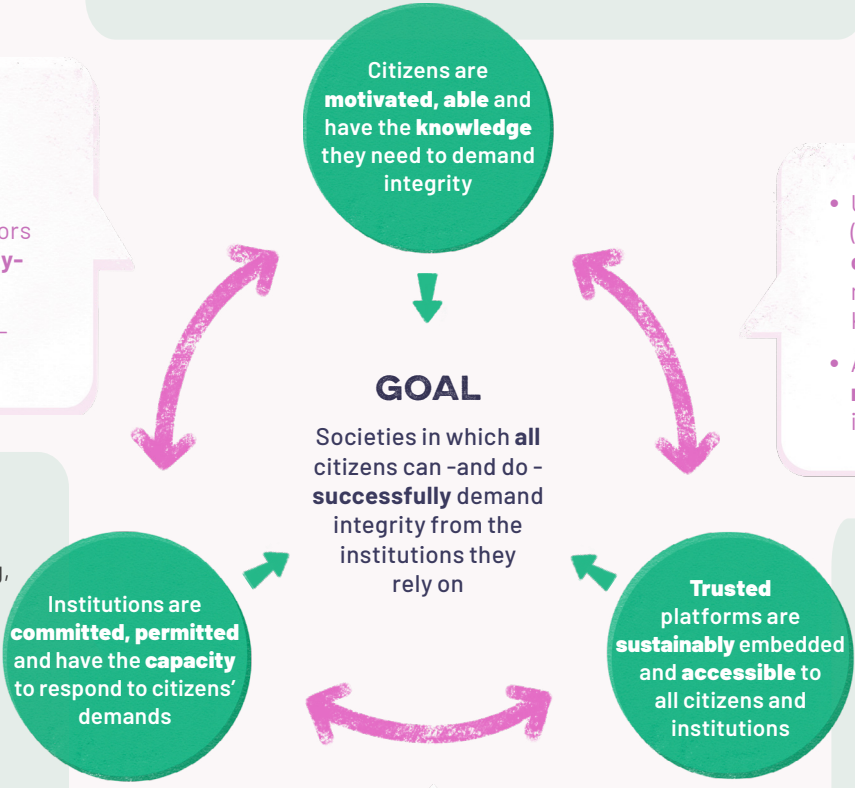
- Duty-bearers as individuals, rather than institutions as a whole?
- The diversity of duty-bearers working at different levels, and their varying needs, expectations, goals, and incentives?
- The need for citizens to fulfil their responsibilities in society, as well as to claim their rights?

- Evaluation of VOICE (Kenya) programme showed **increased trust** between citizens and government. Monitors were working with local authorities to collectively hold building contractors to account.
- In Tanzania, duty-bearers would sometimes join monitors on project visits. In multiple projects **monitors and duty-bearers become "allies"** in problem-solving.
- Trust and problem-solving were easier to achieve face-to-face. Covid restrictions made this harder.

- Use of a digital monitoring tool (DevelopmentCheck) can **increase credibility and legitimacy** of monitors (as seen in Tanzania and Kenya).
- A digital tool can also provide **motivation** for citizens to engage in monitoring.

- **High Fix Rates (>70%)** in Tanzania and Kenya indicate responsiveness.
- VOICE (Kenya) evaluation showed that, through problem-solving, **duty-bearers can gain greater status** in their community.
- Our research showed frontline duty-bearers in Kenya, Nepal, DR Congo and Afghanistan are keen for more citizen engagement.
- Our research also demonstrated **human capacity of duty-bearers** is a key enabler of problem-solving.

- Regional government in South Kivu, DR Congo is planning to **mainstream Integrity Clubs**.
- Young monitors in Tanzania found DevelopmentCheck **easy to use** - but many needed basic smartphone training first.
- Our sustainability research showed that platforms should be "owned", to some extent, by a mix of stakeholders: government, civil society, citizens.



- Citizen monitoring can strengthen participation platforms that are institutionalised. In Kenya, some monitors have joined pre-existing **project management committees**. Members of those committees have joined monitor training.

➔ — Changes needed to bring about our goal
↔ — Links showing how change in one area can strengthen another
 Monitor — A citizen monitor taking part in an Integrity Action programme
 Duty-bearer — Someone who performs a duty or provides a service to citizens

Progress towards our strategic objectives

2020-21

At the end of 2020-21, Integrity Action shifted to an adaptive approach to its organisational strategy, in response to the rapidly changing climate in which we work.

This will boost our ability to test new solutions and adapt rapidly to the major crises we are observing, including Covid, climate breakdown, and rising inequality. It will also help us to maintain cost efficiency while accelerating progress towards our mission.

This means the strategy is currently not “time-bound”, and the first adjustments will manifest in 2021-22. **We are proud to have made the progress outlined here.**

ACHIEVE



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

- Evaluation evidence from Nepal, Palestine, Kenya, and Tanzania demonstrates empowerment of citizens and greater trust between citizens and local government
- High Fix Rates in Tanzania and Kenya show effective problem-solving and better delivery of projects and services such as local infrastructure, water, and sanitation
- Collaborative meetings established across our programmes have shown strong prospects for sustainability
- Young women and girls have taken up leadership roles through Integrity Clubs. Working with our partners, we have mobilised a diverse group of citizen monitors (e.g. 53% female monitors)

AMPLIFY



Collaborate to amplify results and fuel further innovation

- Productive collaboration with government officials and other duty-bearers across our programmes. Evidence from Kenya that some local duty-bearers have become consistent allies of monitors
- Worked with new partners in Ghana to design a bespoke monitoring approach. Worked with four partners to adapt Integrity Club model for greater sustainability
- Monitors typically find DevelopmentCheck easy to use – if used frequently enough – and valuable in generating evidence

CONVINCE



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

- Provided support and mentoring to civil society and government as part of Open Government Partnership’s first local government cohort
- Governments in Nepal and DR Congo improving citizen engagement policy or curriculum content; other advocacy processes ongoing
- New partnership in Ghana has research attached looking into whether monitoring saves public funds
- Published three research pieces addressing key issues facing our field: sustainability, duty-bearer incentives, and pathways to responsiveness

INTRODUCING

Our new Gender and Social Justice Approach

Co-creating initiatives with partners

Sharing evidence and learning with the people involved in programmes and research - and acting on their feedback

Recruiting trustees from more diverse geographies and contexts

Increase the visibility of under-represented organisations, groups or individuals with whom we work

Ensure our communications are just, ethical, inclusive and respectful of the communities we work with

Based on our experiences of gender equality and social inclusion over the past four years, we are excited to have launched our new Gender and Social Justice Approach. Built around 23 commitments to our field and, most importantly, the people we work with, it is divided into three areas of change – our organisation, our programming, and our sector.



The partnership with Integrity Action has improved our understanding of Gender and Social Inclusion and how to integrate it in all our programming

Integrity Action partner feedback
provided via anonymous partner survey (see page 6)

Combining incremental and transformational change promises, the leitmotifs of our approach include intersectionality, participation of and accountability to local voices, recognition of power and privilege, collaboration, and sector decolonisation.

In line with the idea that ‘no goal should be met unless it is met for everyone’, development of the approach was a team effort, where staff could contribute with their promises and take full ownership of what we want to achieve.

To ensure accountability, we will publicly report on our commitments and achievements each year, as well identifying lessons learnt and how our work is adapted from that learning.

For the coming financial year, we will be focusing on areas including how to rebalance unequal relationships with our partners in the spirit of #ShiftThePower, recruiting two trustees to help catalyse our justice agenda and devising a fairer and more inclusive staff hiring process.

Financial review

RESERVES POLICY

We aim to hold sufficient reserves to:

- Cover essential investment to ensure our technology delivers programmatic and strategic added value;
- Ensure we can 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 which 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 Board and on the advice of the Audit Committee.

In view of the greater level of uncertainty caused by the Covid pandemic and shifts in our funding environment, while maintaining the approach that the reserves should not be set too high as this would tie up funds which could and should be spent on charitable activities, the Board has set the following reserves:

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 £823k (£29k increase in FY21) excluding the William and Flora Hewlett Foundation grant which is not allowed to be added to reserves (2021: £251k).

Total funds were £1.2m (2020: £1.25m) and included a restricted fund balance of £99k (2020: £220k). This restricted balance will be used in the next accounting period for specific programme-related purposes.

INCOME

The majority of our income comes from institutional donors and private foundations. It decreased by 16% this year from £1.35m to £1.14m. The decrease has been due to an especially challenging fundraising environment created by the Covid outbreak.

£52 716

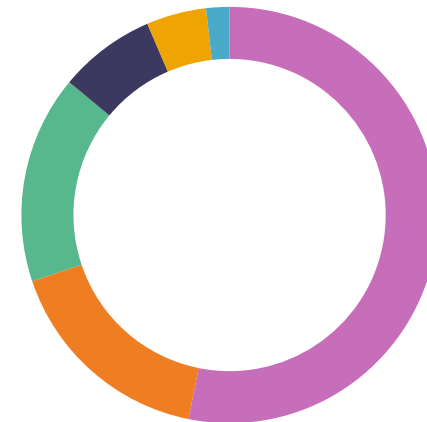
USAID-AKF Yetu

£85 155

Restless Development (DFID AID Connect funding)

£182 981

The William and Flora Hewlett Foundation



£601 889

Swedish International Development Cooperation Agency (Sida)

£188 800

Norwegian Agency for Development Cooperation (Norad)

£20 477

Other

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 £1.19m (2020: £1.32m) was in line with plans for the projects already in progress at the start of the year.

COVID IMPACT

The pandemic has continued to negatively impact our operations and fundraising. The operational effect was mainly reflected in limits on movement of monitors and school closures. Unlike in FY20, some confirmed contracts were terminated due to funders' reduction in funds.

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 and set by the Remuneration Committee on an annual basis.

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 Board has considered 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 the Board effectively tracks significant risks and are assured that the 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</p> <p>Integrity Action's approach does not have the level of sustainability or scalability that is expected by donors and the sector.</p>	<p>Integrate research findings with our work to achieve more sustainable interventions. Work with a coalition of organisations to achieve systemic changes (firstly urging funders to devote more funds to our field). Ensure learning and research has the broadest reach and impact possible. Pursue design and mentoring partnerships to achieve more systemic change within countries.</p>
<p>Technology</p> <p>Investment in technology fails to deliver sustainable and user-friendly solutions.</p>	<p>Technology review to assess how the current system (DevCheck) responds to the present environment and to suggest ways forward.</p>
<p>Funding</p> <p>We are unable to generate the funding needed to deliver the objectives and to cover our overheads.</p>	<p>Scenario planning is repeated on a periodical basis to maintain clarity of long-term view of the likely impact of fundraising. Use integrated FY Business Plan + Development Plan + programmatic vision and monitor progress regularly (e.g. Funding KPIs). Explore new approaches to fundraising.</p>
<p>IT system failure</p> <p>Key digital systems are hacked, or fail/crash (including DevCheck, finance system, Google drive, Epay). Data is compromised or corrupted.</p>	<p>Use of industry standard security software and maintenance of regular contact with all providers. Business continuity plan in place and implemented.</p>

PUBLIC BENEFIT

The Board confirms 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 objectives, 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 Operations, Head of Programme Development and Head of Funding.

The Board is governed by a Governance Manual. 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 Focal 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	16 DEC 20	17 MAR 21	16 JUN 21	22 SEP 21
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	No	Yes	Yes	No
Paul Maassen	Yes	Yes	Yes	No
Siobhan Turner	Yes	Yes	Yes	Yes
Philip Welply	Yes	Yes	Yes	Yes

STATEMENT OF TRUSTEE’S RESPONSIBILITIES

Each Board member 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 position 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 auditors 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
24 January 2022

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 2021 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 by 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 2021 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 the [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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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, 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, 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. 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the group through discussions with key management and from our knowledge and experience of the sector in which the charity operates;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102); and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and representatives of those charged with governance.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management and representatives of those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Performed substantive testing on expenditure including the authorisation thereof;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of Trustees' meetings; and
- Enquiring of management and representatives of those charged with governance as to actual and potential litigation and claims.

As a result of our procedures, we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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)
31 January 2022
For and on behalf of Buzzacott LLP,
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Statement of Financial Activities

(incorporating the income and expenditure account)

YEAR ENDED 30 SEPTEMBER 2021

	Note	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Income					
Investment income		3,511	16	3,527	1,555
Charitable activities					
Grants, donations and consultancies	1	784,871	347,148	1,132,019	1,346,089
Total income		788,382	347,164	1,135,546	1,347,644
Expenditure					
Raising funds		62,973	-	62,973	43,421
Charitable activities					
Open Citizen Feedback		688,856	439,514	1,128,370	1,274,227
Total expenditure	2	751,829	439,514	1,191,343	1,317,648
Net income/ (expenditure) before transfers					
		36,553	(92,350)	(55,797)	29,996
Transfers between funds	9	29,258	(29,258)	-	-
Net movement in funds		65,811	(121,608)	(55,797)	29,996
Funds as at 1 October		1,031,718	220,122	1,251,840	1,221,844
Funds as at 30 September	9	1,097,529	98,514	1,196,043	1,251,840

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 30 SEPTEMBER 2021

	Note	2021 £	2020 £
Current assets			
Debtors and accrued income	7	82,262	13,956
Cash at bank and in hand		1,175,134	1,284,231
Total current assets		1,257,396	1,298,187
Liabilities			
Creditors: Amounts falling due within one year	8	61,353	46,347
Net current assets and net assets		1,196,043	1,251,840
The funds of the charity			
Unrestricted		1,097,529	1,031,718
Restricted		98,514	220,122
Total funds	9,10	1,196,043	1,251,840

STATEMENT OF CASHFLOWS YEAR ENDED 30 SEPTEMBER 2021

	Note	2021 £	2020 £
Net cash (outflow)/inflow from operating activities	13	(109,097)	10,035
Change in cash and cash equivalents in the year		(109,097)	10,035
Cash and cash equivalents at 1 October		1,284,231	1,274,196
Cash and cash equivalents at 30 September		1,175,134	1,284,231

No separate statement of changes in net debt has been prepared as there is no difference between the net cash and net debt of the charity.

Approved by the trustees and signed on their behalf by:



Gail Klintworth

Chair of the Board
24 January 2022

Company registration number: 4884328

PRINCIPLE ACCOUNTING POLICIES YEAR ENDED 30 SEPTEMBER 2021

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 Board of trustees considers 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 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 capitalised.

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

Notes to the financial statements

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.

1 GRANTS, DONATIONS AND CONSULTANCIES

	2021 £	2020 £
Unrestricted		
Swedish International Development Cooperation Agency (Sida)	601,890	563,017
The William and Flora Hewlett Foundation	182,981	201,733
Total unrestricted	784,871	764,750
Restricted		
Norwegian Agency for Development Cooperation (Norad)	188,800	282,208
The William and Flora Hewlett Foundation	-	44,290
Raleigh International Trust (DFID Aid Direct funding)	20,477	22,421
Restless Development (DFID AID Connect funding)	85,155	208,979
Terre des Hommes	-	23,441
USAID-AKF Yetu	52,716	-
Total restricted	347,148	581,339
Total grants, donations and consultancies	1,132,019	1,346,090

2 EXPENDITURE

	Note	2021			2020		
		Open Citizen Feedback £	Raising funds £	Total £	Open Citizen Feedback £	Raising funds £	Total £
Partnership costs		379,357	-	379,357	365,471	-	365,471
Staff costs	3	547,574	28,724	576,298	494,336	36,227	530,563
Technical assistance		535	-	535	30,119	-	30,119
IT and software development		9,311	-	9,311	120,182	-	120,182
Rent, rates and other office costs		43,999	2,308	46,307	98,172	7,194	105,366
Travel and events		776	-	776	19,354	-	19,354
Governance (excluding staff costs)		22,699	-	22,699	16,617	-	16,617
Programme development costs		110,156	31,941	142,097	68,937	-	68,937
Other costs		13,963	-	13,963	61,039	-	61,039
Total expenditure		1,128,370	62,973	1,191,343	1,274,227	43,421	1,317,648

3 STAFF COSTS

	2021 £	2020 £
Wages and salaries	499,986	461,008
Employer's National Insurance costs	51,313	46,743
Employer's contribution to defined contribution pension scheme	24,999	22,812
Redundancy costs	-	-
	576,298	530,563

The average headcount in 2021 was 11 (2020: 11).

No redundancy payments were agreed in the year (2020: nil).

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:

	2021	2020
£80,000 - £89,999	1	1
£70,000 - £79,999	-	-
£60,000 - £69,999	1	1

The above higher paid employees received employer pension contributions of £7,400 (2020: £7,146).

The total employee benefits of the key management personnel of the Charity, including employer's National Insurance and pension contributions, were £97,389 (2020: £94,696).

Key management personnel includes the CEO.

4 TRUSTEES' REMUNERATION

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

Trustees' expenses of £260 were reimbursed to one trustee (2020: £152, one trustee).

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 2021, the facility was for £25,000 (2020 - £25,000).

7 DEBTORS

	2021 £	2020 £
Accrued income	82,262	13,956
	82,262	13,956

8 CREDITORS: amounts falling due within one year

	2021 £	2020 £
Expense creditors	28,613	-
Taxation and social services benefits	17,257	14,025
Accruals	15,483	32,322
	61,353	46,347

9 FUND MOVEMENTS

	At 1 October 2020 £	Income £	Expenditure £	Transfers £	At 30 September 2021 £
Unrestricted funds					
The William and Flora Hewlett Foundation	240,695	182,981	(172,335)	-	251,341
Swedish International Development Cooperation Agency (Sida)	-	601,890	(579,494)	-	22,396
Other unrestricted funds	791,023	3,511	-	29,258	823,792
Total unrestricted funds	1,031,718	788,382	(751,829)	29,258	1,097,529
Restricted funds					
Students Acting for Honesty, Integrity and Equality (SHINE)	147,514	188,816	(254,297)	(10,262)	71,771
From participation to open feedback in Kwale County, Kenya	64,415	-	(46,201)	-	18,214
Youth demanding accountability from development agencies in Tanzania	-	20,477	(17,961)	(2,032)	484
The Development Alternative	8,193	85,155	(75,696)	(16,964)	688
Yetu Initiative - Increasing Self-Reliance of Kenyan CSOs	-	52,716	(45,359)	-	7,357
Total restricted funds	220,122	347,164	(439,514)	(29,258)	98,514
Total funds	1,251,840	1,135,546	(1,191,343)	-	1,196,043

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](#).

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

Unrestricted funds include £251k (2020: £241k) 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 BETWEEN FUNDS

	2021			2020		
	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	£	£	£	£	£	£
Net current assets	1,097,529	98,514	1,196,043	1,031,718	220,122	1,251,840
	1,097,529	98,514	1,196,043	1,031,718	220,122	1,251,840

11 COMMITMENTS UNDER OPERATING LEASES

The charity had no commitments under non-cancellable operating leases (2020: £nil). Due to remote working introduced in response to Covid, space requirements were assessed and it was decided to terminate the office lease.

12 RELATED PARTY TRANSACTIONS

Other than trustees' expenses as disclosed in note 4, there were no related party transactions in either 2021 or 2020.

13 RECONCILIATION OF NET INCOME TO CASH FLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net movements in funds	(55,797)	29,996
(Increase) decrease in debtors	(68,306)	15,371
Increase (decrease) in creditors	15,006	(35,332)
Net cash (outflow) inflow from operating activities	(109,097)	10,035

14 COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

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

Reference and administrative details

TRUSTEES

Alan Barlow
Sam De Silva
Gail Klintworth
Merryl Lawry-White
Laurence Lee
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
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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 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. 500 Integrity Clubs have been established in secondary schools in Afghanistan, DR Congo, Kenya, Nepal, and Palestine.

Youth demanding accountability from development agencies in Tanzania (SAY)

Around 400 young citizen monitors from some 180 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, 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.

Yetu Initiative – increasing the self-reliance of Kenyan CSOs

The Yetu Initiative supports local Kenyan organisations to build a collective voice for their county's citizens that empowers them to solve their own problems and promote equitable participation by women and young people. Our monitoring approach is integrated into the programme to give citizen monitors the tools to demand equitable local development. This Initiative is supported by the Aga Khan Foundation and USAID.

Monitoring for financial savings (M4FS)*

This initiative aims to discover the value that citizen-centred accountability programmes can bring to service providers in northern Ghana by asking: "Does monitoring by citizens save public money?" Communities monitor the delivery of health and education infrastructure, comparing what was promised with what is being delivered, and engaging with those responsible to address any issues identified.

From participation to open feedback in Kwale County, Kenya* (VOICE)

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.

*these projects are financed by Integrity Action's core funding

Safeguarding

Ensuring that our initiatives do no harm to the people we work with remains critical at Integrity Action. Our approach to safeguarding reflects the sector's best practice. We place emphasis on prevention, risk mitigation and accessibility of reporting mechanisms.

Safeguarding incidents reported in 2021

In FY 2020/21 Integrity Action directly received two reports of safeguarding incidents, which were dealt with in line with our policy and procedure and reported to the Charity Commission and relevant donors. Our partners received four safeguarding reports during the year, one of which which turned out not to be a safeguarding concern while another related to broader concerns within the community and did not fall within Integrity Action's safeguarding remit. Finally, two reports were dealt with by our partners according to their own procedures.



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 [Act4Integrity](https://twitter.com/Act4Integrity)

 [integrity-action](https://www.linkedin.com/company/integrity-action)

integrityaction.org

Integrity Action is an independent non-governmental organisation.
Company registration number: 4884328 (England and Wales) Charity
registration number: 1120927