

Integrity Action Trustee Meeting Agenda

16th December 2020, 11am – 1.30pm

Location

Remote location due to social distancing requirements

Integrity Action Trustees

Attending

Alan Barlow (AB)
Gail Klintworth (GK)

Paul Maassen (PM)
Philip Welply (PW)
Sam De Silva (SD)
Siobhan Turner (ST)

Apologies

Laurence Lee (LL)
Merryl Lawry-White (ML)

Executive Team Members

Annalisa Renna (AR)- Head of Operations
Catherine Sullivan (CS)- Head of Finance and Resources
Derek Thorne (DT) - Head of Programme Development
Jasmina Haynes (JH) – CEO

Next Meetings

17 th March 2021	Board meeting: 11am - 1pm	On-line
16 th June 2021	Board meeting: 11am-3pm	TBC
22 nd September 2021	Board meeting: 11am - 1pm	TBC

1. Agenda

Board meeting				
Item	Time	Lead	Purpose	
Minutes of the September meeting and Matters arising	11.00-11.05	GK	For approval	Annex 1
CEO report	11.05-11.25	JH	For info	Annex 2
Report from the Audit Committee	11.25-11.55	ST	For info	Annex 3 Annex 4 Annex 5
Report from the Funding Committee	11.55-12.10	AB	For info	Annex 6
Report from the Board Ethics and Safeguarding Focal Person	12.10-12.20	ML	For info	
Report from the Nominations and Remuneration Committee	12.20-12.30	PW	For info	
Communications Update	12.30-12.40	LL	For info	Annex 7
'Sustaining impact' initiative update	12.40-12.55	PM	For info	
AOB Any questions on supporting documents: <ul style="list-style-type: none"> • 3 new videos (stories of change are at the bottom of the page) • Fraud case Lessons learned report • Integrity Action and DevelopmentCheck websites • Operational update 	12.55-1pm	SMT		Annex 8
Closed session: Board and the CEO	1-1.30pm	GK		

iii. Minutes of December 2020 Board meeting

1. The minutes of the previous meeting were approved
2. Matters arising
Looking for a fundraising board member with the help of a strategic consultant
Action point: JH to circulate findings.
3. CEO Report
JH presented her report.
Quarter one performance was better than expected.
 - Good news on the income side, due to Norad's invitation to submit a £500k contract extension; this has been done. News on this bid is expected in time for next board meeting.
 - We have started a small-scale project in Kenya with Aga Khan Foundation
 - DT leading on sustainability project. A survey was conducted inviting people from across the sector to contribute. Transparency and Accountability Initiative have decided to promote the research, driving visibility across the sector and amongst key funders.

DT explained the final sustainability research report is due in late February and has released a briefing note, survey, and an article. The briefing note was about how to think about sustainability with findings showing a lack of clarity on how to do so within our sector. A framework on how to think about sustainability was presented and the feedback was that it was helpful. The survey looked at business models, very practical case studies and ideas on how you can keep things like citizen monitoring going. There were also interesting ideas on how to share responsibility with NGOs and the government.

- There is an increase in demand for our work and we are currently involved in OGP processes in Western Balkans and in a conversation with Oxfam aiming to submit a social protection bid to the World Bank.
- We have had a busy quarter having dealt with a safeguarding and fraud risk, completing our organisational audit, Cyber Essentials process, closing the office space and a strategic fundraising consultancy.
- There is still more work to be done on raising more income. We are still waiting on the final decision from FCDO on UK Aid Direct.

PM praised the internal handling of the fraud case.

Discussion then covered the effect of pandemic on the sector especially lack of funding opportunities accessible to charities like Integrity Action, reports of a number of charities at risk of collapse and collaboration across the sector to address some of the risks. There have also been more conversations about the merits of holding reserves and the possibility of future mergers with discussions on IA's strategy as well as suggestions to compile a list of charities that our vision aligns with. Trustees commented on the greater impact IA can show in such troubling times.

GH Thanked the team for a great year and noted the positive tone in comparison to the previous quarter.

Action point: DT to provide Trustees with a description and link to report for circulation to their networks.

Action point: JH to start thinking about IA's strategy around merging.

4. Report from the Audit Committee

ST presented report from the audit committee.

- Audit has been completed.
- Looked at what we have learnt from the fraud case. For example, enhancing ways we establish and run partnerships including considering moving towards bigger more national organisations rather than working with grassroots organisations.
- Change in our reserves policy. CS has done work looking at what we need to hold when it comes to working capital. This is especially relevant as some of the funders we are looking to work with expect us to cover the cost of a project which they will bill us for later. We have therefore adopted a somewhat more conservative reserves policy which is welcomed.

5. Report from Funding Committee

AB spoke about positive reputational effect of working with Aga Khan.

IA's fixed costs are covered far ahead which is positive. Well done to the team.

Looking at the KPI of our income tells us the scale of what we can endure. We need two metrics; one is income which gives us the scale of what we can do. The other is our overhead recovery which is an indicator of our sustainability. DT and JH have agreed to modify that as it gives us a better metric to assess by.

The Strategic Fundraising Consultancy document came up with additional sources of significant sources of money.

DT is looking at the relationship stage of our partnerships to enable us with our future planning.

PW comments on IA's good standing in the market. IA brings innovation, quality and results which are good points that help fundraising. Good reputation with funders which the team has actively worked on to give the organisation a better profile. IA needs to try two things moving forward. Firstly, to raise it's visibility to attract greater volume of work with funders. Secondly, unpack how we can get the product and the knowledge of IA into other organisations' projects.

GS idea of unrestricted funds is great, the number of projects, countries and fix rate is part what brings us credibility and we therefore need to keep impact measure up.

Action point: A fundraising development plan to be produced to aid focus on the medium term (JH)

6. Report from the Board of Ethics and Safeguarding Focal Person

AR talks about fraud case. Funders have been updated and the Charity Commission has been sent the Lessons Learnt report. The Commission has indicated they are content. AR confirmed there were 10 safeguarding incidents reported. Three directly reported to IA and seven to partners. Of these, three were reported in error, two were not safeguarding concerns and two were successfully dealt with by partners.

Discussion on how this compares to previous years. AR commented there has been an increase (none recorded previously), and this is positive as it shows partners are taking safeguarding more seriously and finally getting to terms with what safeguarding is. This was triggered by training given to partners as they now understand what safeguarding is and feel safer reporting without fear of reprisal.

7. Report from the Nominations and Remuneration Committee.

JH spoke about recruiting a new trustee. We are looking for an individual who can help us increase visibility with funders on our priority list. Job description will be finalised for the March Board meeting.

We have equally benefited from working with Anne for the Head of Fundraising position. So far, we have several candidates we would be happy to interview. The role is part time as we recognise that we cannot attract someone of that calibre in a full-time position. Interviews will be held the week of 11th January, we will not make an offer if we do not find the ideal candidate.

GS comments on how to bring innovation. Discussion on fix payment vs payment for result. JH comments on the controversy of payment for results in this sector, good fundraisers will look for good packages good pay, something exciting, something good for their cv and part time work. JH believes what IA is offering is tempting.

Action point: Finalise a new trustee JD (JH)

8. Communications update

DT spoke about making progress in speaking to journalist and editors, but this takes time due to the need to build relationships. Our Communication Manager continues to work on this.

IA has had 8 speaking slots in just three months in comparison to 15 last year and 8 the year before which reflects on the work Isabelle has been doing to network so that we get approached to speak at these events. Some positive outcomes, e.g., we had a conversation with Ford Foundation after making contact at an event.

There was a discussion on sharing with the Board more consistently, so that they could share on their social media platforms.

9. 'Sustaining Impact' initiative update.

PM discusses interesting research that DT has been working on that is progressing well. There are three pieces of research in total - the Sustainability work and two complementary pieces.

DT already discussed sustainability report earlier. Some interesting questions surrounding sustainability such as, what is the timeframe we should be looking at as well as the Funding Model question which often starts with civil society. The hope is that it is picked up by governments and they will fund it. This is a smart strategy and important in the long term as the government can do it on a larger scale. The perfect long term funding model is probably

with a mix of innovation, quality and oversight from civil society with governments bringing larger scale and funding.

There will be a webinar early next year after researchers have concluded their report for the sustainability research.

Researchers and DT have suggested we begin implementing findings in our work rather than waiting to pilot, scale and then learn.

When all three research projects are finished, there will be an opportunity to package them together as a set of research with a set of lessons.

GS thanks PM for supporting the team with this.

10. AOB

Organisation structure as at Dec 2020

