

Integrity Action Trustee Meeting - Minutes

17th March 2020, 11am – 1.30pm

Location

On-line
Join Zoom Meeting

Integrity Action Trustees

Attending

Alan Barlow (AB)
Gail Klintworth (GK)
Laurence Lee (LL)
Merryl Lawry-White (ML)

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

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

Observer: Brittany Stevens (BS)- incoming Head of Funding

Next Meetings

| | | |
|---------------------------------|---------------------------|-----|
| 16 th June 2021 | Board meeting: 11am-3pm | TBC |
| 22 nd September 2021 | Board meeting: 11am - 1pm | TBC |
| 15 th December 2021 | Board meeting 11am - 1pm | TBC |
| TBC March 2022 | Board meeting 11am - 1pm | TBC |

1. Agenda

| Board meeting | | | | |
|--|-------------|------|----------------|-------------------------------|
| Item | Time | Lead | Purpose | |
| Minutes of the December 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 | 11.25-11.45 | ST | For info | Annex 3 |
| Report from the Funding Committee | 11.45-12.00 | AB | For info | Annex 4 |
| Report from the Board Ethics and Safeguarding Focal Person | 12.00-12.10 | ML | For info | |
| Report from the Nominations and Remuneration Committee | 12.10-12.20 | PW | For info | Annex 5 |
| Communications Update | 12.20-12.25 | LL | For info | |
| Sector positioning: 'Sustaining impact' initiative update | 12.25-12.35 | PM | For info | |
| DevelopmentCheck review | 12.35-12.55 | JH | For discussion | Annex 6 |
| AOB Any questions on supporting documents: <ul style="list-style-type: none"> • Partners Due diligence review (Norad) • New: Draft Gender and Social Justice approach (For adoption in June meeting) • New: Approach to developing FY Business plans • New initiatives: Yetu • Integrity Action and DevelopmentCheck • Operational update | 12.55-1pm | SMT | For discussion | Annex 7 Annex 8 Annex 9 |

iii. Minutes of March 2021 Board meeting

1. The minutes of the previous meeting were approved

2. Matters arising

No matters

3. CEO Report

JH introduced IA's new Head of Funding, Brittany Stevens.

JH presented her report.

- A lot of work is going into new projects design and evidencing, and fundraising
- Successful workshop presenting 'sustaining impact' learning has improved visibility and reputation
- The key challenge for the organisation is fundraising and we are expecting a tough environment over the next 2 years. New bids have high failure rates and contract signing lead-in times are much longer.
- Norad has reduced the grant extension envelope from £500k to 127k. meaning the SHINE grant will only be delivered in 2 countries (Kenya and Nepal) till Dec '21.
- FCDO: Development and aid have been bundled together with security and safety priority which does not lend itself to charities. FCDO is cutting existing budgets. We are waiting to see if the Development Alternative phase 2 will go ahead or be terminated.
- Team spirit is positive although everybody is working hard. Going to be a tough year.

Discussion surrounding the Development Alternative:

- Potential budget reduction or termination will not threaten salaries
- It would reduce or stop FY22 investment in DevCheck. Focus on technology review
- Operational and impact side would be affected as work in Madagascar, Uganda and Iraq would not happen.

Discussion moved to cover alternative funding if FCDO pulls funding. The effort is led by the consortium lead Restless Development and since November '20 a number of funders have been approached. Currently, Global Fund for Innovation have started a conversation about possibly picking this project up.

AB highlights the positives regarding funding. Every international charity has had a shock, IA is ahead partly due to its business model and pushed for funding in terms of relationships with partners with unrestricted income. We do not leverage revenue to meet our overheads. Although unrestricted income and overhead numbers may change due to Norad, the numbers show that we have 3.5 years visibility of roughly 3 quarters of our overhead costs covered today. This does not make us complacent.

IA's programmatic strategy was discussed next. DT is leading on developing a programmatic vision for the next financial year. This will provide a basis for FY22 Business plan and funding plans.

4. Audit Committee

ST presented report from the audit committee:

- Externally led Due diligence review was presented including key learnings that are now embedded in operational policies and partners review process
- Partnership was terminated with 1 organisation
- Audit committee has is concerned about the income levels and noted strong control of costs
- DT submitted a proposal to the Audit committee regarding spending IA's unrestricted funds (mainly SIDA and Hewlett). DT states the idea is to run a new project which would implement citizen monitoring and have research alongside to see how much taxpayer money in Ghana is saved, due to the citizen monitoring approach. Proposing to invest 200k over two years. Competitive procurement process was run to select an implementing partner.

Board approved the proposal.

5. Ethics and safeguarding focal person

ML states there have been no incidents raised in the last quarter.

ML completed a course on safeguarding policies and is working with AR to update the policy document to make it clearer and better aligned with best practise.

For the first time, a section on safeguarding has been included in the Annual report. This aligns with our pledge on transparency.

6. Nominations and Remuneration

PW thanks AB and ST for stepping in and looking at the job description for the new Trustee.

JH states we are looking for a trustee who can open doors for IA and whose name and presence on the Board will provide additional reassurance. JH hopes that by the June meeting, we can invite someone as an observer. There are a list of 4/5 people that we are in contact with but remain very open minded to people we have not thought of. The position will also be posted on Guardian Charity Jobs.

7. Communications Update

LL spoke about IA's General strategy which is to get the media to know more about the organisation.

Over the last period, LL, JH and other members of the team have had calls with senior people at ITN, Channel 4 and Al Jazeera. They have also had a call with Tim Singleton, foreign editor of Sky news.

Trying to define an angle of story for a specific broadcaster is still work in progress. DT wants to get IA better known not just with media but with the wider audience as it helps with approaching donors. The objective is to be included in these stories. There was a discussion surrounding the type of stories journalists are looking for and the type of message IA wants to put across. Identifying stories and knowing who to send them to.

ST suggested media training; LL offered to provide media training to the team.

8. Sector Positioning: 'sustaining impact' initiative update

PM states that the sustainability research is one of 3 pieces. The other pieces are about how to inspire duty bearers and understanding how problems get solved after they have been identified.

Webinar was very successful with 150 registering and showing up. Webinars were popular at beginning of lockdown, but numbers have gone down slightly. A fair number of the right people were in the room. The research is also a very good contribution to the field.

Discussed the idea of holding a closed group conversation with funders when research is done and bundled together some interesting things to share with that more intimate group of funders that we are already in touch with

9. Development Check review

JH states we are learning that the Development Check is not an appropriate tool for all projects and in all circumstances. In some cases, impact can be furthered without technology. Sometimes organisations would rather create something that can be used after projects are completed. IA needs to review what the role of technology is in achieving our mission.

AB states this is a perfect time to review the role of technology within IA.

10. AOB

Gender and Social Justice Policy: Board discussed the draft policy with the caution that this should be integrated into IA's work rather than letting it take over the mission. AR states there are no deadlines on these commitments but rather making ourselves accountable by reporting yearly.

JH states this is part of our work and for us inclusion and equality are reflected throughout everything that we do.

Organisation structure as of March 2021

