

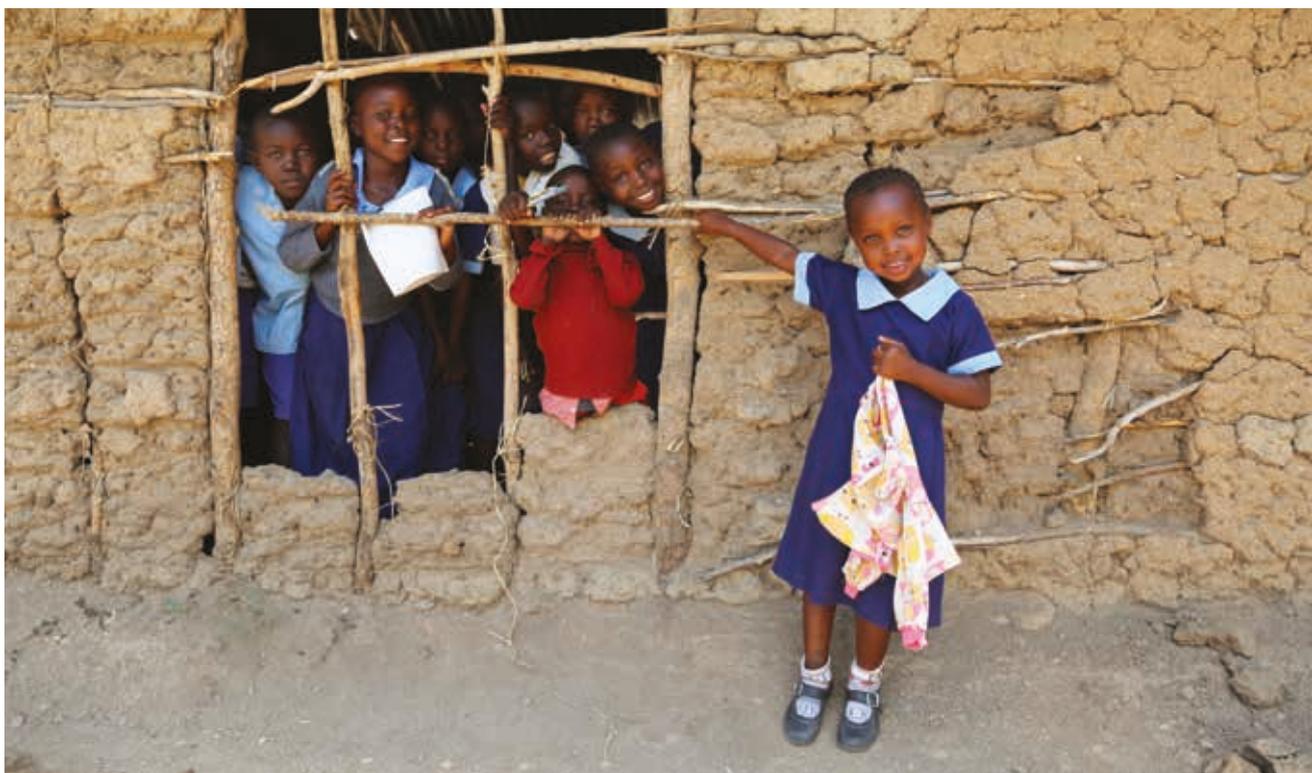
Annual Report & Financial Statements

Year to 30 September 2015



Company registration number:
4884328 (England and Wales)
Charity registration number: 1120927

Contents



Annual Report

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Integrity Action is a UK registered charity that is committed to helping people receive better public services in developing and war-torn countries.

Up to 17% of gross domestic product (GDP) in developing countries is lost due to corruption, fraud and mismanagement,¹ affecting basic human rights and vital development outcomes such as access to education, water, healthcare, roads and social services.² Conservative estimates put this loss at more than USD 1 trillion a year.³ We know that this impacts poor people the most.

¹Asian Development Bank: www.un.org/News/Press/docs/2004/soccp301.doc.htm

²The Universal Declaration of Human Rights - Article 25 and 26: www.un.org/en/documents/udhr/index.shtml

³Various World Bank reports and BMZ: www.bmz.de/en/publications/topics/good_governance/FlyerKorruption.pdf

Introduction



Integrity Action is re-defining anti-corruption work from top-down finger pointing to bottom-up promotion of integrity at the community level through education and action. This challenges the assumption that corruption can only be tackled through punishment and compliance-based tactics. Integrity Action works with the primary objective of fixing problems through collaboration and constructive engagement.

Integrity Action's approach has helped local organisations monitor - and fix - hundreds of projects affecting around 5 million people across more than a dozen countries, helping to fix roads, dispensaries, water systems and schools.

Integrity Action seeks to make sure that other people's money does what it's meant to do. If we can make the funds already allocated and committed to poverty alleviation - both domestic and foreign - actually deliver as intended, it would be the equivalent of channelling billions of additional dollars into development.

The Trustees present their statutory report and the financial statements of Integrity Action for the year ended 30 September 2015. The trustees are pleased with the progress Integrity Action has made during FY2015 to meet our organisational objectives. The financial statements comply with the charitable company's memorandum and articles of association, applicable laws and the requirements of the Statement of Recommended Practice on "Accounting and Reporting by Charities" issued in March 2005. The Objects and the Powers of Integrity Action are set out in more detail in the Memorandum of Association as amended in September 2012.

How your money helps



385
 projects monitored worth over
 USD 202 million to benefit
 more than 1.8 million people

Introduction continued

Citizens in Herat engage with stakeholders to improve a vital transport link, Afghanistan

In 2001, Afghanistan had just 50km of paved roads, which explains why road reconstruction has absorbed the second highest amount of aid expenditure in the country since then. In 2014, the Herat Municipality provided funding to renovate and asphalt an unpaved feeder road, which connects to a highway in a densely populated part of the Khaja Ansar district, in Herat city. The road was full of holes and, during the winter, rain made the road almost unusable. As well as being dangerous to use, the road's defects caused traffic problems, which impeded local residents' ability to access vital services, economic and trade links.

In February 2014, the road renovation work began. In April, community monitors noticed that the implementing agency had been using poor quality gravel to pave the road and had also not been layering the road correctly. Citizens in Herat were being denied their right to a quality vital public service. The road could be easily damaged when it was finished, seriously undermining efforts to make the road safer, as well as attempts to improve transport and trade links in Herat.

Accompanied by Integrity Watch Afghanistan staff, the monitors approached the implementing agency. They met with the engineers in charge of renovating the road. The engineers acknowledged the problems with the gravel and the layering of the road which the

monitors had identified. However, despite the efforts of the monitors to engage with the implementing agency, no action was taken to resolve the problems. In May, IWA and the CDC organised a meeting with the mayor of Herat and engineers from the Herat municipality technical department. The municipality immediately ordered the implementing agency to halt the reconstruction work. The engineers from the implementing agency acknowledged the problems with the renovation. The municipality officials then instructed them to redo the renovation works using good quality gravel and to layer the road correctly to ensure that it would not be damaged easily.

The implementing agency immediately began rebuilding the road with good quality gravel and layering it correctly. As a result citizens' access to vital public services, trade routes and economic links has been secured. IWA's work in Herat enabled local residents to identify problems with the renovation works, and then gain community support, which built a strong case with sufficient leverage which helped to engage with the Herat municipality, and ultimately force the implementing agency to improve the renovation works. This allowed citizens in Herat to take the lead in securing improvements in service delivery and empowered them to bring about an important change to improve lives.



Background

Integrity Action was founded in 2003 by Fredrik Galtung and Jeremy Pope, who both played major roles in anti-corruption awareness raising, standard setting, promoting integrity and transparency from the early 1990s. Integrity Action was established out of the recognition that awareness raising and general advocacy had to move on to the determined reduction and control of corruption.

As Integrity Action celebrates its twelfth year of operations, we remain convinced - based on the impact of our work - that integrity offers one of the largest opportunities for improvements in sustainable and equitable development.

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Now we feel we have a spokesperson. The people here must have a place where they can directly fetch their water, this project is very important to us. Arnold has learned about our needs and we can see that NTA will be speaking up for us. That is what it takes.

Japhette Odira

Project Management Committee member,
Matema Water Project”

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How we work

Integrity Action partners with local organisations who want to focus on transparency and accountability initiatives to ensure programmatic activities are context specific, locally owned and delivered. For its partners, Integrity Action provides opportunities for collaborative learning, project implementation, sharing of experiences and joint advocacy through vibrant networks, at a level that few organisations in our field can achieve on their own.

Integrity Action has set itself a goal through to 2021 to deliver sustainable, scalable, high-impact responses to concrete integrity problems. This can only be achieved through a collaborative partnership informed by independently verifiable evidence.

Public benefit

When setting the objectives and planning the work of the charity for the year, the trustees have given careful consideration to the Charity Commission's general guidance on public benefit. The trustees consider that all of the aims and objectives detailed in this report are there in order to benefit the public. The trustees believe that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

The public benefit of our programmes is demonstrated in many ways, including by the improvement of public service delivery, the reduction of corruption in specific

Highlights of FY2015

- Integrity Action has scaled up its approach in Afghanistan, Kenya, Nepal and Palestine. Our local partners are working towards achieving nationwide impact through integrity education and integrity building. Through our work this year, we have contributed to improvements in the lives of over 1.8 million people.
- Combining integrity education (IE) with community integrity building (CIB) has led to encouraging initial results on impact and increased donor interest from SIDA and UNDP. We are thrilled to announce a new strategic partnership with SIDA for SEK 14,000,000 over 2 years enabling us to plan for growth.
- We have made significant progress with our materials development, especially under the Integrity Education programme, including the publication of an integrity textbook, two thought-leadership papers and videos from our Budapest Integrity Leadership Course. With support from SIDA we have redefined our results management to focus more on learning.
- Our senior management team have advised senior public officials and engaged in policy discussions for the Governments of Afghanistan, Armenia, DRC, Kenya, Malaysia, Nepal and Palestine as well as the OECD and World Bank on the importance of measuring governance reform and using citizen-feedback as a key way to improve the quality of development outcomes.
- We ran an updated partner survey to hear directly from our partners. The feedback from our partners is overwhelmingly positive. This combined with a strong independent evaluation of our World Bank project reinforces the perception that others see us adding tremendous value.
- To finance the scale-up of our approach requires that we advocate with existing donors in our sector for a results-based approach to social accountability as well as diversifying our funding sources. In the last year we have done both, speaking at established forums like the World Bank Annual Meeting and the International Anti-Corruption Conference, as well as reaching out to new audiences through the UBS Philanthropy Forum, Ashoka and direct engagement with numerous corporates and new donors.

projects, the spread of integrity education within schools and universities and among trainers of public officials in countries in transition, engagement of citizens in monitoring public projects and giving voice to relay their priorities for social justice and social change in their respective societies.

Introduction continued

How Integrity Action is funded

Integrity Action successfully receives support from some of the world's most sophisticated and demanding charitable foundations, government bodies and corporations. Integrity Action's FY2016 budget is GBP 2 million, of which over 75% is allocated to programmes.

Systematic work in our field requires high levels of dedication, competence, institutional backing, and commensurate financial resources. We aim to secure funding for our work, as well as to develop innovative financing methods that will support the whole sector. We have developed new partnerships with DFID, SIDA and UNDP during the year, resulting in additional funding of GBP 1.2 million over 2 years. We are especially grateful to the Swedish International Development Cooperation Agency who are providing core strategic support over the next 2 years.

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You are doing such excellent and concrete work.

Paul Maassen

Director for Civil Society Engagement at the Open Government Partnership.

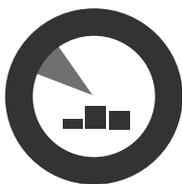
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Management

Integrity Action prides itself on its user-driven and solution-focused approach, building long-term partnerships with local country partners, peers and donors to achieve our vision of a just and equitable world. We have a strong and innovative team who know the sector well, and bring different but complementary skills to the organisation.

The team is led by Fredrik Galtung, President and co-founder and Joy Saunders, Chief Executive Officer. Fredrik has been working in the transparency, accountability and anti-corruption field for over 20 years. Joy has extensive experience of the business and charity sector. Integrity Action's 21 staff come from over 15 nationalities, reflecting the diversity of our partners and beneficiaries.

How your money helps



3140

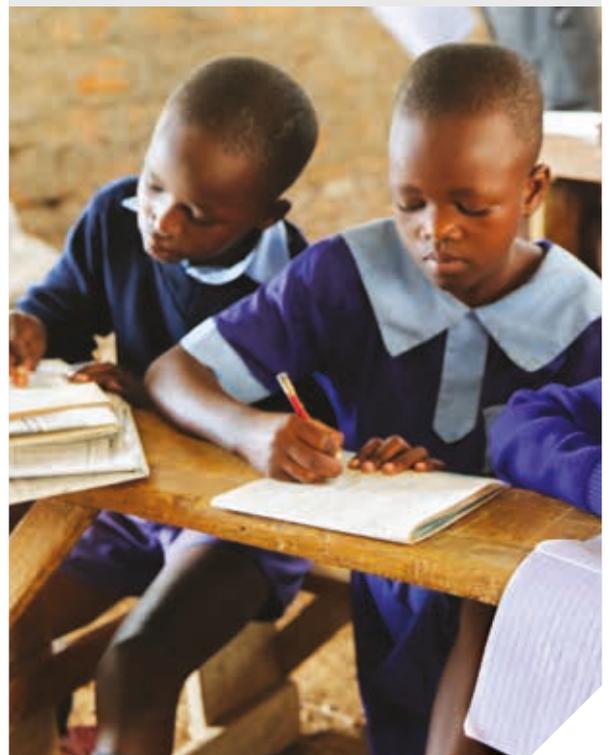
community monitors trained

New strategic partnership with SIDA

Integrity Action is absolutely thrilled to announce a new 2-year strategic partnership with the Swedish International Development Cooperation Agency (SIDA) for core organisational support of SEK 14 million. After a detailed due diligence and interview process, of both the sector and Integrity Action, SIDA has entered into a strategic partnership with Integrity Action in support of our 5-year plan to scale up and combine our Community Integrity Building and Integrity Education activities to have nationwide impact within our priority countries of Afghanistan, Kenya, Nepal and Palestine.

This support will enable Integrity Action to continue to encourage transformational and in-depth country specific integrity interventions using a top-down and bottom-up approach to connect national projects with local integrity champions. We are committed with this funding to invest in education with integrity building that brings a positive change and improves service delivery. We believe this unique combination of practical education and action-based activities will foster high-impact, scalable, sustainable social change and a tipping point for social rejection of corruption as an inevitability, and the conditions in which integrity is a viable alternative.

We are looking forward to working closely with SIDA over the coming years to fulfil our strategic plans, improve our approach and influence policy and practice.





Results of the 2015 partner survey - what does Integrity Action mean to our partners?

Integrity Action ran a partner survey with a 66% response rate. The results were overwhelmingly positive from the 116 respondents. Highlights include:

- **Values:** More than 92% of respondents agree that we live our organisational values and competencies and add value through our working relationship.
- **Adding value:** More than 78% of respondents agree we add value through our project and risk management, operational support, capacity building and mentoring through networks. More than 84% of respondents agree we add value through our programming.
- **Advocacy:** Around 81% indicate that we effectively raise awareness about the importance of citizen-led feedback mechanisms.
- **Sustainability:** Around 41% of respondents state that our partners have generated new funding by applying our approach (Up from 21% last time).
- **Recommendation:** Strong support with 93% of respondents rating it as likely or extremely likely that they would recommend Integrity Action to a friend or colleague.



One of the world's truly important system changers. Carry on!

Respondent (via partner survey)



Special acknowledgment and thanks go to Integrity Action's donors:

Governments of Norway, Sweden and the United Kingdom, Comic Relief, Siemens, United Nations Development Programme, and World Bank. Special acknowledgement goes to the general public for their direct donations during the year.

Vision and Mission

Integrity

Integrity Action defines organisational integrity as the set of characteristics that improves trustworthiness to stakeholders. In our approach, institutionalising integrity requires the alignment of

- Accountability, “Enabling stakeholders to check that we do what we say we do”;
- Competence, “Doing it well”;
- Ethicality, “Doing it with honour and public purpose” and
- Corruption control, “Doing it without corruption”.



How your money helps



462

universities and teaching facilities involved in developing world’s largest Integrity Education Network

Vision

Integrity Action’s vision is for a just and equitable world, where citizens are empowered and integrity is central to vibrant societies.

Mission

Integrity Action’s mission is to empower citizens to act with and demand integrity.

Objectives

To achieve our vision and mission we have defined four overarching strategic objectives to which we have aligned our programmes and our budgeting priorities:

1. Deliver **high-impact**, locally-driven, **scalable responses** to concrete integrity challenges through collaborative partnerships, local problem solving, capacity development and the mobilisation of a critical mass of integrity builders.
2. Conduct **action learning** by gathering empirical evidence, supporting policy research, peer exchanges and independent evaluation, sharing tools and knowledge widely through networks of civil society organisations, universities, training institutions and media partners.
3. **Engage with policy makers**, citizens and institutional leaders, accessing information and advocating for policies and practices, and setting new integrity standards, where needed.
4. Strengthen our partners and Integrity Action as vibrant organisations that are **fit for purpose and growth**.

Programmes

Through our programmes we facilitate and support collaborative, locally-focused interaction between different stakeholder groups to develop practical, effective and scalable solutions to identified challenges that promote integrity in public and private sector governance, particularly in relation to the management and allocation of public resources.

We emphasise the transformative role of the citizen in integrity building, promoting an approach that empowers citizens to take an active part in ‘building the state from below’ gradually gaining entitlements and compelling the state to be open and respond to their active participation. A fuller description of our approach is contained in Integrity Action’s Theory of Change. Our programmes work with individuals, communities, organisations and state institutions. Because of this we are able to play a bridging role, both top-down and bottom-up, bringing together key constituencies to build integrity more effectively.

Our programmes

Integrity Education
Community Integrity Building

High School students demand integrity while challenging their local leaders to make their roads safe.

In September 2014, Teachers Creativity Centre (TCC) identified Tammoun Secondary Girls as a partner for an extra-curricular Community Integrity Building programme (referred to as a 'Social Audit' by TCC) for young Palestinians. Miss Rita Sala Marou'm, teacher "I think it is really important that the girls' education takes them from theoretical learning into practical experience. I want them to experience the feeling of achieving something new, to find their own results and their own roles."

Tammoun in the north of the West Bank is home to roughly 12,000 villagers, its seven schools educate thousands of students each year. In June 2014, Tammoun municipality commissioned a contractor to undertake improvements to 11 roads in the village, including a road that led to three of the local schools and the outlying agricultural area. The works included paving and resurfacing and building sidewalks on both sides of the roads.

Students and villagers had struggled with the roads for years and although they were greatly improved by the works carried out in 2014, significant problems still remained. The community had not been consulted during this initial round of works and many of them were dissatisfied with the results. On many of the streets there still were not safe pavements for the students to use, the surface of the roads was uneven and cars were regularly damaged by potholes. In winter the rain made the conditions even worse, and the daily commute to school was problematic.

The CIB approach that the girls adopted saw them operate with a level of confidence, independence and expectation. The results of the student's community survey revealed that several members of the public who used the recently repaired roads were dissatisfied with the work because of a lack of length and width of the streets and the pavements.

The team visited the completed road works to investigate the issues with their completion. They recorded their observations with photographs, measurements and samples taken from the tarmac. The team wanted to compare their findings with the original tender document to ensure any recommended changes were based on evidence. The student monitors noticed an inconsistency between the height of the pavements and the measurements specified in the tender. When they raised this issue with the chief engineer they were satisfied when he explained that the reason this height had to be raised was to accommodate a number of tree roots which would push through the surface of the pavements if they were built at the height specified in the tender.

The issue of peeling paint on many of the road markings was not so easily explained. Mr Bisharat claimed that because they were boycotting Israeli products it wasn't possible for them to access good quality paint. The students conducted their own research and identified three local companies with good quality paint that could have been used in the project. They also discovered that the engineer had only applied two layers of paint rather the three layers which was necessary and part of the original tender. The students went on to point out gaps in the paving (which would allow water to gather in crevices and lead to damage in the long term), open holes where samples had been taken by the original construction team, missing sign posts and several roads which were notably shorter than the length prescribed in the tender.

In collaboration with TCC the students organised a public hearing with the municipality and other members of the public. They presented their findings and suggested 'fixes' to the group. "There was a very high level of community interaction, especially during the public hearing session that the students organised", says Rita. "The villagers saw an opportunity to ask questions about the discrepancies. This is the first time in this community that we have had this kind of involvement. It is a significant change".

Their findings were clear - the benefits to local citizens vastly outweighed the issues raised at the public hearing and holding off on renovation work could no longer be justified.

'This was all done by the students themselves. They performed the auditing, they performed the process of negotiating with the municipality to make these changes and to bridge the gap" Rita asserts. 'Their personalities became stronger, they are braver about talking with officials. They also believe now that it is their role to hold officials responsible'.

The practical benefits of the roads being repaired are felt across the whole community and the main road leading to the girls' school is filled each morning with students and their families making their way to school safely. But the real lasting impact lies in the community involvement in the planning of public services. The project built an awareness that people have the power to demand improved services and it built a culture of trust and accountability within the community.

Our programmes



Constructive engagement in the Matema Water Project

Arnold Kipchirchir completed his Community Integrity Building training with National Taxpayers Association in Kenya in August 2015 and was allocated a water project in Matema, Nandi province. Matema is a prime example of just how drastically projects can stall and how long delays can go unresolved without dedicated resource or individuals working to bring the various stakeholders together and keep the momentum of the project going.

There was an acute need for a water tank for the village of Matema, as the existing well was over two kilometres away and women would need to carry jerrycans back uphill to their homes several times a day. In January 2008, it was decided that a water tank that pumped water uphill and stored it closer to the villagers' homes would save time and energy, reduce risk to local women, and liberate families who were getting by with unnecessarily scarce water supplies at home.

"We agreed on a contractor and we received a quote for the work and the Bill of Quantities. Moses Agui was the contractor, and Lake Victoria Water was the company - they quoted 600,000 Kenyan Shillings to construct the tank". (Julius Nyanke, Project Management Committee chairman).

Waiting for plumbing to commence, the Project Management Committee (PMC) found that communication with the local government was deteriorating. They received less and less by way of updates or explanation. After the General Elections in 2013, the Town Council handed the project over to the County Government. The pipes have been lying in storage since they were delivered in 2012.

When community monitor Arnold first visited Matema, he interviewed the PMC members, the local Chief and a number of would-be beneficiaries from the surrounding

area. Once he understood each stage of the process to date, he had a much better understanding of the heritage of the project and the areas that needed focused attention if the project was to get underway again. Once he had gathered his evidence base and understood the intricacies of the project's status, he could effectively represent the project and the community to the County Government in a bid to push things forward.

Arnold identified and built up contact with Mr Julius Rutto, the County Representative at the County Government. He made calls and arranged meetings with Mr Rutto to get to the bottom of the problems, throughout September 2015. He uncovered that there had been an issue internally at the County Government with the proposed water source at the tea plantation, which was why they had not started laying the pipes. Arnold also learned that Parliament had delayed the release of funds to the County Government itself, another contributing factor to the delays.

Identifying these internal problems at the County Government level has led to a collaborative working relationship between Arnold and the County Representative, based on an awareness of the challenges the County Government themselves were facing. This kind of constructive engagement has opened channels of communication and the County Government representatives feel that they have a trusted and empathetic representative on the project.

Being able to communicate directly with the County Government and advocate for progress of particular projects is vital to avoid long delays and navigate changes of priority internally.

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The future will not be decided by how well students perform on maths and science exams alone. It will be decided by values and how people respond to challenging situations.

Andreas Schleicher

Director of Education and Skills, OECD

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Integrity Education Network

The Integrity Education Network is a flagship programme of Integrity Action. We facilitate one of the largest academic networks (462 academic, training and NGO institutions) worldwide dedicated to integrity and anti-corruption. The network is focused on empowering faculty and staff to teach practical and skills-building integrity courses to prepare future and current leaders for professional and public life.

Through our Integrity Leadership Schools, we offer world-class integrity courses, seminars and workshops in English and French to professionals and educators in academia, government, civil society, and business. In addition, we partner with universities and training institutes, supporting them to develop and deliver locally-contextualised integrity education. We also convene curriculum development workshops, where we share creative, interactive and experiential teaching methods.

These training sessions have evolved into global venues for policy makers, donors, academics and practitioners to interact, share knowledge and experiences, and motivate each other to spearhead integrity in their work situations.

The Integrity Education Network's reach is enhanced through growing participation by our institutional and individual members. The quality of teaching is improved through the raised standards of curriculum materials and the provided teacher training. At a country level, through research, advocacy and stakeholder engagement, integrity education now forms an integral part of national integrity systems. Integrity Action also hosts a global library of documents, curricula, case studies and literature on corruption and integrity, in Arabic, Chinese, English, French and Russian.

The outcome is societies educated for integrity. Citizens have better national institutions, such as universities and government ministries, and are also empowered to not only know what to say about corruption, but also what to do about it, and how to proactively build integrity.

Community Integrity Building

At Integrity Action, we actively seek to tackle corruption by building integrity in some of the world's most challenging environments. We know that public services in developing and war-torn countries are often not delivered because of corruption in the supply chain. As a consequence,

Embedding integrity education at the Nepal Administrative Staff College

Dr Tarak Bahadur KC, Deputy Executive Director at the Nepal Administrative Staff College (NASC) was searching for a new way to teach ethics. Corruption and maladministration in public administration were recognised problems among the 2,500 top-level civil servants and public officials they train every year. Talking about anti-corruption principles and models was not proving to be a fruitful course of action and was not empowering public employees to act differently when faced with corruption. His search for new teaching methods put him in touch with Integrity Action's integrity education programme. A year later integrity modules have now been embedded into NASC's courses for senior executives that have been taught to 1,225 civil servants and public officials so far. Because civil servants have given positive feedback and requested further guidance and training in integrity education, there are plans to expand NASC's integrity module further.



aid and government money does not reach the intended beneficiaries. We have a methodology for effective and scalable improvements in public services and infrastructure projects that is proven to reduce fraud and corruption.

The impact of this is that citizens obtain vital public services such as clean drinking water, access to healthcare, education and quality roads so that communities can access markets and create sustainable livelihoods. Our Community Integrity Building approach is a locally driven method that helps to identify and implement context-sensitive, appropriate, viable solutions to improve the integrity of public infrastructure and services in developing countries. Our approach empowers ordinary citizens to work together with government and service providers to resolve integrity problems which arise due to corruption, mismanagement, incompetence or a lack of accountability. This approach has successfully improved services and infrastructure for over 5 million people in the last few years.

Highlights and achievements of 2015

Objective 1:

Deliver high impact, locally driven, scalable responses

This year, we have continued to maintain our successful education and reconstruction networks, working with local partners to increase integrity throughout the world. By the end of FY2015 we had networks totalling over 476 partner institutions (slightly below FY2014). This includes 462 partners globally in Integrity Education and 14 Community Integrity Building organisations in 34 countries including our priority countries of Afghanistan, Kenya, Nepal, and Palestine.

The scholars in our Integrity Education Network have created their own context-specific integrity curricula and are teaching integrity to the next generation of leaders in higher education institutions around the world. We have also provided training to 80 public servants and 117 trainers of public officials in the last year.

Community monitors are overseeing and providing integrity solutions to local challenges in eleven countries, enabling schools and health care centres to be built safely and according to plan, access to education for marginalised girls, improvements in waste and sanitation provision, as well as ensuring quality materials are being used in construction projects in post-conflict

Highlights from Afghanistan

In Afghanistan, we partner with Integrity Watch Afghanistan (IWA) who have an average Fix-Rate (rate at which problems are resolved) of 67%.

- Integrity Watch Afghanistan with our support this year has invested in community integrity building of infrastructure and schools, monitoring 60 projects benefiting 63,000 citizens.
- We have worked closely with Integrity Watch Afghanistan to design a new three year Integrity Education programme to scale up their work throughout Afghanistan. This was launched by our Chief Executive with representatives of the Ministry of Education in April 2015.
- Materials are being developed to provide practical interactive training to integrity builders and leaders throughout Afghanistan. The programme will start in January 2016 funded by the EU.
- Our Chief Executive and Head of Integrity Education have been mentoring the leadership team of our partner Integrity Watch Afghanistan to scale up their approach over the next 3 years.



I would like to sincerely thank you for giving me an opportunity to attend the workshop in Kathmandu. In my feeling the entire session went on a very successful note. I am grateful to you and your entire local partners here in Nepal for conducting a session in a very practical and scientific style. It was properly conducted.

Personally the training has been very beneficial for me. I have been able to learn a lot on integrity approach. It will certainly help my team members at my institution. I will try to share to my entire team at the earliest. Moreover it was great meeting with versatile people from different schools and the universities. This was a great experience for me.

I look forward to involve with your organisation in various workshop in days to come. I am confident that many young people are going to be benefitted in days to come.

Sanjeev Dhakal

Participant from the Integrity Building Certificate course in Nepal



environments. Integrity Action and our country partners report on these projects through our dedicated online tool. DevelopmentCheck is our web-based platform for citizen feedback, showing the level of transparency, participation and effectiveness of development projects, and whether problems are resolved (or fixed) to the satisfaction of the main stakeholders. In total, during the year, we worked with communities to monitor 385 projects worth over USD 202 million to benefit more than 1.8 million people.

Objective 2:

Conduct action learning

A focus of this year has been to consolidate our knowledge and demonstrate thought leadership through publishing working papers. In particular, the concept of corporate integrity building was introduced to highlight how our integrity building approach applies in the corporate setting. As well as this, we have continued to measure the “Fix-Rate” as a key metric demonstrating the success of our Community Integrity Building work. The Fix-Rate measures the incidence with which transparency and accountability problems are resolved to the satisfaction of key stakeholders. Integrity Action’s approach has delivered a Fix-Rate of up to 80 percent in terms of improving the quality of roads, schools and public services for 1.8 million people during the year. This has led to an increased focus on introducing citizen feedback throughout all our work to close the feedback loop, linking citizens with public officials, to improve and show impact in our field. More information is found on our website: www.integrityaction.org. This will continue into FY2016 and beyond.



Highlights from Kenya

In Kenya, we partner with National Taxpayers Association (NTA) who have an average Fix-Rate (rate at which problems are resolved) of 34%.

- NTA, with our support this year, has invested in community integrity building work on over 50 infrastructure projects and services with the number of beneficiaries exceeding 150,000. There has been a particular focus on schools under the Comic Relief grant with NTA establishing and engaging with 200 schools and training 415 teachers and head teachers to improve the school environment and ultimately children's learning outcomes.
- Our Heads of Community Integrity Building and Integrity Education have worked closely with NTA to design integrity clubs at school level to invest in integrity education in 2016.
- A leadership team representing key Kenyan institutions participated in the Budapest Integrity Leadership Course and have developed a joint strategy of implementation upon their return supported by NTA.
- Our President and Heads of Community Integrity Building and Integrity Education with support of our teams held our third African Integrity Leadership Course in May 2015 training 24 participants.

Our work with local partners is enhanced by our tools and methodologies. Our flagship Integrity Leadership Course in Budapest, held annually at the Central European University, is a key ingredient of our training. This year it was attended by 57 participants representing 25 countries. The course offered more in-depth study and analysis on Integrity for Small and Medium Enterprises, Closing the loop through Community Integrity Building with Integrity Education and Integrity for Public Servants. For the first time we held a joint Community integrity Building and Integrity Education policy lab to support our strategy of combining integrity education with integrity building. The participants are encouraged during the course to critically analyse the integrity challenges they face in day-to-day life and, in collaboration with other learners, to formulate solutions that they can apply when they return home. The success of this course in previous years led us to repeat our African Integrity School edition in Kenya during May 2015, which was attended by 24 participants from 10 countries. The breadth of countries represented illustrates our considerable geographic spread.

These schools are supported by various workshops for academia, where we offer our partners training in integrity-focused curriculum development (full courses or modules), and interactive and student-centred teaching methods.

We also supply them with academic and practical resources in a variety of media. They are encouraged to bring their current curriculum and syllabus to our 'Teaching Integrity Workshop' (TIW), with the goal of improving and enhancing the curriculum with new integrity content, teaching methods and materials. This is supported by Zotero, which is an interactive website with a vast library of integrity materials that can be used by academics within our Integrity Education Network to support their teaching. Materials are in Arabic, Chinese, English, French and Russian.

How your money helps



114

schools monitored

Highlights and achievements of 2015 continued



How your money helps



17

sectors serviced through
community monitoring

Objective 3:

Engage with policy makers, citizens and leaders, advocating for policies and setting new integrity standards

Alongside our bottom-up, citizen-led transparency and accountability initiatives, we have also worked with policy makers, international trend-setters and government leaders to positively influence pro-poor integrity policies. We have been fortunate to be invited to speak at the OECD, UBS Philanthropy Forum and the World Bank annual meetings. Our President was appointed to the DFID International Development Sector Transparency Panel (IDSTP) and we were funded by DFID to undertake a pilot on aid transparency. During the year, our President and Chief Executive met with Government Ministers and other top policy makers in Afghanistan, Armenia, Democratic Republic of Congo, Kenya, Malaysia, Nepal and Palestine. Following meetings with our President and Chief Executive, and with substantial local investment from the Institute of Integrity in Malaysia, we obtained buy-in from the Malaysian government to pilot our Community Integrity Building approach in Malaysia.

Highlights from Nepal

In Nepal, we partner with the Nepal Administrative College (NASC), CAHURAST and Youth Initiative who have an average Fix-Rate (rate at which problems are resolved) of 60%.

- The Nepal Administrative Staff College implemented a detailed integrity curricula course based on Integrity Action material for all mid-senior level public officials in Nepal.
- Our Chief Executive and Head of Community Integrity Building were successful with a small pilot grant (\$20,000) from FeedbackLabs to support Youth Initiative to monitor the post-earthquake relief effort. Work will happen in FY2016.
- Our partners in Nepal – NASC and CAHURAST implemented an integrity building certificate course for public officials, school teachers and university academics using our material and with support from our President and Head of Integrity Education.
- With the support of our partners, we have implemented the Nepal Integrity Pledge with high level buy-in, including from the Poverty Alleviation Fund and interest from numerous government ministries and agencies.

We also advocate for greater accountability and standards in aid, government budgets, data, and service contracts through advocating for Open Government and Open Contracts.

Objective 4:**Strengthen our partners and ourselves as vibrant organisations that are fit for purpose**

Significant progress has been made over the last 12 months in terms of increasing our visibility through networks and social media. We have also recruited a professional team to prepare us for scale up and future growth. As a result we end 2015 with a full complement of staff.

We continue to invest into our partnerships to strengthen them as people and organisations. As a result, during the year we have seen increased capacity of our partners to deliver training themselves (such as in the case of the Nepal Administrative Staff College mentioned above). We continue to publish videos, case studies and blogs on our website, demonstrating the impact we are having in the lives of communities all around the world. The feedback from our partner survey was overwhelmingly positive (see page 5) and we received a very strong independent evaluation of our World Bank project which can be found on our website. We continually seek to learn and improve from all the feedback we receive to improve and refine our programmes and activities.

With the generous support of SIDA, we refreshed our organisational monitoring and evaluation database to a learning-based management system focusing on learning and improving rather than just collecting and publishing

data. This consultative process should help our teams, partners and donors see the progress we are making on a real-time basis. This increased focus helps us maintain our support to almost 500 partner organisations by providing tools and training in order to strengthen them to be vibrant organisations that are fit for purpose and growth.

Highlights from Palestine

In Palestine, we partner with Teacher Creativity Centre who have an average Fix-Rate (rate at which problems are resolved) of 44%.

- Our President led two workshops on the importance of the Fix-Rate in Palestine – supported by SIDA Palestine with a publication due comparing Fix-Rates in Palestinian government institutions.
- We sent a production company to Palestine to capture case studies of TCC's work – they came back with a video and two case studies on the importance of using students to monitor roads. All of them can be found on our website.



Future view 2016

Our main aims in 2016 are to scale up and combine our Community Integrity Building and Integrity Education activities to have nationwide scale within our priority countries.

Our priority countries remain Afghanistan, Kenya, Nepal and Palestine - chosen because of our track record in these countries and their readiness to achieve impact on a larger scale. We will continue to encourage in-depth country specific interventions using a top-down and bottom-up approach to connect national integrity projects with local integrity champions. We believe this unique combination of practical education and action-based activities will foster high-impact, scalable, sustainable social change.

Over the next year, we will continue to work with partners in planning, monitoring and evaluation of our programmes to strengthen relations and achieve results on the ground. In particular, we commit to the following:

Scale - We believe that the multi-faceted nature of corruption demands a plurality of proactive initiatives. In order to have scalable impact, we will continue to work at three levels of intervention: with communities; creating networks of experts; and engaging at a policy level. Our particular focus for 2016 will be designing and implementing our work to have national level impact in at least four countries.

Geographies - For our Community Integrity Building work, our focus continues to be conflict affected states in Africa, Asia and the Middle East. For our Integrity Education work, our focus remains global. Our priority countries where we will scale up our work for both Community Integrity Building and Integrity Education are Afghanistan, Kenya, Nepal and Palestine. This is based on our mission of building institutions that promote open and accountable states that are responsive to the needs of citizens, and our belief that raising awareness of integrity is vital to building strong public and corporate sectors with well-educated integrity-competent leadership.

Activities - We will continue to build our two successful work-streams of Integrity Education and Community Integrity Building to promote citizen engagement in transparency, accountability and integrity building initiatives, in order to improve services and infrastructure that matter the most to the poor and vulnerable.



Support our work today

Corruption, fraud and mismanagement affects everyone



The generosity of development partners and supporters continues to ensure that poor people all around the world have better access to public services such as water, education and healthcare, as well as infrastructure. Therefore, special thanks and appreciation go to our existing funders and supporters, who have helped us to achieve so much already. We continue to seek further philanthropic investments and grants to underwrite Integrity Action's work. Our donors enable Integrity Action to attract and retain brilliant policy experts, work on the ground in very difficult situations, conduct high level training and advocacy, and increase the quality and influence of Integrity Action's growing network. Ways to support us include:

- GBP 200,000 a year for 3 years: Invest in a specific country or region as Integrity Action seeks to strengthen and deepen our work in places like Afghanistan, and Palestine. Dedicated funds will enable Integrity Action to scale up our work and plan programmes over a number of years.
- GBP 100,000 a year for 3 years: Support scaling up for an existing, proven programme like education, our work in post-war countries, with youth or to support pro-poor integrity.
- GBP 50,000 a year for 2 years: Support one of our ground-breaking integrity tools such as DevelopmentCheck.
- GBP 30,000 one-time contribution: Invest in advocacy, including online resources, public debates, high-level private dialogues, policy analysis and white papers for policymakers.
- GBP 5,000 one-time contribution: Invest in research, including integrity surveys, trend reports, comparative research, and monitoring and evaluation to assess the value for money of integrity work.
- GBP 100- 500 one-time contribution: Support a community monitor under our "integrity builder initiative", which seeks to train 1,000 integrity reformers across specific key countries.

Protecting public programmes from corruption, fraud and mismanagement through building integrity is our priority.

You can donate directly on-line:
www.justgiving.com/IACT4IntegrityAction
 or contact our office for more information.

Financial policies and financial position

Reserves policy and financial position

Reserves policy

The trustees have examined the charity's requirements for reserves in light of the main risks to the organisation. Trustees are committed to generating sufficient reserves to support current organisational activities to meet the following requirements:

- Safeguard the charity's service commitment in the event of delays in receipt of grants or other income;
- Provide a financial cushion against risk and future uncertainties; and
- Resource the research and development of services and initiatives.

To this end, the Trustees have established a reserves policy that is reviewed annually to ensure that the appropriate levels of reserves are maintained. However, the Trustees are of the view that reserves should not be set too high, tying up funds which could and should be spent on charitable activities. In line with its duties as a service provider, the organisation aims to hold unrestricted reserves, excluding those tied up in tangible fixed assets, amounting to a minimum of three months' and a maximum of six months' expenditure. This is to minimise any disruption to beneficiaries should a source of income cease. On current expenditure, this is equivalent to a range between £457,112 and £914,224.

Financial position

The balance sheet shows total funds of £1,080,641 (2014 - £1,117,791) and general funds or 'free reserves' of the charity at 30 September 2015 total £660,266 (2014 - £600,165).

The charity is actively pursuing funding with both existing and potential funders.

The trustees consider that the level of free reserves which is currently at just over 4 months is adequate to meet core requirements and key programme activities over the coming period.

Also included in total funds is a restricted fund balance of £420,375 (2014 - £517,626). This balance will be used in the next accounting period, and its use restricted to specific purposes. Full details of these restricted funds can be found in note 10 to the accounts together with an analysis of movements in the year.

Risk management

The trustees review organisational risks on a quarterly basis and the company's risk assessment register on an annual basis in order to manage the major risks to which the company is exposed, in particular those relating to the specific business and operational areas of the company and its finances. The review ensures that the trustees are aware of all business risks of the company and that they are satisfied that the control procedures are adequate to mitigate these risks.

The company's assets

Acquisitions and disposals of fixed assets during the year are recorded in the notes to the accounts, and as at 30 September 2015 the net book value of fixed assets held by the company was £nil (2014 - £nil).

Statement of trustees' responsibilities

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

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

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

- select suitable accounting policies and then 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.

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 is aware of that information.

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

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

Approved by the Board and signed on their behalf by:



Siobhan Turner
Chair of the Audit Committee
22 January 2016

Independent auditor report to the members of Integrity Action

We have audited the financial statements of Integrity Action for the year ended 30 September 2015 which comprise the Statement of Financial Activities, the Charitable Company Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of trustees' responsibilities, 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.

We have been appointed auditor under the Companies Act 2006. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

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 2015 and of the charitable company's incoming resources and application of resources, including the 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company 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 exemption in preparing the Trustees' Report and strategic report.



Murtaza Jessa

Senior Statutory Auditor

for and on behalf of haysmacintyre
26 Red Lion Square, London WC1R 4AG
Chartered Accountants and Statutory Auditors
22 January 2016

Principle accounting policies

Year to 30 September 2015

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with the requirements of the Companies Act 2006.

Applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005) have been followed in these financial statements.

Income resources and resources expended

Restricted income is recognised when receivable. All other income and non-grant-making expenditure is recognised on an accruals basis as goods and services are delivered or performed. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Grants payable are recognised as expenditure when a binding commitment has been entered into.

Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. This was increased from £500 at the start of the financial year. Depreciation is at the following annual rates in order to write assets off over their estimated useful lives:

Computer equipment	50% per annum based on cost
Fixtures and fittings	50% per annum based on cost

Restricted funds

Income received for purposes specified by the donor is shown as restricted fund 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.

Cash flow

The financial statements do not include a cash flow statement because the company, as a small reporting entity, is exempt from the requirement to prepare such a statement under Financial Reporting Standard 1 "Cash flow statements".

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.

Allocation of staff and overhead costs

Staff and overhead costs are apportioned between projects according to the amount of time spent by each member of staff on each respective activity.

Statement of Financial Activities

Year to 30 September 2015

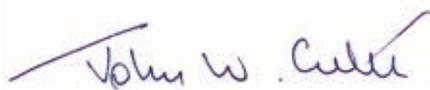
	Notes	Unrestricted funds £	Restricted funds £	2015 Total funds £	2014 Total funds £
Income and expenditure					
Incoming resources					
Incoming resources from generated funds:					
Investment income		847	-	847	1,658
Incoming resources from charitable activities:					
Grants	1	561,484	1,228,967	1,790,451	955,860
Total incoming resources		562,331	1,228,967	1,791,298	957,518
Resources expended					
Cost of generating funds:					
Staff costs		-	-	-	8,800
Other costs		198	-	198	216
Cost of charitable activities:					
Community Integrity Building		158,619	915,442	1,074,061	720,266
Integrity Education		92,565	358,626	451,191	301,595
Core		286,092	4,426	290,518	332,555
Governance costs		12,480	-	12,480	12,180
Total resources expended	2	549,954	1,278,494	1,828,448	1,375,612
Net incoming/(outgoing) resources before transfers		12,377	(49,527)	(37,150)	(418,094)
Transfers					
Transfers between funds	9, 10	47,724	(47,724)	-	-
Net income/(expenditure) for the year		60,101	(97,251)	(37,150)	(418,094)
Fund balances at 1 October 2014		600,165	517,626	1,117,791	1,535,885
Fund balances at 30 September 2015		660,266	420,375	1,080,641	1,117,791

Balance Sheet

Year to 30 September 2015

	Notes	2015 £	2015 £	2014 £	2014 £
Fixed assets					
Tangible assets	6		-		-
Current assets					
Debtors	7	140,803		128,871	
Cash at bank and in hand		1,353,587		1,201,150	
			1,494,390		1,330,021
Liabilities					
Creditors: Amounts falling due within one year	8		413,749		212,230
Net current assets			1,080,641		1,117,791
Total net assets			1,080,641		1,117,791
The funds of the charity:					
Unrestricted income funds	9		660,266		600,165
Restricted income funds	10		420,375		517,626
			1,080,641		1,117,791

Approved by the trustees and signed on their behalf by:



John Cutts

Chair of the Board

22 January 2016

Company Registration Number: 4884328

Notes to the Financial Statements

Year to 30 September 2015

1 Grants

	2015 £	2014 £
Unrestricted		
Swedish International Development Cooperation Agency (SIDA)	548,739	
Small donations and consultancies	12,745	38,174
Restricted		
World Bank	396,249	391,419
Norwegian Agency for Development Cooperation (NORAD)	316,393	143,184
Comic Relief	211,988	-
Siemens Integrity Initiative	205,630	246,744
Swedish International Development Cooperation Agency (SIDA)	45,451	35,917
Department for International Development (DFID)	34,500	-
UNDP	18,756	-
Open Society Foundation (OSF)	-	87,422
Indigo Trust	-	13,000
Total grants	1,790,451	955,860

2 Total resources expended

	Note	Community Integrity Building £	Integrity Education £	Core £	Cost of generating funds £	Governance £	2015 Total £	2014 Total £
Staff costs	3	169,485	208,392	210,743	-	-	588,620	586,105
Travel		68,070	162,431	21,561	-	-	252,062	213,819
Technical assistance		82,086	35,013	10,107	198	12,480	139,884	81,425
Office costs		2,602	5,274	4,830	-	-	12,706	14,354
IT		6,236	534	9,450	-	-	16,220	36,660
Publications		5,401	14,960	1,636	-	-	21,997	15,127
Rent		6,633	19,865	16,811	-	-	43,309	44,135
Other costs		7,677	225	15,380	-	-	23,282	18,515
Grants		725,871	4,497	-	-	-	730,368	365,472
Total expenditure		1,074,061	451,191	290,518	198	12,480	1,828,448	1,375,612
Expenditure from unrestricted funds		158,619	92,565	286,092	198	12,480	549,954	204,632
Expenditure from restricted funds		915,442	358,626	4,426	-	-	1,278,494	1,170,980
		1,074,061	451,191	290,518	198	12,480	1,828,448	1,375,612

Notes: Excludes overhead recharges between Core and other programmes

Includes travel by Integrity Action staff, partners and other participants to conferences, workshops and events

Included in the above are the following:

	2015 £	2014 £
Depreciation of tangible fixed assets	-	1,725
Auditor's remuneration		
Audit (current year)	12,480	12,180
Other non-audit services	4,597	6,817

Notes to the Financial Statements continued

Year to 30 September 2015

3 Staff costs

	2015	2014
	£	£
Wages and salaries	460,823	475,448
Social security costs	81,513	66,032
Pension costs	35,281	37,635
Other staff costs	11,003	6,990
	588,620	586,105

The average number of employees throughout the year was:

	2015	2014
Project workers	18	17
Administrative staff	3	-
	21	17

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

	2015	2014
£110,000 - £119,999	1	-
£100,000 - £109,999	-	1
£90,000 - £99,999	-	-
£80,000 - £89,999	1	1
£70,000 - £79,999	-	-
£60,000 - £69,999	-	-

The above higher paid employees received employer pension contributions of £9,129 (2014 - £9,028).

4 Trustees' remuneration

£1,059 (2014: £708) of expenses were reimbursed to two trustees (2014: one) during the year for travel and accommodation to attend educational workshops.

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

Fredrik Galtung was appointed a trustee of Integrity Action on 4 September 2009 and Joy Saunders was appointed a trustee of Integrity Action on 1 February 2014. Neither Fredrik or Joy are remunerated in their roles as trustees.

5 Taxation

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

6 Tangible fixed assets

	Fixtures & fittings	Computer equipment	Total £
Cost or valuation			
At 1 October 2014	14,839	61,729	76,569
Additions in the year	-	-	-
Disposals in the year	-	-	-
At 30 September 2015	14,839	61,729	76,569
Depreciation			
At 1 October 2014	14,839	61,729	76,569
Charge for year	-	-	-
Disposals in the year	-	-	-
At 30 September 2015	14,839	61,729	76,569
Net book values			
At 30 September 2015	-	-	-
At 30 September 2014	-	-	-

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 2015, the facility was for £32,000 (2014 - £32,000).

7 Debtors

	2015 £	2014 £
Debtors and accrued income	122,882	115,411
Prepayments	17,921	13,460
	140,803	128,871

8 Creditors: Amounts falling due within one year

	2015 £	2014 £
Expense creditors	319,086	161,997
Taxation and social services benefits	17,940	19,477
Deferred revenue	-	-
Accruals	76,723	30,756
	413,749	212,230

Notes to the Financial Statements continued

Year to 30 September 2015

9 Unrestricted funds

	At 1 October 2014 £	Incoming resources £	Resources expended £	Transfers £	At 30 September 2015 £
General purposes	600,165	562,331	(549,954)	47,724	660,266
	600,165	562,331	(549,954)	47,724	660,266

A transfer was made to unrestricted funds in respect of income granted by overheads.

10 Restricted funds

	At 1 October 2014 £	Incoming resources £	Resources expended £	Transfers £	At 30 September 2015 £
Community Integrity Building	351,809	779,935	(915,442)	(27,131)	189,171
Integrity Education	161,163	410,586	(358,626)	(270)	212,853
Core	4,654	38,446	(4,426)	(20,323)	18,351
	517,626	1,228,967	(1,278,494)	(47,724)	420,375

Community Integrity Building: Identifies innovative ways of strengthening community engagement to promote integrity improvements in the delivery of health, education, water, sanitation and social protection services.

Integrity Education: To address the capacity gap of reform by facilitating a growing global network of universities, business schools and civil service training institutions providing evidence-based integrity courses.

Core: Operational support.

11 Analysis of net assets over funds

	Unrestricted funds £	Restricted funds £	2015 Total funds £	2014 Total funds £
Tangible fixed assets	-	-	-	-
Net current assets	660,266	420,375	1,080,641	1,117,791
	660,266	420,375	1,080,641	1,117,791

12 Commitments under operating leases

As at 30 September 2015 the company has annual commitments under non-cancellable operating leases as set out below:

	Land and buildings 2015 £	Land and buildings 2014 £
Operating leases expiring:		
Within one year	-	-
Between two and five years	14,400	14,400
	14,400	14,400

Contact details

www.integrityaction.org

Trustees

Alan Barlow

John Cutts

Fredrik Galtung

Nilima Gulrajani

Gordon Johnson

Arun Nanda

Kevin Radley

Joy Saunders

Siobhan Turner

Sunil Vaswani

Philip Welply

Audit Committee

Fredrik Galtung

Kevin Radley

Joy Saunders

Siobhan Turner

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