

Integrity Action – Theory of Change

This document describes the change that Integrity Action wants to see in the world, as well as the barriers that will have to be overcome and the enabling factors that may support us. It explains how we believe our actions will contribute to our goal: helping us to plan new programmes and providing a measure of success against which they can be tested.

As a theory, our understanding of how change happens is based on a collection of beliefs and assumptions. These are themselves based on the best evidence we have available, although we recognise that this needs to be continually reviewed and adapted as new evidence emerges.

A diagram is available to illustrate our theory of change, but should be read together with this document in order to fully understand how each factor interrelates. A glossary of key terms is also provided at the end of this document.

1. What's the problem?

Many promises are made in the name of development. Too often, these promises are not delivered to the extent they should be.

In many places across the world, citizens experience poor performance of essential services as a matter of routine¹. Roads being washed away months after they are built, promises of new classrooms and clinics that never materialise, teachers who fail to turn up for work – these issues and more are all too common for people living in poverty.

In places where support is most needed, these broken promises and mismanagement have a profound effect on vital development outcomes such as access to healthcare and social services – and on basic human rights. These failures of service delivery, as well as failures of listening and responding, also create a widespread lack of trust.

Interviews with over 160,000 individuals between March 2014 and January 2017 found that 57% of people around the world felt that their government was doing badly at fighting corruption, and nearly one in four had paid a bribe to access a public service in the previous 12 months². Of course, the problem is not just active 'corruption'; there are many reasons why promises are broken, forgotten, or only delivered in part.

¹ At Integrity Action, we use the term 'citizen' whilst recognising that not everybody holds legal citizenship of the place in which they live. Throughout this document, our use of the term refers to the role that all persons are equally entitled to play as rights-holding members of the human family (as set out in international human rights legislation), which may sometimes be in contrast to other roles they hold in their civic, social, political or economic lives and employment.

² 2017 [Global Corruption Barometer](#), published by Transparency International.

Barriers to change can be seen at three levels:

1. Individual citizens. As described above, many citizens simply do not believe that the institutions that exist to support them will respond to their complaints, concerns, or needs. When levels of trust are so low, there is a lack of **motivation** for citizens to constructively engage with institutions or with processes to hold them to account.

Citizens can also lack **knowledge** about how to engage, or about what they have been promised and what they are entitled to. Even when the knowledge and motivation is there, many citizens (and especially those belonging to the poorest and most marginalised groups) do not have the **power** to make their voice heard.

2. Institutional. Organisations such as schools, hospitals and government bodies are meant to exist to provide a service to their communities. However, even when citizens use constructive channels to raise their voices and demand integrity, institutions – or the professionals within them – may act in other ways if the correct set of **formal rules** and **informal incentives** are not present.

For example, many organisations do not have adequate laws or policies to ensure that they listen and respond to the citizens they serve. Social pressures may still incentivise integrity in the absence of formal rules, but the reverse is also true: even where policies are in place, these can be easily undermined if the existing social norms expect these to be broken³. Financial or other material pressures may also act as incentives against change.

Even when institutions and professionals have the desire and the incentives to deliver their promises, they frequently lack the **capacity** required; either to track communities' satisfaction or to act on feedback.

3. Infrastructural and systemic. For citizens to demand integrity from those who are meant to support them, appropriate mechanisms are needed to bring citizens' voices to the ears of decision-makers. In many contexts, these channels simply **do not exist**. In others, they may be hard to use or come with a cost that makes them **inaccessible** to the majority of citizens. They may also treat populations **inequitably**, whether intentionally or otherwise, which risks causing or perpetuating harm.

These barriers are often mutually-reinforcing, which can make them seem insurmountable. For example, despite the efforts of countless individuals and institutions, a survey of 47,000

³ For example, on paper, Uganda has the best anti-corruption policies in the world: [Building State Capacity](#), Matt Andrews, Lant Pritchett, and Michael Woolcock 2017. Needless to say, this does not carry through into practice.

Africans between 2016-18 found that 55% thought corruption had got worse in the previous 12 months⁴. However, more than half of the 160,000+ GCB respondents still agreed that “ordinary people can make a difference in the fight against corruption”⁵.

2. Who is affected?

Broken development promises disproportionately affect people living in poverty, those who are illiterate or otherwise unaware of their rights, and those who are at higher risk of social exclusion.

The members of this last group vary between contexts but can include women and girls, people living with disabilities, the LGBTQI community, youth and/or older people, migrants, refugees, those living in remote locations, those without secure employment, adults who are unmarried and/or childless, and members of ethnic, linguistic or religious minorities.

In the GCB survey of 47,000 people across Africa, it was found that 36% of the ‘poorest’ people had paid bribes for basic services in the past year, compared to 19% of the ‘wealthiest’⁶. And since women are more likely to be among the poorest groups⁷, as well as typically being more likely to access public services⁸, they will often bear a heavier burden from others’ breaches of integrity.

The same social norms and structures that mean certain groups are more affected also mean it is harder for these groups to be heard by decision-makers. Even when key institutions are responsive to what citizens say, there is a risk that these responses simply entrench existing power relationships and may even increase social exclusion.

At Integrity Action, we recognise that exclusion and inequality come at a high cost to society as a whole. Without the equal participation of all people, communities have a reduced opportunity to reach their full potential. For example, the ODI wrote in 2015 that “if all groups had benefitted equally from growth since 2000, extreme poverty would be eliminated by 2030”⁹.

⁴ Surveys conducted in 35 countries across Africa, published by Transparency International in partnership with Afrobarometer: [GCB Africa 2019](#)

⁵ 2017 [Global Corruption Barometer](#), 54% agreed with this statement, compared with 29% who disagreed

⁶ [GCB Africa 2019](#), categories are based on Afrobarometer’s Lived Poverty Index

⁷ 2018 UN Women report on [Turning Promises Into Action](#). Globally, women are 4% more likely than men to live in extreme poverty; a figure that rises to 22% for those aged 25-34 when they are “in their prime reproductive and working years”.

⁸ For example, Sida’s briefing on [Gender and Corruption \(2015\)](#) notes the higher responsibility placed on women to care for children and the elderly, as well as a greater need to access health services during certain stages of life. Expectations that women will be the primary household collectors of water, as well as the main direct users (e.g. in cooking and cleaning), mean that problems with WASH services also have a disproportionate effect (see GPSA [Gender & Social Inclusion in Strategic Social Accountability](#), 2017)

⁹ Claire Melamed, [Leaving no one behind: How the SDGs can bring real change](#)

Conversely, a 2013 IDS review found “fairly robust evidence that greater gender equality, particularly in education and employment, contributes to economic growth”¹⁰. Equality and inclusion therefore contain an instrumental value in contributing to other goals, as well as the intrinsic value we believe they bring in terms of human rights, justice and dignity.

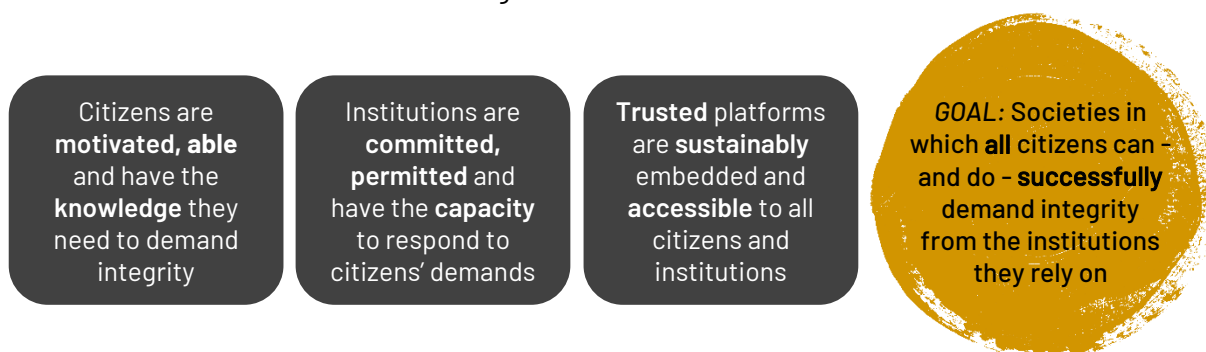
3. What change do we want to see?

Integrity Action’s 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*.

Our focus on *all* citizens aligns with the underpinning principle of the SDGs to ‘leave no one behind’¹¹. We are passionate that ‘no goal should be met unless it is met for everyone’, and so people at risk of exclusion (including women and girls) are central to our approach.

Encapsulated in our mission is a need to engage with the individual, infrastructural and institutional barriers and achieve change at all three levels:



Individually, in order that citizens *can* and *do* demand integrity, they need to be ready and able to play an active role in engaging with institutions. Citizens need to know what they are entitled to, and how to demand integrity. They need to have sufficient power to make these demands. Perhaps most importantly, they need to believe that their actions can make a difference.

Institutionally, in order that such demands are *successful*, organisations need to be open, accountable and responsive to the needs of their communities. The formal and informal pressures on institutions, and those working within them, need to be such that decision-makers are committed, permitted, and have the capacity to respond.

¹⁰ Naila Kabeer & Luisa Natali, [Gender Equality and Economic Growth: Is there a Win-Win?](#)

¹¹ “In committing to the realization of the 2030 Agenda for Sustainable Development, Member States recognized that the dignity of the individual is fundamental and that the Agenda’s Goals and targets should be met for all nations and people and for all segments of society. Furthermore, they endeavoured to reach first those who are furthest behind.” <https://unstats.un.org/sdgs/report/2016/leaving-no-one-behind>

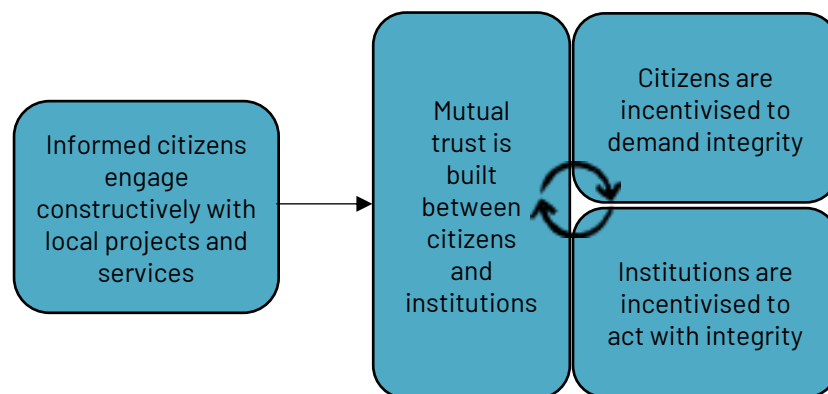
Finally, for the above to be achieved, channels need to be in place to allow constructive communication between both sides. These must be trusted and accessible by all citizens and relevant institutions, and must have the potential to continue after we're gone.

Through all of this, we aim to contribute to goal 16 of the SDGs: **Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.**

4. What needs to happen first?

Achieving our mission relies on citizens having the knowledge, motivation, and opportunities to act; and for institutions to have the commitment, capacity and permission to respond. All of this requires the social, political, cultural and economic environments to be supportive of acting with integrity, and of demands for integrity to be made.

There are many possible pathways towards this enabling environment, and every context will have its own starting point. However, we have identified what we believe to be three of the most important features of each pathway: incentives, trust, and informed engagement.



1. Incentives to act with, and demand, integrity. If it is rewarding to listen and respond to citizens' demands for integrity, it is more likely that institutions (or the individuals within them) will do so. If there are negative consequences to breaking promises or otherwise acting without integrity, this will also be a positive incentive. These rewards or incentives may be material or social, and formal or informal.

In some cases, hearing community feedback or being able to see citizens' satisfaction levels may be enough motivation by itself. This could in turn be positively reinforced by more formal recognition for institutions or individuals who act with integrity. For example, actors who are seen to respond to citizens' demands may acquire improved social standing or be rewarded in their career (which in turn may come with improved social status, illustrating the interrelated nature of these incentives).

In other cases, effective laws would provide an incentive to act with integrity because corrupt behaviours could lead to dismissal or a fine (material consequences), or to a damaged reputation (social consequences).

Incentives are also important for citizens to make demands for integrity. If demands are rewarded with better quality projects and services then this is likely to encourage citizens to act similarly if they observe further broken promises. There may also be specific rewards for the individual citizens who made the demands; for example, this could be an improvement in their own sense of agency or in the community's perception of them.

Conversely, if institutions repeatedly fail to visibly respond to community pressure, there is a risk of citizens disengaging and making fewer demands in future.

“Encouraging individuals to act with integrity and demand integrity can motivate and inspire the other individuals they interact with to do the same. In the communities we work with, integrating “integrity” as a principle of work and of good governance influences the way individuals act and lead the institutions they manage. In the long-term, this positive behaviour affects the next generation of Congo leaders.”

~ Integrity Action partner, South Kivu, Democratic Republic of the Congo

2. Mutual trust between citizens and institutions. This can be seen as an incentive for both citizens and institutions, or as the removal of a disincentive. For example, as noted above, communities who have lost faith in their authorities and institutions will be less inclined to make demands in the first place.

However, we believe trust is more than just another incentive: it is essential for our goal. Other incentives may have instrumental values in bringing about change, trust is an intrinsic part of the change we want to see. Other incentives may play greater or lesser roles depending on the context and their combination with other factors, but without trust it is hard to see demands for integrity being sustainably made and met.

This is why, in our approach, we encourage constructive engagement between communities and institutions, based on mutual interest in the projects being delivered. It is hard for citizens to pay attention to a building site if they consider the planned school, or health clinic, or water tower to be ‘a government project’ rather than ‘for the community’; but the citizens we work with do not just report problems and breaches of integrity, they actively work with service providers to understand the causes and try to get problems solved.

“We have changed peoples' perception and attitude toward their schools and public service delivery. At present, our target schools have become open to public engagement, monitoring and they feel more accountable to public. Many of our target schools' problems have been solved once they became more open to public and monitoring and a sense of mutual cooperation been built between local schools and surrounding communities.”

~ Integrity Action partner, Kapisa province, Afghanistan

3. Information that gives citizens leverage. It is easy to break – or forget – promises if nobody knows about them. We believe that as citizens learn more about their entitlements, the more likely they are to care about them being fulfilled.

We know that this information alone won't drive change, but the more precise information that citizens have about promises that have been made, then the greater power they have to hold the makers of those promises to account. Supported by our local partner organisations, they decide on the best approach to take to respond to broken promises; whether it is organising media coverage, engaging with local leaders and authority figures, or rallying support from their wider communities.

“Since our intervention in the school by forming Integrity Club, the members have shown tremendous behaviour change and are role models to other students in the school. They help inform other students that there are better ways and platforms of airing their grievances... Most students in the school now find Integrity Club as the most reliable and safe platform of sharing issues.”

~ Integrity Action partner, Kilifi county, Kenya

In our understanding, these three elements depend on – and reinforce – each other. By engaging with projects, accessing information about them, and comparing promises with realities, citizens create pressure for institutions to act with integrity. When institutions respond positively to citizens' feedback and appraisal, the community receives better goods and services. These benefits can then motivate more citizens to demand integrity, and builds trust within the community.

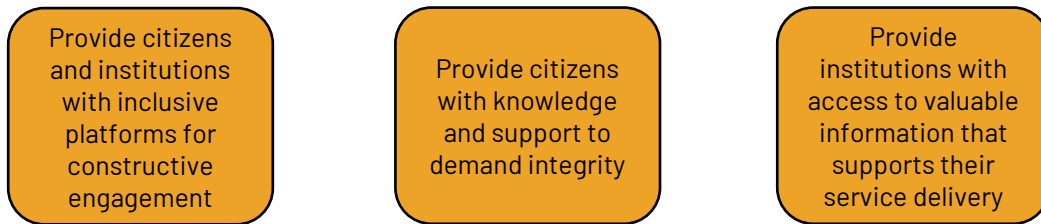
Without all three of these elements, changes are unlikely to be sustained. Often, increased community engagement with projects and/or awareness of broken promises can lead to communities self-mobilising to fix problems themselves. For example, a construction project or public service may lack the resources to deliver the correct quality of output, which could be met by community members contributing their own time or materials.

In the short-term, this can provide a solution to the specific problem and may even lead to increased feelings of community ownership or empowerment. However, it also displays a lack of trust in the responsible parties to fix their own problem. This can carry through into future interactions, weakening interactions between citizens and institutions and perhaps even increasing the likelihood of future promises being abandoned in the expectation that communities will pick up the pieces.

5. How do we bring about this change?

Our actions alone will not achieve our mission in full, but we seek to contribute through a few strategic activities. Based on our experience, and the best available evidence, we believe that

these actions will support our mission by enabling or inspiring other actors to navigate the key change pathways.



We provide support, training and information to citizens and to institutions, as well as providing inclusive and safe platforms for them to interact. These activities enable positive recognition for institutions who respond to demands, as well as holding to account those who do not, and we encourage citizens to engage in both feedback and appraisal.

Feedback and appraisal: what's the difference?

At Integrity Action, we see 'feedback' as primarily subjective and relating to the questions of how citizens feel about a service: Does it meet their needs? Are they satisfied? If not, why? By contrast, 'appraisal' is primarily objective and relates to comparisons between what has been promised and what has been received.

Often, social accountability approaches focusing on 'beneficiary feedback' risk being underpowered because community voices are divorced from real-life commitments. Citizens may report that they are satisfied with a service only because they are not aware that more was promised.

Focusing on 'appraisal' can empower citizens who learn that they hold certain entitlements, and pushing for existing promises to be kept can also feel more achievable than pushing for new ones to be made. Further, because institutions are being held to account only for promises that have already been made, they may be more likely to engage than if they felt they were facing unrealistic demands.

However, focusing only on appraisal (such as through social audits) can miss out on capturing what the community thinks. A project might be delivered exactly as promised, but that doesn't mean the community actually wanted or needed it in the first place. For us, the combination is therefore essential.

At the infrastructural-level, the platforms we provide are both technological and societal:

- Citizens engage directly with institutions and other relevant local authorities through establishment of collaborative forums that represent a range of stakeholder groups. For example, these may include citizens, community leaders, civil society organisations,

local government figures, and those who are funding or implementing a development initiative or service.

- The citizens we work with are also provided with access to an online platform and associated smartphone app, through which they can record information about specific projects and services. This information includes details of instances where promises are being broken, as well as cases where such problems are resolved. Feedback from the wider community is also captured, and a summary of all this information is made available to view in real-time by anyone with internet access¹².

At the citizen-level, we provide knowledge and support for communities to not only demand integrity, but also to be involved in exploring the causes of broken promises and in seeking solutions. In particular, we train citizens on:

- their rights, and the rights of others in their community
- how to access information about promises that have been made, so that actions can be compared to words (e.g. the bill of quantities for a new construction)
- how to identify key stakeholders, and to navigate local political structures and power relationships
- how to use our platforms to constructively and safely demand integrity – with particular attention given to ensuring equitable access for groups at risk of exclusion
- how to work collaboratively to solve problems

At the institutional-level, we provide managers and other duty bearers with valuable information that supports their work:

- Our online platform provides a means of openly tracking problems, fixes, and levels of community satisfaction with a specific project or service.
- The collaborative platforms we establish enable institutions to draw on the energy and know-how of community members in resolving problems.
- For those who are unwilling or unable to respond to community demands, providing funders or higher authorities with citizens' appraisals may help institutions access additional resources or enforce relevant policies.

In all of these activities, we place a strong emphasis on equality and inclusion. Due particularly to the unequal nature of who is affected, and inspired by the concept of 'nothing about us without us', we consider it vital for people at risk of exclusion to be well-represented in our groups of citizen monitors.

¹² <https://integrityaction.org/devcheck/>

Gender equality and social inclusion

Groups at risk of exclusion will vary between contexts, as will the appropriate means of including these groups. Careful analysis must therefore be conducted with each partner. Specifically, we aim to target groups who:

- Have inadequate representation and/or participation in decision making;
- Are discriminated against because of their religion (or lack of), age, ethnic or social background, health or disability, sexual orientation or gender identity;
- Have restrictions on their rights, and/or are unable to exercise their rights or access the services to which they are entitled

In all instances, inclusion of women and girls will be a particular focus. At Integrity Action, we recognise gender as the socially-constructed system of attributes, relationships, roles and opportunities that are culturally associated with being male and female, and which can lead to power imbalances.

We seek to address this imbalance by emphasising inclusion of women and girls whilst continuing to involve and engage boys and men, and ensuring that all participants understand the benefits of gender equality.

We further recognise that risks of exclusion can add up to create societal groups who are doubly (or trebly) disadvantaged. For example, the group who saw least progress on key Millennium Development Goals were women from ethnic minorities¹³.

Lastly, we recognise that activities aimed at increasing equality and inclusion can sometimes lead to negative results for the very groups they are trying to help. Empowering specific groups in a community often means reducing the influence of other traditional power groups, which risks creating tensions or backlash¹⁴.

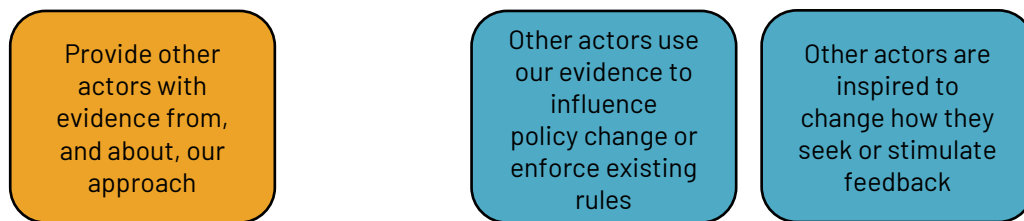
We will therefore carefully consider the possible unintended consequences of our interventions, using conflict-sensitive approaches grounded in deep knowledge of the contexts we are working in. Again, the involvement and sensitisation of traditional power-holders (such as men and boys) is critical to ensure shared understanding and acceptance.

Finally, at a fourth level, we recognise that institutions often require 'top down' pressure or support to overcome their barriers. For example, there is a need for appropriate laws and policies to be in place – and enforced – in order to promote acting with integrity. Institutions also require the necessary capacity, structures and mandate to respond to citizens' demands.

¹³ Claire Melamed, [Leaving no one behind: How the SDGs can bring real change](#)

¹⁴ (ii) For example, see OECD [Gender and statebuilding in fragile and conflict-affected states](#)

At this level, we believe advocacy can be a key driver of change. This is an activity in which Integrity Action does not directly engage; we do not believe our capacity or specialism would add value. However, through partnering and collaborating with others we can support advocacy initiatives by providing evidence that enables them to be grounded in citizens' real experiences.



For example, community-based organisations or individual citizens can make use of information from our online platforms to call for specific promises to be kept. Organisations working at higher levels may look at this same information from across multiple projects and services; e.g. to identify common challenges in specific service types or locations, and to bring this to the attention of the relevant local authorities.

“The difference can be measured at different levels. At the first level, there is now youth (girls and boys) who are highly engaged fighting against corruption within schools. This was not the case before as students were not associated in the management of schools. Today, we are happy that Integrity Club members are acting with integrity and demand others to act with integrity. They are very engaged through Integrity Clubs in monitoring services within schools.

At the second level, there is the involvement of different stakeholders in solving problems for the improvement of different services. This is a great change that is happening in different partners' schools through joint working groups. This has allowed the participation of different stakeholders in decision making.

At the third level, the advocacy side of the approach has allowed to connect with other important actors such public actors, NGOs, UN agencies, Civil Society Organisations, who are currently supporting the Integrity Clubs interventions”

~ Integrity Action partner, South Kivu, Democratic Republic of the Congo

This highlights a broader point, which is that in all of our activities we seek to coordinate with and learn from other actors. We rely on the knowledge of our partner organisations to identify and engage with local communities, and we work with these partners to ensure we involve a balanced mix of community members.

Further, as a comparatively small and specialised organisation, we need to maximise the value of our partnerships and make our knowledge and experiences available to others who can build on it.

One way in which our influence may be scaled beyond our means is for larger development organisations or donors to adopt our approach, and one way in which it may be sustained is for local civil society or governments to embed our citizen engagement channels. Convincing some of these actors to change their practices is the one form of advocacy in which we may get more directly involved, and this requires us to think critically and to develop and share robust evidence for the benefits of our approach.

We have already seen one of our partner organisations in Palestine apply our approach and materials to a new programme funded by Save the Children – an INGO with whom we have no direct relationship. In Nepal, some communities have set up their own integrity initiatives based on our work in neighbouring villages, while local authorities have also proactively asked our partners to start working in more schools across the district.

Inspiring these kinds of changes is not something we can easily predict, but by learning from these examples we may be able to achieve our mission for a growing number of communities.

6. What else do we rely on?

This theory of change relies on multiple implicit assumptions, and the exact pathways that all actors follow are not within our control.

Even our direct actions include implicit assumptions about our organisational ability to deliver. For example, we rely on having staff with the right knowledge and skills, having the necessary resources to support them, being able to find appropriate organisations to partner with, and so on. Of course, none of this is unique to Integrity Action.

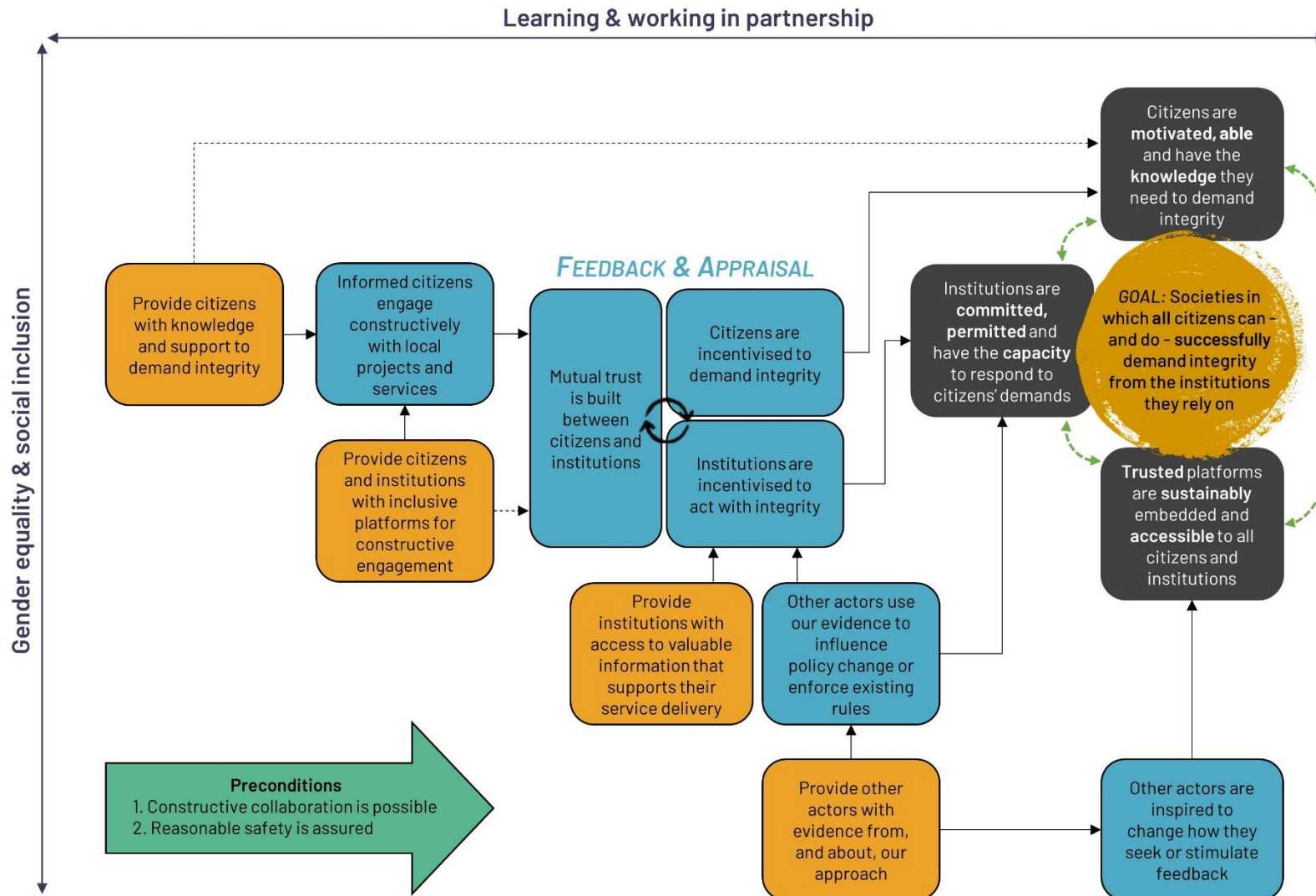
Beyond these, we believe two further assumptions have to hold true for our approach to work. These may be thought of as the preconditions for us to act: achieving them is not in our control, but we can (and do) exercise a choice not to operate in contexts where these are not met. They may alternatively be thought of as features of the social norms that must exist in a society for us to operate there, which will influence – and be influenced by – our work.

The first precondition is that **constructive collaboration should be possible**. This relates to the institutional side of our theory of change, and refers to the fact that our approach will not work in a location or sector where constructive engagement with duty bearers is not feasible.

The second is that **reasonable safety can be assured**. This relates to the citizen side of our theory, and states that if it is not possible for citizens to demand integrity while remaining safe, then they cannot be reasonably expected to demand integrity.

We will regularly test our assumptions and review what changes we are contributing towards, which may not always be intended or positive.

7. Our Theory of Change - a diagram



8. The value of our approach

Our approach delivers value for citizens because:

- It offers an opportunity to engage with projects that are important to them, and to get results that will make a real difference to their lives and those of their communities
- Our methodology is tried and tested, but doesn't tell them what to do – they can combine our information and tools with their existing knowledge to find the most appropriate approaches and solutions
- They will be supported by our partners throughout the process
- There is evidence that becoming a citizen monitor leads to increased confidence, including self-confidence, as well as other personal benefits
- It is inclusive

Our approach delivers value to institutions because:

- Our platforms provide them with direct contact with the citizens they serve, and positive social recognition when they act with integrity
- Information from our citizen monitors helps them to manage the progress of their work
- We enable them to learn from their communities and draw on citizens' ideas and energy in solving problems

Glossary

Terms used throughout this document may be understood as follows:

Citizen ~ A role that all persons are equally entitled to play as rights-holding members of the human family, as set out in international human rights legislation. Our use of the term recognises that not everybody holds legal citizenship of the places in which they live, with 'non-citizen' groups including (among others) migrants, refugees, asylum seekers, victims of trafficking, foreign students, and stateless people; all of whom may be permanent or temporary residents, and all of whom *would* be included in our usage.

The role is analogous to "**rights-holder**" in some wider empowerment and accountability discourses, and may sometimes be in contrast to other roles that people hold in their civic, social, political or economic lives and employment.

- **Citizen monitors** are the specific individuals that Integrity Action equips and supports to use its platforms and demand integrity through processes of feedback & appraisal.

Institutions ~ Any actors upon whom citizens rely in order to enjoy their rights and entitlements. They include state actors (such as local and national governments), private-sector contractors and service providers, as well as development agencies and others. We may use the term to refer to the whole organisation or to the individuals within them, who have their own agency and personal integrity that may differ from their employer's.

The role is defined by its relation to 'citizens', and is analogous to "**duty bearer**" in some other discourses.

Integrity ~ The quality or practice of behaving in accordance with the values, principles and standards that one claims to hold, or that are required by one's position.

- We describe institutions as **acting with integrity** when there is consistency between their words and actions, both in public and in private, and when these actions reflect the best interests of the citizens who rely upon them. This includes keeping promises that have been made to citizens, and responding positively to demands for integrity – which may include changing or retracting a promise where citizen feedback suggests this is appropriate.
- **Demanding integrity** is our term for the range of processes through which citizens voice their concerns, participate in decisions, and hold institutions to the promises they have made. In our programmes, the most important types are feedback and appraisal.

Feedback & Appraisal ~ We distinguish between 'feedback' as the primarily subjective questions of citizen satisfaction, and 'appraisal' as the primarily objective comparisons between what has been promised and what has been received. Our citizen monitors gather feedback from their communities, and share this with institutions alongside their own appraisals of how well promises are being fulfilled. See page 8 for how we believe these approaches work together.

Platforms ~ Any mediums or channels for interaction between citizens and institutions. At Integrity Action, we provide and support platforms that are both digital and face-to-face.

Services ~ Anything that is, or should be, provided to a citizen by an institution in order to meet a need or fulfil an entitlement. They may be delivered directly to a citizen or specific group of citizens (such as healthcare or education service), or may be delivered to a whole community in the form of public or common goods (e.g. roads or water infrastructure).