

ALAC Data for Advocacy

**Guidance on generating impact by
using ALAC data in advocacy
initiatives**

Transparency International is a global movement with one vision: a world in which government, business, civil society and the daily lives of people are free of corruption. With more than 100 chapters worldwide and an international secretariat in Berlin, we are leading the fight against corruption to turn this vision into reality.

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Guidance on generating impact by using ALAC data in advocacy initiatives

Authors: Alison Matthews, Maria Sideri

Reviewers: Anoukh de Soysa, Marie Laberge, Transparency International Sri Lanka

Disclaimer:

This guide is Version 1 (March 2023) prepared by the Transparency International Secretariat for use by chapters/ALACs as a planning tool for using ALAC data in advocacy initiatives. It is a living document, intended for the TI Movement and to be amended and updated based on our experience (and that of our partners) over time.

You are welcome to share feedback (including your tips and tricks, and also challenging this guidance) and submit additional information for inclusion in this guidance. If you wish to contribute or provide feedback, please email Alison Matthews (amatthews@transparency.org) and Maria Sideri (msideri@transparency.org) with the title ALAC Data Guide.

Every effort has been made to verify the accuracy of the information contained in this report. All information was believed to be correct as of February 2023. Nevertheless, Transparency International cannot accept responsibility for the consequences of its use for other purposes or in other contexts.

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INTRODUCTION

Transparency International's Advocacy and Legal Advice Centers (ALACs) empower people, communities and organisations to safely report corruption they experience or witness, and provide advice and support for individuals' corruption related grievances.¹ There are more than 95 ALACs in 64 countries, and, since 2003, over 300,000 people have contacted ALACs and more than 75,000 cases have been opened. The advice provided by ALACs is free, confidential and open to all. By providing simple, safe and viable mechanisms for people to actively reject corruption by seeking redress for wrongdoings, ALACs also are helping address issues of impunity.²

As well as helping individuals, communities and organisations to pursue their corruption related complaints, the complaints received by the ALACs help identify trends, systemic weaknesses, or hotspots that allow corruption to flourish. These then are channelled into anti-corruption advocacy by Transparency International for systemic improvements. Transparency International also identifies emblematic cases and large corruption cases that may become the subject of corruption investigations and case-based advocacy.

Through our ALAC work, our Movement holds a unique goldmine of data about how corruption works in practice and how we have been able to combat it. We have many inspiring human interest stories showing this in practice, both on how corruption affects peoples' lives and how people can – and have – stood up to it. Leveraging this data and these stories are crucial to engage in compelling, evidence-based advocacy, demonstrating that the cycle of corruption can be broken, that people can stand up to corruption, and to showcase to governments, citizens, donors and other stakeholders that our work has an impact.

What is ALAC Data?

ALAC data refers to information collected by TI Chapters/ALACs in the course of ALAC activities, which is used in an anonymised, aggregated way (in other words, quantitative data). Most ALACs have processes and tools for collecting information about the corruption reports they receive (called **complaints**) from people (called **clients**) in addition to actions taken by the ALAC on individual **cases**, responses received from institutions and case outcomes achieved.

Chapters can use ALAC data to examine trends in these areas, such as the types of complaints and clients received by the ALAC, and institutional responses to cases acted on by the ALAC. See **Section 4** for concrete examples. Most chapters use the Transparency International case management system (ALAC Database³) for storing and managing their ALAC data (see **Section 3** for technical support).

¹ The first ALACs were established in 2003 in Albania, Bosnia-Herzegovina, Macedonia and Romania to encourage their citizens to challenge acts of corruption and to claim their social rights to live in a safe environment. See Jose Romero Leon. 2015. *Diagnosis on the Transparency International anti-corruption legal support centres in Europe and Latin America: Challenges, lessons and good practices* p.7, 12-13

² IMPACT grant mid-term review, final report p.23

³ The ALAC Database is a case management system and database developed by Transparency International Secretariat for use by Transparency International chapters' ALACs.

ALAC data represents people's lived experiences. It can show how corruption affects specific groups in different ways (for example, women and girls, marginalised groups) or how certain groups are treated after reporting corruption they have seen or experienced (for example, whistleblowers). Chapters also use ALAC data to highlight systemic problems and then combine with other advocacy tools to bring these problems to the attention of duty bearers and close the loophole/change the policy in practice.

ALACs are unique sources of insight and legitimacy that can greatly enhance a Chapter's advocacy. Firstly, ALACs work directly with citizens and learn first-hand about their on-the-ground experiences with corruption. Secondly, ALACs gain concrete experience dealing with corruption cases and case resolution processes, through receiving complaints and seeking to resolve them. ALAC data is real-time, data generated by Transparency International that illustrates these on-the-ground experiences. It is a powerful advocacy tool that is not intended to be used in isolation but rather (a) used alongside other sources (such as research by your Chapter or a third party, including other datasets)⁴ and (b) supplemented with context-specific advocacy messages/communications (see Section X communicating ALAC data).

HOW TO USE THIS GUIDE

This guide is meant to be used by Transparency International Chapters with an Advocacy and Legal Advice Centre (ALAC). The guide can be used by teams planning advocacy within the Chapter (executive directors, advocates, communications teams) as well as ALAC teams (such as, lawyers, ALAC coordinators).

Aims of this guide:

- A. Refresh key aspects of **advocacy planning** with a focus on how to use ALAC data when planning and implementing advocacy actions.
- B. Support chapters to **analyse and use ALAC data** (based on the ALAC Database⁵) for advocacy purposes. Through this, chapters are encouraged to determine which ALAC data fields are most relevant for their advocacy and then update their ALAC Database platform to collect data consistently on these fields.
- C. Provide examples of **ALAC data frameworks** that can help structure ALAC data analysis for advocacy, using the areas of: (a) corruption reporting trends; (b) institutional behaviour in processing/resolving ALAC cases and freedom of information requests; and (c) the Sustainable Development Goals (SDGs).

⁴ **Annex 1** of this guide provides some examples of how chapters have complemented ALAC data with other sources for advocacy planning. Also see Jenkins, Chêne, Laberge and Loekman. 2018. *Using governance data to fight corruption across the SDGs: A Handbook for E-Learning Course*. Transparency International. https://knowledgehub.transparency.org/assets/uploads/kproducts/Governance-data-to-fight-corruption-across-the-SDGs_Handbook_Final.pdf

⁵ Transparency International case management system, using Salesforce software. This platform was developed in 2020 and replaced the previous ALAC database, developed in 2012.

- D.** Inspire chapters to use new and innovative ways to advocate using ALAC data, through documenting a range of **good practice examples** from across the Transparency International Movement.

Overview and structure

Drawing on experiences of ALACs across the movement, this guide provides guidance to Chapters on how to use ALAC data to plan and implement advocacy initiatives and campaigns, highlighting factors to consider and providing recommendations to tailor the ALAC data to the Chapter's context and need.

Section 1 of this guide outlines the value of working with ALAC data in anti-corruption advocacy, including strengths and limitations of ALAC data. **Section 2** provides an overview of the advocacy planning cycle, with a focus on including ALAC data in this process. In **Section 3**, you will find data analysis techniques that can support you to use ALAC data in a general versus targeted manner (such as limited to a certain sector or focused on a particular institution). **Section 4** gives examples of how ALAC data can be used in practice through frameworks that can help structure ALAC data analysis for advocacy, using the areas of: (a) institutional behaviour in processing/resolving freedom of information requests; (b) institutional behaviour in processing/resolving ALAC cases; (c) corruption reporting trends and identifying corruption hotspots; and (d) SDG targets/indicators. **Annex 1** contains case studies illustrating where chapters have used ALAC data to successfully identify advocacy priorities and implement advocacy initiatives.

This guide has also been developed to accompany Transparency International Secretariat's roll-out of the new ALAC Database platform⁶ (using Salesforce software) to ALACs. The adoption of the new ALAC Database is an opportunity for ALACs to review the information they collect on clients, complaints and cases to better align with their Chapter's advocacy objectives. Additionally, Chapters are encouraged to determine priority ALAC data fields to consistently collect and use, and then set up your ALAC Database (Salesforce) dashboard to show your priority indicators.⁷

This guide makes special note of the technological features available on the ALAC Database platform, which is the basis of the ALAC data management section of the guide in Section 3.

SUPPLEMENTARY GUIDES AND MATERIALS

For additional material on advocacy planning, see TI's guide on *Developing An Anti-Corruption Plan: A Step-by-Step Guide* (2013).⁸

For support on using governance data, see TI's e-learning course *Using Governance Data to Fight Corruption Across the SDGs*.⁹ This free online course will equip you with the knowledge and the

⁶ The ALAC Database is a case management system and database, using Salesforce software, that has been developed by Transparency International Secretariat for use by chapters' ALACs. This platform was developed in 2020 and replaced the previous ALAC database, developed in 2012.

⁷ See [ALAC-DB Reports & Dashboards guide](#), in SharePoint.

⁸ Figari, A. & Kelso, C. 2013. [Developing An Anti-Corruption Advocacy Plan: A Step-by-Step Guide](#). [Uncaccoalition.org](#)

⁹ [Corruption, Data and the SDGs: A Transparency International Online Course on Vimeo](#)

skills you need to collect, analyse and use governance data to monitor corruption and promote anti-corruption reforms across the Sustainable Development Goals (SDGs) framework.

For technical support on the ALAC Database (Salesforce platform), Chapters are encouraged to use this guide alongside Transparency International's ALAC Database training materials. These are available on SharePoint.¹⁰

For guidance on communicating ALAC data and stories for impact, see *ALAC Storytelling Booklet*.¹¹

Additionally, Chapters are encouraged to use this guide alongside TI's *Case-Based Advocacy Guide (2021)*,¹² which provides an overview of different approaches and tactics used in case-based advocacy (using concrete cases to bring about legal, institutional and social change), in addition to templates and checklists to support your advocacy planning.

¹⁰ ALAC Database training material are available (on SharePoint): [Global ALAC Team - ALAC-DB User Guides \(Salesforce\) - all documents \(Sharepoint.com\)](#)

¹¹ ALAC Storytelling Booklet. 2016. [ALAC - ALAC Storytelling Booklet FINAL 2016-03-24.pdf - All Documents \(Sharepoint.com\)](#)

¹² Matthews, Foldes, Schall-Emden. 2021 (unpublished). [Case Based Advocacy Guide \(Version 1\) 19.11.2021.pdf](#). Transparency International

SECTION 1: ALAC DATA AND ADVOCACY

This section provides an overview of the value of working with ALAC data in anti-corruption advocacy. It explores how the ALAC is, in many ways, an effective advocacy tool for TI Chapters and it outlines different ways that ALAC data can be used to achieve change and drive anti-corruption reforms. This section also briefly discusses some limitations of ALAC data that should be mitigated where possible and taken into account when planning and implementing advocacy initiatives.

The value of working through ALACs for anti-corruption advocacy

Transparency International's working definition of **advocacy** is:¹³ a critical and constructive engagement with all stakeholders to promote change and end corruption. It means influencing and engaging people to find ways to challenge, change or compromise with constructive arguments.

It generally encompasses a broad range of activities which seek to influence decision-making.¹⁴ These activities can include both mobilising public involvement to influence a decision-maker and directly engaging with a decision-maker.

Using this definition, the ALAC is, in many ways, an effective advocacy tool for TI Chapters.¹⁵ At the **citizen level**, ALACs seek to change people's behaviour so that they reject corruption and take concrete measures to combat it. This includes demanding accountability from decision-makers, both individually and collectively.

At the **institutional level**, ALACs seek to change the behaviour of administrators, officials, civil servants, politicians and others within the public service so that they implement and/or change laws, administrative processes and policies, including better institutional processes, policy adoption or amendment, and/or improved enforcement. Furthermore, ALACs also work to improve and monitor the effectiveness of government complaints mechanisms (see **Section 4** for examples of advocacy frameworks demonstrating this).

Additionally, ALACs contribute towards the Chapter's **broader advocacy** goals and initiatives. These are defined by the Chapter; including with input from the ALAC team (based on the issues they identify through corruption reporting and casework). The ALAC provides a unique and persuasive toolkit for enhancing chapters' advocacy initiatives, both through ALAC data and case-based advocacy.¹⁶

Example: TI Sri Lanka's ALACs are approached by clients who present their real-life issues, violations of rights and other grievances. Most of the time, institutions are related to those complaints. TI Sri Lanka identifies the institutions which are the subject of the most client complaints and then engages in

¹³ Figari, A. & Kelso, C. 2013. [Developing An Anti-Corruption Advocacy Plan: A Step-by-Step Guide](#). [Uncaccoalition.org](#), page 4

¹⁴ [Code of Ethical Advocacy: The Organisation - Transparency.org](#)

¹⁵ The remainder of this sub-section is adapted from the ALAC Manual, 2008, page 20

¹⁶ Case-based advocacy uses strategic casework/case-based approaches to bring about legal, institutional or social change. See Matthews, Foldes, Schall-Emden. 2021 (unpublished). [Case Based Advocacy Guide \(Version 1\) 19.11.2021.pdf](#). Transparency International

advocacy and supportive measures to improve these institutions' administrative policies, efficiency and accountability.

The value of working with ALAC data for anti-corruption advocacy¹⁷

Data is key for understanding and tackling corruption. How much do we really know about the scale, nature and cost of corruption? What is its impact on people? How can we monitor corruption trends over time and assess the progress of anti-corruption efforts?

ALAC data can help answer these questions and give us the keys to implement change. Collecting and analysing ALAC data is not an end itself but rather a means to an end: it should help us drive reform. When used effectively, ALAC data can be a powerful tool to inform citizens, influence decision-makers and track progress in anti-corruption.

So how can ALAC data be used to achieve change and drive anti-corruption reforms?

First, ALAC data can **make visible** phenomena like corruption, which usually take place behind closed doors. For example, Transparency International's 2020 Global ALAC Campaign¹⁸ highlighted how corruption affected citizens' access to health, justice and humanitarian aid during the pandemic. It called attention to cross-regional trends to demonstrate the global scale of corruption issues raised through citizens' ALAC complaints. In this way, ALAC data was used to illustrate the broad reach and devastating impact of corruption on individuals and their communities during the pandemic. When used this way, ALAC data can become a powerful tool for advocacy as it provides the evidence needed to press policymakers to act on a problem.

Second, ALAC data is crucial for sound **policy-making** as ALAC data can help identify which sectors and which population groups are most affected by corruption in the communities targeted by the ALAC. TI Rwanda, for example, determines key issues to address at annual stakeholder meetings through their analysis of ALAC data collected from over 4000 complaints received each year (see **Case Study 2**). This kind of information helps prioritise which anti-corruption interventions they should base their advocacy on.

ALAC data is all the more important in countries where national systems to monitor corruption are mainly based on perception surveys among the general population. Perception-based indicators do not provide sound information on the direct occurrence of corruption or on the different types of corruption, the sectors and procedures that are more vulnerable to corruption. In such contexts, ALAC data is therefore particularly valuable for policymaking as it provides output measurements that describe the direct experiences of corruption among different groups, such as citizens, clients of public services, public officials and professional within the private sector.

ALAC data is also crucial to **monitor** whether progress is being made or not over time, how fast, and how evenly across different target communities, sectors or duty bearers/institutions. See

¹⁷ This section is adapted from pages 9-10 in Jenkins, Chêne, Laberge and Loekman. 2018. *Using Governance Data to Fight Corruption Across the SDGs: A Handbook for E-Learning Course*. Transparency International.

https://knowledgehub.transparency.org/assets/uploads/kproducts/Governance-data-to-fight-corruption-across-the-SDGs_Handbook_Final.pdf

¹⁸ Transparency International. 2020. [Citizens Report COVID-19 Corruption](#)

Section 4 for [examples](#) of ALAC Advocacy Frameworks that may be used in this way, including suggestions for using ALAC data to track institutional responsiveness over time.

Third, ALAC data can also be used to **create incentives for reform**. This can be bottom-up, when citizens or NGOs use data on governance to demand better performance from authorities. (See Section 4 for [examples](#) of how ALAC data can help track institutional responsiveness). Incentives can also come from the outside, for instance, when countries have to report their progress on governance and anti-corruption to international bodies such as the High-Level Political Forum, which is the main United Nations platform on sustainable development, and which leads on the follow-up and review of the 2030 Agenda for the Sustainable Development Goals (SDGs) at the global level.

If your Chapter wants to include ALAC data in official national progress reports on SDGs, it may be useful to reach out to the government agencies – such as the national statistical office or the national SDG coordination body – that are responsible for preparing national progress reports on SDGs to bring their attention to the existence of ALAC data as a non-official data source. As part of this process, your Chapter could present the range of data collected by your Chapter's ALACs, the data collection tools used and the quality assurance measures taken to ensure the high quality of the statistics produced. The responsible government agencies may then be more inclined to draw from ALAC databases in future progress reports.

On the other hand, your Chapter may prefer to feature ALAC data outside of these official reporting processes, for instance, in SDG shadow reporting processes. This is also a good way to create incentives for reform (see Section 4 – ALAC data framework on SDGs). When featuring ALAC data in SDG shadow reports, remember to include a description of the methodology and clearly state what the ALAC data represents (see Section 2, Part 5 on communicating ALAC data).

Finally, ALAC data allows us to test hypothesis and to **validate assumptions about 'what works'** in the fight against corruption.¹⁹ Particularly where advocacy interventions are localised, ALACs could act as a feedback loop for chapters' anti-corruption work. For example, through tracking ALAC complaints received in target communities following targeted community level interventions. This is still not widely used by TI Chapters and is subject to the limitations of ALAC data (see Limitations of ALAC Data below).

For an in-depth guide on how to use data (beyond ALAC data) to tackle corruption and promote good governance, see *Corruption, Data and the SDGs: A Transparency International Online Course (2018)*.²⁰ This free online course will equip you with the knowledge and the skills you need to collect, analyse and use governance data to monitor corruption and promote anti-corruption reforms across the Sustainable Development Goals framework.

¹⁹ In the context of using governance data (beyond ALAC data), this has led to a critical shift in the anti-corruption debate, from merely diagnosing problems to 'testing' various solutions and identifying, on the basis of evidence, which ones are most effective. See p.10 in Jenkins, Chêne, Laberge and Loekman. 2018. *Using Governance Data to Fight Corruption Across the SDGs: A Handbook For E-Learning Course*. Transparency International.

https://knowledgehub.transparency.org/assets/uploads/kproducts/Governance-data-to-fight-corruption-across-the-SDGs_Handbook_Final.pdf

²⁰ [Corruption, Data and the SDGs: A Transparency International Online Course on Vimeo](#)

Overview of using ALAC Data for Advocacy

To effectively contribute ALAC data to advocacy initiatives, the ALAC needs good data collection and analysis. Quantitative and qualitative data can be used as a basis for advocacy.²¹

Quantitative data refer to all the information that can be measured; it can tell you “how many”, “how often” or “how much”. Qualitative data, on the other hand, cannot be counted; it is descriptive, expressed in terms of language rather than numerical values.

To have access to good **quantitative data**, it is necessary to record it properly and consistently.²² TI Secretariat recommends that Chapters use the ALAC Database (using Salesforce software), on which the ALAC data analysis in this guide is based.

Examples of quantitative data which can be collected from the ALAC Database include:

- sources of most complaints (for example, 75% of cases relate to the judiciary)
- areas of complaints (for example, 35% of complaints are from urban areas)
- level of complaints (for example, 60% of cases relate to local government)
- institutional responsiveness (for example, only 25% of complaints were resolved)

Rankings could present the most and least responsive institutions, as well as those subject to the most and least number of complaints.²³ Use of quantitative data to highlight particular problems in particular areas (name and shame) has been successful at bringing a number of reluctant institutions into the corruption debate.

You should be careful to address the limitations of ALAC data when using it for advocacy (see the following sub-section Limitations of ALAC Data) by, for example, triangulating ALAC data with other data sources (such as nationally representative datasets developed by your Chapter or a third party, for example TI’s Global Corruption Barometer)²⁴ to see how ALAC data aligns (or not) with national corruption trends. This guide provides some examples in **Annex 1 (case studies)** of how Chapters have complemented ALAC data with other sources for advocacy planning.

Qualitative data from individual cases can also provide important insights and opportunities for advocacy. Just as quantitative data can be used as a basis for identifying advocacy issues, so can information from a few, or even one individual, cases highlight important principles. For further information on communicating human interest stories and using individual cases for advocacy, see TI’s *Case-Based Advocacy Guide*²⁵ and *ALAC Storytelling Booklet*.²⁶

²¹ This section is adapted from the ALAC Manual, 2008, pages 21

²² See Section XX, Technical Guidance – ‘How Do I Ensure Quality Data?’, for guidance on how to ensure a high quality ALAC data collection system is in place in your chapter or with your ALAC team.

²³ See Section XX, Communicating ALAC Data for more in-depth guidance on presenting ALAC data for effective advocacy

²⁴ [Global Corruption Barometer - Transparency.org](https://www.transparency.org)

²⁵ Matthews, Foldes, Schall-Emden. 2021 (unpublished). [Case Based Advocacy Guide \(Version 1\) 19.11.2021.pdf](#).

Transparency International

²⁶ ALAC Storytelling Booklet. 2016. [ALAC - ALAC Storytelling Booklet FINAL 2016-03-24.pdf - All Documents \(Sharepoint.com\)](#)

Limitations of ALAC data

National context – especially the legal, institutional and cultural – influences the way ALACs are set up and operate. Factors such as resources, capacity and chapters' advocacy priorities also shape ALAC approaches and operations, including the outreach and reporting mechanisms used by the ALAC. These factors, in turn, greatly influence the types of clients and complaints received by the ALAC, and the actions taken by the ALAC, and therefore the range of ALAC data collected (and not collected). There are thus limitations on the types of conclusions you can draw from ALAC data.

One limitation is the **representativeness** of ALAC data. It *cannot* be used to measure the overall prevalence of corruption in the country (or in a region/province, etc.) where many other cases are reported through other mechanisms (for example, to an official corruption reporting channel, the police, directly to service provision agencies) or not reported at all.²⁷ Additionally, the size of your Chapter's ALAC Database (meaning the number of cases included in it) is an important consideration here – any analysis derived from a small dataset will be less authoritative than if it were derived from a larger dataset.

Furthermore, the types of clients and complaints you receive in the ALAC (ALAC data sources) are closely linked with your ALAC's outreach methods and reporting mechanisms. One way to address this issue is to triangulate ALAC data with other data sources (such as nationally representative datasets developed by your Chapter or a third party, such as TI's Global Corruption Barometer)²⁸ to see how ALAC data aligns (or not) with national corruption trends.

You should therefore be clear when communicating ALAC data to accurately reflect what it can (and cannot) demonstrate to decision-makers (see Section 2, Part 5 on Communicating ALAC Data).

A second limitation can be the **quality** of ALAC data, referring to the way ALAC data is collected and entered into your chapter's ALAC Database (or equivalent tool used to store and manage ALAC data). Data entry practices may vary between staff within your chapter/ALAC teams and potentially within a single team too. See Section 3, Part 1 (How Do I Ensure Quality Data?) for guidance on how to ensure a high quality ALAC data collection system is in place in your chapter/ALAC.

A third limitation can be the **accuracy** of ALAC data derived directly from clients, especially at the early stages of handling a complaint (for example, when a complaint is made but not yet verified by the ALAC). Reasons for this include: the client may be biased in their interpretation of the events; the client may categorise key elements of their complaint differently to how the ALAC categorises it (for example, the type of corrupt act or relevant duty bearer); and clients may not be able to confirm the accuracy and reliability of their claims.

Two ways to address this issue are to (a) recognise the higher level of accuracy of some types of ALAC data (for example, client demographics have a high level of accuracy, and cases are more accurate than complaints); and (b) triangulate ALAC data with other data sources (which is outlined above in this sub-section, in the paragraph on representativeness).

²⁷ Although an exception to this statement is where ALACs are the main reporting mechanism used by citizens in a given country, in which case your chapter could claim that ALAC data is representative of broader national trends.

²⁸ [Global Corruption Barometer - Transparency.org](https://www.transparency.org/en/global-corruption-barometer)

Another limitation can be that each indicator derived from ALAC data **should not be used in isolation** as, when considered alone, an indicator may give partial or biased information. For example, a high level of “bribery cases acted upon by authorities” may mean a high level of bribery or a high level of state responsiveness to bribery. Considering this indicator in combination with other ALAC indicators, such as on the number of bribery cases registered with the ALAC, gives a more complete picture: high bribery levels coupled with low rates of institutional responses suggest a high level of corruption with a low state response, while a low level of bribery with a high level of institutional response indicates a low incidence of corruption with a high level of state response.

A final limitation is the **depth of insight** you can take from ALAC data. You likely will need to undertake complementary research to understand the root causes of the trends identified through ALAC data. Firstly, to understand better the systemic issues that led to the corruption incidents reported to your Chapter’s ALAC (as your advocacy should focus on addressing root causes.²⁹ Secondly, to assist you in identifying why these particular cases were reported to the ALAC (such as why the ALAC attracted this particular profile of clients or these particular types of cases); as this can help with addressing some of the limitations mentioned above, such as of lack of representativeness and accuracy (through recognising and managing bias) and in ALAC data – and also support your chapter to plan outreach that better aligns with the target groups you intend to reach (which is particularly important for outreach to lower-represented groups, such as marginalised communities).

²⁹ Figari, A. & Kelso, C. 2013. [Developing An Anti-Corruption Advocacy Plan: A Step-by-Step Guide. Uncaccoalition.org.](https://www.uncaccoalition.org/) See also Section 2.

SECTION 2: ADVOCACY PLANNING REVIEW

In this section, we will review key aspects of the **advocacy planning cycle**, with a focus on how to use ALAC data when planning and implementing advocacy initiatives. We will address the following questions on using ALAC data for advocacy:

1. What type of data do I need? (See Parts 1 and 2)
 - a. to identify advocacy priorities
 - b. to support already identified advocacy priorities
2. How do I collect the data? (See Part 1)
3. How do I communicate when I use it? (See Part 4)

For further details on advocacy planning and helpful tools to use in each stage of advocacy, see TI's guide on *Developing An Anti-Corruption Plan: A Step-by-Step Guide* (2013).³⁰

ADVOCACY PLANNING CYCLE

The advocacy planning cycle can be categorised in five main steps that tackle the WHAT, WHEN and WHO and the different aspects of HOW.³¹ They can be represented as follows:

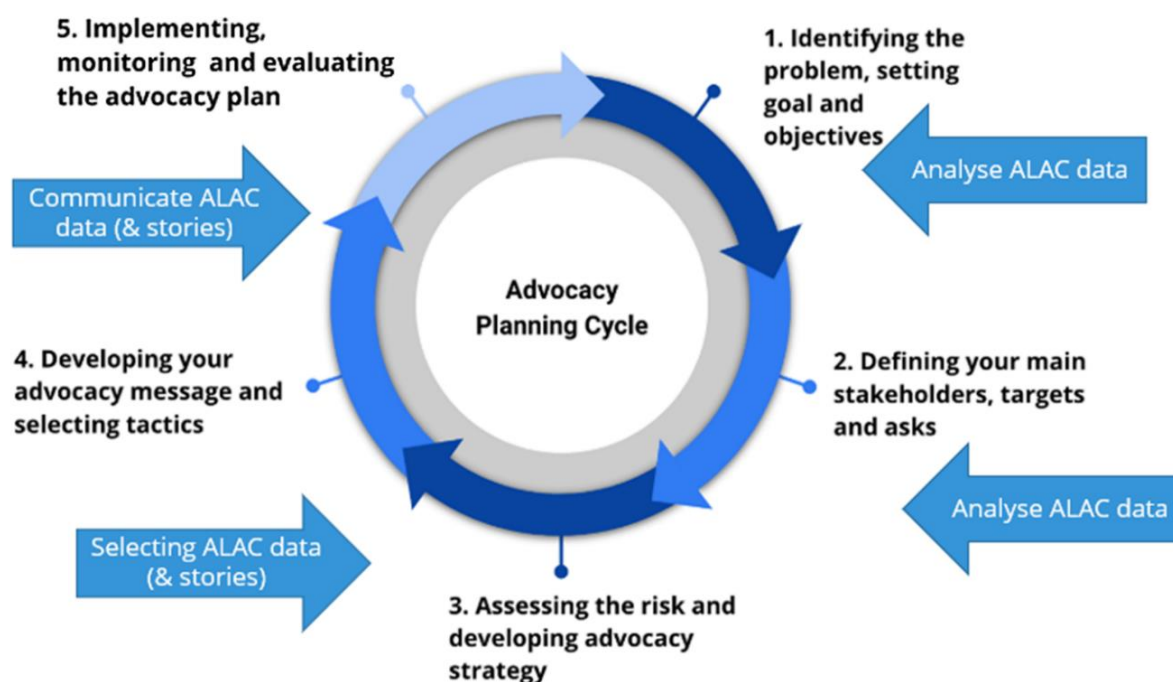


Figure 1: Example of an Advocacy Planning Cycle with ALAC data entry points

³⁰ Figari, A. & Kelso, C. 2013. [Developing An Anti-Corruption Advocacy Plan: A Step-by-Step Guide](https://www.uncaccoalition.org/). [Uncaccoalition.org](https://www.uncaccoalition.org/).

³¹ There are many versions of the advocacy planning cycle, which all say much the same thing. This version is taken from Matthews, Foldes, Schall-Emden. 2021 (unpublished). [Case Based Advocacy Guide \(Version 1\) 19.11.2021.pdf](#). Transparency International

1. WHAT and WHEN: Identifying the problem, setting goals and objectives

Carefully diagnose the problem and set realistic, achievable goals over a concrete period of time. Goal setting that is clear and focused is essential for any advocacy initiative to be successful.

This section explores using ALAC data to identify a problem and set goals for advocacy. While it is important to think about the big picture, the most successful advocacy efforts start by narrowing a broad goal to something more focused and achievable. In narrowing broad goals, you can identify short-term objectives and map the steps to reach your longer-term goals.

How can ALAC data be useful in the identification of a problem, setting goals and objectives?

In many circumstances, ALAC data can be used as part of an overall advocacy initiative designed to effect change on a particular issue. For these **broader advocacy initiatives**,³² you should expand your goal setting process to look beyond the ALAC data itself to determine the broader change you want to achieve.

Once a problem is diagnosed in this way, the next step is to **analyse existing ALAC data** and/or **collect new ALAC data** that can raise the issues identified (such as through targeted outreach, or by linking ALAC activities with broader anti-corruption activities to collect targeted data early in the advocacy planning process). By doing this, ALAC data can help your Chapter gain further insights into the nature of the problem, which may, in turn, affect your advocacy planning.

Example: TI Georgia uses targeted mobile ALAC outreach to communities affected by government procurement projects to inform them of the projects and ALAC services. Through these mobile ALACs, TI Georgia collects ALAC complaints related to these procurement projects, which informs their advocacy in cases of misconduct in the implementation of these projects.

Alternatively, ALAC data can be used to **identify a problem or issue** to then become the subject of advocacy. For example, through undertaking a broad analysis of ALAC data, the chapter/ALAC can identify trends in corruption reporting and/or institutional behaviour, which then become the focus of advocacy. This could include an analysis of all ALAC data to find the most pressing areas, sectors or institutions for focusing advocacy; for example, at national level (if you are planning a national advocacy event) or at local level (if you have an upcoming meeting with a local politician). See **Section 3** for guidance on how to analyse your chapter's ALAC data to see broad trends in corruption reporting and ALAC casework.

*Example: For TI Rwanda's annual restitution meetings (**case study 2**), the content focus and relevant stakeholders are decided after analysing the approximately 4,000 ALAC cases they receive on an annual basis. In 2019, the focus was on whistleblower protection as whistleblower retaliation was a trend identified in ALAC cases. At the annual restitution meeting, ALAC clients shared their experiences of whistleblower retaliation with government stakeholders, as part of TI Rwanda's broader advocacy for whistleblower protection legislation.*

*Example: When planning an advocacy initiative in October 2022, TI Kenya used ALAC data analysis to identify their advocacy goal (**case study 4**): land and succession cases comprised more than 50 per cent of the 600+ ALAC cases opened by TI Kenya in the year leading up to the advocacy initiative.*

³² Broader advocacy initiatives can be dependent, for example, on chapter priority areas or funding sources

TI Kenya engaged in advocacy actions targeting local administrators responsible for land and succession matters and women living in target communities. Their work led to higher levels of responsiveness by local administrators to potential issues in their administration of land and succession matters, and fewer instances of them going beyond their mandate.

As mentioned above in Section 1, ALAC data has some limitations, which should be mitigated where possible and taken into account when using the data. Where you use ALAC data to see trends in corruption reporting, for example, the ALAC data should be triangulated with **other data sources** (such as research by your Chapter or a third party, including analysing other data sets) to confirm these trends, where feasible. Additionally, you will likely need to undertake **complementary research to understand the root causes** of the trends identified through ALAC data to understand better the systemic issues that led to the corruption incidents reported to your Chapter's ALAC as your advocacy should focus on addressing root causes.³³

Where a Chapter receives a high number of ALAC complaints and cases that are available for analysis, ALAC data may be an effective primary input into your advocacy planning process. In such instances, it is recommended that you triangulate these findings with other sources (to increase their robustness); but ALAC data could be a main data source. *For example (case study 2), TI Rwanda analyses the approximately 4,000 ALAC cases they receive on an annual basis, which is used to develop the content focus of their annual restitution meetings.*

In other cases, a trend in ALAC complaints may give a good indication of what type of cases may be of increased relevance, but may warrant further investigations beyond that ALAC dataset (as part of the problem-identification process). In these cases, ALAC data analysis could be followed by more targeted outreach and additional ALAC data analysis (as outlined above) to confirm these trends. Alternatively, you could further investigate the problem and triangulate the ALAC data through other methods of research (such as research by your Chapter or a third party, including analysing other datasets). *For example (case study 1), TI Slovenia saw a negative trend in ALAC cases on freedom of information (FOI) access and then undertook additional research on FOI access (which validated the ALAC findings) before deciding to advocate for improved implementation of FOI access at a systemic level.*

Additionally, although ALAC data can help with the problem analysis and goal setting process, you will likely need to undertake complementary research to better understand the root causes and sources of trends seen in the ALAC data. (When planning an advocacy initiative, it is important to address the root causes rather than the symptoms or effects of the issue.)³⁴

Example (case study 3): following a high number of ALAC cases related to corruption in the employment of schoolteachers in Republika Srpska, TI Bosnia and Herzegovina (TI BiH) undertook research into the laws in force. They identified legal flaws and loopholes that allowed for high corruption risks in the employment of teaching staff in public schools. TI BiH then launched an advocacy campaign called Politicians Get Out of the Class. Through the campaign, TI BiH advocated for legislative changes to address the legal flaws and loopholes identified in their research.

³³ Figari, A. & Kelso, C. 2013. [Developing An Anti-Corruption Advocacy Plan: A Step-by-Step Guide. Uncaccoalition.org](https://www.uncaccoalition.org/developing-an-anti-corruption-advocacy-plan-a-step-by-step-guide)

³⁴ Figari, A. & Kelso, C. 2013. [Developing An Anti-Corruption Advocacy Plan: A Step-by-Step Guide. Uncaccoalition.org](https://www.uncaccoalition.org/developing-an-anti-corruption-advocacy-plan-a-step-by-step-guide)

You should carefully consider the types of **advocacy outcomes** you seek, and plan more **specific goals** in line with your preferred outcomes. This also includes prioritising some types of outcomes over others if several outcomes could be attained.

Once you have determined and prioritised your advocacy goals (you may also want to prioritise only one of these goals), this knowledge will assist you to further **hone your advocacy interventions** and selection of tactics for your advocacy initiative. (Steps 2 and 3, below)

In Section 3 of this guide, you will find **data analysis techniques** to support you to use ALAC data in a general or a targeted manner (such as limited to a certain sector or focused on a particular institution). See **Section 4** for examples of **ALAC data frameworks** that can help structure ALAC data analysis for advocacy, using the areas of (a) corruption reporting trends and (b) institutional behaviour in processing/resolving ALAC cases and freedom of information requests.

2. WHO: Defining your main stakeholders, targets and asks

Narrowing your goal and defining your objectives will help you identify WHO you need to target when implementing your advocacy plan. Defining a very specific goal is the first step in your strategy and helps you decide who or which institutions or individuals to target for change.

This section outlines a broad process you can follow to define your main stakeholders, targets and advocacy asks, including how ALAC data can support this process.³⁵

A **stakeholder analysis** will help you identify individuals or groups to target in your advocacy. It assesses different stakeholders' interests, positions, allegiances and relative importance for the implementation of the plan.³⁶ It enables effective and strategically targeted activities and identifies the avenues for accessing necessary stakeholders and ways to influence them. There are a variety of different methods and tools for stakeholder analysis (refer to pages 21-26 in Developing An Anti-Corruption Advocacy Plan for a comprehensive stakeholder analysis process and helpful tools.³⁷) This is a key step in the process as different stakeholders have different interests and can perform different actions; these differences should be reflected in how you want to influence them, including which types of data to use for advocacy.

Targets are specific individuals or groups of people you are trying to influence over the advocacy goal or objective. As part of the planning process, you will need to specify your **advocacy asks**

³⁵ Also see Module 5 Turning Data into Action: Developing an Advocacy Plan in Jenkins, Chêne, Laberge and Loekman. 2018. *Using Governance Data to Fight Corruption Across the SDGs: A Handbook For E-Learning Course*. Transparency International. https://knowledgehub.transparency.org/assets/uploads/kproducts/Governance-data-to-fight-corruption-across-the-SDGs_Handbook_Final.pdf

³⁶ Figari, A. & Kelso, C. 2013. [Developing An Anti-Corruption Advocacy Plan: A Step-by-Step Guide](https://www.uncaccoalition.org/). [Uncaccoalition.org](https://www.uncaccoalition.org/), p.22

³⁷ For a detailed, step by step guide on conducting a stakeholder analysis and helpful tools you can use for stakeholder mapping, refer to pages 21-25 in Figari, A. & Kelso, C. 2013. [Developing An Anti-Corruption Advocacy Plan: A Step-by-Step Guide](https://www.uncaccoalition.org/). [Uncaccoalition.org](https://www.uncaccoalition.org/)). You can also use the decision-makers mapping tools on pages 25-26 of the same publication to pinpoint key decision-makers that may influence or be influenced by the advocacy plan. Decision-makers are the people who actually have the capacity to make a decision and can make the change.

for each target, which are what you want each target to do to help achieve your objectives (as defined in the advocacy plan). Remember to break these down according to the different target groups as your advocacy ask will be different for each target group.

How can ALAC data be useful in identifying main stakeholders, targets and “asks”?

ALAC data can contribute towards your overall stakeholder analysis through, for example, helping you to identify targets and advocacy asks based on the most common issues or trends in the ALAC data. For example, by analysing corruption complaints and institutional behaviour (see Section 4 – Advocacy Frameworks for examples of how to do this), you can decide to target your advocacy towards institutions that have been the subject of the most complaints received by your ALAC and/or have demonstrated poor institutional responses to ALAC cases. This can, in turn, help your ALAC/chapter determine advocacy targets (such as duty bearers or oversight institutions) and focus areas for each target (such as encourage the resolution of open cases, draw attention to systemic issues or highlight how corruption affects marginalised groups in different ways).

Where you have ALAC data that is relevant to the targets identified through your stakeholder analysis, you can **use ALAC data to further narrow your advocacy asks for each target** – see Table 1 below for some examples. This could include focusing on specific sectors or institutions (by reviewing all ALAC data that falls within a target’s mandate) to limit your advocacy to the most pressing issue that arises within their mandate. ALAC data can also help you to develop *targeted advocacy messaging* (see Step 4 Communicating ALAC Data) and *monitor* whether things are changing once your advocacy initiatives begin (see Step 5 Monitoring and Evaluation.)

Table 1: Example of how ALAC data can support development of an advocacy plan

Advocacy objective	Advocacy target and advocacy asks	ALAC data (supportive role)	Advocacy actions
<p>Increase institution X’s responsiveness* to ALAC cases referred to the institution so that they align with statutory guidelines (e.g. # days to respond)</p> <p>*responsiveness can be measured as: - time taken to respond to case referrals - time taken to</p>	<p><u>Target:</u> Head of institution X (= an institution with a mandate for a certain sector, e.g. education, health, police)</p> <p><u>Asks:</u> (a) set institutional target to resolve cases within timelines stipulated by the statutory guidelines (b) Improve/review</p>	<p>(a) undertake an analysis of ALAC data that falls within the target institution’s mandate to demonstrate peoples’ experience with these issues of concern</p> <p>(b) analyse the average response time for cases to be received and actioned by the target institution</p>	<p>Meet periodically with the target (head of institution) to track progress against these indicators. Provide recommendations on how they can improve.</p> <p>Publish a blog post illustrating problems created by slow institutional responsiveness, told</p>

<p>resolve cases - positive outcome of cases</p>	<p>internal processes so that responsiveness improves (c) Publicly release data on institutional responsiveness</p>	<p>(c) analyse the %age of cases that are positively vs negatively resolved by the institution (d) look for an ALAC client or case that is representative of the issue (e) research open data for additional indicators of institutional responsiveness. Use this to triangulate ALAC data findings (and include this data in your advocacy)</p>	<p>through the lens of an ALAC client's story Publish the results of your ALAC data analysis (and repeat over time) to draw media attention, to build external pressure for the institution to improve their results</p>
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3. HOW (1) : Assessing the risk and developing an advocacy strategy

Once you have identified your specific goal and your targets, you need to think carefully about risk and how it informs your strategy.³⁸ This should include a risk assessment. TI has a number of tools you can use for assessing and managing risks, which are available on the SAFE SharePoint page.³⁹

One thing to consider in your risk assessment, is that if you're planning to use ALAC data and/or case studies as part of your advocacy, you should consider the potential risks this creates for the ALAC clients, in addition to ALAC staff and partner organisations. For example, if you plan to use ALAC data that's derived from a small dataset (e.g. from a target community; or from a target client-type – such as whistleblowers in a particular sector), you should be mindful of whether individuals may be identified through the data / case study, and assess and manage the risks appropriately.

When developing your advocacy strategy, you should think broadly – including, but also beyond ALAC data – to see how best to achieve your goals and objectives. For guidance on developing an advocacy strategy, see TI's guide on *Developing An Anti-Corruption Plan: A Step-by-Step Guide (2013)*.⁴⁰

³⁸ This sub-section 3 (1) was reviewed by Andrea Rocca, Global Security Manager at TI Secretariat

³⁹ <https://transparencyinternational.sharepoint.com/SitePages/Safe.aspx>

⁴⁰ Figari, A. & Kelso, C. 2013. [Developing An Anti-Corruption Advocacy Plan: A Step-by-Step Guide. Uncaccoalition.org](http://uncaccoalition.org)

4. HOW (2): Developing and communicating your advocacy message

Once you have identified your target audiences, the next step is to effectively communicate the kind of evidence that can influence policies. Effective advocacy initiatives speak in a clear way to multiple audiences: public messages aim to reach the larger community or general public, while targeted messages propose “asks” to specific stakeholders. To achieve results with your messaging, you must know what you want to say (objectives and asks) and who you want to say it to (targets).

To be effective, an advocacy message must be *directly relevant* to your audience. Regardless of whether the audience includes government officials, the public or the media, the audience will be more inclined to respond if there is a direct connection. Additionally, tailoring advocacy messages to *align with the incentives* of different stakeholders will increase the chance of an advocacy initiative succeeding. For example, an agriculture minister might be more open to an advocacy message about local water access rights if the issue is framed within the context of a new initiative started by their ministry. Similarly, the public is often more responsive to stories that describe people like them or issues they face. The more that you can creatively translate the advocacy message for your specific audience, the greater the likelihood of success.

Once you have selected your audience, gathered and analysed your data, and turned your findings into carefully crafted messages, think about which *advocacy channels* will be most effective in your context. Selecting **advocacy tactics** is often a balancing act, and there is no right answer. It is up to you to use your best judgement in choosing the best possible tactics given your current understanding of the context, available resources and risks. Tactics can range from directly meeting with advocacy target and developing communications campaigns targeting such stakeholders to mobilising other stakeholders (such as like-minded NGOs or the public) to build pressure.⁴¹

How to use ALAC data to develop and communicate your advocacy messages

ALAC data represents people’s lived experiences. It can be used for developing and communicating your advocacy message by helping you to effectively: (a) frame the message in a way that directly relates to the advocacy target and aligns with their incentives; and (b) communicate the message through evidence-based advocacy and compelling real-life stories.

ALAC data can help you to effectively **frame the message** through identifying issues that are most relevant to advocacy targets, based on trends in ALAC data and individual cases that are relevant to your target audience. You can use ALAC data analysis (and other sources – such as individual cases) to help refine your advocacy asks and frame the advocacy message in a way that directly relates to the target and incentivises them to take action (see Part 2 above for discussion on how to use ALAC data to narrow your advocacy asks for each target.)

Additionally, the combined approach of using **ALAC data and ALAC stories for communicating your message** can present the issue (and possible solutions) in a compelling and persuasive

⁴¹ For further details on advocacy strategies (direct, indirect and third party), see p.93 of Jenkins, Chêne, Laberge and Loekman. 2018. *Using Governance Data to Fight Corruption Across the SDGs: A Handbook for E-Learning Course*. Transparency International https://knowledgehub.transparency.org/assets/uploads/kproducts/Governance-data-to-fight-corruption-across-the-SDGs_Handbook_Final.pdf

way. ALAC data and individual stories create unique legitimacy for your advocacy message, due to them being based on real-life examples and citizens' on-the-ground experiences.

It is important to remember that sometimes an audience may not be moved by hard facts and figures. This does not mean you should give up your evidence-based rationale for change, but the evidence may need to be delivered within an emotional approach, such as a personal story. The data can give you confidence to make the statement, or use an individual case as emblematic of greater trends, but you do not necessarily need to communicate the data itself.

Data can greatly enhance advocacy messaging and enrich individual ALAC stories with scope and accountability. Supporting data shows the magnitude of the cause or issue presented, and how widespread it is. The act of calling for civic action and advocacy for change becomes credible and impactful with such data. ALAC data also offers significant insight for our stakeholders, journalists and the public, which they might otherwise not have obtained.

Table 2: Checklist for communicating ALAC data

Relevance	Use ALAC data to highlight systemic problems – i.e. show how trends in ALAC cases relate to broader trends your chapter is seeking to influence or change. <i>Tip: you should seek to triangulate/verify the trends identified by ALAC data with additional sources of information (e.g. research by your chapter or a third party).</i>
Relevance	Pick data to complement your broader advocacy message . Try to avoid creating any confusing messages or overwhelming the advocacy target with too much information.
Clarity	Organise and present the data clearly . Package data in a way that suits your target audience and is easy to understand (e.g. words, images, stories – see examples below)
Clarity	Highlight key findings and aim for one message per data visualisation . Provide a clear description of the data, drawing attention to the advocacy message it demonstrates.
Source	Include a description of your methodology (i.e. state what the data is and any caveats, if relevant). For example: ALAC data can be described as: <i>'based on [#] complaints reported to [your chapter] between [dates]'</i> . Alternatively, it can be described as: <i>'Data source: reports received by [your chapter] between [dates]; Base size: [#] valid responses, excluding [fields not included – e.g. 'unknown']'</i> ALAC data trends can be expressed as follows: <i>'based on [your chapter's] analysis of [#] complaints [your chapter] received between [dates], corruption [/corruption type] is more/less likely to occur in [sector] (/towards [client type])/by [perpetrator/institution]'</i> <i>Tip: Avoid saying that ALAC data 'represents corruption trends at the national/sub-national level' in your country; this is misleading as the types of clients and complaints you receive in the ALAC (i.e. ALAC data sources) are closely linked with your ALAC's outreach methods and reporting mechanisms.</i>

One way to catch the attention of senior officials is to use “killer facts” and data visualisation techniques.⁴² **Killer facts** are punchy, memorable, headline-grabbing statistics of any kind that are picked up and repeated endlessly by the media and politicians. We call them “killer” facts because if they are really effective, they can kill off your critics’ arguments. They can take the form of:

- a big number – that is, a single statistic showing the size of the problem, such as “In 2020, more than 1,800 people contacted our ALACs to report corruption and seek support for issues related to COVID-19.”⁴³
- a juxtaposition, to highlight injustice and double standards, such as “compared to women, men are 2.5 times more likely to pay a bribe to the police”.⁴⁴
- re-scaling big incomprehensible statistics to a scale we can relate to. “The amount of education funds lost to corruption in [year] could have been used to build [number] of new schools in [country/province].”
- or absurdity statements that can make a juxtaposition much more memorable, “curbing IFFs could almost halve the \$200 billion annual financing gap Africa faces to achieve the Sustainable Development Goals.”⁴⁵

Data visualisations

Killer facts can be most powerfully visualised in the form of “**killer graphics**”. An image is worth a thousand words and a graph even more. Irrespective of the way you decide to present your data, consider testing your messaging on a sample of the target audience to trial its effectiveness.

When communicating using data, it is important to develop appropriate **data visualisations** and **infographics** that fit into the national context that people can relate to, that are meaningful and, at the same time, visually enthralling. Infographics are particularly suitable for communicating ALAC data (see the example on the following page from Corruption Watch’s ALAC).

Choose the type of visualisation that best represents the data. For example, *bar charts* are good for comparing categories (such as the number of reports received from different sectors), whereas *line graphs* are good for showing trends over time (such as the number of reports received over time). You could also use *groups of people* to represent population percentages, and a *map* to show where the most reports originate.

⁴² This section is adapted from Jenkins, Chêne, Laberge and Loekman. 2018. *Using Governance Data to Fight Corruption Across the SDGs: A Handbook for E-Learning Course*. Transparency International https://knowledgehub.transparency.org/assets/uploads/kproducts/Governance-data-to-fight-corruption-across-the-SDGs_Handbook_Final.pdf

⁴³ Transparency International. 2020. [Citizens Report COVID-19 Corruption](#)

⁴⁴ GCB Asia: [GCB Asia 2020 Report Web final.pdf](#) (transparencycdn.org)

⁴⁵ UNCTAD. 2021. [Tackling illicit financial flows, a matter of survival for Africa's development | Africa Renewal \(un.org\)](#)

Here are examples of visualisations that could be used to meaningfully communicate ALAC data:

Example 1: using *groups of people* to represent population percentages



**NEARLY 1 IN 5 PEOPLE WHO USED
A PUBLIC SERVICE IN THE PREVIOUS
12 MONTHS PAID A BRIBE.**

Source: [Global Corruption Barometer](#), Asia 2020

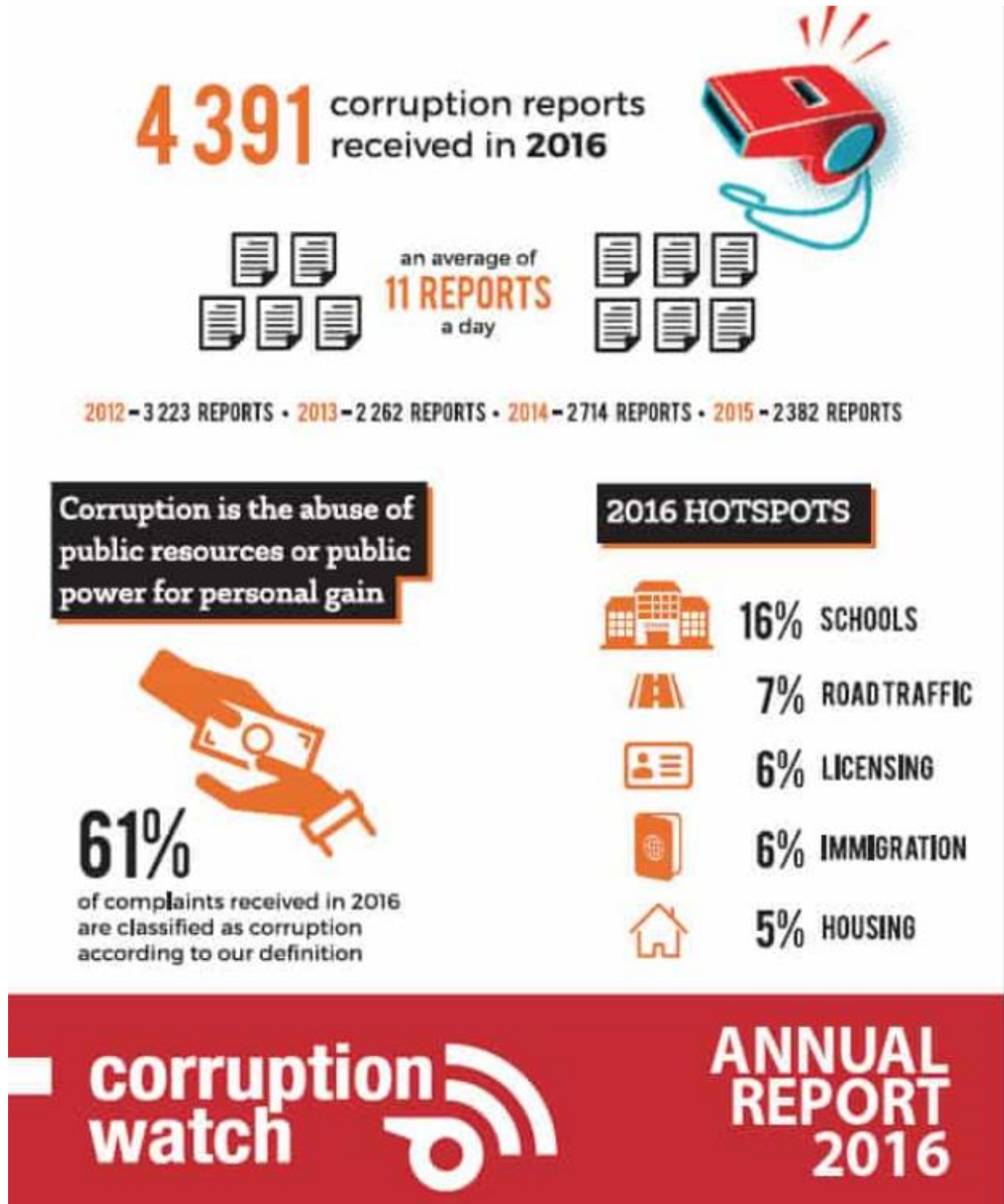
Example 2: using *bar charts* to compare categories



Source: 2015 statistics prepared by TI Secretariat based on ALAC Database inputs by TI chapters

Example 3: combining data and visualisations

The following infographic is used by Corruption Watch (TI's chapter in South Africa) to communicate highlights from their ALAC work in 2016.



Source: Corruption Watch (South Africa) [2016 Annual Report](#)

Storytelling (case studies/ALAC stories)

Storytelling can be an effective way to illustrate issues raised by data by giving context to the data used in your advocacy and by creating a stronger connection to the target audience; every data point represents an individual story and this can be a very effective advocacy tool. For more details on using individual stories or cases, see ALAC Storytelling Booklet⁴⁶ and Case-based Advocacy Guide.⁴⁷

For example, the Movement's global ALAC campaign on COVID-19, Citizens Report COVID-19 Corruption⁴⁸ combined ALAC data and statistics with stories to draw attention to the challenges citizens faced under COVID-19 in 2022, based on 1,800 clients who made 1,500 complaints to TI Chapters in 21 countries through ALACs.

Additionally, TI's publication *Speaking Up Locally, Driving Change Globally*⁴⁹ highlights 12 ALAC success stories, showing how people can break the cycle of injustice by working with our ALACs.

5. Implementing, monitoring and evaluating the advocacy plan

Many parts of the advocacy planning cycle are not a one-off activity and should be repeated several times throughout the life of an advocacy campaign as objectives change and unexpected problems and opportunities may arise. For example, if a specific advocacy objective has success in one aspect of your advocacy plan (such as public support from a key decision-maker for improving whistleblower protection legislation), this may affect how targets and asks are revised in another aspect of your advocacy plan (such as advocating for a specific offending institution to stop retaliation against whistleblowers).

ALAC data can be very useful for monitoring and revising aspects of your advocacy plan. As it is real-time data that is TI generated, you can use this data to monitor your progress in areas that can be captured by ALAC data. It is important to ensure that your ALAC data management system (such as the ALAC Database) is regularly updated in line with changes to the specific case and related activities. (See Section 3 for technical guidance on maintaining high quality ALAC data.)

It is also good practice to conduct regular reviews of ALAC data (for example, monthly and quarterly) to track progress, identify new emerging issues and ensure that ALAC data is operationalised into your chapter's broader work (including for advocacy initiatives).

Example: TI Ghana convenes an ALAC steering committee (case study 8) every three months to review progress on cases referred by the ALAC. The steering committee comprises representatives of key duty bearer institutions. By presenting updated ALAC data in these meetings, TI Ghana is able to demonstrate the relevance and accuracy of information (and advocacy topics) discussed by the steering committee, and use the meetings to get real-time feedback on cases and issues raised by the ALAC.

⁴⁶ ALAC Storytelling Booklet. 2016. [ALAC - ALAC Storytelling Booklet FINAL 2016-03-24.pdf - All Documents \(SharePoint.com\)](#)

⁴⁷ Matthews, Foldes, Schall-Emden. 2021 (unpublished). [Case Based Advocacy Guide \(Version 1\) 19.11.2021.pdf](#). Transparency International

⁴⁸ Transparency International. 2020. [Citizens Report COVID-19 Corruption](#)

⁴⁹ Transparency International. 2020. [Speaking Up Locally, Driving Change Globally](#)

CONCLUSION

In this section we reviewed key aspects of the **advocacy planning cycle**, with a focus on how to use ALAC data when planning and implementing advocacy initiatives. We also addressed the following questions on using ALAC data for advocacy:

1. What type of data do I need? (See Parts 1 and 2)
 - a. to identify advocacy priorities
 - b. to support already identified advocacy priorities
2. How do I collect it? (See Part 1)
3. How do I communicate when I use it? (See Part 4)

In the next section (Section 3), we will provide technical guidance on how to use ALAC data for addressing the above questions, in addition to the following complementary topics:

1. How do I retrieve ALAC data from the ALAC Database?⁵⁰
2. How do I analyse it?
3. How do I ensure quality data?

And in Section 4, we will look at examples of how ALAC data can be used in practice. We provide you with examples of ALAC data frameworks, using the areas of: (a) corruption reporting trends; (b) institutional behaviour in processing/resolving ALAC cases and freedom of information requests; and (c) the Sustainable Development Goals, which aim to encourage chapters to design your own frameworks on how to use ALAC data for advocacy.

⁵⁰ The ALAC Database is a case management system and database that has been developed by TI Secretariat for use by TI chapters' ALACs. This platform was developed in 2020, using Salesforce software, and replaced the previous ALAC database, developed in 2012.

SECTION 3: TECHNICAL GUIDANCE ON ALAC DATA

As has been emphasised at various points in this guide, in order to contribute ALAC data towards advocacy planning and implementation, the ALAC needs good data collection and analysis.

Both quantitative and qualitative ALAC data can be used as a basis for advocacy. Quantitative data refer to all the information that can be measured; it can tell you “how many”, “how often” or “how much”. Qualitative data, on the other hand, cannot be counted; it is descriptive, expressed in terms of language rather than numerical values.

To have access to good **quantitative data**, it is necessary to record it properly and consistently. Chapters are encouraged to use the ALAC Database (using Salesforce software), on which the ALAC data analysis in this guide is based.

In this section, we will provide simple technical guidance to ensuring high quality data, and on analysing and communicating ALAC data.

HOW DO I ENSURE QUALITY DATA?

The data you present to policymakers, the public and communities are only as good as the data collection systems that produce them. ALACs should therefore ensure that their data collection systems are of high quality.

The first step to creating a high quality data collection system is identifying your data needs according to what you want to achieve. Your ALAC team should decide which ALAC Database fields are most relevant and important for your work, agree on a common understanding of their definitions and then consistently fill in those fields. The importance of each ALAC Database user’s contribution and accountability to the overall quality of the ALAC data should be highlighted.

Key principles for your data collection:

1. Try to enter data into the ALAC Database on a timely basis; a minimum of once per week is recommended.
2. Have a routine or a system in place that will make sure that someone enters the data at defined times.
3. It is important to enter all data as completely as possible and to ensure the quality of data entries. Please adhere to the guidelines provided in the [ALAC-DB Data Entry Guide](#).
4. Perform regular data checks; look for gaps in data entry or other problem areas and address them through regular data cleansing; remove duplicate data and amend inaccurate or incomplete data entries.
5. Check for long-stagnant cases that have an open case status in the system. Close any recent resolved cases that are not closed in the system by quickly going to the database and entering this information.

6. When the case is closed, please complete the following fields:
 - a. date case closed
 - b. case outcome
 - c. case outcome description
 - d. reason for closing the case
 - e. satisfaction from the perspective of the client
 - f. satisfaction from the perspective of the ALAC
7. If there is a good, impactful story related to the case, please insert all relevant information into the relevant "Impact Story" module.

The more complete data you enter and the more care you take to give considered answers, the better the data analysis and visualisations become, and the stronger the ALAC data is in the fight against corruption.

Data is considered of high quality if:

- It is accurate, complete and reliable; it correctly represents the real-world incident to which it refers.
- It is updated in line with updates related to the specific corruption case and related activities or systemic change achieved.
- All data fields in the ALAC Database are filled (as much as possible) in line with the instructions provided for data entry.
- It does not duplicate another client/complaint/case already recorded in the ALAC Database.

ALACs are advised to adhere to the [ALAC-DB Data Entry Guide](#) for best possible data quality, which will improve the integrity of ALAC data used for national and multi-country advocacy and reporting.

HOW DO I ANALYSE ALAC DATA?

Data analysis is not a complex task.

There are five basic steps to conducting a simple analysis of your ALAC data, namely:

1. asking the right questions
2. exporting the data from the ALAC Database
3. cleaning the data
4. exploring and interpreting the data
5. visualising the data

Before going through the steps, this template/checklist will provide an overview of the proposed data analysis process:

ALAC data analysis steps

1. Asking the right questions	frame your query examples may include "What are the top corruption types reported to the ALAC?", "Which institutions are mostly reported for
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	corruption to the ALAC?”, “How responsive are institutions to referrals by the ALAC?”, etc.
2. Exporting the data from the ALAC Database	choose your variables for analysis and export the data translate your query parameters into ALAC Database fields [e.g. corruption types = illicit practices (primary)] create, save, run and export your report in the ALAC Database to get the raw data
3. Cleaning the data	perform some common sense data checks (e.g. check for duplicated data, check for data consistency, etc.)
4. Exploring and interpreting the data	pull out and interpret key findings you might need to filter or sort your findings by ascending/descending order, calculate percentages or use a formula to identify overdue timeframes, etc.
5. Visualising the data	choose the appropriate type of graph

1. Asking the right questions

The first step is to identify the objective of the analysis. Maybe you are looking to monitor corruption trends or maybe you want to back your advocacy with some hard data. Once your objective is clear, you can pose the questions in the form of ALAC Database reports and dashboards (see the next step).

Depending on what you want to use your ALAC data for, there are two different methods to approach it:

1.1 Method A: targeted analysis

Once you have identified a problem and have already decided on your advocacy objectives, you can then perform a **targeted analysis** of your ALAC data. To get the best results out of your data analysis, your objectives should be clearly defined; you can then pose the right questions.

You can ask your questions to the ALAC Database by “translating” questions into queries; that is, by creating custom ALAC-DB reports.⁵¹ For this, you need to identify your key indicators. These are the critical areas on which you will focus and match them to the relevant ALAC-DB fields. As you are exploring your ALAC data, you may find you have the exact information you need, or you might need to collect more data. In the latter case, you can undertake targeted outreach to identify new ALAC clients with relevant cases. Your existing ALAC data can help you define the demographic characteristics of the new clients your outreach should be targeting. Keep in mind that your data collection should be focusing on your key indicators.

⁵¹ You can find detailed instructions in the [ALAC-DB Reports & Dashboards guide](#) in SharePoint.

1.2 Method B: exploratory analysis

Your chapter's ALAC data can be used for **identifying a problem or issue** which will then become the subject of advocacy. You can perform a broader analysis of your ALAC data just by looking at the dashboards on your ALAC Database homepage to identify trends in corruption reporting and ALAC casework in order to set your advocacy priorities.

ALAC-DB dashboards are snapshots of your most important data. Using dashboards, the most important information is consolidated and arranged on a single screen and can be monitored at a glance, using live, real-time data.

The ALAC data analysis dashboard on the ALAC Database homepage shows you:

- total number of clients
- clients by age and gender
- clients by location
- total number of issues reported
- issues by type
- issues by illicit practices
- issues by problem sectors
- issues by processes affected
- total number of cases opened by the ALAC
- cases by primary action taken
- number of corruption cases acted upon
- cases by case status
- number of corruption cases closed

Each of these dashboard components displays the chart of a single source report, which can be found in the Reports module of the ALAC Database.

Similarly, you can create custom dashboards in the ALAC Database to visualise any areas/sectors/institutions you wish to monitor. You can find detailed instructions in the [ALAC-DB Reports & Dashboards guide](#), in SharePoint.

2. Exporting the data from the ALAC Database

Once you have crystallised your question, it is time to translate it into a report in the ALAC Database.

The ALAC Database comes with some default reports (visualised on the homepage dashboard), but you can also create your own custom reports. For detailed instructions on how to create reports and export data from the ALAC Database, please see the [ALAC-DB Reports & Dashboards guide](#), in SharePoint.

The ALAC Database offers two possibilities for analysis:

The **one component analysis** looks at data from a single ALAC-DB object (e.g. clients), while the **two component analysis** combines data from two different objects, allowing for more elaborate analysis [e.g. breakdown of Issues (i.e. complaints received) per client gender].

In the Reports module, under “New Report”, you will find several report types. the ones you can use for ALAC data are:

- clients
- issues
- casework
- casework activity log
- issues with client
- casework with issue
- casework activity log with casework number

The **clients**, **issues**, **casework**, and **casework activity log** report types will each provide you with a **one component** dataset, while with the **issues with client**, **casework with issue**, and **casework activity log with casework number** report types you can export **two component** datasets.

ALAC-DB reports will enable you to aggregate data (to find, for example, the total number of clients). Aggregated data are typically used for statistical analysis (or reporting purposes), such as examining trends, making comparisons or revealing information and insights that would not be observable when data elements are viewed in isolation. To dive deeper into a set of aggregated data to expose hidden trends and highlight issues that pertain to subsets of the data, you then need to disaggregate data (for example, with a breakdown of clients per gender).

See the [ALAC-DB Analysis Guidance](#), where you can find the following examples:

One component analysis

Client

- (i) number and percentage of clients differentiated per “gender”
- (ii) number and percentage of clients differentiated per “age”
- (iii) number and percentage of clients differentiated per “location type”
- (iv) how client heard about ALAC

Issues

- (i) number and percentage of top 5 corruption types & all corruption types
- (ii) number and percentage of top 5 sectors affected & all corruption types
- (iii) number and percentage of top 5 process affected & all corruption types

Casework

- (i) number and percentage of actions taken by chapter
- (ii) percentage of “open” cases versus percentage of “closed” cases
- (iii) percentage of corruption cases with a successful outcome
- (iv) percentage of people contacting the TI Movement with alleged corruption related complaints (issues) being satisfied with the services they have received from the chapter (= “client satisfaction”)

Two component analysis

Issues with clients

- (i) number of alleged corruption related complaints (issues) reported, by client gender
- (ii) number of non-corruption related cases reported, differentiated per client gender

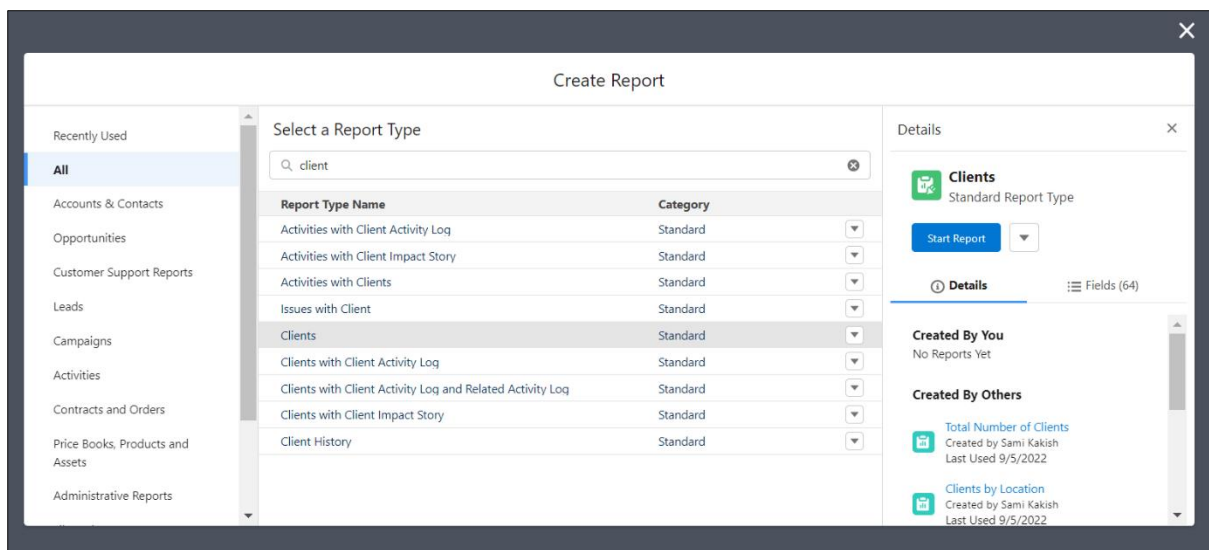
Casework with issue

- (i) percentage of cases opened by the ALAC for corruption related complaints received to all cases opened
- (ii) percentage of 'closed' corruption related cases versus Percentage of 'open' corruption-related cases

2.1 One component analysis example:

Total number of clients contacting the ALAC

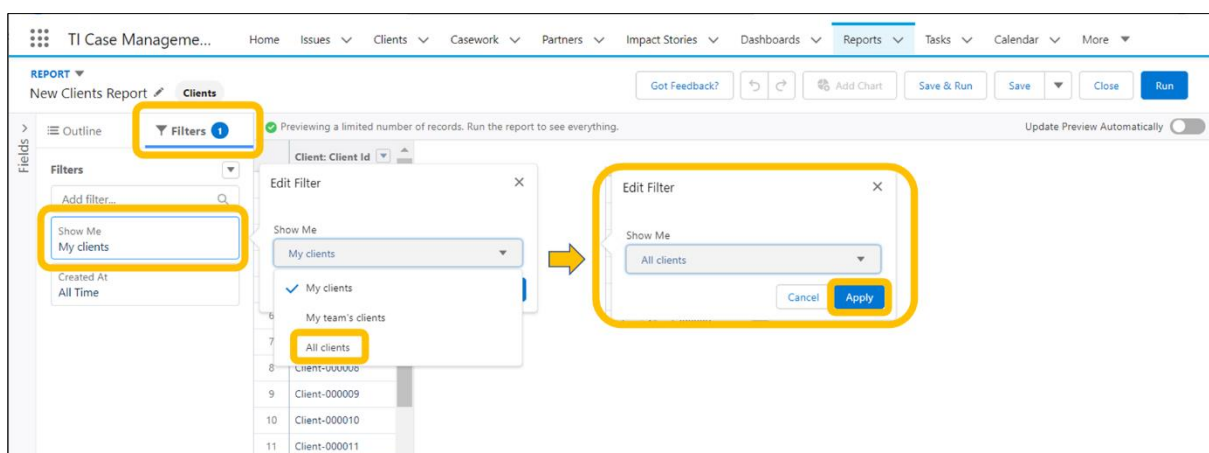
To export client related data from the ALAC Database, create a report of "clients" report type.⁵²



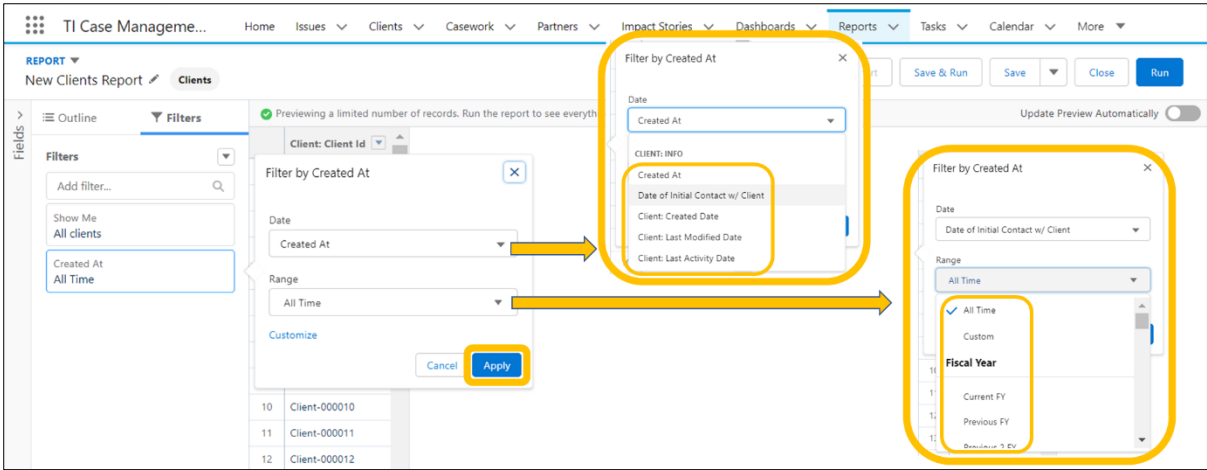
To export the number of clients contacting the chapter in a given timeframe:

Filter the report by "All Clients"; click Apply.

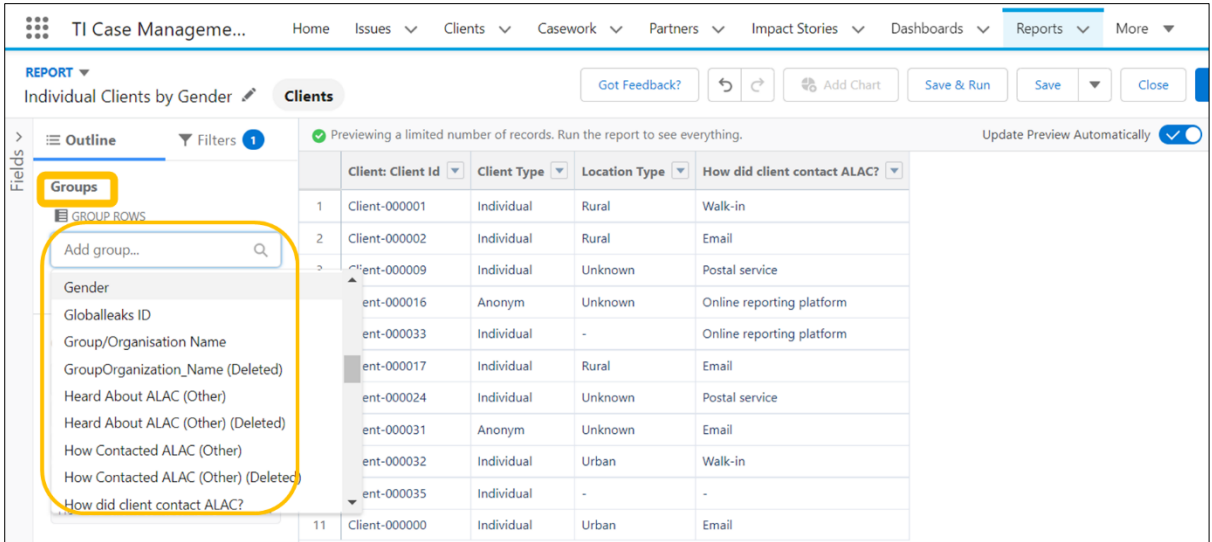
Under "Date" select "Date of Initial Contact w/Client" and set the timeframe of interest under Range; click Apply.



⁵² You can find detailed instructions in the [ALAC-DB Reports & Dashboards](#) guide in SharePoint.



NOTE: To disaggregate clients by gender in the ALAC Database, add Group: "Gender". Your base size should be all contacts excluding "Unknown", and "No Selection". Keep in mind that, before exporting the data, any field used as a "Group" should be added as a column.



Save, run, and then export the report as "Details Only" to get the raw data.

NOTE: To calculate the percentages of clients by gender, divide the number of each gender category (the number of males, number of females, etc.) by the total number of valid responses (the total number of clients, excluding those where gender is missing and unknown) and multiply by 100.

Checklist: total # of clients	
1. frame your query	How many clients contacted the ALAC in the past 12 months? What was the ratio between gender categories?
2. choose your variables for analysis and export the data	# of clients = client ID 12 months = date of initial contact w/client gender categories = Gender report type: clients

translate your query parameters into ALAC-DB fields	create, save, run and export your report in the ALAC-DB to get the raw data
3. clean the data perform some common sense checks	check client ID column for duplicated data, check for consistency in date cells format, ensure that your dataset only contains clients contacting the ALAC within the desired timeframe, etc.
4. pull out and interpret key findings	Your cleaned dataset represents the total number of clients. To differentiate by gender, sort the Gender column alphabetically and/or filter by gender category to get your numbers, and then calculate percentages.
5. visualise the data	a pie or a bar chart would work

Analysis summary: total number of clients contacting the ALAC differentiated per gender

1. Clients: # of all people contacting the chapter
2. Date: data needs to be organised by “date of initial contact w/client”
3. Differentiate by gender (number and percentages; population = all contacts, excluding xxx unknown)
4. # valid responses: all except unknown and blank fields
5. Excluded are: unknown and blank fields
6. Text to be mentioned as footnote/in analysis:

Data source: reports received by [Transparency International Chapter], as of [day month year]

Base size: # valid responses

NOTE: people contacting the TI Movement: “clients” in the terminology of the database

2.2 Two component analysis example:

Number of alleged corruption related Issues reported differentiated by client gender

To export data related to issues and clients from the ALAC Database, create a report of “Issues with Client” report type.⁵³

To export the number of corruption related issues reported to the chapter in a given timeframe:

Filter the report by “All Issues”; click Apply.

Under Date select “Date Issue Occurred” and set the timeframe of interest under Range; click Apply.

⁵³ You can find detailed instructions in the [ALAC-DB Reports & Dashboards](#) guide in SharePoint.

Define your base size: filter by "Issue Type"; set the Operator to "equals"; under Values, select "Complaint (corruption related)". Click Apply.

To disaggregate corruption related issues by client gender, add a column for "Client: Gender". Your base size should be all corruption related issues excluding gender responses "Unknown", and "No Selection". You can further differentiate by clients wishing to remain anonymous: add a column for "Client: Wants to remain anonymous".

Save, run and then export the report as "Details Only" to get the raw data.

NOTE: to calculate the percentages of corruption issues reported by client gender, divide the number of each gender category by the total number of valid responses (that is, the total number of corruption related issues, excluding those where gender is missing or unknown), and multiply by 100.

Checklist: total # of corruption related issues per client gender	
1. frame your query	How many corruption related issues were reported to the ALAC in the past 12 months? What was the ratio between clients' gender categories? How many of the clients preferred to remain anonymous?
2. choose your variables for analysis and export the data translate your query parameters into ALAC-DB fields	# of issues = issue number Corruption related issues = issue type 12 months = date issue reported gender categories = client: gender anonymous = client: wants to remain anonymous report type: issues with client create, save, run and export your report in the ALAC-DB to get the raw data
3. clean the data perform some common sense checks	check Issue Number column for duplicated data, check for consistency in date cells, format, etc.
4. pull out and interpret key findings	Your cleaned dataset represents the total number of corruption related issues. To differentiate by gender, sort Gender column alphabetically and/or filter by gender category to get your numbers, and calculate percentages. Do the same to differentiate by client anonymity.
5. visualise the data	a pie or a bar chart would work

Analysis summary: number of alleged corruption related Issues reported differentiated by client gender

1. Population: # of all reports. "Issues ID" downloaded from "Issues with Client"
2. Filter by "Issue Type" to include only "Complaint (corruption related)".
3. You can differentiate by "Client: Gender" and "Client: Wants to remain anonymous" (number and percentages; population = all corruption related issues, excluding xxx unknown)
4. Text to be mentioned as footnote/in analysis:

Data source: reports received by Transparency International [Chapter], as of [day month year]

Base size: # valid responses

5. Additional considerations:

a. issues (complaints reported to the ALAC) are differentiated into corruption related and non-corruption related complaints

b. non-corruption related Issues are identified via the field "Illicit Practices (Primary) = Non-corruption related"

3. Cleaning the data

Once you have your raw data, it is time to clean it from duplications, redundancies or misspellings inserted in text fields. Data cleaning is checking the quality and validity of the data. You do not need to use elaborate methods to clean your data set, you just need to perform some common sense checks.

NOTE: it is recommended that you perform **regular data checks and cleanses** in the ALAC Database. For this purpose, you can use the **Views** function, which allows you to filter data and edit single or multiple data points.

(please see [ALAC-DB Data Entry Guide](#), Navigation: Views; pp.15-19)

Once you have exported your data from the ALAC Database,⁵⁴ Microsoft Excel offers simple built-in functions for data cleaning. You can use filtering, sorting and basic visualisations to get a feel for your dataset. You can also use a few simple formulas and functionalities, such as the **TRIM** formula to eliminate blank spaces from cells, the **Spelling** function to correct misspellings, the **Text to Columns** function to separate multiple data elements into adjacent cells, the **Conditional Formatting** to identify duplicated data, and the **Remove Duplicates** to ensure that you do not have unwanted duplications in your dataset.

Please see [Annex 1 Using Excel for ALAC Data Analysis: Using Excel to Clean Your Data](#)

4. Exploring and interpreting the data

By now you have asked your question, exported and cleaned your data, and it is time to interpret them. You can use simple visualisations to identify trends and patterns (see next step). For example, you might want to look at the most complained about sectors, or the top five illicit practices reported, the gender ratio of client complaints, or monitor where certain trends occur. If, however, you need to dive deeper into your data, you might have to combine different datasets (for example, to explore the relationship between cases and the clients who reported the initial complaints). To do this, you will need to combine data from different datasets into one Excel worksheet using the INDEX MATCH formula.

⁵⁴ For detailed instructions how to export data from the ALAC Database, please see the [ALAC-DB Reports & Dashboards Guide](#): How to Run and Export a Report; pp.13-14, in [SharePoint](#).

Please see [Annex 1 Using Excel for ALAC Data Analysis: Using Excel Formulas](#)

5. Visualising the data

If a picture is a thousand words, then a graph is the expression of a thousand data points. You can use a graph to turn rows and rows of numbers on spreadsheets into something more visually attractive to present your hard data findings to your audience.

The advantages of a graph are that it can tell a story, but that it can also be used to identify trends and patterns among the data.

As mentioned [above](#), you can find ready-made (and create your own) visualisations of your ALAC data on the ALAC Database homepage.

You can also create more elaborate visualisations using other tools; in the [Annex 1 Using Excel for ALAC Data Analysis: Using Excel to Visualise Your Data](#) you can find information and guidance for the use of the basic Excel charts:

- line chart
- column chart
- stalked column chart
- 100% stalked column chart
- pie chart
- bar chart

SECTION 4: APPLYING ALAC DATA IN PRACTICE

In the previous section, we reviewed the data analysis steps.

In this section we will look at examples of how ALAC data can be used in practice. We provide you with four [examples of ALAC data frameworks](#), which aim to encourage chapters to design their own frameworks on how to use ALAC data for advocacy. Each framework provides you with proposed advocacy objectives translated into ALAC indicators, related ALAC-DB fields and ALAC-DB reports to export the data (tabulation).

You can use these frameworks as illustrative examples to help you identify which ALAC indicators to prioritise for each of your advocacy objectives.

With the advocacy objective as a starting point, an ALAC data framework can help specify the role of ALAC data in an advocacy initiative and turn something that might not seem measurable (like the broad areas of change that you are working towards) into quantifiable indicators and into the ALAC data to track them.

Moreover, by translating objectives into indicators, and into ALAC-DB fields and reports, you can create custom ALAC-DB dashboards to visualise your indicators and track them over time using your live ALAC data. These can be different for each person with a Salesforce account, so it can be customised to your work (and those of your colleagues working on different topics and requiring different data/indicators).

The framework structure we are proposing is as follows:

Objective	a brief statement describing the specific outcome intended (the changes you want duty bearers to implement or the advocacy targets you want to achieve)
When to use this?	A brief statement outlining the problem you want to address (i.e. the issue you see with the current system) <i>(Note: the "Corruption Hotspots" framework provides an alternative: it explains how this information can be used to access and/or influence the advocacy target.)</i>
Information sought	proposed information or actions to track
How to use the information	suggested ways to present the information to reach the advocacy targets
Indicator	using ALAC data to measure progress towards the specific desired outcome
ALAC-DB field	all the ALAC-DB fields relevant to the indicator

Tabulation	the ALAC-DB report to analyse the data
Comment	any useful notes

Examples of ALAC data frameworks

In the [examples of ALAC data frameworks](#) annex you can find four different examples of ALAC data frameworks, namely:

1. access to information (A2I) or freedom of information (FOI) requests: using ALAC data to advocate for stronger FOI laws or policies for more systematic implementation
2. ALAC casework – referrals to institutions: using ALAC data to track institutional responsiveness and build momentum for improved laws, policies and processes
3. corruption complaints: using ALAC data to identify corruption hotspots
4. Sustainable Development Goals (SDGs): using ALAC data for advocacy around SDG targets or indicators and/or to help monitor SDG targets or indicators
5. an extra template, for your chapter to get inspired and create your own priority advocacy objectives and indicators!

In each of the [examples of ALAC data frameworks](#) you will find proposed advocacy objectives translated into ALAC data indicators, related ALAC-DB fields and ALAC-DB reports to export the data (tabulation).

1. Access to information (A2I) and freedom of information (FOI) requests: using ALAC data advocate for stronger FOI laws or policies for more systematic implementation

This framework provides guidance for chapters on how to use ALAC data on FOI requests to track institutional responses and responsiveness to FOI requests submitted by the ALAC. This ALAC data can help chapters determine which institutions are most/least responsive to FOI requests and whether loopholes exist in FOI legislation. This, in turn, can create supportive evidence for advocacy by targeting poorly performing institutions (for example, to improve their speed in responding to FOI requests) or other advocacy targets such as oversight institutions or law makers (for example, to improve FOI laws, policies or processes).

The proposed advocacy objectives could be:

1. institutions comply with FOI act timeframes; target institutions reduce the response times to A2I requests
2. target institutions increase # positive responses to A2I requests
3. policymakers address deficiencies and loopholes in the FOI system
4. decision-makers release a certain type of information

Example

Objective	Institutions comply with the timeframe stipulated in FOI legislation; Target institutions reduce the duration of response times to A2I requests
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When to use this?	Where the FOI laws and policies are not implemented adequately
Information sought	Tracking behaviour of institutions (public agencies)/enforcement of existing policies and legislation
How to use the information	Compare response time to A2I requests against the timeframe stipulated in FOI legislation, policy or guidelines
Indicator	FOI case resolution by duration (and by institution and case outcome)
ALAC-DB field	<p>casework: primary action taken: (freedom of information request submitted to authority) name of authority with jurisdiction 1 type of authority with jurisdiction case status date case opened date case closed outcome reason for closing case</p>
Tabulation	<p>time stamp on opening and closing FOI case Report type: casework Filters show me: all casework date case opened: custom according to period of interest primary action taken (equals: freedom of information request submitted to authority) case status (equals: closed) Columns [fields mentioned in ALAC-DB field above] Group name of authority with jurisdiction 1 [sort by casework number to compare dates of opening and closing FOI cases]</p>
Comment	<p>this could be used as multi-country data this could be used for national or sub-national pressure (e.g. comparing geographic areas, similar institutions, etc.)</p>

2. ALAC casework – referrals to institutions:

using ALAC data to track institutional responsiveness and build momentum for improved laws, policies and processes

This framework provides guidance for chapters to use ALAC data on case referrals to institutions to track institutional responses and responsiveness to referrals by the ALAC. This ALAC data can help chapters determine which institutions are most/least responsive to ALAC referrals and for which types of cases. This information can create supportive evidence for advocacy by targeting poorly performing institutions (for example, to improve their speed in responding to ALAC requests or resolving ALAC cases) or other advocacy targets such as oversight institutions or law makers (for example, to improve laws, policies or processes).

The proposed advocacy objectives are:

1. target institutions reduce their response times to cases referred by the ALAC
2. target institutions increase # positive responses to ALAC referrals
3. policymakers close deficiencies and loopholes in policies and legislation

Example

Objective	Target institutions increase # positive responses to ALAC referrals
When to use this?	Where the ALAC does not receive positive responses from institutions for cases it refers to them
Information sought	Tracking behaviour of institutions (public agencies) to see whether (and how often) they resolve ALAC referrals
How to use the information	Compare different institutions (e.g. within a sector, geographic area, etc.) Share this information with target institutions (including oversight institutions)
Indicator	Case resolution by institution (and case outcome)
	<p>Issues: issue type illicit practices (primary) sub-national government level local government level city/town/municipality what is the primary problem sector? what is the primary process affected?</p>
ALAC-DB field	<p>Casework: primary action taken = complaint submitted to authority name of authority with jurisdiction 1 type of authority with jurisdiction case status date case opened date case closed outcome reason for closing case</p>
	<p>Report Type: casework with issue Filter: show me: all casework date case opened: custom according to period of interest primary action taken: complaint submitted to authority Columns: [fields mentioned in ALAC-DB field column]</p>
Tabulation	<p>Group: name of authority with jurisdiction 1 and problem sector or geographic area</p>
	<p>This could be used for national/sub-national pressure (e.g. comparing geographic areas; similar institutions, etc.)</p>
Comment	<p>Note: when comparing institutions, be aware that ALAC outreach methods influence the types of cases received and therefore referred to the institution (see Section 2, part 4, Communicating ALAC Data)</p>

3. Corruption complaints – identifying hotspots:

This framework provides guidance for chapters to use ALAC data on complaints received to see trends in the profile of clients, the types of complaints received (what sector, which institution, what process) and case outcomes (whether the case is resolved, which authorities have jurisdiction, whether remedies or sanctions are imposed). This ALAC data can help chapters determine which institutions receive the most/fewest complaints, and from which types of clients. This information can create supportive evidence for advocacy by targeting poorly performing institutions (for example, to improve their engagement in communities that complain most about them) or other advocacy targets, such as oversight institutions or law makers, or to raise awareness with target communities (for example, women and girls, if they are underrepresented).

The proposed advocacy objectives are:

1. policymakers take action to address corruption hotspots (based on most common institutions reported to ALAC)
2. policymakers take action to address corruption hotspots (based on most common types of complaints submitted to ALAC)
3. policymakers take action to address corruption directed against groups most at risk of being victims of corruption (based on hotspots that identify the type of clients most commonly reporting to the ALAC)
 - a) identify type of clients (for example, by gender, sector, location, whistleblowers)
 - b) identify type of clients and their complaints
 - c) identify type of clients and their case outcomes

Example:

Objective	Policymakers take action to address corruption hotspots (based on most common institutions reported to ALAC)
When to use this?	Use as an entry point to engage with institutions that received the most complaints Use as an entry point to engage with oversight institutions Use as an advocacy tool to build public pressure for change
Information sought	Identify the most common institutions reported to ALAC
How to use the information	Identify institutions to target for advocacy, based on most common institutions reported to ALAC Draw attention to poor performing institutions (privately or publicly, depending on advocacy strategy) Create ranking of institutions about whom the ALAC received the most complaints Compare different institutions (e.g. within a sector, geographic area, etc.).
Indicator	# of corruption complaints by type of institution # of corruption complaints by type of institution and by location # of corruption complaints by type of institution and by illicit practice # of corruption complaints by type of institution and by process affected

ALAC-DB field	<p>Issues: issue type illicit practices (primary) sub-national government level local government level city/town/municipality what is primary institution implicated? name of primary institution implicated what is the primary problem sector? what is the primary process affected?</p>
Tabulation	<p>Report Type: issues Filters: show me: all issues date issue occurred: custom according to period of interest [to look for corruption complaints] issue type = complaint (corruption related) Columns: [fields mentioned in ALAC-DB Field column] Group: what is primary institution implicated? and [according to indicator of interest]</p>
Comment	<p>This could be used for national/sub-national pressure (e.g. comparing geographic areas, similar institutions, etc.) Note: when comparing institutions, be aware that ALAC outreach methods influence the types of cases received (e.g. Section 2, Part 4 Communicating ALAC Data)</p>

4. Sustainable Development Goals (SDGs):

Using ALAC data for advocacy around SDG targets and indicators or to help monitor SDG targets and indicators

This framework provides guidance for chapters to use ALAC data when advocating on SDG targets and indicators. ALAC indicators can support general advocacy on relevant anti-corruption targets under SDG 16, namely on:

- SDG 16.4 Significantly reduce illicit financial and arms flows, strengthen recovery and return of stolen assets, and combat all forms of organised crime.
- SDG 16.5 Substantially reduce corruption and bribery in all its forms.
- SDG 16.6 Develop effective, accountable and transparent institutions at all levels.
- SDG 16.10 Ensure public access to information and protect fundamental freedoms.

While ALAC data cannot be used to compute the specific SDG indicators used to measure progress on these four anti-corruption targets, it can generate valuable evidence to assess the progress made in achieving the “spirit” of these four targets. (Note that it is better placed to support advocacy on targets 16.5, 16.16 and 16.10 given it is more aligned with the content of these targets than 16.4.)

At the global level, TI chapters can contribute this evidence towards the voluntary national reviews (VNRs) that member states are encouraged to undertake and present at the High-Level Political Forum (HLPF), which meets annually to review country reports. A voluntary national review is a process through which countries assess national progress made in implementing the SDGs. National review exercises are supposed to be inclusive and participatory: governments are

encouraged to consult widely, including with civil society groups. Another essential component of VNR preparation is the gathering of sufficient data to underpin the analysis: according to the 2030 Agenda, the monitoring of SDG progress should be “rigorous and based on evidence”. TI chapters should therefore try to find out about their country’s plans to produce a VNR and about the stakeholder engagement schedule developed to gather contributions from non-state actors, including civil society organisations (CSOs), academia, research institutions, the private sector, etc.

In some countries, CSOs participate beyond the official VNR process, through the production of independent “civil society reports”, which are also referred to as “shadow reports,” “spotlight reports” or “parallel reports”. These reports are particularly important where civil society has few or no opportunities to engage in official VNR processes at the national level. The scope of any civil society led SDG spotlight report depends largely on the capacity and goals of the civil society coalitions carrying out the assessment. While some reports include a full evaluation of the implementation of all 17 SDGs, others may be more limited, for instance, spotlighting progress on just one SDG or even a subset of targets under that goal (for example, the four anti-corruption targets under SDG 16).

In this context, ALAC data can provide valuable evidence to verify the accuracy of official reporting on SDG indicators. For instance, target SDG 16.10 on public access to information is measured by SDG indicator 16.10.2 (“Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information”). To calculate a score for each country on this indicator, UNESCO requests relevant government agencies to respond to a survey on public access to information. Some of these questions, such as “whether the dedicated access to information oversight institution keeps statistics of appeals at the national level (yes/no)” – may benefit from complementary ALAC data on A2I/FoI cases which may reveal a higher number of appeals than the number recorded by the official A2I mechanism.

Meanwhile, at the national level, the evidence generated by ALAC chapters can also feed into governmental SDG reporting processes taking place on a rolling basis in each country. Countries are encouraged to integrate global targets into national planning and policy processes and to develop national targets and indicators tailored to their specific circumstances. To this end, ALAC databases can be offered as a possible data source to monitor national SDG indicators (indicators adapted to the local context) under the four anti-corruption targets. This can be particularly helpful in countries where official sources of data in this area (such as the national statistical office, the police, justice institutions, etc.) do not already collect the data needed to report on the official SDG indicators.

For example, SDG indicator 16.5.1 (“Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months”) is to be measured by a specific survey methodology, which some countries may not have the means to implement (surveys are expensive and therefore may not be repeated every year). In this case, a national adaptation of the official SDG indicator could be proposed, drawing from ALAC data (for example, # ALAC clients who reported having paid a bribe or been asked to pay a bribe).

ALAC data can also be used to propose the adoption of additional indicators when official SDG indicators are seen as insufficient to monitor the “spirit” of a target. For example, target SDG 16.5 (“Substantially reduce corruption and bribery in all its forms”) does not have any official SDG

indicator on the institutional responsiveness to cases of corruption and bribery. A TI chapter could therefore draw attention to this shortcoming in the global SDG indicator framework and offer a complementary (additional) national indicator to capture this important component of an anti-corruption strategy with illustrative data from the ALAC Database.

ALAC data can also be used to report on other SDG goals and targets beyond SDG16, including:

- Goal 3 Ensure healthy lives and promote well-being for all at all ages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5. Achieve gender equality and empower all women and girls

The proposed ALAC targets/indicators in the SDG framework (in the [examples of ALAC data frameworks](#) annex) are:

- SDG Goal 16 (peaceful and inclusive societies; access to justice; accountable and inclusive institutions)
 - # ALAC clients (people) who reported paying a bribe or been asked to pay a bribe (complaints)
 - # ALAC complaints involving bribery
 - % of corruption related complaints that were bribery vs other types of corruption
 - # Complaints by sector (by institution implicated; by corruption type)
 - % of cases resolved by sector/type of institution
- SDG Goals 3 and 4 (health and education)
 - # cases by outcome (& by sector/type of corruption/type of institution)
 - # clients by outcome (& by sector/ type of corruption/type of institution) (& client type – gender, age, vulnerability, location)
 - % clients and cases with positive (vs negative) outcomes
- SDG Goal 5 (gender)
 - # and % of complaints reported (by gender)
 - # and % of ALAC clients (by gender)
 - # of complaints of gendered forms of corruption (e.g. sextortion)
 - # and % of cases reported (by gender) with a positive outcome

Annexed documents:

[EXAMPLES OF ALAC DATA FRAMEWORKS](#) (Excel file)

[USING EXCEL FOR ALAC DATA ANALYSIS](#) (Word file)

[ALAC Database Analysis Guidance \(2023\)](#) (Word file)