

Global Civil Society Coalition for the UNCAC

Coalition Coordination Committee (CCC) In-Person Meeting Summary

Saturday, 13 December 2025

07:30 - 15:45 (CET) – Doha

Chaired by Mukhtar Ahmad Ali (Chair)

CCC Members present

Mukhtar Ahmad Ali (Chair), Rachel Davies (Vice-Chair), Beauty Emeffa Narteh, Clara Lucarella, David Banisar, Egi Primayogha, Hilda Ajeilat, Kristen Robinson, Marlon Agaba, Natalia Carfi, Sandro Kevkhishvili

Coalition Team present

Mathias Huter, Managing Director (MD)

Team members: Agnes Kobori, Ana Revuelta Alonso, Betina Pasteknik, Corinna Gilfillan, Danella Newman, Isabelle Scalway, Janithrika Jayasundara, Miguel Feres Rodrigues Filho, Pablo Hernández, Sarah Wesonga

1. Opening and induction of participants:

The Chair opened the meeting, welcomed participants, and invited introductions. The MD outlined the agenda and objectives, including a reflection on the past year, gathering input for the next organizational strategy, and discussing priorities, the workplan, and budget for 2026.

2. Year in review: Activities & successes, opportunities, challenges, and learnings

The Secretariat presented an overview of activities over the past year, including work related to UNCAC processes, thematic working group initiatives, regional coordination, and member support. Progress was noted in areas such as engagement with delegations and UNODC, working group outputs, legal initiatives, and communications tools. Members asked clarifying questions and discussed training approaches, sustainability of voluntary contributions, and the broader international context affecting the overall anti-corruption work and field.

3. New Strategy I: Strategic Direction & Role

The MD presented findings from the external evaluation and reviewed achievements, strengths, and challenges. Small group discussions debated the Coalition's role, priorities, and focus areas. CCC members emphasized maintaining UNCAC as the core focus, strengthening follow-up and implementation of resolutions, supporting members' national-level work, and prioritizing activities given limited resources.

4. New Strategy II - Impact, Change Pathways & Positioning

The MD shared the Coalition's current theory of change and invited feedback on advocacy pathways and partnerships. Members discussed where the Coalition has the greatest influence, particularly within international and UN-level processes, and noted that national impact is primarily achieved through members. Participants also discussed partnerships and approaches to national engagement that support members' work without duplication.

5. New Strategy III - Risks, Resources & Success Criteria

The MD presented potential risks affecting the Coalition's work, including geopolitical developments, shrinking civic space, and funding uncertainties. CCC members discussed funding sustainability and possible resource mobilization, and also suggested indicators for measuring future success, such as stronger civil society participation in UNCAC processes and greater reference to UNCAC in national practices.

6. Workplan: Key Priorities for 2026

The MD presented proposed priorities for the 2026 workplan from previous discussion with the team, including follow-up to UNCAC resolutions, engagement with the next phase of the Implementation Review Mechanism, thematic workstreams, and continued support to members and regional coordination. Members discussed prioritization, feasibility, and maintaining flexibility to respond to emerging issues.

7. Resources and Budget 2026

The MD provided an overview of projected resources and proposed budget scenarios. Members discussed financial sustainability, staffing stability, and options for strengthening regional coordination and partnerships. It was noted that the regional coordination model may need to be revisited.

8. Other issues

CCC members discussed alternate representation in the CCC and agreed to maintain the current rules, which do not allow alternate representatives.

The Chair and MD also clarified membership vetting and due diligence practices, noting that the Secretariat conducts the preliminary assessment and CCC members may raise concerns or provide contextual input.

Meeting closed.