



UNCAC Coalition Strategy

2018 - 2020



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The UNCAC Coalition

The UNCAC Coalition is the sole global network uniting civil society actors from all backgrounds for action against corruption at international, regional and national levels.

We include as members almost 100 civil society organisations and 20 expert individuals on all continents as well as a wider network of an additional 250 organisations.

We are committed to promoting the **implementation** and **monitoring** of the UN Convention against Corruption (UNCAC).

Our Vision

We are united around the vision of a world in which corruption is effectively countered through transparency and participatory collaborative action in compliance with an agreed international legal framework, particularly the UNCAC.

What is the UNCAC?

The United Nations Convention against Corruption (UNCAC) is the sole global treaty focused on corruption. It provides a powerful tool for civil society around the world to tackle a wide range of corruption-related issues, including promoting human rights and the rule of law.

The UNCAC was adopted by the UN General Assembly on 31 October 2003 and entered into force on 14 December 2005. By November 2017, 183 states had become parties to the UNCAC. The United Nations Office on Drugs and Crime (UNODC) in Vienna serves as the UNCAC Secretariat.

Our Strength

Our strength resides in our diverse network of members and the force of our shared vision and values.

Our global network of activists and specialists with broad anti-corruption expertise provides the framework for effective collaboration on clear advocacy objectives to fight corruption.

We have evolved and thrived on a spirit of equality and voluntary engagement, which is reflected in our core values:

- Full and effective global implementation of the UNCAC in both law and practice
- Transparency and accountability for government, civil society and the business sectors
- Collaboration, inclusiveness, integrity, professionalism, and non-partisanship in our work
- Open exchange of information and ideas, based on mutual respect
- Active promotion of human rights, democracy, human dignity and gender equality

Governance

The UNCAC Coalition is registered as a non-profit legal entity in Vienna. It consists of:

A **Coalition Coordination Committee**, which guides our work, deciding on priorities, overseeing the Secretariat and supporting its work. From time to time it forms sub-groups that work on particular issues, such as revisiting membership accreditation procedures or working on communication strategies and campaigns.

A **Secretariat**, which manages our day-to-day activities, coordinates advocacy efforts, and leads external and internal communications. Transparency International in Berlin currently hosts it, pending the establishment of an independent secretariat in Vienna.

Regional coordinators, appointed periodically, which engage and coordinate with members in their regions, act as mediators to the larger membership, and facilitate networking among anti-corruption actors in their region.

Over **100 members**, both civil society organisations and individuals, and an additional 250 organisations involved in advocacy work and participate in working groups on specific advocacy issues.*

* The Coalition does not accept for-profit companies and their associations as members.

Our members work across the spectrum of human rights, labour rights, governance, economic development, environment, financial transparency and private sector accountability. We include grass-roots movements, activists, academics, researchers, labour unions, think-tanks and non-governmental organisations, active on national, regional and international levels. For a full list of our membership, see our website.¹

With our recognised name and identity, global presence and regional diversity, the UNCAC Coalition is strategically placed to develop meaningful partnerships and advocate on UNCAC implementation around the world.

¹ www.uncaccoalition.org/en_US/about-us/members-list/.

Our Approach

We can achieve UNCAC compliance and advance the anti-corruption agenda by strengthening and opening up the Review Mechanism and by building awareness and expertise among civil society actors on how to use the UNCAC provisions and the review process in their national and regional contexts.

The UNCAC provides citizens with a foundation for holding their leaders to account. By signing and ratifying the convention, countries have committed to implementing a large number of anti-corruption measures.

Pressure and support from a strong civil society can ensure that the necessary laws, policies and regulations are adopted and properly implemented around the world. The UNCAC country reviews provide a vital entry point for civil society activity that can ensure that countries are held accountable for their international commitments.

Our approach is to leverage the only global and comprehensive anti-corruption convention by:

- Global advocacy in the forums provided by the Conference of States Parties and UNCAC subsidiary bodies, as well as other related international fora, calling for effective, transparent and inclusive reviews and for high standards of implementation
- National-level advocacy using the UNCAC review process as a platform for achieving improved implementation and increased civil society engagement
- National-level advocacy independent of the UNCAC review process

Priorities 2006–2010

We focused on securing an effective, transparent and participatory monitoring mechanism for the UNCAC. The UNCAC Review Mechanism was adopted in November 2009 and began operating in July 2010.

What is the UNCAC Review Mechanism?

The [UNCAC Review Mechanism](#) is a process to peer review the country level implementation of UNCAC provisions. It is overseen by the Implementation Review Group and comprises two five-year cycles.

The first cycle (2010-2015) reviewed the implementation of chapter III on criminalization and law enforcement and chapter IV on international cooperation; and the second cycle (2015-2020) is reviewing chapter II on preventive measures and chapter V on asset recovery.

Priorities 2010–2016 (First review cycle)

We provided support to civil society groups enabling them to advocate for transparent and inclusive reviews and to contribute effectively to the first cycle of UNCAC assessments. This included supplying guidance material and trainings as well as support to CSO preparation of parallel review reports and follow up advocacy.

At global level, we continued to advocate for requirements of transparency and participation in the UNCAC Review Mechanism, including in UNCAC subsidiary bodies. We also called for states to address key gaps in implementation, with a particular focus on anonymous company ownership, deficiencies in criminalisation and enforcement, and problems in asset recovery. These were identified by the Coalition membership based on their priorities, taking into account the topics covered by the first review cycle that started in 2010.

As a result of this work, CSOs in forty countries produced comprehensive parallel review reports, informing the review process and advancing international knowledge on anti-corruption efforts. It had also become the norm to include non-state actors in country reviews and almost half of the full review reports were published. Further, at sessions of the UNCAC Conference of States Parties in Marrakech, Panama and St. Petersburg resolutions included language advocated by the Coalition and debates on key topics were initiated by Coalition members during plenary sessions, side events and through on-site actions. However, the Coalition was unsuccessful in achieving higher standards of transparency and participation in the UNCAC Review Mechanism and progress was slow in terms of influencing the substance of resolutions.

Priorities 2016–2020 (Second review cycle)

Our support to advocacy at national level includes promoting increased transparency and participation in the UNCAC reviews. In view of strong resistance from a small group of countries to introduction of mandatory requirements of transparency and participation, we have developed tools to promote voluntary action and are seeking their endorsement by states. These tools include the UNCAC Review Transparency Pledge for the second cycle and guidance on best practice for states in the conduct of the review process.

We continue efforts to strengthen civil society understanding of the UNCAC Review Mechanism and their capacity to contribute to the second cycle of the UNCAC review process through development of guidance material, training sessions and helpdesk support for the preparation of parallel review reports.

We are also encouraging and monitoring follow-up to the first review cycle, as our experience demonstrates that reviews are only effective if pressure remains on governments to implement recommendations.

For our global advocacy, we have selected **seven priority areas** in the anti-corruption field that Coalition members consider to be pivotal, where the Coalition can add value and where advances can be achieved in global and national UNCAC discussions and decisions.

Two of these areas – asset recovery and the review mechanism - have been designated as **key priority topics**, allowing for maximum impact through in-depth programmatic work. An additional key priority slot has been left open providing flexibility for any tipping point opportunities and in-depth membership collaboration arising.

All of the priority areas are described in the next section.

Our Advocacy Goals

By focusing on seven key advocacy goals the UNCAC Coalition will achieve measurable progress on UNCAC implementation and the fight against corruption around the world.

We aim for better country-level implementation of international UNCAC provisions and that country reviews and follow-up process are high quality, effective, transparent and participatory.

Our policy-related goals – on the right to information, beneficial ownership transparency, whistleblower protection, assistance to victims of corruption and asset recovery – provide the content for concrete advocacy work at the national and global levels.

This work will engage members and working groups across the Coalition; where well-positioned members take responsibility for coordinating activities and advocacy efforts.

1. Increasing transparency and civil society participation in UNCAC subsidiary bodies and in national level processes, and addressing weaknesses in the Review Mechanism

Transparency and inclusivity of **national reviews** are key for an appropriate assessment of government performance and the overall legitimacy of process. They are implicitly required by the UNCAC itself, and can facilitate important opportunities for dialogue between the government and non-state actors that may otherwise be unavailable.² The extent to which the UNCAC reviews are transparent and participatory provides a litmus test of the quality of public access to decision-making in a given country, and its compliance with participation of society and access to information provision of the UNCAC.

While civil society representatives have been included in a majority of reviews, the extent of transparency and inclusion has varied greatly. In a 2013 report, Transparency International found that in 60 per cent of countries, governments made no public announcements about the review, while in 40 per cent of countries surveyed, the contact details of the country focal point, or coordinating body for the UNCAC, were not made available to civil society organisations. As of November 2017, only 15 self-assessments and 75 full country reports have been published on the UNODC website out of 162 completed reviews.

² See Resolution 3/1 Review mechanism, <https://www.unodc.org/unodc/en/treaties/CAC/CAC-COSP-session3-resolutions.html>

Finally, the quality of country review reports varies greatly and there should be consistent follow up on the implementation of recommendations. Important questions have been raised about the adequacy of resources to run the mechanism.

At the **international level** too, the participation of civil society in UNCAC subsidiary bodies is essential to ensure that they are accountable, promote best practice and ensure that states are compliant with their UNCAC obligations. The subsidiary bodies include the Implementation Review Group and the Working Groups on Prevention and Asset Recovery.³

While CSO participation in international decision-making is required by international human rights standards, including the UN Charter, and acknowledged in the text of the UNCAC (Article 13), which promotes the importance of the participation of society in anti-corruption activities, there has been persistent opposition to meaningful participation in the UNCAC review mechanism by several countries. This has resulted in civil society observers being excluded from the UNCAC subsidiary bodies.

Advocacy goals:

To increase transparency and participation in the UNCAC Review Mechanism and in national-level UNCAC reviews. To use tools such our UNCAC Review Transparency Pledge and guidance material to encourage at least 60 countries to commit to principles of transparency and civil society participation throughout the UNCAC review process.

To increase the quality of the review process and resulting review reports.

To build trust with states party representatives and step up advocacy to achieve full CSO participation in all UNCAC subsidiary bodies.⁴

Outcomes:

Civil society makes important contributions to UNCAC discussions, including review processes, by sharing their experiences, findings and recommendations, highlighting international good practice and engaging in constructive discussions with government delegations.

Country reviews are conducted in a transparent and participatory fashion, the reports are of high quality and made available to the public in a timely manner.

2. Increasing asset recovery and accountability in the return of assets

Despite the UNCAC's comprehensive coverage of asset recovery, numerous barriers remain to slow or block international asset recovery efforts. These range from procedural obstacles to concerns about whether returned assets will disappear again.

³ For more background, please see Document CAC/COSP/IRG/2013/NGO/1 from May 2013, www.unodc.org/documents/treaties/UNCAC/WorkingGroups/ImplementationReviewGroup/27-31May2013Resolution

A 2014 StAR report analysed 395 settlements and of the imposed fines of nearly US\$6 billion, only about US\$197 million or 3.3 per cent, were ordered to be or returned to the countries whose officials were bribed or allegedly bribed.⁵

The barriers to asset recovery can be reduced within the UNCAC framework through measures taken by “requesting” and “requested” countries. These should include civil society participation in the asset recovery process and ensuring the transparent and accountable return of assets so that they cannot be diverted anew.

Advocacy goals:

To remove barriers that prevent national treasuries from recovering stolen assets abroad.

To demonstrate the benefits of civil society participation in the process and secure an increase in such participation.

To establish standards of transparent and accountable asset return.

Outcome:

Corrupt assets are returned to their owners in a way that is transparent, ensuring accountability so that the funds benefit the victims and do not fall into the hands of corrupt leaders.

3. Promoting the right to access information about anti-corruption efforts

When the UNCAC was adopted in 2003, there were just 40 national access to information laws globally. Now nearly 120 countries have laws or national regulations in place ensuring that their citizens have a right to information about government activities.⁶ However, these laws differ in their legal quality and the level of their implementation.⁷

Access to information is essential for civil society participation and accountability; without information states cannot be held to account and it is much more difficult to identify cases of corruption and wrongdoing.

The UNCAC Coalition is well-placed to advance access to information with regard to anti-corruption efforts following up on a pilot “Tell Us What You’ve Done” initiative, jointly undertaken in 2010 by Transparency International and Access Info Europe.⁸ Many of its members are experts in the field of promoting access to information.

Advocacy goals:

To ensure that states provide access to information about their anti-corruption efforts pursuant to UNCAC and other anti-corruption conventions. This would include access to inputs (self-assessments) and outputs (full review report) of UNCAC reviews.

⁵ Stolen Asset Recovery (StAR), *Left out of the Bargain: Settlements in Foreign Bribery Cases and Implications for Asset Recovery*, 2014, <http://star.worldbank.org/star/sites/star/files/9781464800863.pdf>.

⁶ See Open Development: Access to Information and the Sustainable Development Goals. <https://www.article19.org/data/files/medialibrary/38832/Open-Development--Access-to-Information-and-the-SDGs-2017.pdf>

⁷ See: www.rti-rating.org/.

⁸ https://www.transparency.org/news/pressrelease/20100503_new_global_initiative_tests_access_to_information

To advance implementation of open data standards and improve transparency of procurement data.

To ensure that civil society organisations and other actors are able to make use of information made accessible for analysis and evidence-based advocacy.

Outcome:

An increasing number of countries disclose information about their anti-corruption efforts, including statistics and, where appropriate, case information, allowing citizens to obtain information and hold their leaders to account.

Civil society organisations examine, evaluate and, where appropriate, present the information in more accessible formats, using the information for more effective advocacy.

4. Promoting beneficial ownership transparency and countering money laundering to stem illicit financial flows

Some countries – often referred to as secrecy jurisdictions – allow individuals to legally hide their ownership or control of a company, trust or other corporate vehicle. An analysis of 32 grand corruption cases found that 28 had used corporations or shell entities to hide their actual beneficiaries.⁹

Revealing the true (or ‘beneficial’) owners of legal vehicles through public registries would make it easier for banks and others to comply with anti-money laundering and anti-corruption laws, and easier for governments and the public to investigate possible wrongdoing.¹⁰

The current absence of beneficial ownership information represents a critical gap in national anti-money laundering efforts. Other important gaps include the low level or quality of suspicious activity reporting, ineffective control mechanisms and sanctions, and weak oversight of self-regulated professions.

Advocacy goals:

To achieve recognition of the gravity of the problem and the need for public registers by the UNCAC Conference of States Parties, in line with UNCAC Articles 12, 14 and 52.¹¹

To gain recognition by States of the need to address gaps in anti-money laundering regimes and steps taken.

Outcome:

The UNCAC Conference of States Parties adopts a resolution recognising the value of public registers of beneficial ownership and devotes resources to assisting countries to establish arrangements allowing identities of beneficial owners of companies and

⁹ FATF/GAFI, *Laundering the Proceeds of Corruption*, 2011, www.fatf-gafi.org/media/fatf/documents/reports/Laundering%20the%20Proceeds%20of%20Corruption.pdf.

¹⁰ For further details, please see the UNCAC Coalition’s briefing note *Public Disclosure of Beneficial Ownership*, prepared by Christine Clough of Global Financial Integrity: <http://uncaccoalition.org/images/PDF/Briefing-Note-Beneficial-Ownership.pdf>.

individuals behind other legal entities, such as trusts, can be accessed via public registers in countries around the world.

The UNCAC COSP adopts a resolution recognising gaps in anti-money-laundering efforts.

States introduce public registers of beneficial ownership and measures to address gaps in their anti-money laundering regimes.

5. Protecting and encouraging whistleblowers

Whistleblowers are essential allies in the fight against corruption by uncovering corruption and wrongdoing – often at considerable risk to their own safety and wellbeing.

There are wide variations in whistleblower protections globally, with lack of understanding about the distinction between whistleblowers and witnesses, the limits of confidentiality that can be imposed by an employer and alternatives to reporting to law enforcement bodies. While many states have limited whistleblower protection for certain sectors including corruption, only about 20 countries have adopted comprehensive laws protecting whistleblowers.

A 2012 UNODC report found that protections often do not apply to private sector employees,¹² Other UNODC reports show that technical assistance requests are among the highest in this area. In 2013, a Transparency International study on *Whistleblower Protection and the UNCAC* found that country reviews of UNCAC Article 33 on whistleblower protection were inadequate or absent.¹³

Advocacy goals:

To ensure the UNODC builds on its pending draft best practice guidance material, and prepares special guidance and assistance to countries on implementing Article 33.¹⁴

To ensure that the subject of whistleblower protection is advanced in UNCAC resolutions and discussions.

To ensure follow-up to country reviews take into account whistleblower systems and thematic reviews of whistleblowing identify and promote good practice. In terms of legal frameworks and their implementation, including cultural change.

¹² Council of Europe, *Protection of Whistleblowers*, 2014, [www.coe.int/t/dghl/standardsetting/cdcj/CDCJ%20Recommendations/CMRec\(2014\)7E.pdf](http://www.coe.int/t/dghl/standardsetting/cdcj/CDCJ%20Recommendations/CMRec(2014)7E.pdf); Open Society Foundations, *The Global Principles on National Security and the Right to Information*, 2013, www.opensocietyfoundations.org/sites/default/files/global-principles-national-security-10232013.pdf; Transparency International, *Whistleblower Protection and the UN Convention against Corruption*, 2013, www.uncaccoalition.org/en/learn-more/resources/finish/25-whistleblower-protection/312-whistleblower-protection-and-the-un-convention-against-corruption.

¹³ Whistleblower Protection and the UN Convention against Corruption, www.transparency.org/whatwedo/publication/whistleblower_protection_and_the_un_convention_against_corruption

¹⁴ Paying particular regard to workplace whistleblowing and taking into consideration principles and guidance materials developed by the Council of Europe, Open Society Foundations and Transparency International, the OECD, the Organization of American States and others.

Outcome:

In a growing number of countries, whistleblowers who report corruption and other wrongdoing in the public interest enjoy strong protection under the law, and gain increasing public recognition for the service they provide to society.

6. Ensuring full recognition that corruption is not a victimless crime and that the harm of corruption is fully compensated

There can only be justice in corruption cases if the full harm of corruption and the fact that it has real victims is recognised and if compensation for the harm is made a part of criminal proceedings including settlements.

At the 6th Conference of States Parties in St Petersburg in 2015, in Resolution 6(2) States Parties mandated the inter-governmental Working Group on Asset Recovery to start work on best practices for identifying victims of corruption and the parameters for compensation. The London Anti-Corruption Summit in May 2016, meanwhile, resulted in 40 countries committing to developing principles for the payment of compensation in a safe, fair and transparent manner. The issues of ensuring that the voices of affected communities are heard and that compensation is paid are critical to installing public confidence in enforcement of foreign bribery laws and in asset repatriation.

Advocacy goals:

To seek UNCAC COSP and national level recognition of the need for (1) a comprehensive view of victims and the harm caused by corruption; (2) impact assessments of harm and potential victims to be integral to court proceedings and settlements; (3) transparency and accountability of court proceedings, including timely notification of such proceedings; (4) role of civil society, including mechanisms to bring public interest litigation; (5) legal standing to claim for individual and collective reparation; (6) compensation and reparation for damage.

To ensure the UNODC works with states parties and the OECD to develop common guidelines¹⁵ for settlements in corruption cases.

Outcome:

Victim representation and compensation is improved.

7. Gaining recognition of grand corruption as an international crime and of the need for special measures to address it

Because of the gravity of its consequences, grand corruption is a serious cross-border crime of concern to the entire international community and must not go unpunished.

¹⁵ This should include: admission of guilt where possible; the publication of the agreements, with their justification, as well as publication of the details on the actual performance of the agreement; be subject to a judicial hearing and court approval; provide for effective, proportionate and dissuasive sanctions that exceed estimated profit from the wrongdoing; provide for compensation to those harmed by the offense, including victims in other countries; make available evidence to enforcement authorities in other relevant jurisdictions; and of reached with companies, should leave open the possibility of prosecution of individuals, with no employer contribution to their fines.

Its effective prevention and prosecution must be ensured by taking measures at national and international levels and by enhancing international cooperation.

Advocacy goals:

The Conference of States Parties adopts a resolution or resolution language on grand corruption.

UNODC prepares a report on the most effective criminal and civil measures and remedies against those responsible for grand corruption, including but not limited to such measures as extraterritorial jurisdiction, increased sanctions, extended statutes of limitation, lifting of immunities, possibility of trial in absentia, possibility of private prosecution, special remedies and arrangements for victims of corruption and special measures in connection with the management and return of the proceeds of corruption.

Outcome:

States start to introduce the criminal offence of grand corruption with associated special measures or alternatively adopt special measures to address manifestations of grand corruption.

Our Methods of Work

Effective advocacy means working at multiple levels with a robust evidence-base, effective communications, supportive networks, strong partnerships and sustainable funding.

Several methods of work will underpin our focus on effective UNCAC implementation and monitoring.

1. Setting standards: A robust evidence-base for advocating for best practice

We will continue to monitor the implementation of the UNCAC and in doing so provide an evidence-base for advocacy work and to advocate for best practice.

Reports

We will publish an annual UNCAC Progress Report starting in 2018 subject to funding. We will also support the preparation of civil society monitoring reports by national civil society groups on country implementation as a contribution to country review processes. We also plan to produce a report on civil society's contribution to the first review cycle.

UNCAC Implementation Index

A pilot UNCAC Index is planned for 2019 to measure progress and implementation across selected countries and across two or more issues – e.g. on freedom of information practice, whistleblower protection, company ownership transparency, settlements practice. It could be updated every two to three years and serve as powerful advocacy tool to encourage country improvement.

Position papers, briefings and statements on strategic issues

These will clarify strategic issues by bringing together our understanding and forming the basis of advocacy activities. These can be done through the Coalition working groups on asset recovery, prevention, open government and beneficial ownership.

2. Effective communications: Increasing knowledge and advocacy impact

We will build awareness and understanding of the UNCAC and its processes through **direct engagement and targeted advocacy** towards three key target audiences:

- **Decision-makers:** relevant political decision-makers in countries and their representatives and in certain cases UNODC; additionally, we will target key international forums such as SDG, G20 and Open Government Partnership.
- **Civil society representatives:** activists, academics and civil society groups that work on good governance, anti-corruption, human rights, transparency and

accountability. This will help to ensure that the UNCAC is used by a wider civil society to hold their governments to account.

- **Media and interested public:** those interested in anti-corruption, but do not understand the technical aspects of the UNCAC or its potential as a public interest story. Experiences in a range of countries from Russia to Egypt to Belize show that the UNCAC has resonated with the wider public and been useful and effective for shaping national discourse and reaching advocacy goals.

We will continue and further expand **social media activities**, mainly via Facebook and Twitter, including wider sharing of blogs and statements among and by members.

By writing **op-eds for print and online media**, we will step up efforts to highlight and explain shortcomings around the UNCAC or the performance of specific countries on key UNCAC provisions.

We will generate more media attention around our priority issues by **finding stories that are worth telling** and relating systemic problems to particular corruption cases.

We will also provide more **useful and clearer information** on the technical aspects of the UNCAC, through more easily understandable guidance documents and publishing non-technical versions of recommendations and letters, updating and improving the usability of our website and developing an interactive learning site or e-learning tool on UNCAC articles and mechanisms.

We will also create **regional pages** collecting information and experiences from civil society organisations and providing a platform for exchange.

We will **target communications** by creating a consolidated contact database of the media, state party representatives, non-Coalition stakeholders and Coalition members and developing a media strategy and press list.

3. Supportive networks: Building capacity and support

Our strength is in our global network of activists and experts and maintaining this requires careful nurturing, support and coordination.

We will **engage members** in our governance and other activities through a consolidated database, a consultation mechanism and a supportive infrastructure for working groups on specific issues.

We will **support our members** in preparing civil society reports and follow-up monitoring and action plans, including providing some members with travel stipends to attend CoSP and other relevant meetings and enable member-to-member learning and collaboration.

We will ensure **transparency in decision-making processes** through regular contact with the membership and the publication of CCC meeting reports on the UNCAC Coalition website.

Through the regional coordinators we will provide more opportunities for **regional cooperation** on UNCAC issues and challenges but also on funding opportunities. We

will also organise regional training for civil society groups and activists on the UNCAC and priority issues.

We will **seek to grow**, especially in countries and regions where we have little presence, such as parts of Sub-Saharan Africa, Central Asia and parts of the Middle East. We will do so gradually and apply agreed standards and due diligence.

4. Strong partnerships: Training, knowledge sharing and joint working

We seek to promote broad civil society involvement in UNCAC bodies and working groups. This means developing strong partnerships with governments, international organisations and civil society actors working on anti-corruption and governance issues.

Partnerships are needed with governments, and civil society has **valuable knowledge and experience to share**. We will aim to develop training for both governments and local civil society organisations on the UNCAC Review Mechanism, how to follow up on the first cycle and how to engage in the second cycle.

International organisations, such as the UNODC, are **critical partners for international work** on anti-corruption norms and cooperation. We will implement a joint engagement plan with the civil society team at the UNODC, as well as developing a memorandum of understanding and holding regular meetings.

We will engage **new partners, networks and forums** to exchange views, coordinate advocacy goals and join forces in pursuing common goals. These new partnerships will also aim at raising awareness and understanding of the UNCAC and its relevance for specific constituencies and stakeholders.

Possible partners include open government and open data advocates, whistleblower groups, networks of investigative journalists, Vienna-based organisations and the human rights community. We may also engage with organisations that produce assessments and rankings on the state of good governance in countries around the world to encourage them to reflect UNCAC compliance in their work.

5. Sustainable funding: Stability and on-going activities

Sustainable funding is essential for long-term strategic planning and the security and **sustainable operation** of the Coalition. The planning for funding will be assisted by a dedicated resource mobilisation strategy and an annual donor mapping exercise.

We will develop fundraising proposals for our Secretariat in Vienna and global advocacy activities. We will seek funding to support single-issue initiatives, and campaigns and projects that are driven and implemented by members of a particular region.

We will only accept funding from donors that have shown a commitment to our values. Priority funding sources will include foundations, governments and intergovernmental organisations. This will include UNODC, the Austrian government and other Vienna-

based donors. We will seek to ensure that we are not overly dependent on funding from any single donor.

The accountability and transparency of received funding will be ensured by the publication of annual reports including audited accounts, and by the timely release of detailed information on all sources of funding on our website.

Throughout, we will make sure to maintain a clarity of programmatic priorities and value added, ensure dedicated resources and leadership time for fundraising activities, create effective communication products that demonstrate our impact; and leverage the reputation, membership, donors and partners of the Coalition. Critically, we will service our relationship with existing donors with a view to continued support.

Our Learning & Accountability

We are committed to **monitoring, evaluating** and **learning** from progress on this strategy. A robust MEL framework will be developed to meet the current detailed theory of change.

Success will be evaluated on a periodic basis against a set of indicators with a strong focus on institutional and policy impact, civil society capacity development and network strengthening. The process will be facilitated by the Secretariat, overseen by the CCC, and be inclusive of the broader Coalition membership.

Both the framework and our summary performance against the objectives will be shared on the Coalition website for broader learning and accountability for the mission and the work at hand.