

# UNCA oalition

CIVIL  
SOCIETY

2023 - 2026

# STRATEGY

Empowering Civil Society for Transparent and Effective  
UNCAC Implementation

UNCAC COALITION  
ASSOCIATION FOR THE IMPLEMENTATION OF THE  
UN CONVENTION AGAINST CORRUPTION

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## About Us

The **UNCAC Coalition** is the global network uniting civil society actors for action against corruption and for the monitoring, implementation, and strengthening of the UN Convention against Corruption (UNCAC).

## Network

The UNCAC Coalition mobilizes civil society action around the UNCAC. Established in 2006, the Coalition's strength lies in the plurality, diversity, knowledge, and experience of its global network of civil society organizations and experts. The Coalition currently comprises over 350 civil society organizations from all continents, operating at the international, regional, and national levels.<sup>1</sup>

## Governance

The Coalition's board – the Coalition Coordination Committee (CCC)<sup>2</sup> – provides strategic guidance on the Coalition's work and oversees the Managing Director. The CCC members are elected for two-year terms by the membership and represent different regions and membership groups.

Key decisions, such as changes to the Coalition's Charter, the adoption of a provisional budget, and of financial and audit reports, as well as the election of comptrollers and the approval of auditors, are made by the annual meetings of the General Assembly of members.

## Vienna Hub

The day-to-day work of supporting the UNCAC Coalition's members and taking forward the Strategy and annual work plans is done by its Vienna Hub office, which opened in 2019 following the Coalition's registration as a non-profit association in Austria in 2015. The Hub currently consists of eight staff members, headed by the Managing Director, and five part-time coordinators based in five regions of the world who lead networking and coordination efforts.

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<sup>1</sup> The Coalition's global network currently comprises 369 members and affiliates in over 130 countries. As of April 2023, the Coalition has 115 national civil society member organizations, and 24 international member organizations that work internationally in three or more countries. In addition, it has 26 individual expert members. Furthermore, the Coalition's network includes 200 affiliated civil society groups, including many younger and smaller organizations which may not (yet) qualify for membership, as well as organizations who have long collaborated with the Coalition. See the full list of members and affiliated organizations at <https://uncaccoalition.org/about-us/members-list/>.

<sup>2</sup> See our Board at <https://uncaccoalition.org/about-us/coordination-committee/>.

## Our Vision

Our vision is a world of just and open societies with equal opportunities for all, where leaders and public officials act with transparency and integrity, power is not abused for personal gain or to serve special interests, decision-makers can be held accountable, and everyone can speak out without fear of reprisals.

## Our Mission

Our mission is to bolster integrity and reduce corruption by supporting and empowering civil society to collectively promote transparency, accountability, and good governance and to advance the implementation and strengthening of legal frameworks resulting from international agreements, in particular the United Nations Convention against Corruption (UNCAC).

## Our Theory of Change

IF the Coalition supports and empowers civil society organizations to participate in the strengthening and implementation of the UNCAC and global anti-corruption initiatives, and engages governments and the UN to provide adequate space for civil society to contribute,

THEN civil society organizations can effectively advocate for change and hold governments to account,

THEREBY increasing the breadth and depth of transparency and integrity initiatives by those civil society organizations – individually and collectively – that build open, fair, equitable societies by reducing the immense costs and harms of corruption.

## Our Values

The UNCAC Coalition is a network that operates through voluntary engagement and shared core values:

- Respect for and active promotion of human rights, fundamental freedoms, democracy, the rule of law, human dignity, equity, gender equality and non-discrimination;
- Transparency and accountability in all that we do;
- Collaboration, inclusiveness, integrity, professionalism, and non-partisanship in our work;
- Dialogue and constructive engagement with partners and stakeholders: Open exchange of information, knowledge, experiences and ideas based on mutual respect.

# I. The UNCAC Coalition's Strategic Objectives

The UNCAC Coalition's objectives are to advance UNCAC implementation at the national level, to strengthen UNCAC standards and processes in order to address weaknesses and gaps in the current international anti-corruption framework, and to promote a safe, enabling, and inclusive environment for civil society to contribute to anti-corruption efforts.

An empowered civil society, driving change and promoting the UNCAC and its effective implementation, is at the core of all three objectives. This role of civil society organizations is key to achieving progress on the anti-corruption agenda at the national and international level, and thus towards building more sustainable, open, fair, and equitable societies, and reducing the damage caused by corruption.

## Objective 1: Better implementation of the UNCAC

We will advance the implementation of the UNCAC – as well as related commitments such as the UNGASS 2021 Political Declaration – through promoting an effective, transparent, open, and inclusive UNCAC implementation review mechanism. To this end, we will pursue the following specific goals:

- **Transparent and inclusive national review process:** States voluntarily commit to a transparent and inclusive review process under the ongoing review cycle;
- **Strong and meaningful civil society participation** in UNCAC reviews and in follow-up on the findings and recommendations;
- Increased awareness and engagement of civil society organizations UNCAC reviews at national level;
- **Civil society provides strong analysis** on national anti-corruption policies and legal frameworks, their implementation and reform needs, informing follow-up actions by governments and international actors;
- **Self-assessments and full country reports are made public** including in national languages thereby enabling civil society to hold States to account on their UNCAC performance.

## Objective 2: Stronger UNCAC standards and processes, addressing gaps and weaknesses in the current framework

We will work to strengthen the UNCAC and raise global standards on transparency, integrity, and anti-corruption in order to address the gaps and weaknesses in the current international anti-corruption framework. To this end, we will pursue the following specific goals:

- **Strengthen the existing standards on corruption prevention measures** including on access to information, open public contracting, beneficial ownership transparency, disclosure of assets and interest declarations, and whistleblower protection;
- **Strengthen the existing standards on anti-corruption enforcement measures** including in relation to legal and policy standards on prosecuting grand corruption cases, on asset recovery and the return of proceeds of corruption, liability of legal persons, and on redress for victims of corruption;
- **Concrete, progressive and useful resolutions** adopted at the UNCAC Conference of the States Parties (CoSP) that advance the anti-corruption agenda and are acted upon;
- **Change of rules of procedure and practice** so that NGO observers can access negotiations of resolutions and thus provide more meaningful input to States;
- Revised interpretation of rules of procedure to allow for NGO observers in UNCAC CoSP subsidiary bodies, including working groups;
- **Higher standards for the next review cycle:** States adopt a more robust, transparent, and inclusive mechanism for the next review phase, including monitoring of follow-up measures;
- **Increase and facilitate participation in the UNCAC Conference of the States Parties:** Practice is reformed to end arbitrary exclusion of NGOs from participation in the CoSP plenaries and events;
- **UNGASS follow-up:** States report publicly on actions to implement the 2021 UNGASS Political Declaration, e.g., through joint monitoring with UNCAC implementation in future cycles.
- Consistency of UNCAC rules of procedure and practice with international human rights standards.

## Objective 3: A safe, enabling, and inclusive environment for civil society to contribute to anti-corruption efforts

We will support and encourage civil society organizations and actors to work with the UNCAC and participate in its meetings and processes and come to their assistance when they are attacked. To this end, we will pursue the following specific goals:

Goal: Active and empowered civil society

- High level of participation of civil society organizations in the UNCAC CoSP to inform and shape the Conference and its discussions;
- **Strengthened knowledge and expertise of civil society organizations and actors about the UNCAC:** The membership is aware of opportunities to use the Convention and other international anti-corruption fora to promote change; **Civil society has access to guidance** on monitoring UNCAC implementation and promoting anti-corruption best practice;
- **Strong partnerships:** Organizations in the Coalition network learn from and support each other and collaborate on joint campaigns;
- **Match-making:** Coalition Members are supported by being connected to expertise on anti-corruption issues as needed so they can advocate for and contribute to reforms;
- **Effective and inclusive UNCAC Coalition Working Groups** address and identify solutions to priority challenges through collaborative efforts and joint advocacy;
- **UNCAC Coalition advocacy in other forums** contributes to advancing global anti-corruption standards;
- Developing synergies and links with human rights mechanisms, such as the Universal Periodic Review, and promoting anti-corruption efforts with a cross-cutting perspectives on human rights, gender, environmental destruction, the climate crisis, SDGs and other adjacent areas with relevant partners to advance anti-corruption efforts through new networks and in other relevant fora – and thus more effectively address and highlight the detrimental consequences of corruption;
- **Inclusion of diverse voices** in all UNCAC and Coalition-related fora;
- Creating **opportunities for dialogue and participation** among members of the Coalition's network and with governments.

Goal: Defense of civic space within the Anti-corruption Field

- **Defense of NGOs and protection of activists in the Coalition's network** who come under attack, including by documenting cases, and, as needed, expressing solidarity, and facilitating other forms of support;
- **Strong awareness of attacks against civil society:** key stakeholders have verified information on attacks against anti-corruption groups and activists to inform efforts to provide better protection and support.

## II. Communications, Community, Partnerships, Branding

### 1. Enhancing Communication

We will improve our communication and outreach efforts to effectively coordinate and implement advocacy campaigns with our members and better reach external stakeholders – including Vienna delegations and government experts, international organizations, civil society representatives, academics and donors – with clear and consistent messages. Furthermore, we will strive to make information about the UNCAC and opportunities to participate in its implementation easily accessible to all.

To this end, Hub's communications efforts have the following five pillars:

1. **Enhancing the UNCAC Coalition's website and monthly email newsletter**, which will be our primary vehicles for reaching the global anti-corruption community with insights from our network, updates and upcoming opportunities to engage.
2. Scaling our efforts to co-create advocacy messages and coordinate joint statements, letters and other campaigns with our community. This will strengthen our advocacy efforts, as more organizations contribute to targeted efforts to push for change and conduct national-level outreach, complementing the Coalition's engagement at the UN-level.
3. **Building trust and personal relationships with delegations** and other key partners, allowing us to collaborate informally and to more effectively inform and shape discussions to strengthen the global anti-corruption framework.
4. **Hosting and participating in discussion events, working groups, webinars, and virtual briefings** to advance discussions within our community, engage partners and communicate the Coalition's positions and best practice approaches, as well as to showcase the expertise of our members to States, the UN and other stakeholders.
5. **Enhancing our use of social media channels and videos** to not only inform but also better engage our community and external stakeholders, including by exploring new content forms such as low-budget videos to explain the UNCAC and related issues.

### 2. Expanding & Diversifying the UNCAC Coalition

We will work to expand our network, both in terms of geographic coverage as well as to bring new perspectives and approaches to anti-corruption so that the UNCAC Coalition better presents the global anti-corruption community.



The Coalition in mid-2022 had 343 organizations from 126 different countries in its wider network, including 151 member organizations from 79 countries. It is our aim to continue to increase the number of members and also the number of countries they come from. Specifically, we aim to have member organizations from 100 countries and an organization in our wider network<sup>3</sup> in 150 countries by 2026. In particular, we will seek to expand our network in regions where the Coalition has little presence, such as parts of South East and Central Asia, parts of Europe, parts of Central America, and parts of Africa.

We will seek to further expand and diversify the knowledge in our network by inviting organizations with new perspectives and different approaches to anti-corruption, including organizations with a focus on human rights, indigenous rights, gender, environmental and climate issues, and technological solutions.

We aim to grow gradually and apply our agreed standards and due diligence, only accepting new members which have an established track record working on issues linked to the UNCAC. To do so, our regional coordinators will identify possible new members and we will solicit suggestions and request references from our membership and other close partners.

Furthermore, we will seek to expand the number of individual members in our network – leading academics and accomplished anti-corruption practitioners – to further enrich and diversify our expertise.

### 3. Strengthening Partnerships

Advancing anti-corruption efforts requires a truly inclusive effort that is built on strong partnerships with all relevant actors – the United Nations system and other relevant international and regional organizations, governments and their experts, academia and civil society.

#### United Nations and the International Community

We will work to further deepen our engagement and cooperation with UNODC – in particular, with the UNODC Civil Society Unit and the UNCAC Secretariat – building on a memorandum of understanding we signed in 2020, to coordinate UNCAC-related activities, facilitate civil society participation and ensure a steady flow of information between the UN and civil society organizations. We will also engage with other relevant UN programs and efforts relevant to the UNCAC and its implementation, including the Stolen Asset Recovery Initiative (StAR) and UN Special Rapporteurs, to promote civil society perspectives in these efforts.

While the UNCAC is the key global anti-corruption framework, we will engage with different conventions and mechanisms when we identify synergies and opportunities to advance the fight against corruption and the implementation of UNCAC principles and provisions. This includes the United Nations Convention against Transnational Organized Crime (UNTOC), the OECD Anti-Bribery Convention, regional anti-corruption conventions and their review mechanisms, the Open Government Partnership (OGP), and efforts launched by individual

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<sup>3</sup> A member organization or an affiliate organization.

governments or groups of governments (such as the G7 and G20). We will explore closer cooperation with Vienna-based partners.

## States

Building on the trust that has already been established between the UNCAC Coalition's Hub team and many country delegates in Vienna, we will continue regular engagement with the Permanent Missions of countries to the UN to ensure that civil society perspectives are heard and taken into account in UNCAC-related discussions.

When opportunities arise, we will cooperate with States and the European Union – with experts in their national governments as well as delegates in Vienna – to help advance the implementation of the UNCAC, promote best practice approaches, facilitate civil society participation, and provide civil society expertise to discussions and negotiations on advancing the anti-corruption agenda. We will continue to explore different formats of cooperation, such as issue-specific briefings for delegates and collaboration on the drafting of CoSP resolutions.

## Civil society and academia

We will collaborate with other civil society networks working under the UN, including through informal exchange of information, joint events, as well as joint letters and advocacy activities, in particular on issues of civic space.

We will seek to build closer ties with leading academics on anti-corruption to better connect academic expertise to that of civil society, for example, by inviting them to join issue-specific working groups, sharing our expertise to inform academic research, and inviting leading academics to join the Coalition as individual members.

Recognizing that anti-corruption efforts will be more effective if we join forces with like-minded actors in other fields, we will intensify our efforts to bring the anti-corruption discourse to other relevant fora, including civil society organizations and networks focusing on transnational organized crime, environmental crimes, the climate crisis, human rights, democracy, and gender aspects.

## 4. Revisiting our name and branding

By mid-2023, we will put options for a possible change of the UNCAC Coalition's name to our membership. A possible name change is motivated by the fact that the UN Office of Legal Affairs has blocked the UNCAC Coalition's ability to obtain ECOSOC consultative status, thus limiting its ability to participate in many relevant UN meetings, alleging that the name is too closely related to the United Nations. It would also reflect that the Coalition is \*the\* global civil society anti-corruption network, coordinating activities to advance standards as well as securing implementation of commitments made under not only the UNCAC but a multiplicity of other instruments.

## Annex A: Context Analysis

### What is the UNCAC?

The United Nations Convention against Corruption (UNCAC) is the **only comprehensive global treaty focused on corruption**. It provides a **powerful framework for civil society** around the world to advocate for advancing anti-corruption efforts, transparency and accountability, the rule of law, as well as the participation of civil society and other stakeholders in anti-corruption efforts.

The UNCAC contains mandatory and optional provisions on corruption prevention, criminalization, international cooperation, asset recovery and return, and the provision of technical assistance. The UNCAC was adopted by the United Nations General Assembly in 2003 and entered into force on 14 December 2005.

By 2022, 188 States and the European Union had become parties to the UNCAC, resulting in near-global ratification of the Convention. The Secretariat of the Convention is hosted by the Vienna-based United Nations Office on Drugs and Crime (UNODC), which is why the UNCAC Coalition's office is also based in Austria.

**The UNCAC is the global and comprehensive framework to advance anti-corruption efforts.** The UNCAC CoSP is the central forum for States to discuss and advance their anti-corruption efforts and a crucial pillar for bilateral and multilateral collaboration, including to detect, investigate and prosecute corruption, and to seize, confiscate and return stolen assets to the country of origin. The important role of the UNCAC has also been emphasized by the first-ever UN General Assembly Special Session (UNGASS) against Corruption in June 2021, which tasked the CoSP to follow up on the commitments countries made in the Political Declaration adopted at the UNGASS.

**UNCAC implementation is lagging behind.** Most countries have yet to fully implement important provisions of the Convention, including prevention measures and asset recovery frameworks. UNCAC provisions that are reflected in national law are often inadequately implemented and enforced in practice; anti-corruption institutions often lack the necessary independence and are inadequately resourced. International cooperation on corruption cases is often slow and ineffective, thereby failing to hold powerful elites and corrupt leaders to account; only a small fraction of stolen assets are recovered and returned to help repair damage caused by corruption.

**We need to raise the bar for anti-corruption efforts.** In order to be effective in tackling corruption, all provisions of the UNCAC, as well as the commitments made in the UNGASS Political Declaration, should be implemented by States – not only in law but also in practice. Since the UNCAC was adopted, new technologies and innovative, evidence-based approaches to advance transparency and accountability have emerged; these should be

scaled globally to detect and deter corruption. Any gaps in the global anti-corruption framework need to be closed, including by implementing non-mandatory UNCAC provisions.

**The UNCAC review process could be a more powerful engine for reforms.** The ongoing second cycle of the UNCAC implementation review, under which countries are reviewed for the implementation of Chapters II (prevention) and V (asset recovery), has seen long delays. The review process' current minimum standards for transparency and inclusiveness are inadequate, weakening its effectiveness and impact:

- States under review are encouraged to include non-governmental stakeholders in the review mechanism, but do not have to;
- States under review are not required to disclose key documents of the review process, namely the self-assessment checklist and the full country report;
- Little information on the review process is published, undermining the ability for civil society and other stakeholders to contribute;
- There is no mechanism to follow up on findings and recommendations of previous review cycles;
- The reviews focus on the legal implementation of UNCAC provisions but tend to inadequately assess the implementation and enforcement in practice.

The current phase of the implementation review is scheduled to end in 2024 (but may be further extended). By then, States Parties will have to decide if there will be a next phase of the review process, and what it will look like.

**Limited resources and expertise of delegations:** Many country delegates in Vienna who are tasked to participate and negotiate in UNCAC fora have broad portfolios, often covering numerous conventions and several UN bodies, and many operate at or beyond capacity. Most delegates are not anti-corruption experts, and many appear to have limited support and access to anti-corruption resources from their capitals, highlighting the need and value of access to civil society views and expertise in Vienna. Numerous countries, in particular smaller ones, do not regularly participate in UNCAC meetings.

**Decisions shaped by consensus culture:** The UNCAC and its procedures, as well as negotiations linked to the Convention, are shaped by the so-called “Vienna spirit of consensus” under which resolutions and decisions are usually adopted by consensus – there are no votes on matters of substance and votes on procedural issues are very rarely called for. This results in agreements around the lowest common denominator. This consensus culture provides States seeking to block an effort with significant leverage and is increasingly abused by some States to exclude leading NGOs for political reasons.

**Narrow space for civil society:** The narrow space for civil society in UNCAC fora – as well as on the national level in many States parties – restricts the ability of non-governmental organizations to contribute to anti-corruption efforts.

- The number of civil society organizations not allowed to participate in UNCAC CoSPs due to objections by a State Party has been increasing. In this context, leading CSOs have been arbitrarily accused of criminal conduct. These accusations have a chilling effect that negatively impacts the freedom and ability of the affected groups to operate.
- Hybrid meetings introduced as a result of the Covid-19 pandemic (temporarily) restricted the number of civil society representatives who could attend in person, and

reduced the ability of civil society organizations to engage informally with State representatives on the margins of UNCAC meetings. Similarly, in many countries, the space for organizations in the UNCAC Coalition's network has narrowed in recent years.

- Approved civil society organizations are only allowed to observe the general plenaries of the biennial UNCAC CoSPs but cannot attend the meetings of the CoSP subsidiary bodies where matters of substance and the implementation of the UNCAC on the national level are discussed.
- Several UNCAC CoSPs have taken place in countries with highly restricted space for civil society, resulting in difficulties for CSO representatives to obtain visas and raising concerns over personal safety when attending the Conference.
- The lack of a policy on access to information at UNODC and the limited publication of information by the UNCAC Secretariat, largely due to the non-transparent procedures of the UNCAC and its review mechanism, hinder CSO representatives from accessing information they need to engage with the UNCAC.

**Strong interest from CSOs to participate in and collaborate around the UNCAC:** Since the UNCAC Coalition opened its office in Vienna in early 2019 and has been able to increase its engagement and outreach to civil society around the world, there has been growing interest from civil society groups to engage around the UNCAC. The highly technical and oftentimes opaque procedures and developments around the UNCAC require a high level of expertise to navigate it effectively. Targeted sharing of information in easily-accessible forms is crucial for meaningful civil society participation around the UNCAC. Hybrid meetings introduced during the COVID-19 pandemic have helped to widen the circle of civil society organizations that can participate in UNCAC meetings.

**Collaboration with UNODC:** The UNCAC Coalition Hub team collaborates with UNODC's Civil Society Unit in a close and professional manner on the basis of a Memorandum of Understanding signed in 2020 and coordinates with the UNCAC Secretariat on a regular basis. The Coalition and UNODC have jointly held numerous multi-stakeholder workshops for civil society and government focal points on the UNCAC and jointly organize briefings for civil society around CoSPs as well as the annual NGO briefing on the sidelines of the UNCAC Implementation Review Group.

## Annex B: Key Performance Indicators for implementation of the Strategy

Indicator	Baseline	Goal	Comment
<b>Membership:</b> Number of Member Organizations	152 member organizations	At least 200 member organizations (by 2026)	Growth in membership indicates a “pull effect” of more organizations learning about the Coalition and wanting to join, including affiliated groups to become full members
<b>Global coverage:</b> Number of countries where the Coalition has a member or an affiliate organization	343 organizations in 126 countries	More than 400 members or affiliates in 150 countries (by 2026)	Strengthening our role as a truly global civil society network
<b>Better implementation of the UNCAC:</b> Number of countries that make their UNCAC self-assessments (SA) and full country-reports public	1st cycle reviews: 22 SA; 91 full reports published;  2nd cycle reviews ongoing: 20 SA; 27 full reports published	30% of States publish SA, 60% of States publish the full country report under the 2nd cycle reviews	The Coalition impacts transparency of the reviews through the Transparency Pledge, a coordinated access to information campaign, engagement with States, etc.
<b>Better implementation of the UNCAC:</b> Number of countries where the Coalition supports CSOs to provide analysis to the UNCAC	10 parallel reports published in 2022 (several others in the making), 15 other groups	Support 30 additional parallel reports by the end of 2026; capacity building (workshops, trainings, guidance) for least	The Coalition will support parallel reports on national UNCAC implementation, produced by national CSOs, and provide a range of other

<p>reviews (in particular through parallel reports), and number of examples where the Coalition supported follow-up advocacy</p>	<p>participated in a Coalition-led multi-stakeholder workshop</p>	<p>20 groups per year on using the UNCAC and its review mechanism for advocacy; advocacy support to at least 12 groups by the end of 2026.</p>	<p>capacity building efforts that enable CSOs to engage with the UNCAC and its review mechanism (workshops, materials, trainings on the tools developed by the Coalition, tracking of national reviews to identify entry points, etc.)</p>
<p><b>Better implementation of the UNCAC:</b> Impact stories where CSOs, with support of the UNCAC Coalition, were able to impact changes in law, policy or practice, in particular in the context of the UNCAC review process and follow-up, and by impacting UNGASS follow-up</p>	<p>3 finalized follow-up activities by the end of 2022</p>	<p>At least 12 follow-up activities supported by the end of 2026</p> <p>8 examples of impact</p>	<p>Impact on the national level is difficult to identify and measure. We are planning to continue providing funding for parallel reports, plus for follow-up advocacy to selected groups, which will help us to identify impact resulting from those activities.</p> <p>Examples of impact: 1) Coalition encouraged CSOs to participate in country visits (for instance, by establishing the contact with the focal point) and a recommendation of the NGO is reflected in the final UNCAC country report; 2) a CSO's recommendations from the parallel reports on passing laws or improving implementation of a specific policy, for instance, are achieved in the framework of our follow-up activities.</p>

<p><b>Stronger UNCAC standards and processes:</b> Civil society participation in CoSP (in-person)</p>	<p>Approx. 80 in-person CSO participants at CoSP9; 5 States included NGO representatives in their delegations; Objections to 9 NGOs by 2 States, there has been an increase in the number of objections in the past COSPS; approx. 70 States in clear support of civil society participation<sup>4</sup></p>	<p>150+ CSO participants at CoSP 10 &amp; 11; A growing number of States includes NGO representatives in their CoSP delegations; A revised trend on the unfounded exclusion of NGOs; growing number of States supporting civil society participation in the UNCAC</p>	<p>A stronger in-person presence of CSO representatives at CoSP as an indicator for increased civil society participation in the UNCAC</p>
<p><b>Stronger UNCAC standards and processes:</b> CSO participation in CoSP subsidiary bodies</p>	<p>CSO observers are not allowed in CoSP subsidiary bodies (working groups, IRG, expert meetings); 2 NGO representatives included in a national IRG / working group delegation (2022 – PNG, UK)</p>	<p>NGO observers are permitted; NGOs are included in government delegations and/or invited to make presentations</p>	<p>Measuring change of practice; if no general permission of CSO observers is introduced, we will promote inclusion in government delegations</p>
<p><b>Stronger UNCAC standards and processes:</b> Improved UNCAC review process after current cycle (more transparency, inclusiveness, follow-up)</p>	<p>–</p>	<p>Impact on continuing and strengthening review mechanism in its next phase through our research and activities and advocacy (asks of the Coalition are reflected in revised TOR or reflected by revised practice)</p>	<p>Evaluation based on revised TOR or decision / resolution on the review mechanism; Will also take into account indications of a change of practice, even if TOR remain unchanged/unfavorable</p>

<sup>4</sup> States supporting UNGASS Special Session request in August 2022



<p><b>Stronger UNCAC standards and processes:</b> Impact on resolutions to elevate standards on priority issues</p>	<p>1 resolution at CoSP9 (BO transparency) clearly impacted by Coalition</p>	<p>3 resolutions at CoSP10 and 3 resolutions at CoSP11 impacted by Coalition advocacy</p>	<p>Indicator for successful advocacy to impact resolutions (by producing drafts that are introduced by States, by providing specific language to States to insert in resolutions, and through impacting negotiations)</p>
<p><b>A safe, enabling, and inclusive environment for civil society:</b> Exemplary stories of collaboration and joint advocacy facilitated by the Coalition (e.g. through regional meetings, working groups, match-making, trainings, etc.)</p>	<p>–</p>	<p>10 examples, ideally at least one from each region</p>	<p>Cases where the UNCAC Coalition facilitates and enables collaboration between members (e.g., on a specific case) or where it facilitates joint coordinated advocacy efforts to advance priority issues</p>
<p><b>A safe, enabling, and inclusive environment for civil society:</b> UNCAC Coalition provides support and raises awareness when members of our community are attacked</p>	<p>–</p>	<p>Number of cases and type of support provided by the Coalition</p>	<p>Cases where the Coalition was informed of attacks against members and affiliates and our response to document these cases, raise awareness of relevant stakeholders and provide other support</p>
<p><b>A safe, enabling, and inclusive environment for civil society:</b> Effective and inclusive UNCAC Coalition Working Groups address and identify solutions to priority challenges through collaborative efforts and joint advocacy</p>	<p>4 operational working groups – examples of outputs: Victims of Corruption film competition, submissions to consultations; database on legal standing of NGOs</p>	<p>At least 5 active working groups; examples of successful collaborative outputs</p>	<p>Examples of collaborative advocacy and other outputs of the Coalition's working groups</p>

<p><b>Partnerships:</b> Examples of meaningful partnerships with stakeholders outside our community that have been built and strengthened to advance the implementation of the Strategy</p>	<p>Collaboration with Switzerland, UN Tashkent on asset return to Uzbekistan; Policy input to Canada and Netherlands to strengthen international AC framework; collaboration with team of Special Rapporteur on Human Rights Defenders (input to report, event in Vienna, IACC proposal)</p>	<p>At least 5 examples of projects / campaigns Example: building new relationships and longer-term initiative with governments, international organizations, other organizations outside our membership</p>	<p>Examples of new or renewed partnerships of the Coalition with stakeholders outside our membership to advance priority issues (e.g., joint campaigns, efforts, projects)</p>
<p><b>Branding:</b> A rebranding was considered by the membership (name change), the process of updating the branding (logo, website, etc.) completed</p>	<p>–</p>	<p>Process completed</p>	<p>New branding of the Coalition (new name, logo, etc.); if decision to keep current name: brush-up of logo, corporate identity, website and social media profiles</p>
<p><b>Resourcing:</b> Adequate funding is raised to consolidate UNCAC Coalition and implement the Strategy: small but steady increase of funding</p>	<p>€600,000 (2022) from 3 donors (Norway, Denmark, SR)</p>	<p>Multi-year funding secured from at least three donors; further diversification of funding sources to at least 4 donors; funding of €800k to 1 million for each year 2023 to 2026</p>	<p>Successful fundraising to implement the Strategy and at minimum consolidate operations above 2022 levels (adjusted for inflation)</p>
<p><b>Reach:</b> The UNCAC Coalition's external communication is perceived as relevant and reaches relevant expert audiences</p>	<p>UNCAC Coalition newsletter: 2,700 subscribers, average open rate: 40%;</p>	<p>Growth in newsletter subscribers while maintaining high open rate; growth of</p>	

	Coalition website: average 6,300 sessions/month; 5,150 unique users / month; 12,400 page views/month; 1,96 pages/session; session duration: 1 minute, 8 sec.	website users, pages views and session duration.	
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2023 - 2026

# STRATEGY

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**UNCAC COALITION**

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**UNCAC COALITION**

ASSOCIATION FOR THE IMPLEMENTATION OF THE  
UN CONVENTION AGAINST CORRUPTION