

2022

# NARRATIVE REPORT

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## OVERVIEW

Berlin, 2 May 2023

2022 was another year of growth and stronger impact for CiFAR. Thanks to our public presence, quality research and training programmes throughout the world, this year we managed to strengthen our position as a well-known expert on asset recovery in the global anti-corruption community and beyond.

The past year has seen a resumption of in-person activities following the opening of borders and reduction in health emergency statuses across the world. Nevertheless, 2022 saw us build on our experiences learnt during the pandemic to offer much more virtual events, enabling us to reach wider audiences at lower cost.

We also grew as an organization in 2022 and welcomed a new member in our team – the Administration and Finance Officer – to help us with smooth project implementation, donor reporting and overall organisational processes. We further saw an increased budget for the organisation and, consequently, more activities taking place across our work areas and project countries. Finally, CiFAR saw the onboarding of a new donor, helping us diversify our funding base.

In our **Global Priorities** results area, we put a strong emphasis on our sanctions work, in particular in response to the Russian invasion of Ukraine and reinforced our area of expertise around the link between sanctions and asset recovery. Alongside our Sanctions Watch web platform, we held a series of events over the year to discuss how sanctions can better link to the opening of investigations into the origins of stolen wealth and engaged in debates on EU level reform. We also launched new research into Unexplained Wealth Orders and Asset Management, designed to push forward the debate on innovative tools for asset recovery. We participated in numerous transnational working groups and advocated for legal reform at the national level. The Global South Forum, which we convened in November in Nairobi, was a defining moment of our global work. At the Forum, we brought together civil society from across the world engaged in asset recovery and developed a set of ideas for how to strengthen accountability, transparency and

participation in asset recovery processes. Through this public engagement and the quality of our research, we are increasingly recognized as an international expert of anti-corruption sanctions and transparency in asset recovery.

Our work under the **Strengthening Civil Society** area also continued intensely. Further building partnerships with NGOs and providing capacity support in our priority countries, this included assisting partner NGOs in promoting reforms in Kenya and Angola. We published a new toolkit: *Civil society organisations and asset recovery – a Manual for Action*, and expanded our journalist training programmes. This included supporting journalists from West Africa to conduct investigations, which led to significant impact from one of the stories we supported. We also started two new training programmes – one specifically for Madagascar and one focussing on journalists from East and Southern Africa.

As we move into 2023, we expect a busy year ahead. Alongside the number of cross-border corruption cases increasing, the tools available to address them are also becoming more numerous and the landscape of civil society addressing this issue is exponentially greater than ever before. Our work to both drive the debate forward and to convene civil society across borders on these issues has, then, never been so important.

The CiFAR Team



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# GLOBAL PRIORITIES

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## OVERVIEW OF RESULTS AREA

While several measures aimed at preventing the theft of public assets have been in place for many years and while criminal proceedings remain the default for recovering any money hidden overseas, the past four years have seen a growth in prominence of new ways to combat illicit financial flows. This has included big pushes on beneficial ownership and generally on fighting financial secrecy, sanctions, and the use of non-conviction-based forfeiture of ill-gotten gains, alongside questions over the utility of traditional methods. Lacking in many of these discussions and policy tendencies though are solid, empirical reasons for favouring certain tools over others. These tools have also only made progress to a certain extent, with issues around transparency and accountability remaining as strong as ever.

This results area transcends country cases and represents our commitment to push the agenda on asset recovery globally – developing the evidence around and advocating for measures that really work to tackle cross-border corruption and asset recovery. These areas represent not only priorities, but also where we have added value as a specialised civil society actor focussing on asset recovery. A key part of this result area is considering both the traditional and the new tools and situating them within the challenging political contexts within which asset recovery is carried out. This result area is also about considering the interlinks between asset recovery and the bigger political issues of transparency, accountability and good governance globally and nationally.

### PRIORITY AREA 1: NEW TOOLS FOR ASSET RECOVERY

*Within the field of asset recovery, traditional, criminal justice approaches are frequently being replaced by calls for states to adopt and use new, non-traditional tools to make case-work more effective and faster. Our priority is to develop a better understanding of non-traditional tools more broadly, their prevalence and effectivity in actually combatting cross-border corruption, facilitating asset recovery and contributing to systemic change in both countries of origin and financial centres.*

Sanctions as a tool for asset recovery remained one of our main areas of work within this priority area. Our flagship tool - the [Sanctions Watch](#) platform - continued to be our main way to engage with sanctions and asset recovery, with two updates during the year and counting around 220 listed individuals.

With the Russian invasion of Ukraine in February 2022 and the adoption of hundreds of new asset freezing sanctions by most Western nations – including the EU, UK, US, Switzerland and Canada – the topic of sanctions against Russians kleptocrats garnered great attention.

## PRIORITY AREA 1: NEW TOOLS FOR ASSET RECOVERY

We acted swiftly to contribute to the ongoing global debates, bringing our focus on the existing gap between sanctions, corruption investigations and asset recovery.

- In March, we were invited to speak at an UNCAC Coalition meeting on sanctions and the Russian invasion.
- In May, we held an online workshop on Russian sanctions and Asset Recovery, that included EU policymakers, civil society, the private sector, and experts. The event aimed to consider lessons learnt from previous sanction regimes.
- In June, with REDRESS and three other organisations, we published a joint report on Russian sanctions in the UK, focussed on victim compensation.
- In November we held a second online workshop aimed at looking at opportunities for the confiscation of Russian assets and the challenges therein.

As a reaction to the recent sanctions against Russia, we developed a consortium of investigative journalists to scrutinize the frozen assets of sanctioned individuals for potential infringements. In a collaborative effort, the consortium is building off the Russian Asset Tracker developed by the OCCRP, as well as other complementary sources (OSINT, national registries, NGO reports etc.). It investigates the extent to which European governments are implementing the sanctions they have imposed and documents cases of economic sanctions evasion and freezing order breaches. Through this new project – co-funded by NED and IJ4EU – we aim at strengthening the implementation and utility of the current Russian sanctions as an anti-corruption tool.

This year, we launched two important reports: "Best practices and challenges in the management of Asset Recovery" in June, and "Unexplained Wealth Order: A New Tool for Asset Recovery" in December. Through these studies, we expanded our analysis on the existing tools

## PRIORITY AREA 1: NEW TOOLS FOR ASSET RECOVERY



or alternative, or non-traditional, tools for asset recovery.

Our [Best practices and challenges in the management of Asset Recovery](#) report aims to fill evidence gaps by analysing approaches and strategies to the management of domestically and internationally recovered assets as a frequently overlooked and underestimated stage asset recovery. Focusing on the African continent and zooming in on the civil society perspective, this report discusses the challenges and opportunities in the promotion of the transparent and accountable management of recovered assets.

Assessing the efficiency of Unexplained Wealth Orders (UWOs), primarily as existing in UK legislation in advancing asset recovery and the fight against grand corruption, our [UWO report](#) introduces UWO legislation, explores how, when and where UWOs have been used to date, and also reflects on transparency and accountability considerations.



## PRIORITY AREA 2: RETURNING ASSETS TO HOSTILE ENVIRONMENTS

*A growing challenge in international asset recovery cases are returns of stolen assets to countries where corrupt regimes are still in power or where there is little to no possibility of citizen oversight of returned assets. This brings into tension the duty to return on the part of the states holding the assets and the duty to return responsibly. Our priority is to develop new understandings of possibilities and creative solutions to return stolen assets to hostile environments in a way that is transparent, accountable and benefits the people from whom the assets were stolen.*

Our main work in this area has been to provide support to work on the Uzbekistan and Equatorial Guinea returns through participation in civil society-led working groups following the two cases. Highlights of this work include:

- In April, we set up a call to share experiences in return mechanisms between Nigerian NGOs and the Uzbekistan Asset Return Network.
- Throughout the autumn of 2022 we supported the Equatorial Guinea Working Group to prepare a paper on return options, to be launched in 2023.

Drawing on the return processes observed in the above-mentioned countries (amongst others), we also began preparing a research paper on third party return mechanisms, to be launched in March 2023. Benefits of this kind of return include, for example, increasing transparency and oversight of the return process by involving a third-party entity independent from the governments involved. However, its involvement often comes at a cost of higher administrative and financial burdens, and can be perceived by the receiving government as a threat to its sovereign rights. This paper aims at laying out key benefits and challenges of the use of indirect return mechanisms with a specific focus on an assessment against accountability, transparency and participation principles.

## PRIORITY AREA 3: ASSET RECOVERY AS LAW

*The traditional approach to recovery has focussed on criminal proceedings through strong anti-corruption laws and facilitated by solid asset recovery laws. Our priority in this area is to work with our partner organisations to evaluate, design and advocate for strong laws that both prevent public asset theft and ensure transparent and accountable returns. We also aim to lead and support investigations by investigative journalists and CSOs into compliance with existing laws, including in particularly sanctions.*

Our work in this area focussed primarily on support to reforms at the national levels in Kenya and global and regional level reforms. It also included country reports and ad hoc engagement with legal reform in various jurisdictions.

### Global South Forum

A major event this year for CiFAR was the Global South Forum. It took place in Nairobi, Kenya on 7 - 9 November 2022 and saw 30 participants, representing 25 civil society organisations from 14 countries, as well as online speakers. It was a large success, particularly around the momentum it generated in the global asset recovery civil society community, the quality of discussions, plans and commitments made during the event, and overall as a key step in shaping CiFAR's future strategic direction on asset recovery civil society collective work.



## PRIORITY AREA 3: ASSET RECOVERY AS LAW

The Forum resulted in an [outcome statement](#), agreed on by the participants, which presents the policy positions collectively adopted for global level reform.

This event was a milestone in building joint advocacy, strengthening the networks and working groups on Asset Recovery matters, especially around the African Union's Common Africa Position on Asset Recovery (CAPAR).

### Kenya

In 2022, our work and presence in Kenya grew significantly, and we achieved important goals related to our advocacy and policy work. We finalized and launched our CiFAR Kenya Strategy 2022-2024, presented it, and started its implementation through engagement with CSOs and parliamentarians.

We increased and diversified our collaborations with national and international actors, such as the Basel Institute's International Centre for Asset Recovery (ICAR), with whom we coordinate on areas of synergies, and the Office of the Director for Public Prosecutions, whom we met to discuss their mandate and challenges with asset recovery.

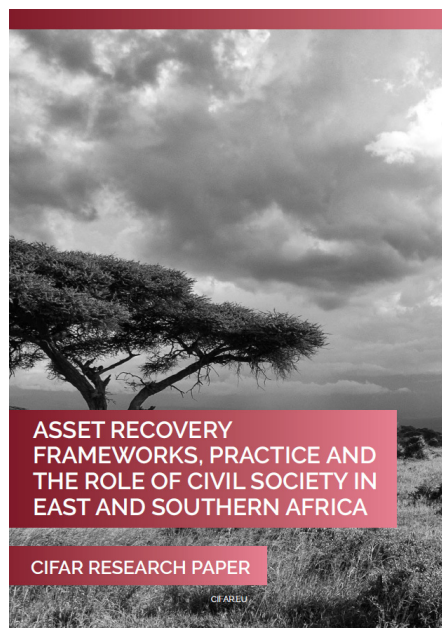
The Kenyan elections were also a window for action. We worked with and advised the civil society group KNIT (Kenyan National Interface Team) to include illicit financial flows and asset recovery in their matrix to assess whether to support Kenyan election candidates, at the beginning of the year.

We also launched a research paper on [asset recovery in Kenya](#) in September 2022, supported by the Friedrich Ebert Stiftung and the KNIT.

### Country reports

In 2022 we analysed legal frameworks and national laws related to asset recovery in various countries. Five [national studies](#) were launched during the year, looking at asset recovery frameworks in Burundi, Ethiopia, South Africa, Uganda, and Zambia. These were combined with further analysis in a [regional report](#). These reports will help us and other civil society organizations identify needed reforms for asset recovery.

## PRIORITY AREA 3: ASSET RECOVERY AS LAW



### Ad hoc support

On a European level, our expertise in asset recovery is increasingly recognised. In September, we were solicited to present recommendations at the European Economic and Social Committee on a new EU asset recovery directive.

We were approached by the European Commission following this meeting to send our comments in written form and several of our recommendations were included in the final report produced by the Economic and Social Committee.

We also provided our recommendations and commented on a report produced by Transparency International EU into the new directive.

Our feedback was further solicited by Transparency International UK, which asked us to give input on a proposed amendment to the UK's Proceeds Of Crime Act, in October.

## PRIORITY AREA 4: MAKING ASSET RECOVERY MORE VISIBLE

*Despite increased attention over the past four years, citizens and civil society are still largely in the dark about asset recovery in almost all countries. This ranges from the status of ongoing cases around the world, to the processes being used to reclaim stolen assets, and the numbers and actors involved in cases. Our priority in this area is to identify and publicise more information on asset recovery cases in a way that is accessible for everyone.*

As asset recovery becomes a more and more debated topic, we contributed to these discussions both by participating and organising public events, as well as through expanding knowledge on asset recovery. This included:

- In January, we co-organised a two-days online academic conference on new trends in asset recovery, along with the International State Crime Initiative and the University of Ulster. During this conference, we generated new knowledge and reflected on existing, in order to better understand how asset recovery can take place more effectively, transparently and accountably.
- Our new manual on CSOs and asset recovery was included in the Stolen Asset Recovery Initiative's resource database in August.
- During the second half of the year, OXFAM and the OKOA Uchumi campaign in Kenya called on CiFAR for insights in the role of asset recovery in the imminent debt crisis in Kenya.
- In October, we were invited to the African Investigative Journalism Conference in South Africa to present the results of our work in West Africa and the stories produced.
- We were invited and participated to a workshop at the Hertie School of Governance in Berlin around illicit financial flows and Democracy in Germany among parliamentarians, media, policy experts at the end of the year.
- We spoke at a conference in Brussels in November, organised by the International Republican Institute and presented

## PRIORITY AREA 4: MAKING ASSET RECOVERY MORE VISIBLE

opportunities for collective action in regards to asset confiscation and recovery.

Our efforts to make asset recovery more visible also translated into several publications this year.

- We published 15 blog articles on our website in 2022, featuring legal frameworks analysis and explanations of sanctions regimes as well as collective statements in support to the journalist from Sierra-Leone Chernoh Bah and following the Global South Forum.
- In April, we published the [Swiss asset return tracker](#), mapping asset returns from Switzerland between 2010 and 2022.
- With the objective of broadening the discussion on asset recovery and corruption, we launched a [research paper](#) on victims of grand corruption.



### **Are we making a progress on strengthening the recovery and return of stolen assets (SDG 16.4)?**

Posted on 16/09/2022

During this year's 77th Session of the UN General Assembly, the 19th of September was dedicated to the SDG Moment – an opportunity to look back at the incredible progress achieved already on the path towards sustainable development, and to highlight the considerable challenges still lying ahead. So how does the world fair in its commitment [...]



### **EU Sanctions Proposals: what do they mean and what to look out for**

Posted on 27/05/2022

The European Commission proposed on Wednesday the development of a Directive on criminal penalties for the violation of Union law on restrictive measures and for new measures to be introduced under their planned Directive on asset recovery and confiscation. Under the new proposals, new EU-wide rules would come into force that cover several aspects related [...]

We also reached broader external audiences by being interviewed or quoted on asset recovery matters on media. This included:

- In February, we gave an interview for an article of OCCRP around the Swiss Leaks and the hidden wealth of Arab elites.
- In April, CiFAR's work on Egypt and the Mubarak clan's millions was mentioned in a Franceinfo article in French.
- Also in April, our work on sanctions was mentioned in a press release of Transparency International on the lifting of the EU's Egypt sanctions.



RESULTS AREA

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# Strengthening civil society

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## OVERVIEW OF RESULTS AREA

Despite the emergence of more civil society actors in the field of asset recovery, gaps still exist in civil society knowledge. Even where an understanding of the process of asset recovery is strong, organisations that work on this topic as a part of broader anti-corruption, democracy or human rights work are still likely to need support to understand where and when certain actions should be taken and in developing advocacy and campaigning strategies that build on asset recovery for systemic transparency and accountability reforms. Further, the nature of case-based asset recovery work means that for many civic actors, they will only start working on asset recovery for the first time when a major case breaks, meaning they will also need support to build connections in other countries.

This results area directly builds on the work of our 2016-2019 strategy and aims to ensure an even stronger, more connected and diverse range of civil society actors engaged on the issue of asset recovery globally, with a particular emphasis on the Global South. Activities within this results area focus on capacity and strategy building, networking and on the inclusion of more diverse voices from civil society in global debates.

### PRIORITY AREA 5: CAPACITY BUILDING AND STRATEGIZING

*Lack of capacity is still the major issue for greater involvement of civil society in engaging on asset recovery, particularly those from the Global South for whom a major case may be the first time they work on the topic. Our priority in this area is to carry out more capacity building in the Global South for NGOs that need it, continue to work to train investigative journalists to work on asset recovery, and support cross-border strategizing, advocacy and campaigns on cases and on our Global Priorities.*

In 2022, we managed to resume our in person capacity support activities for civil society, to complement our online and research work and tools to strengthen civic responses to stolen assets.

#### Civil Society Organisations

The easing of COVID 19 restrictions allowed us to carry out again scoping visits and on-site trainings. Our work with national civil society organisations focused mainly on building on the contacts established so far, identifying policy and capacity building needs and priorities of partners in the country, as well as planning the next training and support phase of the project. It has spanned five key countries:

- In Kenya, our efforts focused on opening our local office, networking, establishing a strategy and offering consultations, and fundraising.



## PRIORITY AREA 5: CAPACITY BUILDING AND STRATEGIZING

We are also currently pending the registration of a CiFAR entity in Kenya.

- In Angola, we conducted a scoping assessment which allowed us to identify and build links with local partners and organise a three- days capacity-building workshop on asset recovery and the role of civil society in November. It saw fifteen participants from different organisations working on human rights and transparency. We also had the opportunity to present a session on asset recovery within a workshop.
- After a series of contacts in 2021, we strengthened our links in Mozambique during an in-person visit in March. We met key organisations with which we elaborated our Mozambique strategy for the next year. It foresees a collaboration on the national asset recovery policy and on monitoring and increasing the recovery in the Hidden Debt Case.
- We travelled to Brazil in May to conduct a scoping trip, where we met and discussed policy issues and collaboration opportunities with key anti-corruption NGOs, experts and policymakers. Contact and strategy building with local partners continued after the scoping trip.
- CiFAR also travelled to Mexico in December to meet with partners and strengthen our engagement in the country. This trip was key to understand current challenges in the country and plan joint work with key partners.

Accompanying our capacity building work, In September, we launched a [manual for action](#) addressed to civil society engaging or willing to engage in asset recovery, drawing on our capacity building experiences.

This manual includes concrete tips and ideas identified from interviews generously provided by civil society representatives and other experts familiar with asset recovery and from previous reference publications.

## PRIORITY AREA 5: CAPACITY BUILDING AND STRATEGIZING

### Investigative journalism

Throughout the year, we carried out three Investigate programmes, our flagship training and mentoring process for investigative journalists:

- 2022 started off with the completion of the "Investigate West Africa" programme. The mentoring phase came to an end and three stories were published. A first story on "[blood timber](#)" trafficking in Gambia was originally published on the investigative media platform Malagen, before being taken over and expanded in a Swiss RTD documentary, which received a lot of public attention. Various consequences stemmed from the publication of this story, including the Gambia deputy minister of the environment being demoted and the Ministry of the Environment reaching out to the story authors for further information. The [second story](#) to be published focused on the ambitious but not yet visible great green wall project in Senegal. The last published [story](#) of this year looked at the management of the Danish aid to Nigerian shea butter producers.
- In September, we launched our fourth Investigate programme: Investigate Madagascar. Funded by the GIZ, it has been elaborated in cooperation with Transparency International -Initiative Madagascar and aims to support an existing network of investigative journalists in Madagascar. The first quarter of this project focused on preparing and planning the programme with the partners, hiring four experts for the training delivery and mentoring phase, and elaborating the training agendas. Both an online training and an in-person workshop in Antananarivo are scheduled for the beginning of 2023.
- In December, the latest Investigate programme started. It focuses on East and Southern Africa and will run until November 2023.

We also published the second [Volume of our Investigative Journalism Manual](#) in June, both in English and in French. It provides additional knowledge and tools for investigating grand corruption, financial crime and asset recovery, as well as insights on the current challenges of the profession.

## THE ROSEWOOD STORY

For decades, the smuggling of timber has been a major issue in the Casamance region, causing ecological damage and security concerns. This illegal trade is worth millions of dollars and is said to fuel the rebellion while decimating the Casamance National Park.

The Senegalese authorities have publicly condemned this activity and have repeatedly pledged to combat it. However, neighbouring countries, particularly the Gambia, also play a significant role in the trafficking, as the timber transits through their territories before being exported.

Journalists Mustapha K. Darboe, Mariama Thiam, and Dimitri Zufferey conducted an investigation into the illicit trade and exposed how a group of smugglers and business people in the Gambia, some of whom are politically connected, continue to profit from it. This investigation received public attention and put pressure on the local authorities to act.

In June 2022, the Convention on International Trade in Endangered Species (CITES) suspended Gambia's rosewood trade license in response to protect the remaining endangered rosewoods in southern Senegal and Gambia.

[Read more here](#)

## PRIORITY AREA 6: NETWORKING AND INCLUSION

*Civil society organisations have come together for the Global Forum for Asset Recovery in 2017 and other international conferences and events, as well as part of case-specific advocacy groups. Despite this, there are still barriers to cooperation, particularly between civil society organisations, where there is still a big over-representation of civil society from financial centres in events and in coordination groups. There are also still too often civil society organisations working on the same case from two different jurisdictions without cooperating with each other, potentially undermining any gains they could make by acting cooperatively. Our priority is to continue our work to convene civil society across borders on asset recovery, including through supporting civil society actors to build their networks through meetings and events and through expanding our databases of engaged actors and individuals.*

In our ongoing support to civil society organisations and investigative journalists, we connected partners with their peers from different regions and countries, especially when working on cross-border cases. For example, we facilitated a discussion to share experiences in return mechanisms between Nigerian NGOs and the Uzbekistan Asset Return Network. We also helped a Sri Lankan NGO alliance to brainstorm about what they can do on asset recovery, providing info on US cases and putting them in contact with other NGOs of our network.

Our aim of including journalists from all parts of the globe continued through our fourth Investigate program, "Investigate Madagascar". For Malagasy journalists, this programme is an opportunity to establish a long-term collaboration and include them in our work around illicit financial flows and corruption.

One of the main objectives of this priority area is to strengthen a network of activists, policymakers and journalists for collaboration on asset recovery and fighting corruption. For that purpose, we organised the Global South Forum, bringing together organisations from Angola, Equatorial Guinea, France, Germany, Kenya, Moldova, Mozambique, Nigeria, Portugal, South Africa, Tanzania, Tunisia, Uganda, Ukraine, and the United

## PRIORITY AREA 6: NETWORKING AND INCLUSION

Kingdom. Along with its policy objectives, the event drew attention to the different experiences and priorities of organisations from the differing ends of the asset recovery process. We were able to close those gaps, strengthening cooperation and, ultimately, improving joint work that increases anti-corruption efforts. It generated a lot of enthusiasm and collective discussions among participants and set the ground for solid collaboration.

We also made significant efforts to develop our own network. In Kenya, for example, we joined the "Okoa Uchumi" campaign, a group of civil society organisations engaged in issues of public debt and who we plan to further engage with on the issues of anti-corruption and asset recovery as a tool to fight public debt. We also prepared and published a Kenya-specific CiFAR Newsletter and shared it with key civil society partners in the country. Our participation to the 20th International Anti-Corruption Conference (IACC) in December has developed our network and opened up new partnership opportunities.

In the area of sanctions, we created and facilitated a new international sanctions working group, bringing together a group of civil society professionals working on sanctions to update on their work and to discuss common approaches and new developments.

Additionally, in October we began coordinating UNCAC Coalition asset recovery working group with Transparency France. This working group is made up of civil society engaged in asset recovery and the UNCAC.



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# CiFAR as a strong actor

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## OVERVIEW OF RESULTS AREA

Since 2016 CiFAR has grown from founding to an organisation well-respected within the asset recovery and anti-corruption fields and able to secure funding to implement projects that fulfil our strategy and mission. We have also professionalised several of our internal systems and developed policies and procedures for the implementation of our work that meet international best practice. Nevertheless, we still face challenges in securing longer term funding and in supporting our core work and have work to do to strengthen our internal governance system as we continue to grow. We also need to understand better how we can respond dynamically to changing conditions and progressing case situations within the framework of project-based work and improve the visibility of our research and tools so that they better reach those who can use the.

As such, our focus over the next four years will also be to strengthen CiFAR's ability to be an expert, agile actor able to engage sustainably on asset recovery and to respond to the needs of others working on cases on the ground.

### PRIORITY AREA 7: STRUCTURES

*Over the course of our first strategy and in establishing CiFAR, we founded our board and created an advisory board made up of five international experts from the civil society, government and academic fields. We also set up an office and built up the structure of the internal organisation, establishing policies on procurement, staff, hiring, conflict of interest and travel. Many of these policies and procedures are solid but will need reflection and possible revision during the lifetime of this strategy. In particular, we will carry out a review of internal governance system, focussing on the roles of the Board and Advisory Board, with a view to increasing independence and accountability within the structures of CiFAR and in our interactions with the outside world. We will also seek to make as many of our processes and procedures as public as possible, as well as our funding, to continue to ensure that we are as transparent ourselves as we demand from others.*

2022 was an important year for our organisational growth. Faced with steady growth over the past five years, we have restructured our internal operations. We hired a full-time Administration and Project Officer, who is attached to the Investigative Journalism projects, but who also supports the general work and functioning of CiFAR. We streamlined a number of processes, including stronger financial administration and



## PRIORITY AREA 7: STRUCTURES

sub-team structures. We also constituted our Kenyan Board and initiated the legal process of registering as a Kenyan non-profit. Opening our Kenya office will allow us to maximise on the efforts made so far in the country and establish our first regional hub on asset recovery.

## PRIORITY AREA 8: VISIBILITY AND FUNDING

*Our funding has grown over the past four years and we have a base of donors with whom we have now cooperated with on several projects. Further, we have built visibility for ourselves and the issues we work on through speaking at prominent international conferences, our website, press releases and news stories about us. Our priorities in this area is to ensure that we are growing sustainably through building our base of donors and increasing our funding levels to be able to cover all our work areas effectively, including by increasing our staffing capacity and seeking longer-term and non-project based funding. We are also working to improve our visibility through developing our communications strategy, with a focus on reaching relevant audiences with our messages and on being seen more often as a focal point for our area of expertise.*

2022 was another year of marked financial growth for CiFAR. We increased our income from €235,000 in 2021 to €315,000 in 2022, allowing us to conduct many more activities and have stronger impact. We managed to diversify our donor base, to include IJ4EU and strengthened our relationship with our historical donors, the National Endowment for Democracy, the GIZ Anti-Corruption and Integrity Programme and the GIZ Global Programme Combating Illicit Financial Flows.

We implemented our communication strategy in 2022, diversifying and increasing our social media, expanding our presence on LinkedIn and Twitter, and updating our website with more content. We also focused on establishing stronger media contacts to share our reports and statements.

Throughout the year we had:

- 10,448 website visitors to our main website and 2407 visitors to Sanctions Watch.
- 559 Twitter followers and 22,000 impressions.





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