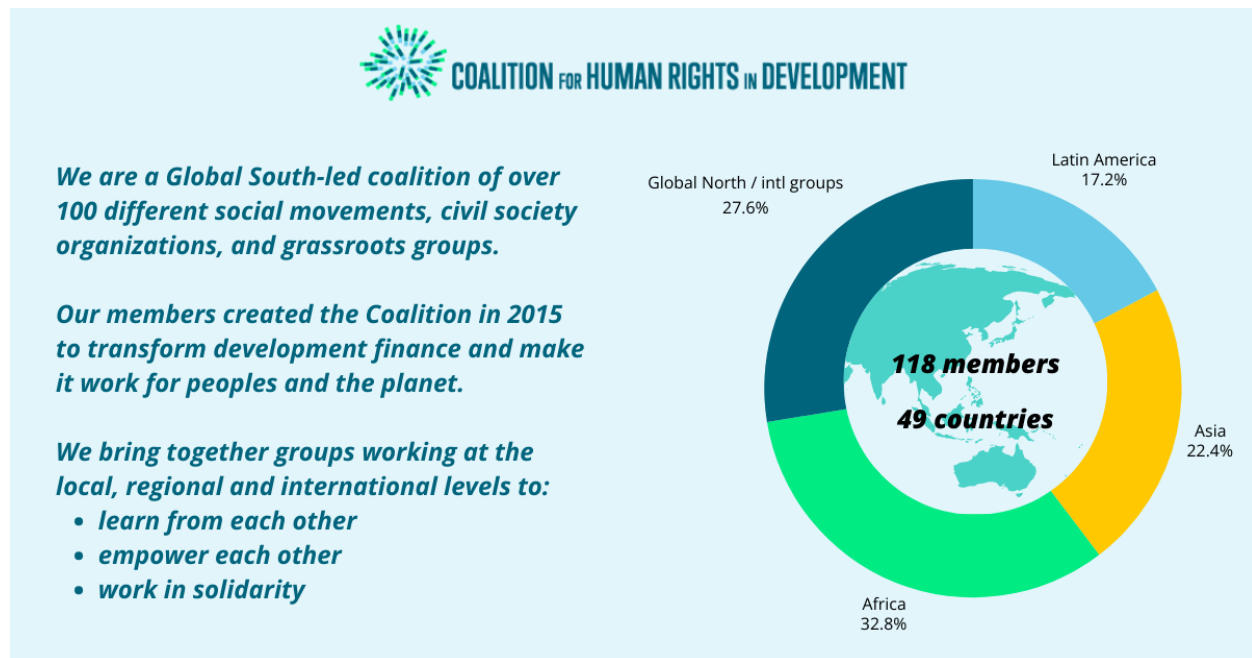


Strategy-setting process: key highlights from consultations with members and partners

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1. Introduction



In the past decade, the Coalition for Human Rights in Development has been working with members and partners around the world to advance human rights-based and community-led development. Today, we have 118 members spread across 49 countries. Through all our program areas, we also closely work with tens of dozens of other close partners around the world (including local communities, grassroots activists, civil society groups, social movements and networks).

Useful resources:

- [About the Coalition](#)
- [Our history and key milestones](#)
- [Our structure and organigram](#)

The pandemic, the urgency around climate change, growing inequality and other factors have shifted the context in which we operate. The Coalition has also undergone several internal changes over the past few years, including a bigger and more diverse membership, the expansion of our areas of work, stronger regionalization efforts, democratization of our governance, and the growth of the International Secretariat that facilitates our collective activities.

In 2024, to reflect on how these changes are impacting on our work and define objectives for the next five years, we embarked in a collaborative strategy-setting process that began with a global round of consultations with our members and key partners. Additionally, in 2024 the different

programs of the Coalition conducted targeted strategy-setting processes ([DID strategy setting for 2025-2028](#); regional strategic conversations in Africa, Asia and LAC; and CRE Evaluation).

In this report, we present a summary of the results of the global consultations, organized in three key sections:

1. potential thematic priorities, advocacy spaces and targets, and improvements to ways of working together that we should be prioritizing going forward;
2. an overview of key trends that impact on our work; and
3. a reflection on the Coalition's strengths and weaknesses.

You can read more about the consultation process in the [methodology section](#). At the end of this document, you can also find a [glossary](#) with an explanation of key words.

Please note that, as this document provides a summary of the consultations, some ideas expressed have been rephrased. If you feel that an important comment you shared was not included in this analysis or it was misinterpreted, please contact us.

2. Looking forward: what are the key priorities we could focus on?

Overall, during the consultations our members and partners indicated that we should continue challenging the dominant top-down development model and advocate for a human-rights based and community-led approach to development. Below, we outline some possible priorities broadly organized under three categories: thematic priorities for collective campaigning and advocacy, advocacy targets, and ways to improve how we work collectively. It is important to note that there is a clear overlap and intersection between many of these strategic directions.

2.1. Thematic priorities

a. Community-led development

- Promote the idea of **community-led development** as an alternative to the predominant top-down, extractivist and neoliberal model.
- Share **examples** and successful stories to explain how community-led, alternative visions of development could look like.
- Position **local communities as key actors**: their perspectives should be central in political and economical decision-making spaces.

b. Climate justice and just energy transition

- Bridge the gap between the **human rights and environmental rights** discourse, exploring the nexus between human rights, climate, environmental democracy, biodiversity and impacts on livelihoods (including interrelated opportunities and risks).
- Shape an **aligned and intersectional narrative** from the Global South, that centers local communities' perspectives (in particular, marginalized sectors like workers, peasants & fisherfolk), highlights the key role of Indigenous Peoples in addressing climate change, defines the terms "just" and "community-led" in the context of the just energy transition.
- Advocate for a **human rights-based approach in the policies and projects** around the just energy transition and environmental issues, making it clear that the need for a fast energy transition does not justify human rights abuses (including calling for higher environmental and social standards, transparency, access to information, democratic governance, meaningful consultations, an enabling environment for human rights defenders).
- Push development finance institutions (DFIs) to ensure their projects **prevent and avoid harm** to peoples and the planet (looking in particular at the impacts of sectors such as mining, fossil fuels, energy, mega-dams, and tourism).
- Push financiers to develop a **civic space protection mechanism for climate financing**, through which donor governments can engage with recipient countries and ensure that the financing does not contribute to or legitimize crackdowns on civic space.
- Denounce **false solutions** (projects that are being presented as green or climate-friendly despite their impacts on the climate, ecosystems and biodiversity) and **corporate capture**.
- Promote **community-led solutions** to climate change and to the just energy transition, including discussion on **access to energy** (how the transition in low-income countries should look like, price of energy, how it contributes to rising inflation, etc.)
- **Benefit-sharing and equity**: ensure that the policies and the funds around the just energy transition and climate change mitigation truly benefit local communities, through participatory governance of just transition plans.
- Demand **accountability**, including with a call for reparations for affected communities and territories.

c. Human rights defenders and civic space

- Advocate for **stronger policies and practices** to protect human rights defenders in the context of development projects, engaging both States and DFIs.
- Strengthen **anti-retaliation policies at DFIs' accountability mechanisms**, to prevent attacks against communities submitting complaints and/or CSOs supporting them (e.g.: including adopting measures such as the possibility to remain anonymous).
- Strengthen **security support** for emergency situations (e.g.: preventative measures, security protocols, code of conduct to ensure supporters do not exacerbate risks for local communities when taking actions, response measures such as relocation, etc.),

taking into account intersectional risks (e.g.: how racism and machismo can pose additional risks) and context-specific risks summ(especially in volatile and conflict contexts).

- Linking the Defenders in Development campaign with additional **protection organizations**, including some that so far we have not engaged with (e.g.: ESI Elisabeth Seibert Initiative)
- Coordinate with members/partners in Latin America that are working around the **Escazù Agreement**, pushing development banks operating in the region to integrate it as part of their safeguards.
- Continue **showing solidarity** and engaging around cases of reprisals, but always with a security risk assessment before taking any public action.
- Strengthen awareness around **shrinking civic space** (e.g.: particularly relevant in the MENA region) and highlight the **right to participation**.
- Continue working to **push DFIs to address restrictions to civic space and reprisals**, but also address and highlight the responsibility of **other actors** (investment funds, public companies, armed forces, paramilitary groups, governments, organized crime) and identify other spaces to address reprisals (e.g. OECD National Contact Points).
- Promote **stronger solidarity** among civil society groups and **support** between each other (e.g: some people from Central Asia mentioned it would be useful to have Coalition members providing legal aid, observing constitutional court hearings, etc.)
- Work around the theme of **SLAPPS**: agree on a definition of what it entails, better document cases, and connect with partners working around this such as Protect the Protest Coalition (US) and the CASE Coalition (EU).

d. Human rights due diligence

- Improve **human rights due diligence** policies and practices, among public development banks and other key financial actors.
- Have a stronger focus on **preventative measures**.
- To ensure better implementation, **engage with bank officials** to raise awareness about their already existing policies on human rights due diligence and meaningful stakeholder engagement, demanding accountability on the implementation of such commitments.
- Demand **stakeholders-led, meaningful engagement processes**, to go beyond box-ticking consultation exercises.
- Through the UN Guiding Principles framework and developing closer alliances with groups in the business & human rights field, demand DFIs to strengthen accountability on how they work with **financial intermediaries (FI)**, develop some guidance on these operations, and ensure that DFIs take direct responsibility for investments through FI.

e. Access to remedies and accountability

- Strengthen the work around **accountability and access to remedy**, which is recognized as one of the three core pillars of the UN Guiding Principles on Business and Human Rights but is not receiving enough attention from DFIs (e.g.: the Coalition could be joining the remedy campaign, the International Advocates Working Group meetings, and the accountability mechanism review at various banks).
- To **hold DFIs accountable**, some members note it's important to continue filing complaints and push for stronger independent accountability mechanisms policies.

f. Additional opportunities

- Some respondents pointed to the need to address issues related to specific:
 - **DFIs** (e.g.: EBRD in Africa, Chinese financiers expanding in Asia, the AIIB, etc.);
 - **sectors** (e.g.: growing and more aggressive investments in the infrastructure sector in Asia, technical assistance projects, technology, etc),
 - **geographic areas** (some regions mentioned include Sub-Saharan Africa, India, MENA).
- Given the geopolitical trends described in the section below, some people noted it would be good to find **new allies among Global South governments** and use this window of opportunity before spaces such as the Bridgetown initiative are completely co-opted by the interest of powerful actors.
- There is a larger and global interest in pushing towards **transformative systemic changes** as it's clear that "this model is not working". Respondents noted it would be good to engage, with a human rights lens, on macroeconomic issues such as **debt restructuring** and **financial architecture reforms** (addressing specific issues to be prioritized depending on the harm they cause, their prevalence, or lack of awareness about them).
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2.2 Campaigning targets and advocacy spaces

a. Advocacy with DFIs

- Continue advocating and campaigning for DFIs to refer to "**human rights**" in their policies and external communication, to then use this as a hook to push them to have a human rights lens in all their discussions and operations, including demanding DFIs to adopt or integrate in their policies the UN Guiding Principles on Business and Human Rights.
- Document and denounce the harmful impacts of DFIs-funded operations, leveraging their fear for **reputational risks**. It is also important to note that the Coalition should continue the "naming and shaming strategy" (there are less threats if a position is taken collectively by the Coalition rather than by a single individual or organization).

- Continue engaging in **policy reviews** to include human rights and “do not harm” principles, both with development banks and their accountability mechanisms (e.g.: upcoming review of the IFC Performance Standards, Independent Accountability Mechanisms policies, the Environmental & Social framework within the Asian Development Bank, and the Project-affected People’s Mechanism within the Asian Infrastructure Investment Bank).
- Engage other **potential allies** in the conversations around DFIs (such as the business & human rights community, National Human Rights Institutions, etc.) by **building knowledge** on DFIs.
- When engaging with DFIs, focus also on their influence and operations that go **beyond specific projects**.

b. National level advocacy

- Strengthen long-term advocacy work to incorporate human rights commitments in all development policies at the **national level**, targeting governments and challenging DFIs through national-level legal strategies.
- Support **members** (especially, in the **Global Majority**) who are doing advocacy work at the national level , to help them better monitor bank activities in their own countries and engage with their own and other governments as shareholders of DFIs.

c. Using law, policy and litigation

- Use more strategically **existing and emerging legislation/regulations** on relevant themes (e.g.: human rights, sustainable development, climate, due diligence, transparency, corporate & social responsibility policies, and other environmental and social safeguards) as a jumping board to advocate for the rights of Indigenous Peoples and local communities affected by development projects.
- Explore the use of litigation processes (e.g.: climate litigations, litigation related to transboundary harms, filing complaints to OECD National Contact Points targeting DFIs, developing legal cases to challenge DFI liability immunity in national courts, etc.).

d. Inter-governmental spaces

- Better engage in **high level policy and intergovernmental spaces**, such as: UN mechanisms, meetings with UN Special Rapporteurs, the UN Financing for Development Forum, global and regional UN Business & Human Rights Forum, and other UN fora; the Inter-American Commission on Human Rights, World Social Summit, the Climate and Biodiversity COPs, ASEAN meetings, and the G20.

e. Other actors

- **Expand the focus beyond DFIs** to other economic actors, tackling **private actors and supply chain issues**. Notably:
 - **Engaging private actors** could involve: understanding how much of the threats to local communities come from private actors, identifying the leverage points for engaging with these actors, and capitalizing on existing work that is already addressing cross-cutting (for e.g., sectoral) issues that involve both companies and DFIs;
 - Consider other actors such as **pension funds, sovereign wealth funds, insurance companies**, etc. as possible targets; and
 - In the specific case of Chinese financiers, engage the China Chamber of Commerce of Metals, Minerals & Chemicals Importers & Exporters (CCC MC) or the Responsible Critical Mineral Initiative (RCI).

For this, however, it would be **important to also assess the pros/cons of expanding** the scope of the Coalition's work, as some members and partners also recognize the **importance of maintaining a more targeted approach**.
- One respondent noted possible engagement around the IMF (since the IMF lacks proper safeguards and it is not recognizing its harmful impacts), while recognizing it might be challenging because we lack entry points.

2.3 Approach, ways of working and strategies

a. Relationship with members and partners

- **Supporting and not replacing:** The Coalition should not be seen as “replacing” its members, but rather discuss issues around power, privilege and equity to understand how to better serve the interests of the members and how we can support them (e.g.: through solidarity, access to financial support, etc.)
- **Adaptive to a changing context:** We should develop adaptive strategies to be able to quickly respond to emerging challenges, such as political changes, economic crises, and environmental disasters.
- **How to keep the Coalition members & partners engaged:** it is important to communicate with the members regularly, to have exchanges, share more information about the Coalition's work and structures, and document collective milestones. One respondent also suggested removing inactive members. We should continue to share updates with members so they are aware of opportunities and activities within the Coalition.
- **Policy positions:** Define better criteria and processes on how/when to sign policy positions.

b. Linkages and facilitating collective learning

- Facilitate more **spaces** where members and close partners can come together, including **building and strengthening linkages/exchanges** between groups and allies (especially with community members) working on inter-related issues at the local/regional/global level, to share experiences, identify lessons learned and best practices. These exchanges should also be cross-regional and cross-thematic, to learn about other areas of work.
- **Create alignment while avoiding duplication** when engaging with complementary initiatives/networks; (e.g.: RIMA network re: work on Chinese investments, the Business & Human Rights community, etc.).
- Continue linking Indigenous Peoples, local communities, and grassroots groups with each other and with our members (from the local to the international level) so they can **exchange experiences, concerns and strategies and learn together**.
- **Other spaces for exchanges** include: brainstorming discussions, regional meetings and workshops, face-to-face regional meetings to connect more personally, and working groups on thematic areas (e.g. a working group on the rush for “so-called critical” minerals, etc.).
- **Targeted outreach** in countries where we do not have members yet or where our presence is limited. This could be regional such as in the MENA or opportunistically in countries who are influential in shaping development finance (e.g.: Japan, Korea, and G20, OECD or Global North countries where we have less connections.).

c. Community-led approach

- Increase **outreach to and mobilization** of local communities and grassroots movements, with a particular attention to Indigenous Peoples.
- **Make information more accessible** (including on macroeconomic topics such as debt and providing more tools to explain how development finance works to community-based groups).
- **Support** grassroots communities, provide them robust accompaniment in advocacy strategies, coordinate capacity-building activities so that they can champion their own advocacy, and proactively address obstacles that might prevent communities from participating.
- Continue **amplifying community voices**.
- Opening further spaces for Global South, **grassroots participation in relevant advocacy spaces**, ensuring communities are in a position of power and can take the lead in decision-making spaces.
- **Flexibility** (adapt our approaches to changing contexts) and **inclusivity**.
- Ensure that there is an actual **connection between our members and communities on the ground** most directly impacted.
- When supporting **Indigenous Communities**, ensure we tap into their knowledge and we adapt to their approach, rather than the other way around.

- Develop a workplan together with **Indigenous** organizations, especially regarding anti-retaliation policies and the protection of Indigenous Peoples's right to Free, Prior and Informed Consent (FPIC).
- Proactively **share information** with local communities (including through better collaboration between the Early Warning System¹ and the Community Resource Exchange (CRE)² to provide direct support and share information with communities, exploring effective applications of technology to raise awareness, supporting community-led research, and organizing meetings and info sessions in the territories of the communities, if possible). One participant suggested organizing open days, where spokespersons from relevant CSOs and communities could speak about their causes or rights, increasing the possibility for fostering relationships based on similar lived experiences or struggles.

d. Inclusivity and intersectionality

- Improve **inclusivity** (e.g.: focus on people with disability, Indigenous Peoples, women, youth, children, the elderly) and follow an anti-discriminatory approach to enable greater participation from diverse communities. Practical steps can include, for e.g.:
 - **Technology**: take into account the digital divide and use technology in a way that is accessible for our members and communities.
 - **Language barrier**: potentially also exploring pro-bono services for interpretation, ensuring all our materials are always translated and accessible. It would be useful also to:
 - Have a user-friendly fact-sheet explaining key concepts in different languages that members can use in their daily work.
 - Translate member organizations materials into English, to facilitate their local-to-global influence.
 - Ensure all our events, resources, and platforms are accessible for people with disabilities.
- Deepen our **intersectional analysis** and adopt a **feminist perspective** in our analysis (e.g. holding space for feminist principles and take into account how they intersect with other rights, looking at issues related to development and environmental rights focusing on perspectives from women and youth, the care economy, etc.) and push for stronger gender policies. We should also reach out to feminist groups to integrate them in other working groups (e.g.: suggestion to connect with the strong feminist groups active in the MENA region).
- Actively identify and recruit **leadership from the Global South**, to avoid having Global North members overwhelming Coalition's work and processes.

¹ The Early Warning System (EWS) is a civil society-led initiative that collects information about proposed and existing projects, to ensure local communities have verified information and clear strategies for advocacy. See more at: <https://ews.rightsindevelopment.org/>

² The Community Resource Exchange (CRE) is a system to facilitate collaborations and co-develop strategies with and among communities defending their rights in the context of international investments and development projects. See more at: <https://rightsinddevelopment.org/collective-work/cre/>

e. Communications and Campaigning

Narratives

- Do not use the language imposed by the banks, as we need to **de-jargonize** the field and avoid technical terms.
- To react to this, we need to push for our own definitions aligned with our values (amplifying narratives against the exploitation of the commons, against false solutions and in favor of the human rights of communities and defenders).
- Consolidate a **Global South-led narrative**, in which local communities play a decisive role.

External communication

- Increase **visibility** of the Coalition and our work to strengthen our legitimacy, in order to improve our ability to leverage key actors and to better engage members, partners, and potential allies.
- Strengthen **engagement with the media**, for example to report violations, advance our agenda at the international level by connecting with major media outlets, and make Indigenous Peoples and local communities' demands more visible.
- Prepare **educational and audiovisual content, briefings and toolkits** to better inform about key issues in a simple and accessible way (e.g.: on how to conduct advocacy, on development finance, etc.), thinking about online and offline forms of communication. These materials can then be used for advocacy, exchanges and outreach to allies.
- Highlight **success stories** from local communities.
- From **local to global**: The communication strategy should focus both on the local level (to amplify community voices), but also focusing on outreach to the global community.

Campaign, research and advocacy materials

- Improve our **documentation** of cases and research on human rights violations, including more robust research on reprisals linked to DFIs projects.

Further suggestions from one of the external stakeholders include:

- Produce more **research and publications on global trends** (e.g.: financial intermediaries).
- Produce **guidance notes**, framing it as guidance for positive practices, to enhance advocacy with DFIs' shareholders.
- Produce materials for data-driven advocacy (e.g.: using data and ranking to grab the attention of DFIs, governments and the media).

f. Financial sustainability

- To economically sustain our collective work, explore growing **funding opportunities** around specific topics (such human rights, civic space and climate justice). However, it is important to be wary about donors' priorities dictating our agenda.
- Help facilitate a **direct relationship between funders and impacted communities or members**.
- **Mobilize funds** to support our members (through individual and collective fundraising) in order to have greater impact in our collective work.

3. Trends

In this section, we first present the main trends that emerged during the consultations organized under some broad topics. Some of these are clearly positive (e.g.: stronger movements, more awareness, advances in legislation) or negative (human rights violations, threats to defenders, etc.), while others present both opportunities and threats (e.g.: trends related to the geopolitical context or the environmental theme).

3.1 Stronger Global South movements

- There is a growing thirst for **transformational change**, which is underpinned by recognition that all our struggles are **connected and intersectional**
- Civil society and social movements are recognizing the need for more **collaboration, partnerships and exchanges**, and there is **better coordination and alignment** in some advocacy spaces (e.g.: climate and biodiversity COPs), as well as growing efforts to create networks and allies on specific themes (e.g.: ALLIED Coalition).
- The **voices of Indigenous Peoples and Global South community-based groups** are increasingly being recognized as central (e.g. in Latin America, groups noted how Indigenous, Afro-descendant and other grassroots groups are being recognized as key political actors, in North America social justice movements are re-centering the role of directly affected communities, etc.).
- Groups in the Global North are increasingly recognizing the **need to cede space** to colleagues from the Global South.
- Some donors are showing greater interest in amplifying community voices, at least on paper if not always in practice.
- One challenge, however, comes from the increased presence of government-organized non-governmental organization (GONGOs) that occupy important spaces (e.g.: including engagement with UN mechanisms such as the UNDP) and from the increasing "rights-washing" in some spaces (e.g.: groups and UN entities that claim to be working on human rights, but do not have a true human rights approach).

3.2 Stronger awareness, knowledge and calls for change

- There is stronger **knowledge and visibility around human rights** across regions (e.g. in Asia, groups note how the scrutiny of human rights issues in the region has increased) and on more specific issues (e.g.: mining, inequalities, multilateral development banks, reprisals, burgeoning public and private debt, renewable energy, gender, impacts of multiple intersecting crises, international financial architecture, the top-down model of development that is excluding communities, tax treaties, degrowth). This is **empowering communities** to better advocate for themselves and in theory creating pressure for powerful actors (such as development banks and governments) to shift.
- Growing awareness and call for change around **systemic issues**. However, one respondent noted that “we are not operating with a shared critical analysis of the global economic system and the effect it has”.
- **Increased recognition in the Global North** about the harmful effects of concentrated corporate power, especially after financial crises, and the need for creating limits for it (e.g.: fight against free trade in the US, calls to replace global capitalism and neoliberalism with a people-centered economy, etc.).
- Growing calls towards the principle of “**Leave no one behind**” from the UN, CSOs and some States.

3.3 Development finance growing in scope

A more detailed analysis of the trends related to development finance is covered in the report “[Demystifying Development Finance](#)” (2023), collectively drafted by over 100 members and partners of the Coalition, available at: <https://rightsindevelopment.org/pdbs/>

However, the following points surfaced again in the consultations:

- DFIs are promoting **narratives** that position them as the most effective solution to the multi-crisis and trying to set the agenda around global issues (e.g. G20, Harmonization agendas, the reform of the global financial architecture).
- DFIs are turning **crises** (including climate, biodiversity loss and conflict) **into business opportunities**, rather than tackling the core causes that led to those crises.
- On one hand, here is **increased competition** among some DFIs which act as geopolitical proxies for the governments that own and finance them ; however, on the other hand there is also increased cooperation among some DFIs, especially the larger multilateral development banks (including, for e.g. co-financing approaches, harmonizing/coordinating their approach in some geographies and sectors, adopting mutuality of safeguards and other frameworks, etc.) In many cases the push for cooperation is also coming from government shareholders of the bank, including through intergovernmental spaces.

- Spaces such as the G20 and climate negotiations are giving DFIs an even bigger role to leverage private finance, to increase the volume of investments in climate finance, and to increase cooperation across multilateral development banks
- **Growing use of less transparent** forms of development finance flows to clients, where it's much more difficult to hold the bank accountable because its **safeguards and accountability mechanisms don't apply**, or are *de facto* bypassed and rendered useless. Many of these instruments allow very little civil society engagement and scrutiny even though they can effectively undermine rights on a large scale. For e.g.:
 - technical assistance (where the banks claim knowledge on how something "should be done" and provides technical support or pays for consultants to provide technical support including changes to legislation, policy advice, training for government staff, etc.);
 - policy-based lending/general budgetary support (where banks provide general budget support to countries that are facing a financing gap in their annual budget on the condition that the country completes legal and policy reforms or actions that have been agreed with bank);
 - Co-financing (where several banks come together to fund the same project, but often only safeguards and accountability mechanism of the lead bank are available to communities);
 - financial intermediaries (where public banks fund intermediary commercial banks, private equity and other financiers to on-lend).
- **Projects and Conditionalities and push towards the private sector:** DFIs have generally embraced the privatization agenda under the guise of multiplying their finances. They are supporting governments to change laws, policies and institutions in favour of privatisation including by removing protections for the environment, workers and communities. They also support public private partnerships or complete privatization, taking away resources from the public sector, and leading to cuts and austerity.
- One respondent noted it is difficult to predict trends and understand what can make DFIs more receptive to advocacy messages, as often it depends on individual views and leadership. Another challenge in the advocacy is that DFIs seem to continue preferring data-based advocacy, which can limit the way communities directly affected can share their experiences.

Further negative impacts connected to DFIs investments are outlined in the sections below (especially on the economic context, climate, and human rights violations). However, some respondents also noted some positive progress:

- Development banks are increasingly adopting the terms human rights and civic space in their language, resulting in **less resistance to advocacy messages** calling for a human rights-based approach. They are also increasingly recognizing the need to stop reprisals.

- As there is increased awareness around the complicity and responsibility of financiers in human rights violations, and DFIs are trying to protect their reputation and avoid criticism, at least on paper they are **strengthening their social and environmental safeguards** and their due diligence processes. This shows that the advocacy efforts in this direction are leading to some change.

3.4 Climate and environmental issues

Climate change poses **severe, imminent risks** to people and the planet (global warming, environmental degradation, loss of biodiversity, loss of livelihoods, etc.) At the same time, the **human response** of governments and economic actors to climate change through the **energy transition** model is posing further **systemic risks**, and is a threat for the Global South. (Financiers and companies are treating the climate crisis as a business opportunity, but this approach is reproducing power asymmetries, deepening the extractivist model, without addressing root causes, and is leading to socio-environmental conflicts, creating sacrifice zones, etc. Notably, governing and business elites are simultaneously advancing false solutions (such as green hydrogen, waste to energy and large scale renewables defined as green but leading to harmful impacts such as land-grabbing, water depletion, and environmental degradation) while continuing support for “dirty” fossil fuel projects.

Examples of key issues at stake

- **Bypassing Participation:** The increase in climate finance is welcomed, but to prioritize some aspects (quantum, efficiency and speed of investments), financiers are bypassing consultations and meaningful engagement processes.
- **Land and resource grabbing:** The closing off of large tracts of land for conservation, mega renewable projects, or carbon credits will continue to be a source of displacement, dispossession, and violence. This is worse when the new owners or leaseholders are private funds or companies headquartered in countries in which affected peoples and their allies have little reach and influence.
- **Silencing Defenders:** the urgency and approach around climate finance is increasing risks for environmental defenders, as there are high interests at stake and projects are being pushed forward without adequate consultations.
- **Impacts of Mining:** There is an increased global competition over so-called “critical minerals” such as lithium. Involved actors are getting more aggressive in this field, and communities are having to face challenges over exploitation of natural resources that do not bring benefit for them.
- **Commodification and financialisation** of natural resources.

Key actors

- **Development banks** are positioning themselves for a bigger role in financing climate solutions and in the just energy transition. Among our members and partners, their increased influence in setting climate solutions and the energy transition process is being widely criticized, because of their neocolonial, extractivist, top-down approach.
- **Corporate capture**: corporations are dominating decision-making spaces and capturing spaces such as the COP or some UN fora. The emphasis on private financing is likely to deprive communities and NGOs of established avenues for participation, consultation and influence.

Narrative capture

- **Greenwashing**: especially on environmental issues, DFIs are twisting the meaning of some words (e.g.: concepts such as green energy and transition minerals are being used to describe harmful policies).
- **Co-opting our language**: DFIs are appropriating civil society's language. Moreover, the elites are monopolizing the concept of "development" and defining what it means, and when someone opposes their ideas of "development" then they are labeled as being "anti-development".

Stronger calls for climate justice

Increased public recognition, understanding and global policy commitments about the harmful effects of climate change – coupled with research on key topics like energy and critical minerals, and their social and environmental impacts – has resulted in stronger calls for: climate justice, just energy transitions, halting deforestation and biodiversity loss, Indigenous Peoples' and local communities' rights, meaningful stakeholder engagement in the context of climate-related projects, recovery support for affected countries, and nature as a rights holder.

Although there is still a gap between the human rights and climate discourse, there have been attempts to bridge this gap. Our members and partners also highlighted how there is **stronger coordination** at the regional and global levels on climate issues, better recognition of the key role of environmental defenders, and stronger capacity among civil society to advocate on climate justice issues (e.g.: including through community-led research, use of technology, etc.).

Opportunities for positive change

Climate change is also being recognized as an increasingly **important political issue**, which is leading to opportunities for change and transformation.

Some countries (e.g.: Costa Rica, Colombia, the Philippines, the Pacific Island, Tonga etc) are taking **positive steps** regarding the environment and taking the lead in advocating for better measures to address climate change.

3.5 Geopolitical context

- The increased **geopolitical tensions** among global powers like Russia, China, the US and its allies is leading to a comeback of ideological divides. Countries seeking to be neutral or non-aligned will struggle for access to capital and other resources.
- **Conflicts**: increase in military spending (that takes away funds for development, climate, etc) and violent conflicts in different countries (Palestine, Ukraine, Sudan), as well as spill-over effects of conflicts in other parts of the world.
- Increasing **political instability** is pushing people towards more right-wing extremist **ideologies**, posing challenges for advancing progressive reforms, and making it more difficult to define allies/opponents in contexts of political volatility.
- **New forms of influence**: one respondent noted that the influence of Western traditional funders and governments is waning, with elites in the Global South increasingly engaging with other financiers and governments (e.g.: such as the BRICS block or Chinese financiers) that lack some of the frameworks broadly applied by Western-led development banks. There are also other actors beyond DFIs that are becoming more influential, such as investment funds (e.g.: such as the Gulf Sovereign Wealth funds and US hedge funds).
- **Progressive governments and new potential allies**: some governments are being more open to CSOs voices and supportive of our agenda. For example, there could be opportunities to engage with relatively progressive governments in Europe (for e.g., UK, Poland, some Baltic States) and in the Global South (e.g.: several countries in Latin America, such as Colombia and Brazil, are returning to more progressive agendas).
- **Repressive governments and far-right movement**: In many political contexts, there is increased concentration of power in the hands of a single institution/leader. This also threatens institutions that should be independent (such as the judiciary or independent human rights mechanisms), as they are increasingly controlled.
- The growing far-right movement (including in Europe and the US) threatens democracy and the rights of people in vulnerable situations, makes it difficult for some CSOs to operate and access funding, and increases security issues.
- There is also a rise of misinformation, conspiracy theories, and alliances between political and religious actors that advances the right-wing agenda.

Some additional regional trends

- In LAC some respondents noted how there are some “false” left-wing governments, but also some positive changes (such as in the case of Colombia and Brazil); they also

noted there is lack of unity and coordination at the regional level among the different countries, limiting the impact in international negotiations.

- Trumps' victory in the US might lead to a retraction of the US from multilateral forums, a set-back in some policies more supportive of defenders and human rights, and reduction of US staff from key advocacy spaces.
- On the African continent we have seen transitions to more popular progressive leaders, more effective and open civil society, but also anti-Western coups and democratic back-sliding. In Europe, governments are shifting to the right (e.g.: Germany, France).
- Democracy is backsliding in the Asia-Pacific region.
- In Central Asia, there are increasing trends towards authoritarian governments (e.g.: Kyrgyzstan) and more dependency on Russia and China.

3.6 Economic trends

- Governments are pushing a development that **prioritizes growth** at all costs, instead of the people-centered development demanded by local communities.
- Growing inequality and greater **concentration** of economic power in the hands of a few.
- **Corporate capture** of development banks and States, with governments becoming less resistant to external influence, less independent and less able to safeguard the interests of their own citizens.
- Greater influence of the **private sector**, deregulation processes and pro-market narratives that push the idea that increased financial flows can solve problems (promoted by governments, corporations and development banks), which leads to increased inequality, less sustainability, and the maintenance of the status quo.
- New actors promoting a **capitalistic approach** are getting involved.
- Tension between a capitalist financial architecture (reclaiming **debt** repayments) and calls for debt justice and human rights. There's a lack of action to revise the current conditionalities and debt scheme.
- Economic injustices related to **taxes** (including illicit cash flows, tax avoidance and difficulties for governments to fulfill human rights obligations when they are indebted; within countries benefits of the taxes not going to marginalised communities who bear the brunt of harmful economic activities, etc). One respondent from a former Soviet Union country raised concerns about growing **illicit economies and financial flows** (including corruption and money laundering in the green energy sector).
- Overall **cutting on social expenditure**, with some countries experiencing economic collapse
- **Inflation and high cost of living.**
-

3.7 Legislation and policy commitments

- Members and partners are noticing a rise in **positive policy changes** in legislation or regulations related to sustainable development, human rights, environmental rights, transparent lobbying, and due diligence. **Examples** of such legislation and policy instruments - that can be used as the basis for our advocacy - include: the UN Guiding Principles on Business and Human Rights, ASEAN Declaration on Environmental Rights, the Aarhus convention, and the Escazù agreement, the Convention on Biological Diversity, the Human Rights Due Diligence directive, and the OECD 2021 civic space recommendations, as well as other environmental and human rights legislation that refer to human rights defenders.
- **Corporate accountability standards** are increasing in some countries, with due diligence directives and judicial recognitions to reign in corporate power.
- **Critiques of global treaties:** although intergovernmental treaties remain relevant, one respondent noted how they are mainly being used to target certain countries while Western governments are trying to escape responsibility and delegitimizing these instruments (e.g. international crimes treaties, environmental treaties, etc.) when they perceive them as a threat to their interests. Another challenge is related to their implementation and enforcement (as one of the respondents said, “there are no global sheriffs” to enforce global standards).

3.8 Human Rights Defenders and civic space

- There is increased **recognition** of the key role played by environmental defenders, and human rights defenders more generally.
 - **The right to defend rights:** This year, with the publication of the [Declaration + 25](#) (a civil society-led declaration that complement the 1998 UN Declaration on HRDs) there has been from the UN and CSOs a shift in the definition of HRDs (highlighting how everyone can be a defender and ensure they are not seen as a stand-alone category).
 - **Growth in donor funding** support for protection of defenders, without necessarily addressing the systemic causes of reprisals.
 - There is a rise of the interest and mobilization around **SLAPPs**: new laws against them, more States are recognizing them as an issue, and more collective efforts to make concrete progress around this trend.

On the flip side, there is also:

- Global trend towards **shrinking civic space** and threats towards defenders and communities, especially those offering alternative views and ideas on how development should be or is.
- **Reprisals** against defenders include: punitive legal action and criminalisation (including through Foreign Agent laws in some countries and SLAPPs), threats of and actual

physical harm, freezing of bank accounts, digital surveillance, censorship, restriction of digital spaces, and killings.

- Situations of increased **insecurity and violence**, related also to the presence of illegal groups, the involvement of armed forces in mega projects, and difficult political contexts (either because there is an authoritarian government or governments that claim to be left-wing but replicate an authoritarian approach).

3.9 Technology

- On one side, the development of new technologies helps us advance our work (e.g.: greater outreach, spreading information, more effective communication, increased access to technology).
- On the other side, there are human rights concerns on how technology is used (e.g.: non-regulated AI, surveillance, use of social media as a space to launch smear campaigns and negative narratives against defenders) and impacts of the digital divide.

3.10 Funding

- There seems to be an **increased interest in funding grassroots**, community-based, and indigenous-led organizations in the Global South directly, rather than channeling funding through the Global North. This could be an opportunity to create structural changes in the connection between funders and organizations, building a relationship directly between funders and the impacted communities.
- However, funding remains a key issue for defenders and communities. **Challenges** include:
 - retreat of key philanthropic and government funding away from human rights work;
 - lack of access to financing and resource restraints;
 - freezing of bank accounts as retaliation against HRDs;
 - lack of funding for themes that are outside the agenda defined by donors (e.g. lack of resources to work on broader themes such as accountability, development, etc.) or topics that could present reputational/legal risks;
 - institutional donors focusing on trade promotion rather than support towards human rights themes;
 - lack of sustained funding to support long-term goals.

3.11 Human rights violations and social harms

Several of these rights violations and harms have come up previously, but also included here for sake of completeness:

- General trend of push-back on human rights.
- Land grabbing and forced evictions.
- Destruction of natural resources, especially by mining companies and other corporations.

- Environmental impacts.
- Militarization of the territories where projects are being built.
- Violations of Indigenous Peoples' rights (in particular through the imposition of projects without seeking their consent, presence of organized crime and illicit activities in their territories, etc.).
- Corruption.
- Injustice, discrimination, poverty and social inequality, with intersectional impacts (e.g.: social inequality can threaten women's autonomy or exacerbate social tensions, but putting poor people against each other).
- Labor exploitation (with a particular impact on women noted in LAC) and other violations of labor rights.
- Lack of direct community representation and participation.
- Lack of access to information.
- Threats to democratic participation in decision-making processes and global processes.
- Lack of accountability and impunity of governments, corporations, and financial institutions.
- Lack of access to remedy in development projects.
- Social conflicts and divisions among community members (especially when some community members, because of external pressures, become co-opted by powerful elites/authorities, or when they end up supporting certain projects because they are not adequately informed about risks/impacts or they are promised certain benefits).
- Anti-rights narrative and hate speech.
- Attacks on human rights defenders and civic space (*see section above*).
- Intensification of policies against minorities and vulnerable groups.

4. Coalition's strengths and weaknesses

During the consultations, members and partners reflected on the strength and weaknesses of the Coalition, looking at the way we shape our collective work, our structure, our decision-making processes, and our main programs. In the table below, we have summarized and organized these key reflections under thematic categories.

Area	Strengths	Weaknesses, challenges and areas for improvement
Community-led and value-based approach	<ul style="list-style-type: none">- Collective and caring approach, with strong respect for everyone.- We are committed to the cause and dedicated.- Communities, protection of human rights defenders and members are at the center of our work.- We listen to communities, asking them to tell us what they need: through our close accompaniment, we have built trust with communities.	
Inclusivity, diversity and intersectionality	<ul style="list-style-type: none">- We are inclusive and representative.	<ul style="list-style-type: none">- Despite efforts in this direction, Indigenous Peoples groups are still not sufficiently represented in the Coalition's structure and decision-making processes.- There is a gap in engagement with people with disabilities: we need to do more targeted outreach, and ensure we document their concerns and take actions to address them.- We lack a clear and strong feminist approach.- We need to adopt an anti-discrimination approach, ensure the elimination of barriers, and how we will implement this approach at the internal level.

Area	Strengths	Weaknesses, challenges and areas for improvement
		<ul style="list-style-type: none"> - We need to actively seek to include underrepresented groups in all Coalition activities and decision-making processes (implement key principles in all meetings, the agenda, the leadership, and aspects of the work). Further suggestions on how to improve here.
Language	<ul style="list-style-type: none"> - We have been proactive in making sure that information and meetings are available in various languages to facilitate participation - Having a team that can speak multiple languages. - We are mindful about language barriers and cultural differences. 	<ul style="list-style-type: none"> - Sometimes, we lack the capacity to be able to translate all the materials or there are delays in providing translations. There's room for improvement in ensuring more simultaneous interpretation for all members and ensuring all materials are always translated in different languages.
Decision-making	<ul style="list-style-type: none"> - Strong inclusive and collective decision-making processes. - Functional, effective, open and democratic leadership structure. - This strategic planning process is a helpful step in achieving horizontal decision-making. 	<ul style="list-style-type: none"> - Need for more horizontal leadership and stronger involvement of members/partners in all decision-making levels. - Sometimes, the collective approach means that we do not take a position on certain issues, but we rely on the view of our members. We need to consider if there is reason to position ourselves on some issues, while also being aware that it's important not to violate the principle of consensus and not to go against collective decision-making. - It's a challenge to accommodate all of our members.
Participation and members engagement	<ul style="list-style-type: none"> - We have a good membership engagement, with many active members who truly believe in our work. - The regular consultations (e.g.: seeking input through this process) and communication with member organizations and partners is much appreciated. 	<ul style="list-style-type: none"> - Lack of equal participation of different members (especially grassroots membership). - Engagement with members to be strengthened - Lack of ownership of all the members, some are not active. One respondent suggested removing inactive members.

Area	Strengths	Weaknesses, challenges and areas for improvement
	<ul style="list-style-type: none"> - Members and partners feel supported in their own initiatives, we amplify their priorities/messages, and provide good accompaniment through advocacy or capacity-building activities (including through concrete and ad-hoc support for individual cases). - We have a horizontal approach, it's easy to become members, we don't favour specific views/people, and we engage well also with non-members. 	<ul style="list-style-type: none"> - We need to be more active in sister networks and groups of potential allies, engaging more proactively and making our work more visible.
Role and composition of Secretariat	<ul style="list-style-type: none"> - The Secretariat is a strong, diverse, motivated, and caring team, with a culture of collective care of collaboration; it is praised for its solid experience, expertise, and coordination, and for being responsive, agile and flexible. - The ethos of the Secretariat and the flexible/collaborative approach reduces the risk of having a technical team "hijacking a movement". - The secretariat is acting as an anchor to the work of the Coalition, and plays an important role in supporting the advancement of the Coalition's processes. - Our structure is considered: efficient, transparent, approachable, quick to respond, and with different structures for different areas of work. 	<ul style="list-style-type: none"> - The Secretariat should be playing a more active role. - One respondent noted that the Secretariat has on times assumed a more leading role than required in working groups and networks that have been working for years and with certain autonomy. This is not always appreciated, and has in some cases been perceived as the Coalition wanting to appear as the leader of all processes. Although it is noted that this has always been with a supportive and propositive eagerness, it should be reflected upon. There is also the risk of duplications with other groups that should be taken into consideration. - The model of the secretariat as independent from the members works well, but there were several mentions made about a need for more clarification on the roles of the secretariat and its functions.
Role and composition of Steering Committee		<ul style="list-style-type: none"> - The Steering Committee should be playing a more active role and it's important for it to be more engaged with the membership.

Area	Strengths	Weaknesses, challenges and areas for improvement
Expertise & understanding the context	<ul style="list-style-type: none"> - Diversity of expertise: a wealth of different experiences, perspectives, and areas of expertise. - Strong technical, professional and knowledge based capacity in the area of development finance (how DFIs work, how to target them, etc.) 	<ul style="list-style-type: none"> - We should better tap into the knowledge of members and partners to assess changes in the context. - In some instances, the Coalition may have overlooked specific local contexts which has led to less effective interventions. It is crucial to tailor approaches to fit the needs and conditions of the local community or organization. - It's important to take regional changes into account and to consult with the related organizations before any action is taken, to avoid any adverse effects.
External communication	<ul style="list-style-type: none"> - Newsletter highlighted as an important place for members to reflect on collective wins and efforts. - We use digital tools (signal, listservs, social media) well - We have a good website. - High quality research, backed by data and easy to cite as it has balanced views and impactful messages. - The Coalition presents powerful counter narratives to development discourse, highlighting alternative views and perspectives, including at important meetings (e.g.: Annual Meetings of banks). 	<ul style="list-style-type: none"> - Several respondents noted the need to strengthen our comms strategies by creating more accessible content, increasing the visibility of the Coalition and our work, and developing an aligned narrative that can counter the dominant discourse promoted by DFIs and other powerful actors. The recommendations are summarized here.
Internal communication		<ul style="list-style-type: none"> - There is not enough dissemination of information about the Coalition, such as our background, strategies, working principles, priorities etc. A concise document stating all the kinds of support that we offer and what we do more

Area	Strengths	Weaknesses, challenges and areas for improvement
		<p>specifically would be helpful as well, both for members and allies who wish to join as members.</p> <ul style="list-style-type: none"> - We need to strengthen our transparency regarding our data collection, especially in terms of sharing our results and impact.
Funding	<ul style="list-style-type: none"> - Proportional investments and delegation of resources for both our Secretariat and the communities 	<ul style="list-style-type: none"> - Need to increase funds, especially for marginalized groups. - There is a need for a clear policy on how we provide financial support and clarify our principles/policies, to avoid the idea of being perceived as donors.
Focus of work	<ul style="list-style-type: none"> - We have a clear focus and approach around community-led development. - Clear focus on our objectives and vision. 	<ul style="list-style-type: none"> - By looking at the systemic level and the overall practice instead of singular cases we can have a greater impact. - There should be a reconsideration of the methodological design of the meetings, to make room for participants to share their experiences even if they are not directly linked to advocacy in IFIs or governments.
Global and regional work	<ul style="list-style-type: none"> - We are a broad network with global reach, well-connected at several levels, and we are able to facilitate connections between these different levels (e.g.: from the local to the global and vice versa, South-North exchanges, connection between grassroots/local groups with regional/global allies and bringing grassroots messages to global spaces, cross-regional exchanges). 	<ul style="list-style-type: none"> - Lack of membership and partners in some sub-regions (e.g. Pacific for Asia work). - Need to strengthen cross-regional and cross-thematic collaborations.

Area	Strengths	Weaknesses, challenges and areas for improvement
	<ul style="list-style-type: none"> - The global discussions and spaces we take part in gives us the opportunity to share information and tools needed by the communities. - We have a good regional focus, coordinating and distributing work according to the particular issues important to each region. 	
Defenders in Development campaign	<ul style="list-style-type: none"> - The DID campaign is appreciated as unique and important, that has led to many collective achievements, and as a space that should be maintained and expanded. <i>* In 2024, the DID campaign undertook its own strategic process. You can find the objectives and possible collective activities in this document.</i> 	<ul style="list-style-type: none"> - The role for the DiD campaign advisory body could be more concrete (e.g. Advisory Body members could support and target European governments on civic space) - One respondent noted it's too focused on defenders and risks losing other policy angles. Some respondents also noted that it should expand its scope beyond DFIs.
Community Resource Exchange	<ul style="list-style-type: none"> - It's recognized as an important initiative for grassroots collective struggles, it provides hands-on support when there is lack of resources. - One person (Russian-speaking) mentioned how the CRE grant has helped them monitor and reveal violations, and to document the failure of banks to react. As a result of this, they were able to write extensive reports on SLAPPS and violations in the courts, raising awareness and interest among more journalists, lawyers, and people in general. 	<ul style="list-style-type: none"> - It is important to strengthen the CRE (in particular its internal structure and the coordination between members/regions), to leverage support both from within and outside. As a crucial part of this, the CRE needs more financial resources. - Need to make sure we all are working together towards a shared vision and objective. - For some respondents, it is unclear what the CRE does and fulfills. - There is interest from several communities to participate in the CRE, but we need to consider how we can give it continuity and expand the support we provide.

Area	Strengths	Weaknesses, challenges and areas for improvement
	<p><i>* The CRE is currently undergoing its internal evaluation process. You can read about an initial reflection on the transition to a second phase here.</i></p>	
<p>Advocacy</p>	<p>- Advocacy work on multiple levels, and the Coalition positioning itself in different spaces and with different actors, has resulted in regional and international recognition.</p>	<p>- We should strengthen common and clear messages that allow us to move advocacy forward in strategic spaces. - Gap: national advocacy with parliamentarians; - We have a lack of coordination regarding the use of UN and OECD mechanisms. It is important that the Coalition has a more prominent presence in the UN and IACHR processes on development.</p>

4.1 A summary of our key achievements

In this section, we outline some key collective achievements that our members and partners highlighted during the consultation process. These reflections align with the points also detailed in the “Reflection on collective achievement” briefing, available [here](#).

- **A strong Coalition:** Together, members and partners with support from the secretariat (hereinafter, “we”) have created an open and inclusive space, where organizations and human rights defenders can work together on common issues, learn from each other and build solidarity.
- **Channeling support to the grassroots:** we have facilitated a flow of resources, information and solidarity down to the local level, supporting grassroots and impacted communities (including Indigenous Peoples) in building regional and global alliances.
- **Opening spaces for grassroots communities:** We have not replaced the voices of directly affected communities, but rather opened spaces for communities to raise their own voices.
- **Better governance system:** We have positively restructured the Secretariat and Steering Committee, with stronger capacity and more diversity.
- **Regionalization:** Our specific and increased focus on regional work is an advantage for organizations in the different regions (e.g.: strong and positive coordination of the AfDB Working Group in Africa, and great successes of the IDB working group in Latin America as highlighted in the Advocacy section below).
- **Advocacy:** we have strengthened our advocacy with DFIs, making them more accountable and open to recommendations related to human rights. In particular:
 - We have successfully influenced key DFIs to incorporate human rights considerations in their policies (including regarding preventative measures and project design, commitments on human rights defenders, changes to environmental and social policies, stronger accountability mechanisms policies).
 - Banks are more aware of the need for more transparency, reforms, engagement with CSOs: they are now “forced” to listen to critical voices.
 - We have been able to bring concrete cases of communities impacted by DFIs projects to the highest levels of bank management.
 - We have advanced important debates on key issues (such as the just energy transition and issues in the Amazon)
 - We have put the theme of reprisals in the mainstream conversation around DFIs and the main banks are recognizing this in their agendas.
 - We have inspired other groups/individuals to conduct work on reprisals (e.g.: one respondent was inspired by our work and conducted their own study on reprisals within National Contact Points (NCPs), which influenced the OECD guidelines on reprisals).

- The Coalition has been a key actor in the advocacy work around the IDB (we have established dialogues and commitments through the direct participation of communities, and have brought the term human rights into conversations about development).
- **Fundraising:** thanks to our collective work and approach, the Coalition has been successfully fundraising.
- **Strong analysis and reports:** we have produced strong reports (e.g.: Missing Receipts and reports of the DID campaign), that have managed to bring together different perspectives, they provide solid analysis and evidence, and they have also been cited in UN reports and analysis by bank staff.

5. Methodology

In 2024, the Coalition started a collective [strategy-setting process](#). The first step of this process was a series of consultations with our members, close partners, and some targeted external stakeholders (including donors, UN Special Rapporteurs, and development bank staff). During the consultations (conducted in Spanish, French, Russian and English) we strived to ensure diversity targeting a diversity of respondents, across all the regions where we operate, and engaging people who focus on different thematic areas.

The objective of the consultations was to collectively reflect on and analyze:

- the external context (to identify trends that can hinder or help us advance our mission);
- our collective work so far (our strengths, weaknesses, gaps, learnings); and
- how to move forward together.

Close members and partners who took part in the consultations were asked these nine questions:

1. *What are some trends or opportunities that may help our ability to fulfill our mission? When we say trends, we mean external trends that are social, political, economic, technological, legal, policy-related or environmental.*
2. *What are some trends, threats or barriers that may negatively affect our ability to fulfill our mission? When we say trends, we mean external trends that are social, political, economic, technological, legal, policy-related or environmental.*
3. *What do you think are the top three strengths of the Coalition and what should we do more of?*
4. *What do you think are the three biggest weaknesses of the Coalition and what should we stop doing or do less of?*
5. *What do you think is the biggest impact or achievement of the Coalition in the last five years?*
6. *Can you give an example of where you think the Coalition may have played a negative role?*
7. *What does the relationship between the Coalition Secretariat and Coalition members and non-members look like to you? What do you think that relationship should look like?*
8. *How can the Coalition and our collective work be more inclusive, equitable and accessible (for e.g., language, disability and other factors)?*

9. *While reflecting on strengths, weaknesses, opportunities and threats you identified above, what do you think the Coalition should focus on till 2030 to achieve our mission?*

External stakeholders were asked similar questions, while recognizing they have less information about internal Coalition dynamics, and they do not have a role to decide on shaping the future of the Coalition (but are welcome to offer opinions, if they wish). The list of questions for external stakeholders is as follows:

1. *What are some trends or opportunities that may help our ability to fulfill our mission? When we say trends, we mean external trends that are social, political, economic, technological, legal, policy-related or environmental.*
2. *What are some trends, threats or barriers that may negatively affect our ability to fulfill our mission? When we say trends, we mean external trends that are social, political, economic, technological, legal, policy-related or environmental*
3. *In your view, what are the top positives of the Coalition? By positives we mean any strengths, achievements or something good we should do more of.*
4. *In your view, what are the negatives of the Coalition? By negatives we mean any weaknesses or something we should do less of or stop doing. Perhaps you have an example where you think the Coalition may be playing a negative role?*
5. *Do you have any strategic advice for the Coalition?*

In total, around 80 people took part in the consultations that were conducted through:

- an online survey (26 respondents);
- in-person focus groups (11 people in LAC and 15 in Africa);
- online regional discussions (18 people in Asia, 6 in Africa, 12 in LAC, 4 in Europe, 5 in North America) + bilateral conversations with 2 with members who could not attend the regional discussions;
- bilateral conversations with 9 external stakeholders (3 UN representatives, 3 donors, 6 from DFIs).

6. Acronyms

- ADB – Asian Development Bank
- AfDB – African Development Bank
- AIIB – Asian Infrastructure Investment Bank
- CRE - Community Resource Exchange
- CSO – Civil Society Organization
- DID - Defenders in Development campaign
- DFI – Development Finance Institution
- EBRD – European Bank for Reconstruction and Development
- FI – Financial Intermediary
- FPIC – Free, Prior and Informed Consent
- JET – Just Energy Transition
- IDB – Inter-American Development Bank
- IFC – International Finance Corporation
- IMF – International Monetary Fund

- OECD - Organisation for Economic Co-operation and Development
- SLAPPs – Strategic Lawsuit Against Public Participation
- UN – United Nations

7. Glossary

Civic space

According to the United Nations Office of the High Commissioner for Human Rights (OHCHR), [civic space](#) is “the environment that enables civil society to play a role in the political, economic and social life of our societies. In particular, civic space allows individuals and groups to contribute to policy-making that affects their lives, including by: accessing information, engaging in dialogue, expressing dissent or disagreement, and joining together to express their views.”

Development Finance Institutions (DFIs)

[Development Finance Institutions](#) (DFIs) are national or international institutions that provide loans, grants and other types of financial or technical support for projects, activities and policies around the world. In this consultation report, we also interchangeably use the generic word ‘development banks’ or ‘banks’. National DFIs receive money from the states that own them, while multilateral institutions often receive a contribution from each of their member countries, as well as additional funds from wealthier countries. Much of these funds come from public, taxpayer money, but DFIs may also raise money in other ways, such as charging interest on their loans. DFIs are owned and governed by governments and they generally have public interest missions, such as poverty alleviation and sustainable development.

Human Rights Defenders (HRDs)

According to the [Declaration on Human Rights Defenders](#), adopted by the UN General Assembly in 1998, HRDs are “individuals or groups who act to promote, protect or strive for the protection and realization of human rights and fundamental freedoms through peaceful means.”

Human rights due diligence (HRDD)

It is an ongoing process necessary to identify, mitigate, and address adverse human rights risks and impacts. For DFIs, HRDD is an ongoing process necessary to ensure that they respect, protect, and work toward fulfillment of human rights. This involves: identifying human rights risks and impacts directly or indirectly connected with the DFI’s activities; preventing human rights abuses; mitigating adverse human rights impacts; maximizing positive human rights impacts where possible; and accounting for how human rights are impacted and impacts are addressed, and remedying any adverse impacts.

Retaliation

The terms ‘retaliation’ and ‘reprisal’ indicate any type of intimidation or attack against human rights defenders and community members who are targeted for expressing their opinion, raising concerns, criticizing or opposing a development project. Retaliations can include different types of targeted attacks, such as: defamation or stigmatization campaigns, harassment, intimidation, threats, arrests, detention, criminalization, SLAPPs, travel or work bans, extortion, unfair administrative measures, gender-based violence, attacks on livelihoods, attacks on properties, physical attacks, maltreatment, torture, kidnapping, enforced disappearance, and killings.