



OECD Watch Global Gathering 2025

Collaborating to Counter Corporate Harm

- Conference Report -



OECD Watch held its biennial Global Gathering in Istanbul, Türkiye from 8 to 10 April 2025. The Gathering was co-hosted by Business and Human Rights Association Türkiye, Center for Spatial Justice, and Transparency International Türkiye. Over 60 participants from 47 civil society organisations based in 29 countries, as well as from academia and the OECD, joined to share their insights and priorities.

The Gathering had two goals:

- To improve civil society strategy and collaboration on advancing responsible business conduct in the current geopolitical context.
- To guide OECD Watch's strategy and governance to ensure the network plays the strongest role possible in bolstering civil society coordination and progress.

Through a mix of presentations, panels, small-group and plenary discussions, and informal mingling, the Gathering achieved these goals through enabling action-oriented dialogue on the following three themes:

- Part I: Identifying evolving regional and global threats to corporate accountability
- Part II: Updating and sharpening common civil society strategies to address these challenges

- Part III: Strengthening global civil society coordination and collaboration, including via the OECD Watch network

The following report summarises the discussions held at the Gathering, particularly highlighting key action steps recommended for OECD Watch in the short term (next few months), medium term (next 6 to 12 months), and long term (next several years). OECD Watch may not be able to implement all of the recommended action steps. However, OECD Watch will draw from the insights gained during this Gathering, as well as from its recent inclusive strategy and legal status/governance reviews, to finalise by Q4 of this year an updated 5-year (2026-2030) strategy incorporating as many as possible.

Part I: Rising Geopolitical Challenges

Part I of the Gathering showcased a panel of organisations from six regions to share their perspectives on the rising challenges to corporate accountability, uncovering both common trends and unique regional dynamics. Speakers from North America and Europe reported rollback on previously progressive responsible business conduct policies, particularly under the influence of far-right politics, corporate capture, and deregulation



under the guise of simplification for competitiveness. The influence of this extends to Latin America, Africa, the Middle East, and Asia, where such rollback is limiting other governments' ambition towards progressive policy, and encouraging similar attitudes of 'growth at all costs' and corporate impunity. Participants from all regions highlighted shrinking civil society funding and civic space alongside increasing attacks on defenders, plus a lack of meaningful stakeholder engagement. The OECD's regional projects to promote responsible business conduct were flagged, with particular note of the OECD's new MENA +Türkiye regional project.

Recommended action steps for OECD Watch – Tackling global challenges

Short	<ul style="list-style-type: none"> → Including as specifically elaborated in several tables below, begin enhancing member-to-member collaboration to support common advocacy goals and fight common challenges. → Use existing OECD Watch member survey results to map members' expertise and challenge areas. Share results across the network to foster member-to-member collaboration.
Medium	<ul style="list-style-type: none"> → In an ongoing fashion, use above-mentioned survey results to track and report regional and global trends across key priorities and challenges. → Enable platforms to discuss leading priorities and challenges to foster

	global dialogue on solutions, and connect local harms to cross-local and international advocacy and complaints.
Long	<ul style="list-style-type: none"> → Facilitate regular engagement amongst members, and between OECD Watch and other regional and topic-based corporate accountability networks, to ensure strategic alignment in our targets and methods. → Enhance the network's role as a bridge between and among civil society, governments, and the OECD to foster collaborations toward remedy and policy reform.

Part II: CSO Counter Strategies

During Part II of the Gathering, participants examined four common CSO strategies to counter corporate impunity, with the goal of exploring both how the strategies should be adapted to meet the regional and global challenges identified in Part I, and how OECD Watch can support better collaboration in the use of these strategies. Each session provided an opportunity for participants to learn from and strategize with civil society experts using these strategies.

Strategy 1: Exposing the roots and symptoms of corporate power



This session explored several organisations' experience using methods such as power mapping (including in relation to corporate capture), financial and supply chain research, strategic litigation, and community-driven campaigning to expose and tackle undue or irresponsible corporate influence and corporate impunity. A central message was the importance of integrating numerous tools into broader strategies that centre

community voices and partnerships. Using the OECD Guidelines and complaint system as well as OECD policy work on export credits, investment treaties, and other topics was highlighted as a potential avenue for leverage as part of coordinated advocacy.

Recommended action steps for OECD Watch – Exposing corporate power

Short	<ul style="list-style-type: none"> → Continue using OECD Watch's newsletter and social media to amplify members' research and campaigns. → When advising OECD Guidelines complaints, consistently cross-check whether complainants could use additional research, power mapping, or advocacy support that other members might provide.
Medium	<ul style="list-style-type: none"> → Engage members more regularly and proactively to understand their work and suggest cross-network connections that might strengthen

	<p>their impact.</p> <ul style="list-style-type: none"> → To support members, publish a list of platforms and tools CSOs can use to conduct corporate financial and value chain research, including links to (member) organisations that can support this work. → Strengthen narratives when engaging at the OECD to emphasize concerns about deep economic structural imbalance in power, and the need for more democratic and equitable regulation of prosperity.
Long	<ul style="list-style-type: none"> → Explore targeting corporate capture as a priority policy topic at the OECD.

Strategy 2: Pursuing remedy - Navigating the remedy landscape

In this session, panellists shared insights from their engagement with various types of grievance mechanisms, including the National Contact Points for Responsible Business Conduct under the OECD Guidelines (NCPs), the International Accountability Mechanisms of the Development Finance Institutions (DFIs), bank-based mechanisms, and courts. Speakers highlighted the limitations and risks of existing mechanisms - such as the lack of accountability and transparency among many NCPs, corruption within certain court systems, and weak impartiality and safety at many company-based mechanisms. Yet speakers also pointed to positive developments, such as an increase in banks developing their own grievance mechanisms, and specific cases achieving remedy or other valuable outcomes at NCPs, courts, and other fora. Participants commonly reported using, in a sequenced fashion, multiple remedial mechanisms, underscoring both the persistent failure of remedy across all types of mechanisms, and tips and strategies for more impactful sequencing of complaints.

A key takeaway was to ensure that complaints are filed strategically as part of a broader media, advocacy, and collaboration strategy to address an underlying case or cause. During a separate small-group follow-up meeting, participants explored ideas for OECD Watch and members and partners focused on remedy to work more collectively to improve guidance for communities navigating the diverse remedy landscape.



Recommended action steps for OECD Watch – Supporting access to remedy

Short	<ul style="list-style-type: none"> → Improve our complaint advising checklist to ensure we both provide complainants complete guidance and access to (members') resources, and collect relevant data points on trends and developments. → Begin surveying complainants after complaints end, to collect their views on the process, what they did well, what they wish they had done differently, as well as whether and when they experienced threats or
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	<p>intimidation. Track and share the data with civil society.</p> <ul style="list-style-type: none"> → Disseminate updates on NCP cases (e.g. via quarterly case updates on LinkedIn) highlighting trends, interesting developments, and successful complaint strategies where possible. → Launch a listserv for CSOs working on remedy and complaints to share updates and discuss active or potential remedy avenues and strategies.
Medium	<ul style="list-style-type: none"> → Improving monitoring and reporting of trends and themes in NCP complaints and outcomes, including through improving the functionality of the OECD Watch complaints database. → Continue advocating for stronger protections for defenders involved in complaints. Where appropriate, facilitate solidarity sign-on letters for complainants experiencing retaliation. → Organise calls to connect CSOs pursuing complaints on the same issues, sectors, or companies. Explore fostering cross-global complaint campaigns to amplify public attention and impact. → Continue (increasingly in collaboration with other remedy-focused NGOs) to raise civil society capacity on strategic use of NCPs within the larger remedy landscape, and on what makes complaints successful. → Foster more regular contact (e.g. through hosting biannual calls) with other remedy-focused networks and CSOs to explore collaboration on both guides, workshops, and tools for complainants, and advocacy priorities for strengthening (non-judicial) complaint mechanisms.
Long	<ul style="list-style-type: none"> → Consider combining our complaints database with, or jointly drawing information from, other remedy databases to better understand and teach the attributes of effective grievance mechanisms and effective remedy strategies. → Consider convening (in-person) together with other remedy-focused NGOs '360° remedy workshops' that map company value chains and collaboratively explore and plan strategic use of available remedy mechanisms. → Consider launching, together with other remedy-focused CSOs, a one-stop-shop remedy website (non-OECD Watch website) outlining and providing links to available remedy mechanisms, research tools, guides, and networks that support communities seeking contacts and advice.

Strategy 3(A): Advancing progressive law and policy at multilateral, regional, and national level

In this session, panellists shared experience and lessons-learned from pursuing various initiatives to secure binding (legal) requirements for corporate conduct, including via national and regional due diligence legislation, National Action Plans for Business and Human Rights (NAPs), regulatory reform prompted by OECD accession requirements, client



contractual requirements and standards from DFIs, and the UN Business and Human Rights Treaty (Treaty). Panelists agreed that binding measures must be prioritised over non-binding measures. They called for strengthening CSO collaboration across the above-mentioned avenues to boost coherence between standards and build leverage against companies and governments engaging (sometimes in conflicting ways) in these different spheres. In light of the current backsliding on binding measures by the US and EU governments, participants discussed whether collaboration with progressive/front-runner businesses might be necessary and valuable, and explored arguments to encourage other/Southern governments to step up leadership in the policy space. Panelists agreed that advocacy to multilateral institutions such as the OECD and DFIs remains timely, as these may be well-placed to advance change while individual governments take more conservative approaches.

Recommended action steps for OECD Watch – Advancing RBC law
For more detailed action steps on due diligence, see Part 3(B) below

Short	<ul style="list-style-type: none"> → Establish a platform for exchange of lessons learned on using NAPs to secure binding commitments. → Establish contact with CSO leaders involved in the UN Treaty negotiation to facilitate sharing technical expertise whenever helpful. → Establish contact with CSO leaders supporting the redrafting of the IFC Sustainability Framework to facilitate sharing technical expertise wherever helpful.
Medium	<ul style="list-style-type: none"> → In an ongoing fashion, stay connected with and offer OECD Guidelines-based technical advice, advocacy support, and OECD and government contacts to CSOs pursuing <i>all</i> the binding avenues discussed above, wherever coherence across standards and initiatives could be strengthened. → Recognise limitations in some topics in the Guidelines. Promote their stronger elements as a baseline, and not ceiling, for draft legislation. → Use the OECD Watch complaints database data and the OECD's data to advance arguments on key sectors, issues, countries, and good/bad companies. → Help expand narratives justifying the transition from voluntary to binding law, and respond to country-specific narrative needs. → Engage with the concerns and questions Southern civil society and governments have around both establishing due diligence legislation in their own countries, and meeting foreign due diligence requirements.
Long	<ul style="list-style-type: none"> → Call on the OECD to report on how well Adherents to the OECD Guidelines are implementing and enforcing the Guidelines within their countries. → Continue to work to strengthen the potential role of the OECD in advancing the transition to binding law on corporate conduct. → When applicable, consider engaging as amicus curiae in court cases relevant to responsible business conduct standards

Strategy 3(B): Advancing progressive law and policy at the OECD

This session began with a short presentation of OECD Watch's workstreams advising policy development at the OECD on due diligence standards, principles for a just transition, investment policy and climate change, export credit policy and sustainability, Indigenous Peoples rights and the rights of other marginalised groups, leveraging OECD accession processes, and improving NCPs. This session was complemented by two prior presentations: one given by OECD Watch secretariat staff introducing the Guidelines, complaint system, and OECD Watch's workstreams generally; and another given by an OECD representative explaining the work of the OECD on responsible business conduct, NCPs, and the OECD's regional RBC projects. Participants then divided into small break-out sessions to discuss whether OECD Watch's workstreams align with civil society priorities, and how the network can strengthen its engagement to best support civil society.

Due diligence



Participants gave a tour-de-table update on national initiatives for binding due diligence legislation. Noting the backsliding on RBC-related law in the US and EU, participants called for new narratives to re-invigorate progress, such as those re-casting due diligence as a familiar tort concept, highlighting existing business support, underscoring business desire for predictability, linking due diligence to smart climate mitigation efforts, and

“smearing” backsliding as representing “pro-fascist” values. Participants also discussed the OECD’s recent launch of a new inclusive intergovernmental platform to advance due diligence policy. Participants highlighted various valuable roles OECD Watch can play which are outlined in the recommended action points below.

Recommended action steps for OECD Watch – Due diligence & RBC legislation

Short	→ Establish a quarterly call for CSOs engaged in responsible business conduct-focused legislative advocacy around the world. Ensure inclusion of existing due diligence-focused networks.
Medium	<ul style="list-style-type: none">→ Drawing from the quarterly calls, track trends in national RBC legislative developments and in civil society needs and priorities.→ Disseminate updates broadcasting national legal developments (e.g. via a “quarterly legislative update” on LinkedIn). If possible, include preliminary analysis on whether these initiatives appear robust/aligned with the OECD Guidelines or not.→ Provide general capacity building on using the OECD Guidelines and due diligence guidance as a basis for due diligence/RBC legislation.→ Provide tailored advice and advocacy support to national-level

	<p>legislative initiatives.</p> <ul style="list-style-type: none"> → Engage global civil society leaders (directly) in advising the OECD's due diligence work, including via its new intergovernmental platform. → Seek data (from the OECD, or researchers) showing why due diligence is not anti-competitive for companies (i.e. the "business case" for due diligence).
Long	<ul style="list-style-type: none"> → Encourage the OECD to undertake more national baseline assessments of corporate accountability policy and legislation. → Undertake or urge the OECD to undertake analyses assessing draft national legislations against the OECD Guidelines. → Facilitate stronger, ongoing coordination between CSOs globally to share intelligence and technical expertise and coordinate messaging to governments involved in policy development at the OECD, DFIs, and national and regional legislatures. Highlight inconsistencies in government stances or actions.

Just transition

Participants discussed their personal areas of focus within the topic of just transition, focusing especially on fossil fuel phase-outs, hydropower and hydro dams, garment and electronic supply chains (including the upstream environmental impacts of data processing centres), exploitation of critical transition minerals, and monitoring the role of investors (including DFIs). Participants raised concern that the labeling of projects as "transition-focused projects" makes it harder for community and civil society opponents to protest them.

Recommended action steps for OECD Watch – OECD just transition project	
Short	<ul style="list-style-type: none"> → Continue raising civil society priority topics, centering human rights and human needs, during the OECD just transition negotiations.
Medium	<ul style="list-style-type: none"> → Prepare for potential watering down of the OECD's just transition framework, such as by establishing red lines. → Pay attention to investment flows and public funding of the energy transition; note nexus with OECD export credit policy work. → Strengthen strategic alliances, such as with unions/the Trade Union Advisory Committee (TUAC), governments, academics, and/or businesses. → Seek data (from the OECD, or researchers) outlining the "business case" for the just transition. → Increase coordination with other networks (civil society or other) focused on just transition or related topics to echo their arguments and benefit from their support.
Long	<ul style="list-style-type: none"> → Provide capacity-building for civil society on the just transition framework once published, including on how it could be used effectively in complaints.

Accession

Participants discussed their past experience and/or new interest in advocating that ongoing OECD accession processes be used to leverage human rights and environmental reforms in candidate member countries. Currently eight countries are undergoing accession at the OECD: Argentina, Brazil, Bulgaria, Croatia, Indonesia, Peru, Romania, and Thailand. OECD Watch has used government advocacy to encourage the OECD to develop robust accession roadmaps and require strong reforms as a condition of membership.

Recommended action steps for OECD Watch – Accession

Short	→ Facilitate cross-country sharing of best practice on leveraging the OECD accession process to achieve national-level reforms.
Medium	→ As requested by members and partners, advise individual civil society campaigns to leverage national OECD accession processes.

NCP Improvements

Participants discussed the need to address NCP weaknesses through a nuanced approach taking into account the wide variation amongst NCPs. Participants suggested that OECD Watch develop targeted improvement plans for some or all NCPs, such as by region or “level” of performance, and also ensure strategic use of the NCP peer review system. Participants recommended OECD Watch guide governments in selecting genuine NGOs as partners, rather than non-profit business associations. Participants also noted the role NCPs can play in promoting national policy, and recommended OECD Watch do more to support/track improvements in this area.

Recommended action steps for OECD Watch – Improving NCPs

Short	→ Engage with national-level members to ascertain their interest in strengthening their NCP; where there is interest, introduce CSOs to NCPs to foster dialogue.
Medium	<div>→ Based on capacity and member interest, develop plans for member-led improvement campaigns for individual NCPs or tiers of NCPs, including by utilising OECD Watch’s NCP evaluations.<ul style="list-style-type: none">◆ Prioritise improvement both where members want to engage in improved stakeholder engagement, and where the particular NCP could, with achievable reforms, become a valuable path to remedy.</div> <div>→ Collaborate with CSOs focused on other remedy mechanisms to promote alignment in campaigns for mechanism improvement.</div> <div>→ Consider bringing a delegation of members focused on improving NCPs to the OECD meetings in 2026.</div>
Long	<div>→ Prioritise monitoring and strengthening NCPs’ role in promoting binding RBC law and policy domestically.</div> <div>→ Consider, before the next re-evaluation of NCPs (2027) ‘weighting’ OECD</div>

	<p>Watch's NCP key performance indicators, so as to enable a genuine ranking of NCPs by performance.</p> <p>→ Consider developing OECD Watch's NCP Evaluations into a 'model' NCP showcasing key features that make NCPs more effective, then compare/rank NCPs against that model.</p>
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Indigenous Peoples Rights

Participants discussed OECD Watch's past and ongoing work to strengthen language on Indigenous Peoples rights in the OECD Guidelines and improve the OECD's future guidance for companies and NCPs on respecting Indigenous Peoples rights and eliminating barriers in complaints.

Recommended action steps for OECD Watch – Advancing Indigenous Peoples rights	
Short	→ Establish, in partnership with Indigenous Peoples groups, an Indigenous advisory body to support related OECD advocacy.
Medium	<p>→ Provide capacity building to NCPs on handling cases involving Indigenous Peoples and Indigenous Peoples rights.</p> <p>→ Advocate that the OECD update or clarify new guidance for both NCPs and companies on protecting/respecting Indigenous Peoples rights.</p>
Long	→ Advocate that the OECD develop new guidance on stakeholder engagement for Indigenous Peoples and other marginalised groups.

Strategy 4(A): Engaging companies

In this session, panellists reflected on when direct and cooperative engagement with companies may be advisable to both improve individual investment projects and advance broader advocacy goals. Panelists noted that constructive (versus antagonistic) engagements with businesses are more necessary in some regions, and that strategic alliances with progressive businesses may become more valuable globally to counterbalance weakening government support. But panelists also highlighted risks of engaging with businesses, such as to human rights defenders, and of co-optation. Panelists set out key requirements for engagement, such as that it ensure meaningful, safe involvement of rights holders.

Panelists suggested that presenting the “business case” may be beneficial for companies and governments alike. They noted that civil society can play a valuable role in helping companies map their value chain risks and developing responsive measures. Panelists also emphasized the importance of envisioning new business models (such as involving benefit-sharing) to



equitably distribute the costs and benefits of business activity. Group discussion included reflection on the need to change corporate legal models to make companies more democratic and responsible to workers, communities, and consumers, and change widespread acceptance of corporate accumulation of vastly inequitable wealth.

Action points for OECD Watch – Engaging businesses	
Short	→ Provide a platform to help interested members share best practice on building corporate capacity on responsible business conduct using the OECD Guidelines and OECD Watch’s tools.
Medium	→ Continue advocating that the OECD discourage undue corporate reliance on multi stakeholder initiatives to support company due diligence, instead encouraging direct meaningful engagement with civil society and impacted rights holders. → Explore areas for and value of increased collaboration with Business at OECD (business counterpart to OECD Watch).
Long	→ Consider engaging more directly in capacity building for businesses.

Strategy 4(B): Examining examples of progressive business practices



In this session, academics Justine Nolan and Dorothee Baumann-Pauly introduced attendees to their academic research on examples of “better” business practices within segments of particular companies’ value chains. Attendees were then invited to critically examine the business approaches. Participants appreciated the examples, noting that they can be used helpfully to counter corporate narratives that better business conduct is financially

impossible. Participants discussed both opportunities and barriers to scaling and replicating the practices. Participants highlighted that the case studies don’t address the underlying broader structural problems and economic norms that facilitate widespread corporate impunity and condone inequitable accumulation of wealth and power. Participants recommended ways to present the research to strengthen its utility for civil society and avoid risk of greenwashing the featured companies.

Part III: Effective CSO Collaboration

Part III of the Gathering, which was led by an external consultant, reflected on OECD Watch’s impact and explored areas for improvement across three topics: updating OECD Watch’s strategy and activities, improving its engagement of members and network structure, and clarifying its legal status.

Improvement Goal 1: Aligning OECD Watch's strategy to geopolitical challenges and member priorities

The purpose of this session was to gather input to strengthen OECD Watch's mission, strategy, and activities to ensure alignment with geopolitical challenges and member priorities. The session began with a presentation outlining OECD Watch's year-long inclusive strategy review process, sharing findings on OECD Watch's past impact and proposing discussion on key questions to shape OECD Watch's future orientation. Participants considered whether OECD Watch should narrow to focus on fewer issues, or continue focusing on a few methods/interventions (namely: on supporting access to remedy, advising OECD policymaking, and advising legislative developments beyond the OECD). Participants expressed appreciation for OECD Watch's unique access at the OECD and suggested expanding the network's monitoring of RBC-related developments beyond the OECD Investment Committee and Working Party on RBC. Participants discussed whether OECD Watch should prioritise among, expand, or shift its intervention areas and related activity streams. Participants also discussed whether and how OECD Watch could strengthen its provision of data analysis, both by drawing better from its analysis of the NCP grievance mechanisms and NCP complaints, and from the OECD's own economic research.

Recommended action steps for OECD Watch – Strategy and activities	
Short	<ul style="list-style-type: none"> → Do not narrow focus to fewer issues, but maintain focus on the current three methods/interventions. <ul style="list-style-type: none"> ◆ For each intervention and sub-activity, follow the specific action steps recommended in the tables above. → Use surveys and other member outreach to better understand members' capacity to contribute to individual workstreams. Prioritise member leadership wherever members have capacity.
Medium	<ul style="list-style-type: none"> → Continue providing capacity building across all three interventions through individualised support as well as webinars, guides, blogs, social media, and other tools. → Explore increasing capacity building for NCPs on issues of importance to members (ranging from Indigenous Peoples rights, to animal welfare, to supporting domestic legal development). → Engage more robustly with the membership, including through new working groups and regional liaisons (discussed in Improvement #2 below), to ensure the network's work priorities and approaches continually align with those of global members.
Long	<ul style="list-style-type: none"> → Endeavour to share more data with civil society and the public, to help build narratives and support research and advocacy campaigns. → Endeavor to track RBC-related developments at the OECD more broadly (beyond the OECD Investment Committee and Working Party on RBC). <ul style="list-style-type: none"> ◆ Inform members and civil society partners about developments to allow them to engage if they deem that strategic. ◆ Engage at the secretariat level where there is active member interest and both member and secretariat capacity. → Continue to advocate strengthening the role and voice of civil society within the OECD, including on RBC issues. Explore synergies in this

regard with other CSOs active at the OECD.

Improvement Goal 2: Amplifying international CSO collaboration and communication through OECD Watch's structure and membership engagement



Throughout the Gathering, participants strongly endorsed the valuable role OECD Watch plays and can increasingly play in improving coordination and solidarity amongst civil society, and *bridging* between civil society around the world, between civil society and governments, and between civil society and the OECD. This session gathered input from participants on how to strengthen OECD Watch's structure and ways of working to

boost membership engagement, collaboration, and leadership. Of note, participants provided feedback on the methods and merits of establishing network working groups on specific RBC issues, regional liaisons, and/or more strategic and collaborative communications. In a meeting on the day following the Gathering, OECD Watch's nine-member Coordination Committee (volunteer advisory body) helped streamline members' views into the following recommended action steps.

Recommended action steps for OECD Watch – Member collaboration and engagement

Short

- Continue to improve use of our newsletter and social media to share members' work, RBC developments at the OECD, and our resources.
- Hold quarterly or biannual all-member calls to enable dialogue on complaints, workstreams, OECD initiatives, and member activities.
- Launch regional and thematic working groups in consultation with the Coordination Committee and members.
- Solicit interest from members in joining or leading working groups or (later) serving as regional liaisons.
- Fundraise for funding to convert regional working groups into sub-granted regional liaison positions.
 - ◆ Regional liaisons would be selected by members from that region, together with the OECD Watch secretariat.
 - ◆ Regional liaisons would ensure regional priorities and challenges inform the network's workstreams, and also support capacity building and information dissemination in the region.
 - ◆ Piloting liaisons in a few regions might be advisable, depending on interest levels and options.
- Encourage members to utilise the OECD Watch private listserv to disseminate information about their work.

Medium	<ul style="list-style-type: none"> → Improve OECD Watch website as a key communication tool. Of note, <ul style="list-style-type: none"> ◆ Centralise and better share our guides, tools, and resources; ◆ Better explain our areas of work and display related factsheets, statements, and publications; ◆ Improve functionality of our complaints database; and ◆ Enable searching of members by region, area of focus, etc. → Consider focusing monthly newsletters on functional topics to support members, such as navigating and using OECD Watch's website, complaints database, and NCP evaluations. → In consultation with working groups, create Signal groups to let interested members and close partners connect on key topics/issues. → Facilitate meetings for members to discuss common interests that do not (yet) reach the need for a working group. → Increase outreach to African and MENA civil society organisations, in particular, to share knowledge of OECD Watch's work and explain mutual benefits of network membership. → Consider outreach to NGOs working in adjacent fields relevant to RBC and the OECD (e.g. technology and artificial intelligence, tax justice, procurement, environmental justice) to expand membership expertise. → Enhance role as a bridge by more consistently connecting members to each other (e.g. during complaints), to their NCP/government when interested, and to opportunities to directly advise the OECD.
Long	<ul style="list-style-type: none"> → Consider having a shared file space on our website or another platform for members to share knowledge and resources. → Establish biannual calls with other regional and international RBC networks to support alignment and collaboration. Seek members' advice on additional coalitions, movements, or initiatives to engage. → Consider sub-granting to members to carry-out work relevant to the Guidelines and OECD Watch network.

Improvement Goal 3: Strengthening OECD Watch's governance and legal status to enhance its effectiveness in supporting CSO counter strategies

OECD Watch has been considering changes to its legal status to strengthen its potential for impact. This session gathered input from participants on three options under consideration: 1) staying a non-legal entity hosted by the current host SOMO¹; 2) establishing as an independent NGO, or 3) transitioning to a new hosting arrangement with another member. Potential implications of each choice on issues ranging from growth

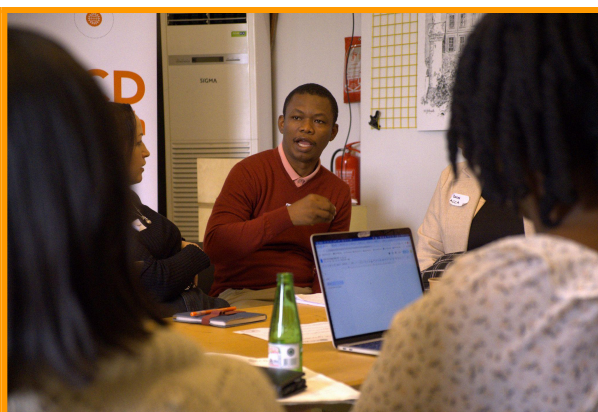


¹ OECD Watch members delegate the hosting of the network and its Secretariat to one of the network members. Since the network's inception, the network has been hosted at SOMO (the Centre for Research on Multinational Corporations), based in Amsterdam, the Netherlands. As OECD Watch's host, SOMO is accountable for OECD Watch's activities and has certain legal obligations that are relevant to the staff and operations of OECD Watch. However, practical implementation of OECD Watch's funding contracts and activities is carried out by the OECD Watch Secretariat. While SOMO maintains legal and financial control and responsibility, SOMO's Board respects the principle of non-interference in the strategy development and day-to-day activities of OECD Watch.

potential, to reputation, to fundraising, to organisation were shared in a table and participants were asked their opinions and experience on each option. Participants discussed advantages and disadvantages of the three options, but at this stage made no conclusions or final recommendations. Members expressed appreciation at being involved in the decision, but also uncertainty over the legal decision-making process necessary for this type of choice. In a meeting on the day following the Gathering, the Coordination Committee helped streamline members' comments into the following recommended action steps.

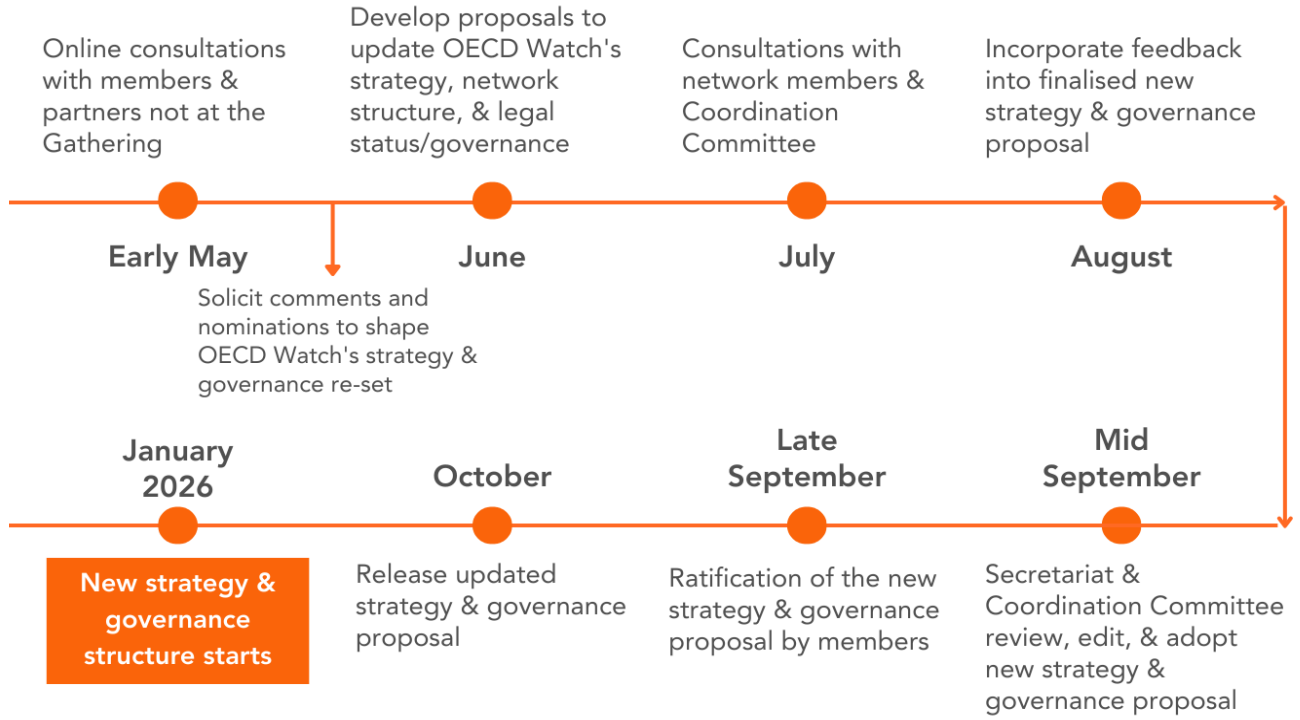
Recommended action steps for OECD Watch – Legal status

Short	<ul style="list-style-type: none"> → Solicit expressions of interest from members potentially interested in serving as a new host for OECD Watch. → Commission legal studies on the process and implications for establishment as an independent NGO in the Netherlands (where current staff are located) or France (near the OECD), to supplement the strategy, legal status, and budget studies already undertaken. → Gauge potential donor-related implications if OECD Watch were hosted with a different member host than SOMO, or established as a new independent NGO. → Continue to solicit input from individual members who volunteered experience and advice on this decision.
Medium	<ul style="list-style-type: none"> → Implement a process to collect views on the three legal status options from four key stakeholders: network members; the Coordination Committee; SOMO's Board and staff; and the network secretariat staff. → Drawing from the four sets of views, and ensuring a decision compatible with the legal responsibilities of SOMO, make a proposal recommending one legal status to share with SOMO's Board and staff and with the Coordination Committee for its advice and approval. → Seek final ratification of the proposal by members.
Long	<ul style="list-style-type: none"> → Following members' ratification of the proposal, undertake a 12-18 month process to implement the necessary updates to OECD Watch's legal status and governance, whether this entails updating OECD Watch's hosting agreement with SOMO, or shifting staff contracts, operations, and grants to a new host or a new independent NGO.



Next steps

OECD Watch will draw from the insights gained during this Gathering and our recent strategy and legal status/governance reviews to update our legal status and network structure and finalise an updated 5-year (2026-2030) strategy, according to the following process:



Acknowledgements

OECD Watch is thrilled with the success of the Global Gathering - its energy and practical outputs, the chance to reconnect with members and meet new partners, and the opportunities to strengthen our collaboration and impact. We would like to thank our co-organisers - Business and Human Rights Association Türkiye, Center for Spatial Justice, and Transparency International Türkiye - for supporting the organisation of the event and providing guidance on a variety of issues. We would also like to thank all the participants for attending and participating in fruitful and meaningful discussions throughout. Finally, we would like to thank our funders who helped make this event possible: the National Endowment for Democracy, Laudes Foundation, Wellspring Philanthropic Fund, Humanity United, and Ford Foundation.



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