



PUBLISH WHAT YOU PAY

PWYP Global Strategy 2025-30: Our story, and our emerging vision and mission.

*“Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing.”
— Arundhati Roy.*

How far we’ve come

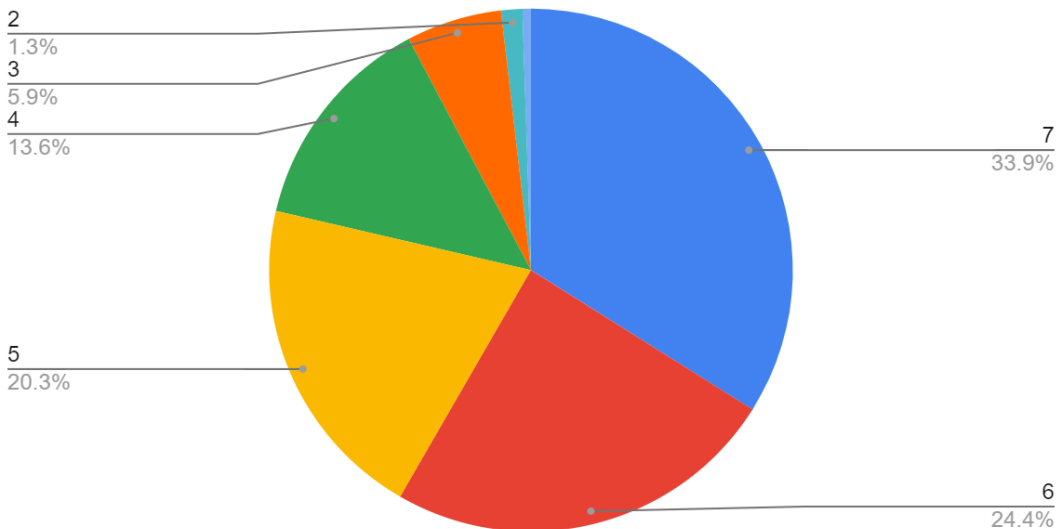
We, members of the Publish What you Pay network (PWYP), are **proud of all that we have achieved** in the last two decades. From small beginnings back in 2002, our movement has grown to a global learning and solidarity network rooted in national contexts and realities.

- We have pioneered a new era of transparency and responsible governance in the extractive industries
- We have ensured communities benefit from contracts with multi-national companies, and held decision makers to account locally and nationally
- We have fought to expand civic space and civil society participation in natural resource governance.

Where we are now

Your responses to the survey demonstrated a **very strong sense of solidarity and support across the PWYP movement**, as shown by this chart:

To what extent do you agree: I feel supported by a global movement (score out of 7)





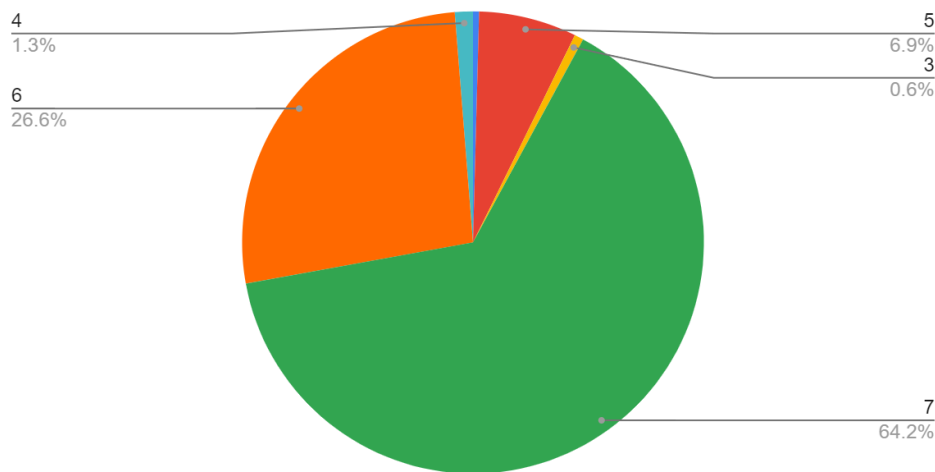
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There is **strong unity across the movement on some key foundational beliefs**. In the first survey you gave your thoughts on the accompanying strategy paper. The average response from respondents *in every region* gave strong support to:

- **The importance of participation and community consent**
- **Transparency leading to accountability**
- **A global, networked approach**

For instance, as shown in this chart, nine respondents out of 10 agree fully (7/7) or very strongly (6/7) that a global, networked approach is needed to campaign effectively on PWYP's issues

A global, networked approach is needed to campaign effectively on these issues



Your responses to the survey and the key informant interviews also revealed **common themes in how the global context is changing radically**. These themes set the basis from which the participants at the strategy meeting developed their proposals.

- **Climate change:** Changes in climate are already impacting our communities and undermining economic development, yet global carbon emissions are still increasing.
- **Energy Transition:** Meeting the Paris Agreement requires phasing out of fossil fuels as well as phasing in renewable energy, which is driving a global rush for new critical minerals in new territories and sectors.
- **Geopolitics and multilateralism:** Different powers, e.g. China, EU, India, Russia, and the US are jockeying for geo-political influence and multilateral institutions are struggling to remain relevant.
- **Conflict and humanitarian crises:** Domestic and international conflicts are intensifying and becoming protracted.
- **Civic space:** Civic space around the world is diminishing and under threat, including with an increase in the murders of human rights and environmental defenders.



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You also highlighted some **common challenges in our national and regional contexts**, including:

1. Debt distress, and economies that are vulnerable to volatile energy and financial markets.
2. Corruption and policy making that is too-often dominated by private, often corporate, power.
3. Governments and other decision-makers and duty bearers not effectively upholding international norms and regulations.
4. Conflicts and political instability undermining our work to ensure that transparent and responsible governance leads to economic and social development
5. Economic development at different paces and in different ways around the world - and hence the necessity for differentiated responsibility for the pace of transition.
6. Low levels of trust in institutions and decision-makers.
7. Funders diverting funds towards renewable energy scale-up as part of the energy transition, often missing the linkages to natural resource governance and management.

The strategy meeting then considered **the opportunities that you had raised in the survey responses**. Out of this deliberation, they highlighted the following:

1. Citizens all over the world are increasingly demonstrating their appetite for more radical approaches and scrutiny of corporate power, emerging from their disillusionment with their governments and the results of global capitalism
2. Appetite for change: political instability can provide fertile ground for more progressive and ambitious agendas to emerge.
3. Upgrading and reforming the international institutions, norms and frameworks that are no longer fit for purpose presents a chance to embed more ambitious aims.
4. The potential surge in demand for critical minerals has significant implications for the environment and development in different national contexts, and must not replicate the exploitation, environmental degradation and injustice of the past. PWYP has unique expertise and knowledge to support a transparent, equitable transition in this emerging market.
5. The emerging agenda and funding for a 'just transition' necessitates active participation and involvement of civil society, which PWYP is well placed to support.
6. If well governed (e.g. tech transfer, community participation, revenues etc.) the surge in demand for renewable energy could provide huge benefits for our communities and economies and PWYP has expertise to offer.
7. The global climate agenda, including the UNFCCC COPs, presents a key space to raise issues of natural resource governance, transparency and equity.



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Looking forward: principles, vision, and mission

The strategy meeting agreed that we are **motivated** by the principles of justice, equity, solidarity, gender equity, human rights, and a thriving planet.

What is our vision?

We propose the following:

Our vision is a world where societies manage their natural resources in just and equitable ways within the limits of the planet.

What should be our mission for the next five years?

The movement has identified a number of priority areas to inform our new mission and strategy:

- A **just energy transition**, including *both* a responsibly-managed phase-down of fossil fuels *and* a responsibly-managed phase-in of critical mineral, with historically high emitters acting fastest on the fossil fuel phase-out and financing the global energy transition
- Responsible, fair and equitable management of **critical minerals, in addition to oil, gas and other minerals**
- The active participation of **civil society** and protection of civic space which is essential to realise a just transition.

Based on the discussions with the Global Council. Board, and Africa Steering Committee, we propose below an updated mission for PWYP.

NB. Whatever mission we go forward with, central to our work and theory of change will be the belief that expanding civic space and protecting human rights is essential for that mission. This will be reflected in the strategy.

Our mission is to hold decision-makers to account for equitable governance of natural resources, ensuring the extraction of critical minerals and the transition away from fossil fuels are just and within the limits of the planet.