



**OPEN
BRIEFING**

IMPACT STRATEGY

2026-2029

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OUR VISION

A WORLD
WHERE
HOPE
CAN BECOME
CHANGE

OUR MISSION

**OPEN BRIEFING BUILDS
PROTECTION AND CARE WITH
PEOPLE AND MOVEMENTS LEADING
CHANGE UNDER PRESSURE.**

OUR VALUES

*** BE
HUMAN.**

We show up with
warmth, humility,
and care.

*** STAY
CURIOUS.**

We ask questions,
test ideas, and
keep learning.

*** SHARE
POWER.**

We listen, build trust,
and follow the lead of
those closest to risk.

*** SPEAK
TRUTH.**

We challenge power
– and ourselves –
with honesty
and compassion.

*** CHOOSE
COURAGE.**

We do what is needed,
not what is easy.

INTRODUCTION

There is no change without changemakers. No truth without truth-tellers. And no rights without rights defenders. We exist so they can continue.

This strategy was built by listening. We engaged defenders, partners, and funders through a series of conversations, surveys, and workshops. We also commissioned an external impact evaluation of our work and reviewed the research on shrinking civic space, the threats defenders and movements face, and the state of the protection ecosystem.

The result is a strategy grounded in both lived experience and wider evidence about the challenges facing those working for change. It is built around a single animating idea: protection must renew the people, relationships, and systems that sustain collective action. We call this approach regenerative protection.

**THERE IS NO
CHANGE WITHOUT
CHANGEMAKERS.
NO TRUTH WITHOUT
TRUTH-TELLERS.
NO RIGHTS WITHOUT
RIGHTS DEFENDERS.**



THE MOMENT WE FACE

Across the world, the space to organise, advocate, and act is shrinking – and the systems designed to protect those who do are struggling to keep pace.

Our conversations with defenders, partners, and funders highlighted several challenges shaping the environment in which we now operate.

1. PHILANTHROPIC PRACTICE AND RESOURCE FLOWS SHAPE WHAT IS POSSIBLE.

Protection requires the organisations providing it to be funded at a scale and duration rarely supported by short-term, restricted grants.

2. DEMAND FOR PROTECTION IS GROWING RAPIDLY IN BOTH SCALE AND COMPLEXITY.

As civic space closes, threats evolve, and funding contracts, interlocking systems of stress are intensifying pressure across movements and the organisations that support them.

3. THE PROTECTION ECOSYSTEM IS BECOMING MORE FRAGMENTED AND TRANSACTIONAL.

Established organisations are contracting, while new actors are emerging largely as intermediaries – re-granters and brokers – or small providers offering elements of holistic security.

4. PROTECTION CANNOT DEPEND ON A SINGLE ORGANISATION.

Safety, resilience, and collective care must be embedded more widely across movements, organisations, and support networks.

5. REDUCING HARM ALONE IS NOT ENOUGH.

Protection must also renew the people, relationships, and systems that enable collective action over time.

WHERE WE SEE OPPORTUNITY

These same conversations also revealed significant potential for strengthening protection.

1. HOLISTIC PROTECTION IS INCREASINGLY VALUED.

Our integrated expertise across protection and security, digital risk and resilience, and wellbeing and collective care offers a genuinely holistic approach.

2. MOVEMENTS RELY ON TRUSTED BACKBONE ORGANISATIONS.

We are increasingly recognised by defenders, intermediaries, and funders as vital movement infrastructure that enables social change.

3. PROTECTION ECOSYSTEMS ARE BECOMING MORE LOCALLY ROOTED.

Growing demand for place-based, community-embedded support creates opportunities to deepen partnerships, shift power, and strengthen locally led protection ecosystems.

4. PROTECTION KNOWLEDGE CAN SPREAD ACROSS THE FIELD.

Cascading knowledge through movements, ecosystems, and peer networks allows protection practices to spread without relying on a single organisation.

5. FUNDERS ARE RECOGNISING PROTECTION AS ESSENTIAL.

There is growing recognition that protecting defenders and movements is a prerequisite for sustained social and environmental change.



OUR STRATEGIC CHOICES

These insights shape the strategic choices we are making about our focus, ways of working, and growth.

WHERE WE WILL FOCUS

> APPROACH.

We will ground our work in regenerative protection – shifting the focus from containing threats to sustaining and renewing the people, relationships, and systems that make collective action possible.

> SCOPE.

We will focus the majority of our effort on movements directly, while expanding our infrastructure work and introducing new work at the conditions level.

> PLACE.

We will deepen our presence in priority contexts, building the relationships and capacity to work locally and with greater depth over time, alongside our remote work.

> FIELD.

We will strengthen the wider protection ecosystem – supporting local practitioners, building grassroots protection infrastructure, improving coordination across providers, and advancing regenerative protection as a shared standard.

> PHILANTHROPY.

We will use our position and knowledge to shift philanthropic narratives and practice, making the case that protecting and renewing defenders is essential for change.

HOW WE WILL WORK

> MODEL.

Drawing on our dual role as a mission-driven nonprofit and social impact consultancy, we will combine responsive support and longer-term programme work, making deliberate trade-offs to focus where our contribution can be most meaningful.

> CORE WORK.

We will continuously strengthen our ways of working across accompaniment, advisory, partnerships, convenings, and knowledge, ensuring strong coordination internally and with partners.

> INITIATIVES.

We will pursue a focused set of strategic initiatives building on our core work and responding to emerging threats and opportunities, where targeted effort can deliver outsized impact.



HOW WE WILL GROW

> SCALE.

We will not just grow – we will scale. We will do this through three pathways: equipping other organisations and networks to implement solutions, strengthening movements and communities to lead self-directed change, and building coalitions to align and advance shared goals.

> ORGANISATION.

We will invest in our people, systems, learning, and culture – building the organisational resilience and capacity needed to deliver this strategy sustainably and to model the values we promote.

Together, these choices are designed to help build more resilient movements, stronger protection ecosystems, and the conditions for sustained collective action. This is where we believe we can have the greatest effect: strengthening the human infrastructure that sustains social and environmental change.

THEORY OF CHANGE

OUR STRATEGIC CHOICES ARE GROUNDED IN A THEORY OF HOW CHANGE HAPPENS AND WHAT IT DEPENDS ON. WE UNDERSTAND THE WORLD AS IT IS AND AS IT COULD BE, AND HOW OUR PROTECTION WORK CONNECTS TO LASTING SOCIAL CHANGE.



THE WORLD AS IT IS

We are living through an era of converging crises:

> CLIMATE BREAKDOWN.

Climate breakdown is driving ecological collapse, food insecurity, and forced displacement at scale.

> SOCIAL INJUSTICE.

Social injustice is deepening – with racism, inequality, and socio-economic divisions becoming more entrenched.

> DEMOCRATIC BACKSLIDING.

Democratic backsliding – through state capture, AI-amplified disinformation, and corruption – is eroding human rights, press freedom, and institutional trust.

The result is shrinking civic space, the erosion of the commons, a closing public square, and civil society under pressure.

None of this is accidental. Behind these challenges are people and systems with power and intent. These forces frequently work in collusion:

> REPRESSIVE GOVERNMENTS.

Repressive governments attack civic freedoms through the criminalisation of dissent and expanding surveillance and censorship technologies.

> CORPORATIONS AND ECONOMIC ELITES.

Corporations and economic elites capture resources and shape public policy in their own interests.

> ORGANISED CRIMINAL GANGS.

Organised criminal gangs and armed groups terrorise communities through fear and violence.

> RADICAL RIGHT MOVEMENTS.

Radical right movements spread disinformation and hate, fuelling division and mistrust.



THE WORLD AS IT COULD BE

Systems do not change themselves – people change them. Every advance in rights, justice, and accountability was carried by those who organised, persisted, and refused to stop. The question is never whether change is possible. It is whether the people driving it can endure long enough to see it through.

This is the space we work in.

MOVEMENTS DO NOT FAIL BECAUSE OF BAD STRATEGY. THEY FAIL BECAUSE DEFENDERS BURN OUT, GO INTO EXILE, OR ARE SILENCED.

Movements do not fail because of bad strategy. They fail because defenders burn out, go into exile, or are silenced. We know from experience that when defenders are supported, connected, and restored, they stay in the fight longer, become harder to intimidate, and strengthen the people around them.

Protecting defenders is therefore a systems intervention – stabilising and renewing the human infrastructure on which all social and environmental change depends.

We do this by accompanying, advising, and partnering across three mutually reinforcing levels:

- directly alongside the defenders, organisers, and **movements** advancing rights, justice, and accountability;
- within the ecosystems of networks, organisations, and practitioners that provide **infrastructure**, support, and solidarity; and
- shaping the **conditions** in philanthropy and beyond that determine whether civil society can act safely and effectively.

Strong movements, infrastructure, and conditions sustain **open civic space**, **shared commons**, a **vibrant public square**, and **resilient civil society**. These are not abstract goods. They are the terrain on which democracy, the rule of law, and human rights can lead to **accountable institutions**. And where social pluralism, healthy information ecosystems, and civic and political engagement create genuine **people power**.

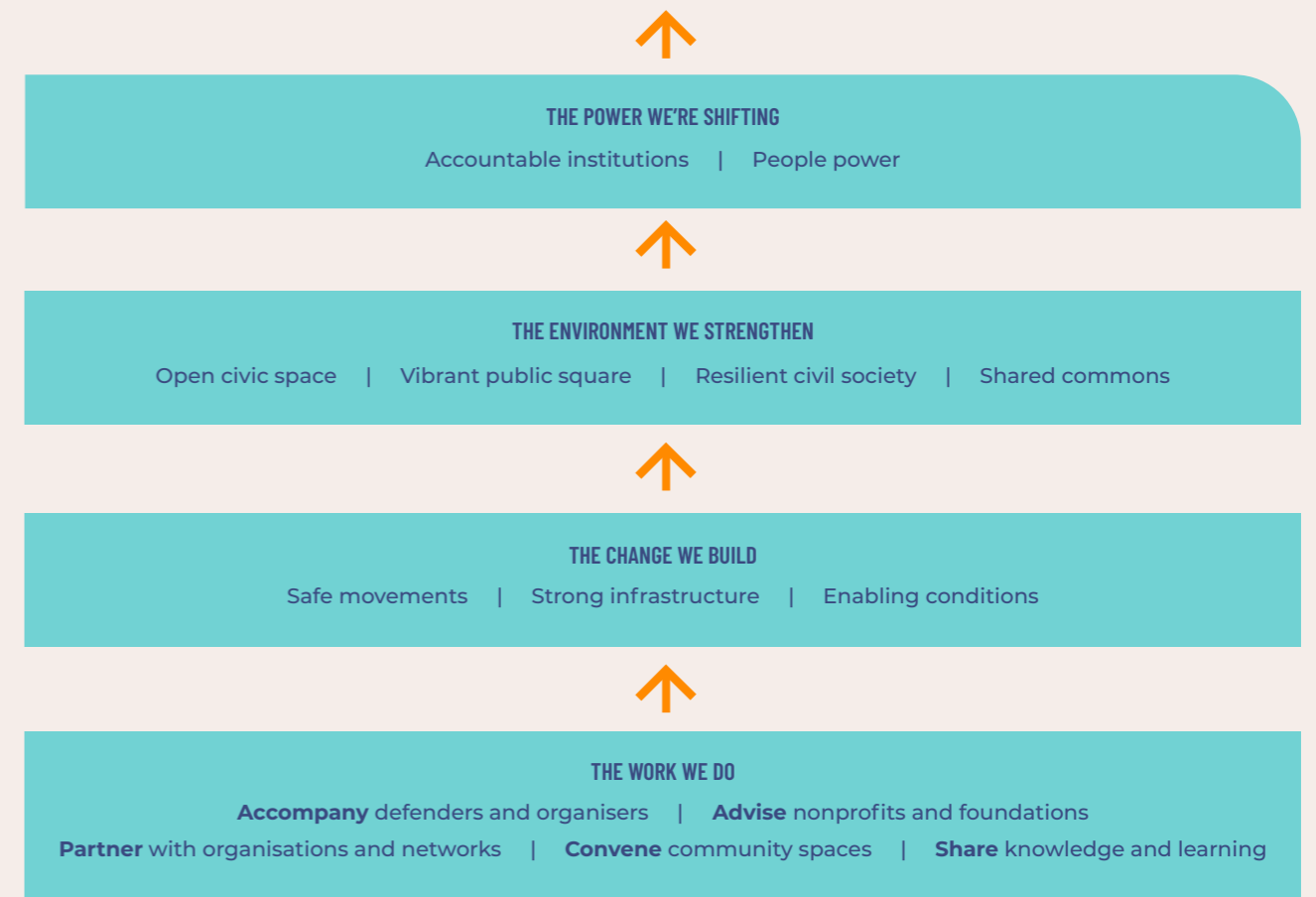
No single organisation changes the terrain alone. This work is strongest when combined with the collective efforts of partners building the legal, financial, and political conditions that defenders and civil society depend on.

Protecting and caring for the people who lead change is one of the highest-leverage investments anyone can make. There is no change without changemakers. No truth without truth-tellers. And no rights without rights defenders. Renewing their capacity to act is how hope becomes change.

NO SINGLE ORGANISATION CHANGES THE TERRAIN ALONE.

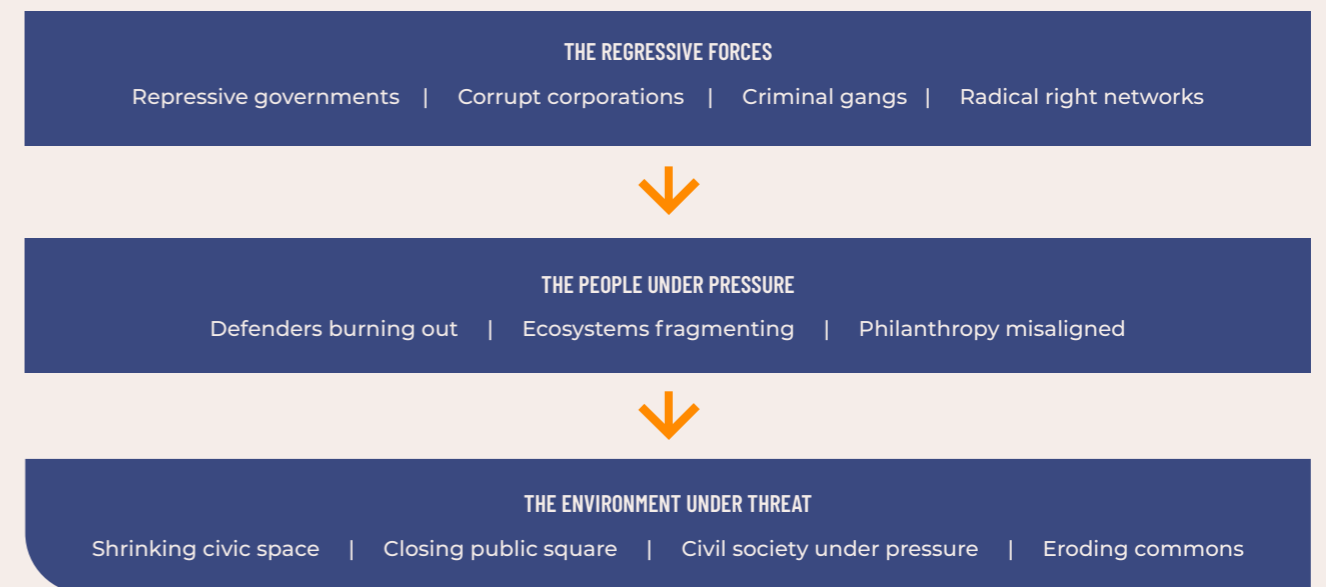
The world as it could be

A WORLD WHERE HOPE CAN BECOME CHANGE.



The space we work in

THIS IS WHERE PROTECTIONS MEETS PRESSURE.



The world as it is

SOCIAL INJUSTICE. DEMOCRATIC BACKSLIDING. CLIMATE BREAKDOWN.

REGENERATIVE PROTECTION



Our theory of change has direct implications for how we work. If protecting and renewing defenders is a systems intervention, then protection itself must be redesigned around that insight.

We need to shift from containing threats to sustaining the conditions that make action possible. Attacks, surveillance, repression, and burnout do not only harm individuals – over time, they corrode organisations, fracture relationships, and exhaust movements. Protection must therefore address both immediate risk and long-term capacity.

Our response is regenerative protection. This approach reframes protection as a foundation for courage, renewal, and agency rather than a purely defensive response. Grounded in holistic security practice, it draws on systems thinking and healing-centred engagement.

The aim is to meet immediate needs while strengthening future resilience and capacity. This means designing protection that restores energy and agency so defenders, organisations, and movements can expand what becomes possible over time.

This requires a clear ethical shift.

PROTECTION IS NOT SOMETHING DONE TO DEFENDERS – IT IS CREATED WITH THEM, WITHIN THEIR OWN SOCIAL AND ECOLOGICAL WORLDS.

Protection is not something done to defenders – it is created with them, within their own social and ecological worlds. Those closest to the risks hold the deepest knowledge of their context. Our role is to support processes that place power, decision-making, and ownership with them, shifting authority away from externally driven models of protection. This is not simply a matter of better advice – it is about who holds knowledge, who sets priorities, and what the engagement leaves behind.

No single organisation can achieve this alone. It depends on a wider ecosystem shaping the infrastructure and conditions that sustain and renew movements.

Photo: Working alongside defenders outside Nairobi, Kenya.

At its heart, regenerative protection functions as a living system: strengthening the people, structures, and relationships that make collective action possible.

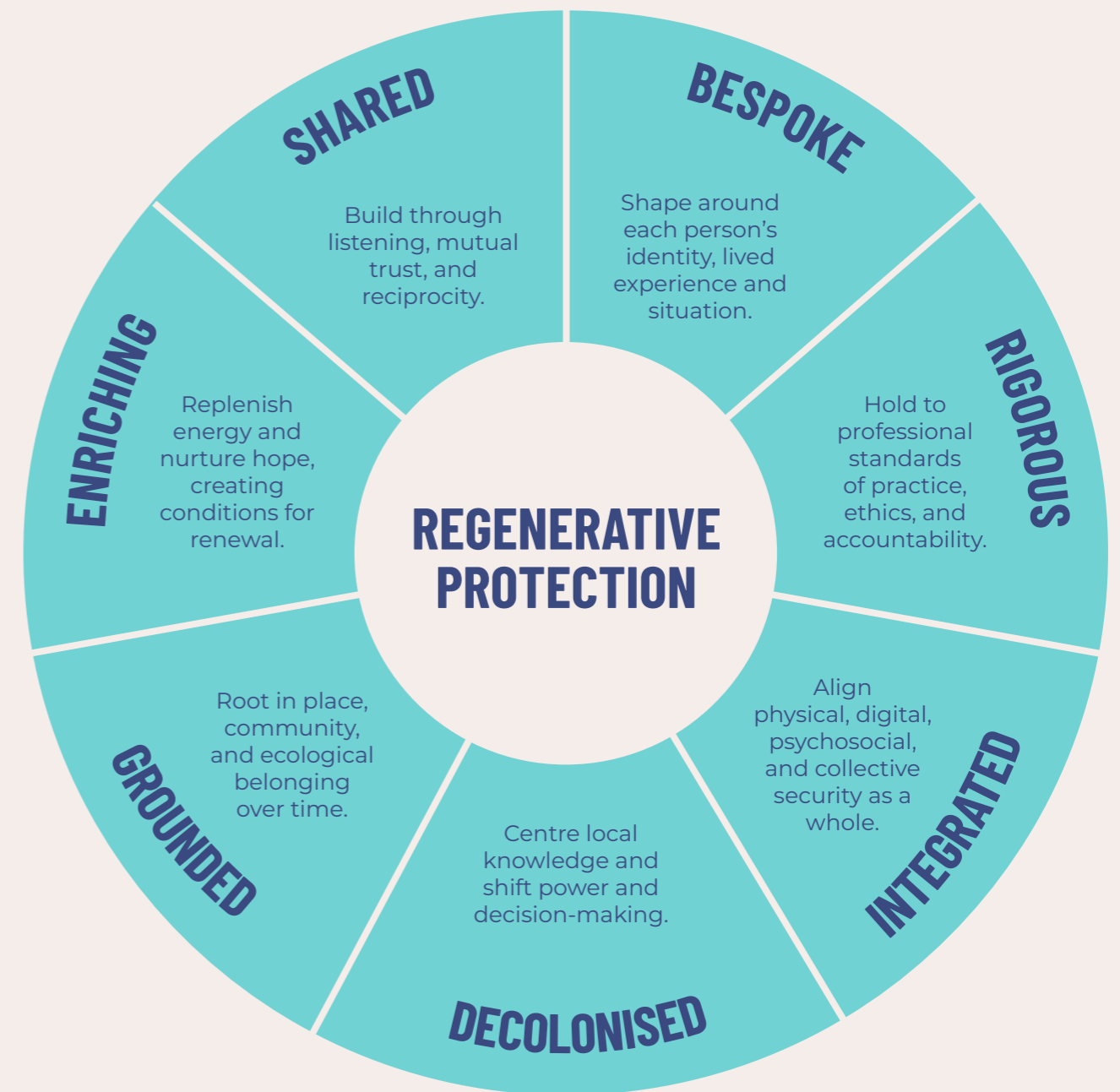
THE MEASURE OF SUCCESS IS NOT SIMPLY SURVIVAL.

Defenders who are safe and supported remain connected to their communities, grow in confidence and capacity, and strengthen the people around them. In this way, regenerative protection bridges the gap between individual resilience and collective renewal.

BRIDGES FRAMEWORK

We put regenerative protection into practice at Open Briefing through our BRIDGES framework. These seven design principles shape both how protection is designed and how we work alongside defenders, partners, and movements. They prioritise locally led, context-rooted protection as the foundation for all our work.

Our work is adaptive rather than linear. Depending on the context, we draw on different modes of practice: observing, relationship-building, sense-making, co-creating, guiding, adapting, and ending. These modes help us remain responsive, participatory, and rooted in the realities defenders face, including high-risk situations requiring clear guidance and decisive action. They also recognise the importance of ending well by supporting transitions and designing out dependency wherever possible.



OUR STRATEGY

This strategy is organised around three dimensions of change, the pathways through which we scale our impact, and our portfolios of core work and strategic initiatives. Together they set out where we will focus, how we will deliver, and how we will extend that impact beyond what we can achieve alone.

DIMENSIONS OF CHANGE

Our strategy focuses on three interrelated dimensions: movements, infrastructure, and conditions. These are mutually reinforcing. Progress on conditions unlocks infrastructure work, and stronger infrastructure amplifies what movements can do.

While all three are necessary for lasting change, they require different levels of attention and investment. We will continue to focus the majority of our effort on supporting movements directly (70% of our work), while also strengthening the infrastructure around them (20%) and increasingly influencing the wider conditions that shape their work (10%).

> MOVEMENTS.

Collective action challenging unaccountable power and driving social change. Our focus is the social change ecosystem – defenders, organisations, and movements advancing rights, justice, and accountability.

> INFRASTRUCTURE.

The organisations, knowledge, and support systems that enable defenders and movements to operate safely and sustainably. Our focus is the protection ecosystem – networks, organisations, practitioners, and funders providing support, solidarity, and resources.

> CONDITIONS.

The norms, narratives, and structures that shape whether civil society can act safely and effectively. Our focus is the philanthropic ecosystem – grantmakers, donor collaboratives, and advisers shaping how resources reach movements and protection actors.

PATHWAYS TO SCALE

Growing our organisation and expanding direct service delivery are essential as demand for protection continues to increase. But scaling primarily through delivery risks overstressing our team, diluting the relational approach that underpins our work, and outpacing the organisational systems that sustain quality.

Greater impact comes from pursuing pathways to scale that spread solutions and enable coordinated action. This allows regenerative protection knowledge and practice to extend beyond Open Briefing itself.

From the range of pathways organisations use to achieve impact at scale, we focus on three that reflect the role we can most effectively play:

1. STRENGTHEN MOVEMENTS AND COMMUNITIES TO LEAD SELF-DIRECTED CHANGE.

2. EQUIP OTHER ORGANISATIONS AND NETWORKS TO IMPLEMENT SOLUTIONS.

3. BUILD AND SUPPORT COALITIONS AND ALLIANCES TO ADVANCE SHARED GOALS.

This impact strategy sits alongside an organisational development strategy, a funding strategy, and an implementation framework to ensure we can deliver this work sustainably and scale our impact over time.

PORTFOLIOS OF WORK

Across the dimensions of change, our core work is delivered through five approaches that put regenerative protection into practice. During this strategy, we will continue to strengthen and refine these ways of working so they remain responsive to the needs of defenders and movements.

> ACCOMPANIMENT.

We work remotely and alongside defenders and movements at risk, co-creating holistic security support – physical, digital, and psychosocial – so they can sustain their work safely.

> ADVISORY.

We provide expert consultancy and advisory support to nonprofits and foundations so they can understand and navigate complex risks and operate safely and effectively.

> PARTNERSHIPS.

We work with protection organisations, funders, and allies, connecting them to strengthen the ecosystem of support available to defenders.

> CONVENINGS.

We co-host workshops and clinics, and contribute to shared spaces that foster capacity-sharing, peer learning, and relationship-building.

> KNOWLEDGE.

We share practical tools, guidance, and insights drawn from our work alongside defenders to strengthen protection practice across the field.

Alongside our core work, we will pursue a focused set of interrelated initiatives that advance our chosen pathways to scale. Organised across Anchors, Programmes, and CoLabs, they strengthen protection ecosystems, deepen locally rooted support, remove barriers to access, and extend the reach and impact of our core work.

> **ANCHORS.**

We strengthen our presence and capacity through locally rooted structures, partnerships, and mechanisms that widen access to protection and support.

> **PROGRAMMES.**

We deliver structured learning opportunities that build practical skills, strengthen institutional capacity, and support peer learning across ecosystems.

> **COLABS.**

We convene collaborative spaces that strengthen relationships, surface knowledge, and advance shared approaches to protection.

Many of these initiatives build on successful pilots and earlier experiments, allowing us to deepen, adapt, and scale approaches that have already shown promise in practice.

The initiatives are intentionally adaptive and time-bound. We will prioritise and refine them based on need, opportunity, relationships, and resources, using **monitoring, evaluation, accountability, and learning (MEAL)** to guide adaptation and decision-making.

DIMENSION	ECOSYSTEM	OUTCOME	PORTFOLIO
Movements	Social change ecosystem Defenders, organisations, and movements	Continue and adapt under pressure	Core work Accompaniment · Advisory · Convenings · Knowledge Anchors Protection Units · Local Hubs · Defender Access Support Programmes Holistic Security Foundations Programme
Infrastructure	Protection ecosystem Protection organisations, practitioners, and funders	Trusted and locally rooted support	Core work Partnerships · Convenings Programmes Protection Infrastructure Programme · Practitioner Development Programme CoLabs Protection CoLab
Conditions	Philanthropic ecosystem Grantmakers, donor collaboratives, and advisers	Protection resourced as essential to impact	Core work Advisory · Convenings · Knowledge Programmes Duty of Care Programme CoLabs Funders' Duty of Care CoLab



MOVEMENTS

Movements are driven by civil society actors and networks advancing rights, justice, and accountability. We focus on defenders, organisations, and collectives leading this work under pressure.

OUTCOME

Defenders and movements facing the greatest risks can renew and strengthen their work, drawing on accessible, trusted protection and embedded practices within their networks.

AIMS

1. Ensure defenders and movements can access timely, relevant, and holistic protection support when and where it matters most.
2. Strengthen resilience and capacity to anticipate, manage, and recover from threats over time.
3. Embed protection knowledge and practice within movements, networks, and communities.

CORE WORK

> ACCOMPANIMENT.

We will continue to strengthen our **rapid response mechanism** and wider accompaniment work, drawing on learning and feedback from defenders, by:

- a. deepening our regenerative protection approach across all accompaniment work;
- b. growing our community of referral partners in the global majority, while maintaining our commitment to open access for all defenders at risk;
- c. improving triage of incoming cases, including clear signposting or referrals where we cannot provide support;
- d. providing cohort-based mentoring, capacity sharing, and peer learning for communities at particular risk;
- e. increasing in-person accompaniment alongside remote support where this will deepen relationships and strengthen protection outcomes;
- f. expanding support to communities, coalitions, and other collectives; and
- g. forming temporary **protection teams** for complex and high-risk cases to strengthen our holistic response.

> ADVISORY.

We will sharpen the sustainability and impact of our mission-related consultancy and advisory services for nonprofits and foundations by:

- a. evolving our advisory offer in response to complex risks, operational constraints, and institutional approaches to duty of care;
- b. strengthening our support for leadership, governance, crisis management, and organisational resilience;
- c. focusing our client portfolio on engagements where we can achieve the greatest impact;
- d. deepening longer-term partnerships through retained or embedded support; and
- e. helping organisations transition from intensive support over time as they strengthen their internal capacity and systems.

> CONVENINGS.

We will deliver more clinics, workshops, and peer learning spaces in community-led settings and at partner events, bringing practical, tailored advice on security and wellbeing into accessible, trusted spaces for defenders.

> KNOWLEDGE.

We will update our multilingual tools and resources for grassroots actors, **(Em)powered by Open Briefing**, drawing on our frontline experience to deliver practical guidance that organisations can apply in their own contexts. This will include our Holistic Security Protocol for Human Rights Defenders and Protection Ecosystem Map, as well as new resources anchored in place and community, alongside those developed in response to emerging threats.

INITIATIVES

➤ PROTECTION UNITS.

We will establish cross-functional teams focused on the unmet protection and wellbeing needs of particular communities or movements at risk within specific contexts. These teams will bring together colleagues from across Open Briefing with the knowledge, experience, and relationships needed to provide targeted support and drive focused impact. Units will form, evolve, and close as threats, opportunities, and needs change.

➤ LOCAL HUBS.

We will recognise hubs of team members where we have a meaningful presence in priority contexts and emerging hotspots. These clusters will strengthen relationships with grassroots partners, deepen contextual knowledge, and improve our understanding of local resources and referral pathways. Hubs will emerge organically where team presence, strategic priorities, and resourcing align.

➤ DEFENDER ACCESS SUPPORT.

We will establish a targeted **assistance fund** to remove practical barriers that prevent defenders from accessing our protection and wellbeing support. This will include covering specific costs relating to language, connectivity, and participation. We will complement this by strengthening **referral pathways** to funders and peer organisations that provide protection funds and similar grants, helping defenders implement mitigation strategies that carry financial costs.

➤ HOLISTIC SECURITY FOUNDATIONS PROGRAMME.

We will launch an online training programme that combines self-directed, peer-based, and trainer-led learning to build baseline holistic security knowledge and skills across key cohorts of defenders, movement organisers, and community leaders. The programme will use realistic scenarios to make learning practical and directly applicable, and will be structured to accommodate different contexts, roles, and levels of prior knowledge.

Photo: Working alongside quilombola communities in Maranhão, Brazil.





INFRASTRUCTURE

Infrastructure is built by actors providing support, solidarity, and resources to movements. We focus on the protection ecosystem: organisations, practitioners, and funders enabling defenders and movements to navigate threats, attacks, and harassment.

OUTCOME

Defenders and movements can access trusted, coordinated, and locally rooted support, shaped by regenerative protection.

AIMS

1. Strengthen the capacity of local and regional protection actors.
2. Improve coordination and referral pathways across the protection and funding ecosystems.
3. Embed regenerative protection knowledge and practice across civil society infrastructure.

Photo: Working alongside quilombola communities in Maranhão, Brazil.

CORE WORK

> PARTNERSHIPS.

We will cultivate new partnerships and deepen engagement with existing protection networks to strengthen coordination across the protection ecosystem and contribute to long-term field-building. This will include:

- a. improving referral pathways into and out of our programmes;
- b. enhancing continuity of care for defenders and movements with trusted local partners following our support; and
- c. ensuring that the data we collect on attacks and reprisals contributes to wider research and analysis on closing civic space.

> CONVENINGS.

We will increase our presence across the protection and funding communities, while placing greater emphasis on engaging in community-led and grassroots spaces where South-South funders and local protection actors are already organising. Through workshops, clinics, and peer learning spaces, we will help strengthen locally led approaches to protection and improve coordination around defenders' needs.

INITIATIVES

> PROTECTION INFRASTRUCTURE PROGRAMME.

We will pilot a programme of relationship-building and support for emerging protection organisations and rapid response mechanisms in the global majority. This will include an open-source toolkit of playbooks, checklists, and templates; needs assessments; mentoring and organisational development coaching; joint funding applications; and surge capacity and backstopping where required.

> PRACTITIONER DEVELOPMENT PROGRAMME.

We will strengthen the capacity of local security advisers, digital security trainers, and wellbeing practitioners working alongside defenders in priority global majority countries where we have partners or our own hubs and units. Grounded in regenerative protection, this will include mentoring, capacity sharing, peer learning, and communities of practice.

> PROTECTION COLAB.

We will establish a collaborative learning initiative for protection organisations and practitioners, especially in the global majority, to co-design and share practical methodologies rooted in local practice. The CoLab will enable protection actors to learn from one another, adapt approaches across contexts, and build trust and community through shared experimentation, reflection, and exchange.



CONDITIONS

Conditions are shaped by actors across governments, corporations, technology platforms, civil society, and the media. We focus on the philanthropy ecosystem: grantmakers, donor collaboratives, regrantees, and advisers who shape how resources reach movements and protection actors.

We work alongside defenders and movements while also strengthening infrastructure and advising foundations. This uniquely positions us to bridge frontline realities and philanthropic practice and influence how protection and duty of care are understood and resourced.

OUTCOME

Grantmakers and advisers recognise and act on their duty of care, and increasingly resource protection and wellbeing as essential to impact.

AIMS

1. Help establish grantmaker duty of care as a recognised and actionable responsibility across philanthropy.
2. Advance philanthropic narratives, practice, and resource flows towards longer-term, flexible funding for protection and wellbeing.
3. Strengthen the evidence base for regenerative protection as a credible and necessary foundation for lasting social change.

CORE WORK

> ADVISORY.

We will expand partnerships with foundations to support grantees at risk, helping strengthen grantmaker duty of care and regenerative approaches to protection and wellbeing.

> CONVENINGS.

We will contribute to discussions at sector events and donor collaboratives, sharing learning from our work alongside defenders and movements to inform emerging practice on grantmaker duty of care, the role of international protection organisations, and regenerative approaches to protection.

> KNOWLEDGE.

We will shape sector understanding of **grantmaker duty of care** and **regenerative protection** through narrative building, partnerships, and thought leadership grounded in our frontline experience. This will include publishing reports in our **Rethinking** series, which challenges emerging consensus where it fails to reflect the realities faced by defenders and movements and proposes concrete alternatives.

INITIATIVES

> DUTY OF CARE PROGRAMME.

We will launch a cohort-based learning and development programme for foundation leaders and programme staff responsible for operationalising duty of care. Drawing on learning from our advisory work, it will combine workshops, tools and templates, facilitated peer learning, and individual coaching to strengthen institutional capacity and practice around duty of care.

> FUNDERS' DUTY OF CARE COLAB.

We will convene a group of values-aligned foundations to advance understanding of grantmaker duty of care across risk management, data protection, and health and wellbeing for both staff and grantees. Building on learning from our advisory and programme work, members will share emerging practice, develop practical guidance, pilot new approaches, and engage board members and senior leaders across philanthropy to expand what is considered possible across grant cycles.



WHAT SUCCESS WILL LOOK LIKE

This is a moment that demands boldness and imagination. If this strategy succeeds, defenders and movements facing the greatest risks will be able to continue under pressure because they can access the protection support they need when and where it matters most. Their resilience to threats will be stronger, and protection knowledge will increasingly sit within movements, networks, and communities themselves.

Across the protection ecosystem, trusted local actors will be better equipped to support defenders closer to where they live and work. Better coordination between protection and funding organisations will ensure defenders can access support without falling through gaps. Regenerative protection will increasingly shape how organisations work alongside and within movements.

Across philanthropy, grantmaker duty of care will become more widely recognised and embedded in practice. Protection and wellbeing will be resourced as essential to impact, and regenerative protection will increasingly influence how protection is understood and funded.

Those responsible for social injustice, democratic backsliding, and climate breakdown will face greater accountability, with people power constraining their ability to act with impunity. Together, these shifts will strengthen the people, relationships, and systems that sustain collective action.

THESE SHIFTS WILL STRENGTHEN THE PEOPLE, RELATIONSHIPS, AND SYSTEMS THAT SUSTAIN COLLECTIVE ACTION.



PARTNER WITH US

Open Briefing operates with a diversified funding base, combining multi-year partnerships, restricted grants, individual donations, and income from our consultancy and advisory work. This mixed model reflects both the breadth of our work and the financial resilience we advocate for others.

Demand for protection support consistently outpaces available resources. Delivering this strategy will require increased investment in flexible, longer-term funding that matches the sustained, relational nature of our work and its systemic impact.

PROTECTING AND RENEWING THE PEOPLE LEADING CHANGE IS ONE OF THE MOST EFFECTIVE INVESTMENTS PHILANTHROPY CAN MAKE.

We believe protecting and renewing the people leading change is one of the most effective investments philanthropy can make. We are building partnerships with foundations and donors who share this conviction. Together, we will ensure that hope can become change.



**OPEN
BRIEFING**

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