



Future of
Development
Cooperation
Coalition

Future of Development Cooperation Coalition

Mexico City Consultation, March 9, 2026

Key Takeaways

1. Introduction



The first regional consultation was held in Mexico City on March 9, 2026

The Future of Development Cooperation Coalition was established to help build a shared, ambitious vision for how development cooperation, viewed in the widest sense of the term, should evolve to meet the challenges ahead. In 2026, the Coalition is convening six consultations to gather diverse stakeholder perspectives.

On March 9, 2026, the first consultation was held in Mexico City. The objectives of the consultation were:

1. Examine the strategic purpose and priorities of development cooperation
2. Identify actionable measures to enhance the efficiency and effectiveness of development delivery
3. Assess opportunities to change or reform the current system to accelerate economic transformation across the region.

The consultation consisted of the following sessions:

- **Small roundtable.** This session involved a small, open discussion about how development cooperation needs to evolve to meet current and future challenges, including issues such as financing, collaboration, and country ownership.
- **Working lunch.** Participants from both the small roundtable and open consultation attended a working lunch. This included opening remarks by Ms Norma Munguía Aldaraca, Director General for Global Issues at the Mexican Ministry of Foreign Affairs, and an introduction and presentation by Alexia Latortue, Head of Secretariat for the Coalition.
- **Open consultation.** This session included break out groups to discuss priority development areas, core enablers, and features of delivery, and discussions about core elements of development cooperation.

**The insights presented in this report reflect general takeaways from the discussions and do not necessarily represent consensus views among participants.*

***The Future of Development Cooperation Coalition partnered with Delivery Associates to deliver the consultation in Mexico City. This report was prepared by Delivery Associates, with review and input from the Coalition Secretariat.*



A wide range of stakeholders attended the consultation to offer their perspectives

Small roundtable participants

The morning roundtable had **14 participants**, including representatives from:

- Government (AMEXCID, Ministry of Foreign Affairs)
- Private Sector (Walmart Mexico, Someone Somewhere, MIFEL, Promotora Social Mexico)
- Multilaterals (UNICEF Mexico, Inter-American Development Bank)
- Academia and think tanks (Mexico Evalua, Instituto Mora)
- Civil society (New Ventures México, Observatorio de Desarrollo Regional y Promoción Social)
- Philanthropy (Acento, Acción Local)



Open consultation participants

The afternoon session was attended by **87 stakeholders** across a range of sectors, including:

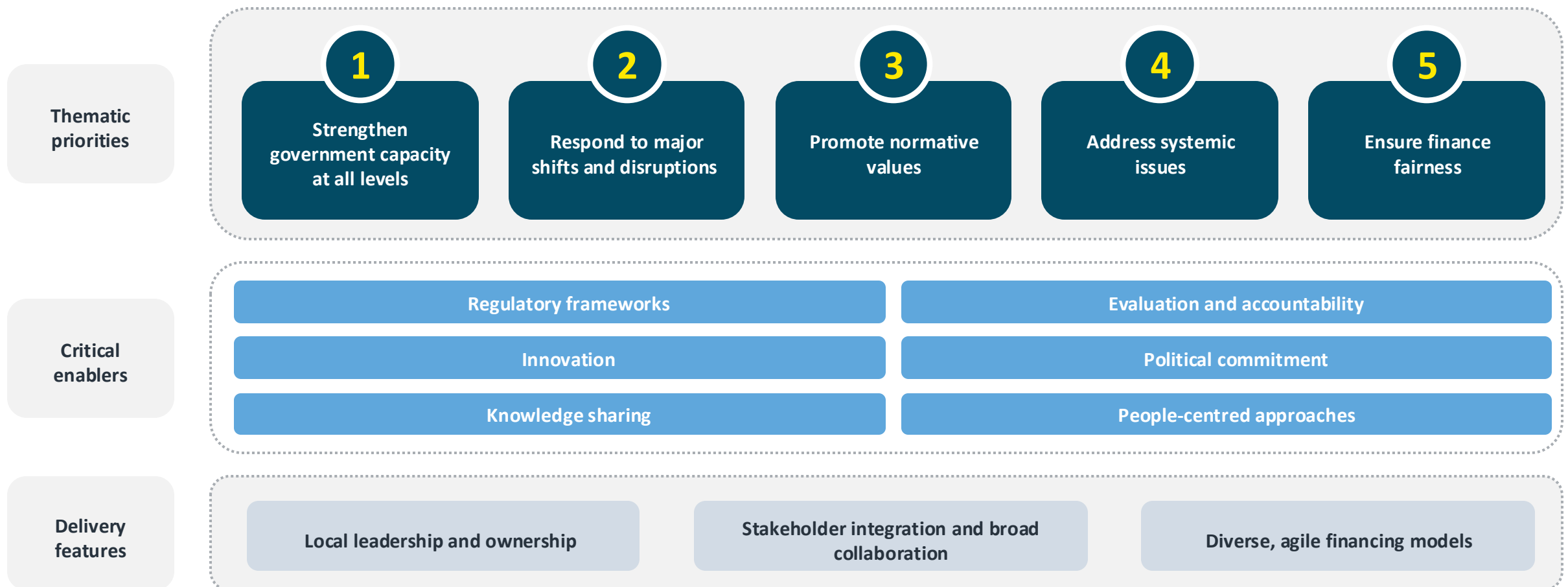
- Bilateral development agencies
- Government
- Private sector/ finance
- Multilaterals
- Academia and think tanks
- Civil society
- Philanthropy
- Youth organizations

2. Key insights



Summary of priorities, critical enablers, and key features of development cooperation delivery

Participants identified five main priorities for development cooperation, along with six critical enablers for successful implementation, and three essential features of how development cooperation can be most effective. These priorities, enablers, and delivery features are shown below and discussed in detail on the following slides.



Priority areas for development cooperation

1

Strengthen government capacity at all levels

Development cooperation can play a catalytic role by supporting and funding the establishment of strong institutions at all levels of government, which was described as critical to drive nationally owned processes and to secure transformative funding from diverse financing sources. Embedding technical capabilities at the regional level will build sustainable solutions with strong local ownership.

2

Respond to major shifts and disruptions

Development cooperation should help countries prepare for and manage major shifts and disruptions in the world, including technology/AI, urban development, demographic transition, climate change, migration, and rural development. Climate change was seen as particularly important, given its cross-cutting nature and impact on the sustainability of other development approaches, priorities, and challenges. On climate specifically, participants noted the need for better coordination around regional strategy, alignment across levels of government, and strategies for private sector engagement.

3

Promote normative values

Development cooperation has a role in supporting a shared understanding of development and its core principles and values. Concern was expressed about the abandonment of norms in favor of blatant self-interest and the reign of the "law of the jungle." The risk of backsliding on anti-corruption and safeguards, particularly for infrastructure projects was underscored. Some urged that a rights-based approach to development cooperation was crucial.

4

Address systemic issues

Participants noted that systemic issues – inequality, gender, power imbalances, fragmentation – should be applied as a lens for analyzing development challenges and solutions given their multi-dimensional, multi-stakeholder, and cross-cutting nature. Many participants felt that regional bodies were better equipped to address systemic issues than global entities.

5

Ensure finance fairness

Development cooperation has a role in leveling the playing field for fair access to, and pricing of, financing. Some participants voiced concerns about increasing reallocation of finance away from development towards defense. There were calls for better accountability to ensure the transparent distribution and use of funds. Development banks can play a role in supporting large scale transformations which promote sovereignty, autonomy, and self-sufficiency.

Critical enablers for development cooperation

Regulatory frameworks

Strengthening domestic policy is essential for successful development, particularly in Latin America where informality, security challenges, and lack of regulatory enforcement can hinder progress.

Innovation

Many development challenges would best be addressed through **new, innovative models and solutions**. Examples include the public-private carbon finance model in Peru.

Knowledge sharing

Knowledge sharing and dissemination of best practice can help build capacity, foster collaboration, and support the scaling and replication of proven approaches.

Evaluation and
accountability

Clear measures of success are critical for understanding progress and impact. These should be supported by robust evaluation tools, accountability mechanisms, and data.

Political commitment

Sustained political commitment is critical for long term change. Collaborations with public officials can help support political transitions, increasing the sustainability of strategies.

People-centred approaches

Development cooperation should adopt a people centred-approach, shifting towards a care-based society which places the needs and experiences of people at the center of decision making (rather than purely economic or political incentives).

Delivery features for development cooperation

Local leadership and ownership

Development efforts should be locally led.

- Planning and initiatives should be driven by communities and local governments.
- Grassroots organizations should have a more active role in leadership.
- Decision making needs to be less centralized to incorporate the needs and perspectives of smaller communities.

Stakeholder integration and broad collaboration

Stakeholders at all levels, from community to international, must be integrated, with clear roles and shared ownership.

- Reforms should be pushed locally by civil society, communities, and municipalities, with strong collaboration or coalitions with a wide range of stakeholders, including the private sector, philanthropies, and cooperation agencies.
- Stronger regional collaboration is necessary to address growing shared threats and leverage opportunities.

Diverse, agile financing models

Capital should be mobilized from a diverse range of sources and there is scope for experimentation with different structures.

- Financing should come from a mix of public, private, domestic, and international sources. In particular, the private sector can play a critical role by leveraging private capital to deliver public value.
- There should be a focus on agile, strategic investments with a higher tolerance for and better understanding of risk.
- Development banks have a key role in unlocking domestic finance and crowding in private investment.
- New or non-traditional sources of financing should be explored, for example thematic bonds.