



ROADMAP 2025-2027

LATIN AMERICA REGION

INDEX

ROADMAP 2025-2027	2
COALITION'S MISSION	2
CONTEXTUAL CHANGES	3
STRATEGIC MANDATE	4
REGIONAL ACTIONS FOR THE NEXT YEARS (2025-2027)	6
SPACES FOR DIALOGUE AND ADVOCACY	9
CONCLUSION	10

ROADMAP 2025-2027

This 2025-2027 Roadmap is the result of multiple strategic conversations within the Coalition, facilitated by the Secretariat, with its Latin American members. It is designed to highlight, on the one hand, shared perspectives on the Coalition's role with communities, environmental defenders, and development finance institutions (DFIs); and on the other, the common understanding of the most significant changes occurring across territories, as well as the actions—and their strategic approaches—that could be implemented as a region over the next three years.

Additionally, this document aligns with the [2021 Roadmap](#), *whose progress has been systematically reviewed* by the Secretariat, contributing substantially to this update on context and priorities. This is a living document, as strategic discussions remain open.

COALITION'S MISSION

The Coalition for Human Rights in Development is a global coalition of social movements, civil society organizations, and grassroots groups working together to ensure that development is community-led and respects, protects, and fulfills human rights.

To achieve this, we ensure that communities have access to the information, power, and resources necessary to determine their own development paths and priorities, while holding development finance institutions, governments, and other actors accountable for their impact on people, communities, and the planet.

CONTEXTUAL CHANGES

While some trends identified in 2021—such as shrinking civic space, top-down project impositions, and setbacks in human rights access—were already evident, by 2024, these trends have worsened. Through numerous regional discussions, members have identified three major trends that impact their work and scope:

1. The weakening of democracy, state institutions, and civic space due to the rise of right-wing and far-right movements, authoritarian governments, insecurity, and militarization.
2. The imposition of top-down “development” projects, affecting financing models, co-opting narratives, and disrupting social dynamics.
3. Extreme inequalities across the region.

Some of the most significant changes in recent years related to these trends include:

- The rise of right-wing, far-right, and self-proclaimed leftist governments that lack real checks and balances, promoting state policies based solely on partisan and electoral interests. These governments fail to guarantee basic rights and structure programs, goods, and services in ways that weaken or dismantle community processes.
- The co-optation of state institutions, including judicial systems, by corporate interests, powerful individuals, and organized crime groups.
- Many governments continue to promote the expansion of extractive industries, making international negotiations on human rights-based approaches more difficult.
- Increased involvement of military and security forces in large-scale projects, putting environmental defenders at risk as they become targets of threats and attacks.
- Illicit activities have expanded beyond national borders, leading to complex human rights violations that are difficult to challenge through strategic litigation due to corruption and collusion with governments.
- The climate agenda is being shaped by financial institutions through an extractivist lens, while false solutions are being widely promoted.
- Financing mechanisms for the energy transition continue to rely on debt-based models and conditionalities, while the promised reform of the international financial architecture remains delayed, ensuring the Global South continues to be exploited for the benefit of the Global North.

- Financiers and corporations frame the energy transition as a business opportunity (expanding access to global markets, mineral extraction, etc.), while Latin America remains a sacrifice zone.
- Tax policies continue to benefit the ultra-rich and historically privileged groups such as the corporate sector.
- The co-optation of human rights and social movement narratives by development finance institutions (DFIs) and corporations, among others.

Although these trends can be a hindrance to the work of Coalition’s members, they also identify social factors that enable them to work in the different regions, such as:

- Growing public awareness of the urgency to protect the environment, territories, and communities’ rights.
- The magnitude of social and environmental crises is fostering broader awareness among people who were previously disengaged and non-experts.
- The loss of legitimacy of multilateral institutions and DFIs due to the pandemic, opens opportunities to question not just their processes, but their core structures.
- Increased recognition of the role of environmental defenders and the need for structural changes in development bank operations.
- The emergence of alternative mechanisms to protect rights beyond the traditional legal system.
- The increasing visibility and political agency of social movements, including feminist, Indigenous, Afro-descendant, and other grassroots groups.
- The existence of high-quality scientific research (on energy, environmental and social impacts, critical minerals, etc.) to support communities’ demands.
- Stronger political (non-partisan) organization among communities, with greater coordination and solidarity among them.
- Latin America is hosting major international climate and biodiversity events, where new climate and fiscal commitments are being discussed.

STRATEGIC MANDATE

Members have a clear understanding of the Coalition’s political horizon. They promote this shared mission in advocacy and engagement processes, and at the same time, it helps them focus collective work and address regional challenges, taking into account the particularities of the various contexts encompassed by its vast territorial reach.

For 2024, regional members also recognize that the Coalition serves as an indispensable bridge between local realities and international financial trends, publicly questioning market-driven models that have endangered the very sustainability of life within communities, as well as the lives of those defending their territories. They see themselves as living and active witnesses of the change they work towards and recognize their potential when they place their knowledge and organizational models in service of this common goal.

For the Coalition to fulfill its purpose in the region within the current context, members consider that a development model led by communities would currently entail:

- Having a systemic perspective on the different fronts they can articulate for the defense of their life projects and territories.
- Participating in strategic and decision-making spaces so that their voices are heard and recognized by International Financial Institutions (IFIs) as relevant political actors.
- Reaching these spaces with a clearer understanding of how State and IFI policies work, as well as their impacts on their territories. For example, understanding the technical and political scope of advocacy mechanisms, timelines, or climate justice tools.

In this regard, the role of the Coalition (and through the strengthened work of its members) before IFIs should be oriented towards making local inequalities generated by global financial policies more visible—policies that mainly affect communities and can put the lives of defenders at risk. Additionally, the Coalition must maintain critical perspectives and voices to foster public debates and narratives against the exploitation of common goods and in favor of the human rights of communities and defenders.

That is, given the Coalition's broad perspective on issues such as just energy transition, it is essential that its role helps counteract false "green" solutions using concrete cases identified by its members, expand narratives related to the paradigm of *buen vivir*, and influence, from a more preventive approach against development projects that are designed in a top-down manner without considering communities. The goal is to collectively change the course of public decision-making. In this regard, the use of social media is strategic as it facilitates the dissemination of existing advances, such as recognizing nature as a rights-holder and fostering environmental participation from a Global South perspective.

Given the contexts of violence that affect those defending their territories and/or seeking to reverse the various impacts of issues such as climate change, it is essential to work with a transversal approach that incorporates gender and intersectionality, feminist ethics, and community perspectives to avoid perpetuating sexist, racist, classist, extractivist, and other oppressive practices within and outside the Coalition.

REGIONAL ACTIONS FOR THE NEXT YEARS (2025-2027)

The Coalition and its regional members have established a relationship that allows them to outline advocacy and social transformation strategies with greater scope and long-term impact. This is possible because each member organization contributes to the plurality and diversity of knowledge and perspectives and brings in its political and technical capital. However, it is also necessary because organizations often cannot sustain long-term agendas alone, as doing so requires securing flexible and sustainable human and financial resources—something that is not always possible due to funding models within the sector.

For communities to be at the center of development in their territories, innovative actions must be devised. The Coalition's intrinsic diversity enables it to contribute to such actions by planning from a broad political, social, and economic analysis that incorporates the multiple perspectives of its members.

Although the strategic actions proposed in 2021 remain relevant, it is now necessary to deepen some of them. At that time, the focus was on:

- Developing diverse and improved advocacy tools.
- Strengthening capacities through synergies and collective work.
- Reinforcing human rights-based and common good-oriented development proposals.
- Conducting research and analysis to drive long-term changes and proposals aligned with community-led development perspectives.
- Holding banks and institutions accountable for respecting human rights.
- Recognizing the distinct responsibilities of the actors involved in development.

Based on the systematization of various strategic conversations, the actions now proposed for further development include:

A) Actions for Mobilization and Advocacy

1. Strengthening partnerships between members to develop political and communication strategies addressing the climate crisis outside of a market-driven logic and elevating public narratives that center human rights.¹ For example:
 - Encouraging strategic debates with community presence to counter market-driven narratives in spaces where the Coalition's coordination work helps ensure their voices are heard.
 - Questioning and denouncing financial instruments that perpetuate unequal and inequitable relationships (e.g., bonds, loans, debt swaps).
 - Planning a strategy to engage with international financing institutions to ensure that IFIs genuinely listen to the voices of communities, rather than merely using inclusion as an image-building exercise.
 - Reinforcing the human rights approach within IFIs and continuing to demand their integration into IFI policies, such as binding consultations and the revision of performance standards.
 - Highlighting the exploitation of common goods and the obstacles that hinder the direct participation of affected communities in decisions about development in their territories.
 - Continuing advocacy efforts towards the IDB Group, using critical perspectives that encourage strategic debates and community participation.
 - Increasing pressure on banks to take responsibility for preventing and remedying socio-environmental and human rights damages they cause to communities and territories.
 - Maintaining and promoting the Coalition's presence in key international spaces (climate, biodiversity, etc.) to incorporate Indigenous people perspectives, their challenges, and their

¹ The aim of this initiative is for the Coalition to adopt a more politically critical narrative, to make clear its position and the political horizon to which it aspires, where the inequalities generated by the climate crisis are truly reversed and real reparation is made to those who have caused them, such as holding banks accountable for the damage they cause to communities.

solutions into discussions—ensuring these forums move beyond commitments and result in concrete actions.

B) Actions with Communities.

1. Strengthening mutual learning relationships between communities and Coalition members to ensure actions align with community needs and emerging trends:

- Design activities in which communities guide us on how to improve our work, create mechanisms for listening and establish agreements on what they might need from the multiplicity of members of the Coalition.
- Strengthen our partnerships with communities to continue linking the climate crisis (biodiversity), inequalities and human rights.
- Develop participatory methodologies that are adapted to local contexts, instead of expecting communities to adjust to our spaces for dialogue.
- Communities need to know clearly who we are and what we are seeking politically in order to strengthen our alliance, so it is important to share a clear political horizon that would allow for deeper collaboration.

2. Develop pedagogical strategies with the communities so that their participation with decision makers and the DFIs is carried out effectively. For example:

- Establish mechanisms for participation with the communities, especially in spaces related to the banks, so that their voice has a greater role.
- Open spaces for discussion and knowledge exchange between Coalition members and communities to deepen mutual understanding of how financial institutions and states operate, as well as communities' experiences with DFIs, democratising information, which is often privileged.
- Foster strategic debates with the communities to 'translate' not only technical concepts, but also to learn from each other about how to address impacts and reparations in the territories.

C) Internal actions to strengthen the Coalition

The members recognise that there is openness and willingness among them and the Secretariat to work as a team, including to have informal conversations that support, guide and feed common strategies. In this context, they would seek to:

1. Strengthen the sense of belonging and identity of its members with the Coalition. For example:
 - Improve some of the Coalition's internal dynamics, for example, those related to work agendas.
 - Improve external communication channels to counteract fake news that only misinforms, with simple, direct messages and holding the relevant institutions accountable.
 - Organise a session on the strategies we have promoted to rescue lessons learned, what we can improve strategically and be clear about how the context was shaped so that a strategy has been effective.
 - Build on the work and strategies that members have with communities to collectively create the mechanisms for their participation in spaces for debate and decision-making.
 - Prepare to address the obstacles faced in our work in preparation for the global meeting 2025 in order to participate with greater knowledge in the development of the Coalition's Strategic Plan.
 - Take advantage of the Coalition's capacity to work at different levels to generate products that can be used both for advocacy with international financial institutions and for exchange between communities, organisations and other allies.
 - Think of strategies to better connect regions that speak languages other than Spanish.
 - Get to know the members of the Secretariat and Steering Committee better, as well as their roles.
 - Develop a protocol for action against different types of violence that could occur between members and with allies.

SPACES FOR DIALOGUE AND ADVOCACY

As mentioned, given that Latin America is the scene of international climate and biodiversity forums where new climate commitments will be developed, from the generation of public policies to fiscal policies, the Coalition has much to contribute in

these areas so that the perspective of communities, of native peoples, of defenders is included in the analysis of the problems and work is done to transcend the logic of commitments towards concrete actions. In addition to the spaces where the Coalition usually has an impact or dialogue, others that have been considered key are:

- Summit of the Future, NYC, September 2024.
- United Nations Biodiversity Conference (CBD COP16), Cali, October 2024.
- G20 Summit, Rio de Janeiro, October 2024.
- United Nations Climate Change Conference, COP30-Belem do Para, 2025.
- United Nations Framework Convention on Tax Matters.
- Financial Architecture Reform Process (Conference on Financing for Development).
- Regional Business and Human Rights Forums

CONCLUSION

At the end of the last strategic conversation (October 2024), participants expressed gratitude for the space to establish closer collaborative ties despite physical distances, and for getting to know each other in more personal settings while also deepening political analysis and planning.

This commitment to not forgetting the human side of those who form part of the Coalition and their motivations for advancing these agendas is also a way of recognising and honouring the journey made by each and every one of its members.