

GOVERNANCE FOR DEVELOPMENT IN LATIN AMERICA AND THE CARIBBEAN.

Recommendations from
CAF and UNDP Dialogues





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Governance for Development in Latin America and the Caribbean: Recommendations from CAF and UNDP Dialogues

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The conclusions, analysis, and recommendations in this report, as well as those of previous reports, do not represent the official position of UNDP, CAF, or any of the United Nations member states.

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FOREWORD

A year ago, CAF and UNDP decided to join forces around a shared agenda on the interdependence between governance and development in Latin America and the Caribbean. We were united by the common conviction that establishing a comprehensive agenda for sustainable development in the region could not overlook the necessary institutional transformations needed to support the full set of Sustainable Development Goals.

This challenge was as complex as it was elusive. Therefore, to begin shaping a shared work agenda, we determined that the most crucial step was to create spaces for dialogue to consult with society on how this agenda should be formed and what the primary challenges to address should be. We brought together more than 100 representatives from all social sectors, including academia, the private sector, social organizations, political parties, central and local governments, and representatives from various international organizations. These stakeholders engaged in deliberations through four subregional workshops that covered all the countries in Latin America and the Caribbean where CAF and UNDP have a joint presence.

Sergio Díaz-Granados
Executive President of CAF

Through these dialogues, we observed that our hemisphere demands the construction of an agenda centered on people, paving the way for an institutional renaissance based on the shared values that have characterized our identity: democracy as a political system and human rights as fundamental pillars of coexistence, state organization, and public policies for development.

The results of this effort are compiled in this publication. The recommendations outlined here mark the beginning of a conversation that will shape our work agenda in favor of effective and inclusive governance as the main enabler of sustainable development, as stipulated by SDG 16 on “Peace, justice, and strong institutions.”

The ideas presented in this document are an invitation to continue collectively building the solutions that will enhance the effectiveness and legitimacy of our region’s democratic institutional framework, improve people’s lives, and accelerate sustainable development. CAF and UNDP will continue to support and create spaces for dialogue on governance to jointly contribute to the sustainable and inclusive development of Latin America and the Caribbean.

Michelle Muschett
Assistant-Secretary-General of the United Nations and Regional Director for Latin America and the Caribbean, UNDP



.1

PRESENTATION OF THE INITIATIVE

Latin America and the Caribbean face complex and multifaceted challenges that reflect tensions between economic growth, institutional stability, social inclusion, and peaceful coexistence.



In this context, in September 2023, the United Nations Development Programme (UNDP) and CAF—Development Bank of Latin America and the Caribbean—formed a partnership to develop inputs aimed at accelerating the implementation of the Sustainable Development Goals (SDGs), with a focus on SDG 16 (Peace, Justice, and Strong Institutions) and strengthening governance for development in the region.

Within the framework of the 78th United Nations General Assembly held in New York, the first annual CAF/UNDP conference on “Governance for Development in Latin America and the Caribbean” was held, with over 300 participants. In preparation for the September 2024 conference, which will take place during the 79th session of the United Nations General Assembly, CAF and UNDP organized four subregional meetings to outline policy recommendations. These meetings were held between April and August 2024 in Antigua (Guatemala), Cartagena (Colombia), Santiago (Chile), and Port of Spain (Trinidad and Tobago).

The subregional dialogues centered around four key areas: (i) **legitimacy of democratic institutions**, (ii) **transformation of state capacities**, (iii) **renewal of social contracts and fiscal pacts**, and (iv) **citizen security and peaceful coexistence**. These dialogues brought together over 100 representatives from the region, including academics, civil society leaders, community leaders, women, LGBT+ representatives, Afro-descendants, indigenous people, youth, individuals with disabilities, government

officials, journalists, private sector actors, political leaders, and international community representatives. The dialogues followed Chatham House rules, were facilitated by an independent expert, and were characterized by respectful and productive exchanges of views and proposals on the discussed agendas.

The dialogues enabled the identification of challenges related to each topic, leading to the development of propositions, recommendations, and public policy guidelines. This included frameworks for changes in the rules of the game, rethinking the characteristics of future institutions, and identifying priority population groups and communities to ensure no one is left behind.

THIS DOCUMENT PROVIDES A SYNTHESIS OF THE FOUR SUBREGIONAL DIALOGUES, AS WELL AS A SET OF POLICY PROPOSALS DERIVED FROM THE MEETINGS. THE RECOMMENDATIONS AND PROPOSITIONS REFLECT THE DEPTH AND BREADTH OF PERSPECTIVES AND EXPECTATIONS FROM THE DIALOGUES. THEY DO NOT NECESSARILY REPRESENT THE POSITIONS OF UNDP AND CAF AS CONVENERS.



.2

GOVERNANCE SITUATION IN LATIN AMERICA AND THE CARIBBEAN

In the context of the Governance for Development Dialogues, in-depth and enriching exchanges were presented on the current and future state of governance in Latin America and the Caribbean. **The discussions focused on four main axes.**¹

¹ In preparation for the working sessions, specialized documents were commissioned to address the selected topics. These documents were intended to enrich and guide the discussions. Specifically, former Costa Rican President Laura Chinchilla was tasked with developing the document on "Citizen Security and Peaceful Coexistence"; Professor Alberto Vergara was assigned to create the paper on "Legitimacy of Public Institutions"; and Professor Sebastián Mazzuca prepared the document on "Transformation of State Capacities". Additionally, expert Carol Watson Williams was responsible for the document on "Governance for Development in the Caribbean".

These dialogues were complementarily based on the document resulting from the high-level consultations conducted by UNDP in 2021, titled “Latin America and the Caribbean: Effective Governance Beyond Recovery” (UNDP, 2021), including its eight governance principles and five propositions to address the post-pandemic recovery phase of COVID-19 as a governance crisis.

In the current context of increasing inequalities and greater socio-political tensions, effective democratic governance becomes critical to guide the construction of an improved new normal—one that is more inclusive and responsive to citizens’ demands for distributive justice, social cohesion, and expanded opportunities, as outlined in SDG 16. For instance, effective governance will pave the way for adapting rules of the game, changes in policies and legislation, the formulation of fair and solidarity-based fiscal pacts, and strengthening the state’s capacity to respond to citizens’ demands.

Improving governance effectiveness is crucial for development across at least three transitions occurring in Latin America and the Caribbean: (i) development, (ii) digital, and (iii) environmental. These transitions necessitate the adaptation of governance processes to leverage their benefits and opportunities. For instance, making the digital transition a driver of development requires institutions capable of promoting equitable access to digital resources and regulations that mitigate risks. In the digital transition, enhancing governance is essential to overcoming structural challenges that

hinder effective technology adoption and establishing necessary regulations to mitigate risks. Measures and actions are needed to advance towards an inclusive and sustainable digital transformation, including meaningful internet access and secure, productive, and affordable data. Effective governance is vital to ensure environmental justice, strengthen climate change mitigation and adaptation, and achieve the social and environmental goals set by the 2030 Agenda.

The first axis of the discussion focused on the **legitimacy of public institutions**. Over the past decade, the legitimacy of democracy has gradually weakened, signaling a call to action. The percentage of people who view democracy as the best form of government has declined from 68% in 2012 to 59% in 2023 (Lupu et al., 2023). Additionally, there is a widespread perception that governments serve only powerful groups: in 2023, 72.5% of Latin Americans believed their country is “governed by a few powerful groups for their own benefit” (Latinobarómetro, 2023). This dual erosion of support for democracy is concerning. Low democratic legitimacy has profound implications, ranging from the deterioration of civic culture to the potential support for responses that undermine the rule of law and democracy itself, and even potentially facilitating—though not determining—a possible democratic breakdown (Vergara, 2024).

In this context, the dialogues identified common challenges that need to be addressed. On one hand, it was highlighted how distrust in institutions is affected by corruption and short-term

leadership, hindering the construction of long-term social agreements. Another challenge requiring response is that distrust impacts the quality of institutions needed to drive policies that reduce social and economic inequalities, and vice versa. It was also emphasized as fundamental to ensure that government priorities, resources, and direction align with citizens’ expectations and demands.

The second discussion axis focused on the **state capacities** necessary for governance that drives development. In this regard, recent years have seen a consensus among researchers and practitioners on the importance of strengthening these capacities to achieve Sustainable Development Goals (SDGs). Countries with stronger institutions have higher GDP per capita and better social indicators, including health, education, and equality, and better protect their citizens, leading to lower levels of external threats, internal conflicts, and homicides. Additionally, states with higher capacities respond more effectively to health emergencies, natural disasters, and climate crises (Mazzuca, 2023).

In this agenda, participants identified specific challenges for the region. One of them is the inability to ensure law enforcement throughout the territory due to the influence of de facto powers and the weakness of judicial powers. Also highlighted was the need to strengthen public administration, particularly the professionalization of public service and investment in technologies. Another challenge is the lack of coordination between government levels, between governments and society, and among

EFFECTIVE GOVERNANCE IS CRUCIAL FOR ENSURING ENVIRONMENTAL JUSTICE, ENHANCING CLIMATE CHANGE MITIGATION AND ADAPTATION EFFORTS, AND ACHIEVING THE SOCIAL AND ENVIRONMENTAL GOALS SET OUT IN THE 2030 AGENDA.

governments in the region. It is also necessary to address technological deficits and institutional coordination to improve social justice and ensure equitable access to services (SDG 16.3).

In the discussion on social **contracts and fiscal pacts**, it was identified that effective governance must design, implement, and monitor policies and institutional transformations, as well as incentives under which individuals and organizations act to fulfill the social contract. Fiscal pacts, for example, are cyclical agreements that must be implemented with effective governance. A successful fiscal pact, therefore, requires a system of institutions, organizations, and incentives that aligns individual and collective interests towards fulfilling the social contract. In this sense, governance for development must

thoroughly understand how different incentives for each type of actor (elites, citizens and organizations) interact within the institutional framework. In Latin America and the Caribbean, interpersonal and institutional distrust, corruption, and extreme inequalities are factors that obstruct the transformation of social and cultural norms necessary that make it possible to strengthen the social contract.

A central challenge raised in the dialogues is the need to redesign social and fiscal pacts to restore trust in institutions and promote equity. In this regard, the importance of restoring a culture of transparency and public service, along with fiscal agreements that drive social inclusion, economic innovation, and democratic quality, was emphasized. The issue of social inclusion was continually addressed, specifically the need to direct institutional, political, and economic

IN LATIN AMERICA, INTERPERSONAL AND INSTITUTIONAL DISTRUST, CORRUPTION, AND EXTREME INEQUALITIES ARE BARRIERS TO TRANSFORMING SOCIAL AND CULTURAL NORMS ESSENTIAL FOR CONSOLIDATING THE SOCIAL CONTRACT.

resources towards fiscal redistribution and integrating the informal economy. Finally, the challenge of insufficient cooperation among countries to address the complexity of regional fiscal systems and current and future global challenges was highlighted.

Regarding the axis on **citizen security and peaceful coexistence**, it is evident that the region has long had some of the highest homicide rates in the world. While the global homicide rate in 2022 was 5.8 per 100,000 inhabitants, in Latin America and the Caribbean, it reached over three times that average, standing at 19.2 per 100,000, with only three countries in the region below the global average (UNODC, 2023). For the same year, the region accounted for 28% of the world's homicides, despite having only 8% of the global population. The Central American subregion, which had long been the most dangerous, shows a significant decline starting in 2015, with a 54% decrease in the homicide rate by 2022, driven by reductions in all countries except Costa Rica, which has seen a significant increase of 57% from 2021 (11.4 homicides per 100,000) to 2023 (17.9 homicides per 100,000). In addition to homicide violence, persistent vulnerability among men, particularly young people, as a focus of violence was highlighted. The Caribbean, with a rate of 31.9 homicides per 100,000 in 2022, has surpassed Central America as the most violent subregion, with five of its countries ranking among the ten most dangerous in the world: Bahamas, Jamaica, St. Vincent and the

Grenadines, St. Lucia, and Trinidad and Tobago (Chinchilla, 2024).

Additionally, violence against women remains one of the urgent challenges to address in the region. One in three women reports having suffered some form of violence from their partner. Moreover, of the 25 countries with the highest femicide rates in the world, 14 are in Latin America and the Caribbean. This is compounded by the fact that female victims face obstacles to accessing justice and reparations.

During the dialogues, major challenges identified included the growing influence of organized crime in public administration and the repressive response to citizen insecurity. The disproportionate negative effects on minorities and communities, especially in rural, border, and coastal areas that suffer from the absence of state institutions, were emphasized. The rise of punitive populism as a response to social demands, with evident effects on the erosion of the rule of law, was also noted. The weakness of judicial and citizen security systems, evidenced by the lack of resources in prosecutors' offices and judicial delays, is concerning. Finally, a substantial challenge identified is transforming the ecosystems and incentives that enable crime, particularly among the youth. Addressing these challenges is crucial for meeting the targets set in SDG 16 (Promote just, peaceful, and inclusive societies) and advancing towards effective democratic governance.



.3

PROPOSITIONS TOWARDS A **GOVERNANCE FOR DEVELOPMENT IN LATIN AMERICA AND THE CARIBBEAN**

Based on the discussion axes and challenges raised in the subregional dialogues, participants made proposals on how to enhance the quality of governance to address these challenges and lay the foundations for a region that fosters economic growth, environmental sustainability, institutional quality, and social inclusion.

Enhancing the quality of public administration

Professionalize public administration

Strengthening human resources, adapting administrative procedures in democratic institutions, and developing both technical and soft skills—including digital capabilities and ethical and democratic values—are essential. This will enhance state capacities and increase legitimacy and public trust, as well as more efficiently meet citizens' demands.

Countries in Latin America and the Caribbean need improvements in their design and the integration of technologies and resources to boost effectiveness and efficiency. It is crucial to implement merit-based human resource selection systems, performance evaluations, and competitive salaries. Additionally, transforming the skills and competencies of public personnel to align with strategic and innovative visions is necessary. Efforts should be made to promote training in collaborative values, prioritize citizen needs, and revive the sense of public service and civic ethics.

It is also recommended to double efforts to strengthen long-term policy planning techniques and tools within public administrations. Long-term planning with cross-sectoral approaches allows for a comprehensive and continuous agenda for the SDGs. Improved human resources can lead to evidence-based public policies with standards and indicators for monitoring and evaluation.

Democratic leadership should be ingrained within the workplace. Training must also focus on ethics and integrity of state human resources as a key element for achieving effective development governance. These principles should form the basis of training in human rights, democracy, respect for diversity, and fostering a safe and healthy work environment. This includes public servants, security forces, and autonomous state agencies.

Enhancing transparency in public management

Strengthening transparency to prevent corruption is essential. It is necessary to advance in public management transparency, strengthen scrutiny in procurement processes and budget execution, regulate conflict of interest regimes, and combat favoritism in state administration.

A first step to combat and eradicate corruption in public administration is to implement open institutional designs based on transparency principles, offering agile accountability mechanisms accessible to the public. Investment in technology for data openness and the implementation of smart contracts are key initiatives for advancing this agenda. Additionally, creating transparency

portals to foster accountability, using data analysis tools to improve decision-making, automating administrative or documentation processes, and implementing cybersecurity measures are fundamental pillars to enhance institutional legitimacy, improve public service delivery, and fight corruption.

Similarly, mechanisms of favoritism in public management must be eradicated, including practices of collusion among interest groups for awarding contracts and public works. Rules must be clear and strictly enforced. It is also proposed to incorporate and strengthen conflict-of-interest regimes for public officials to prevent “revolving door” practices.

To tackle endemic corruption, it is essential to strengthen judicial systems. Improving the quality of human resources in both the judiciary and police services should be accompanied by policies promoting greater transparency and enhancement of institutional and social control tools. They should also receive ethical and technical training, supported by decent salaries, to avoid porous links and dealings with interest groups and organized crime.

Strengthening subnational governments

Increasingly, subnational governments play critical roles in public management, making them key to ensuring the adequate provision of basic public goods and services such as security, education, and health. It is necessary to include them in efforts to recruit better human resources, strengthen their technical and soft skills, and create open institutional designs.

In recent decades, countries in the region have promoted significant decentralization agendas to subnational governments. As a result, these entities are increasingly responsible for fundamental development, quality of life, and security agendas. For subnational officials, proximity to citizens requires a special emphasis on soft skills like dialogue, collaborative work, and the use of citizen participation and co-creation tools.

These resources must have the ability to engage various sectors—such as citizens, the private sector, or academia—to integrate them into multilevel governance models. These complementarities are crucial for enhancing the legitimacy and quality of public policies.

It is also key to create or strengthen mechanisms for collaboration with national governments to offer regulatory or recruitment standards, facilitate costly or complex digital developments, and provide process management tools. These elements are particularly important for smaller, more vulnerable, or peripheral regions.

LONG-TERM PLANNING AND INTERSECTORAL APPROACHES ALLOW FOR A HOLISTIC AND ONGOING ENGAGEMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGS).

Inclusive governance

Strengthening the link with citizens

Redesign institutions to integrate the diverse elements of society and foster citizen participation and co-creation. This will facilitate the renewal and strengthening of inclusive, legitimate, and sustainable social contracts.

Effective governance for development requires a strong citizenry and institutions designed for greater social participation, incorporating diverse perspectives, agendas, and knowledge into all public policy processes. Participation should be inclusive in the formulation, implementation, and oversight of public management. In addition to traditional mechanisms of participation and consultation, such as referendums, plebiscites, or participatory budgeting, it is crucial to integrate agile methodologies, innovation labs, dialogue spaces, and co-creation forums. Enhancing social and collective organization capacities is essential. It is not enough to work with organized citizens; it is necessary to map and bridge gaps with politically and geographically distant sectors.

Advancing this goal requires institutional redesigns that enable adaptability, alongside management of leadership, listening, negotiation, and consensus-building tools. Creating participation and exchange spaces will help align governmental decisions with citizen demands. Establishing multi-stakeholder forums involving representatives from businesses, academia, NGOs, and civil society will allow for the development of policies through dialogue and the

construction of common agendas, resulting in more effective, sustainable, and legitimate outcomes.

Promoting substantive representation

Enhance mechanisms for political representation in decision-making and public policy execution. These measures should particularly focus on increasing the visibility and representation of women, indigenous populations, and rural communities. Effective functioning of political parties is crucial for representation in decision-making.

Governance for development requires that political power reflects all sectors of society. This makes it easier to include diverse perspectives and design policies that benefit each sector. Public policy agendas must incorporate the interests and needs of all groups in political representation, participation, and decision-making processes, as well as in policy implementation.

To build agency from the grassroots, it is important to strengthen community leadership by promoting civic education and participation from schools, highlighting emerging leaders in all areas, and empowering traditionally marginalized groups. Special efforts should be made to include diverse groups with specific mechanisms

supporting women, indigenous peoples, Afro-descendants, and other vulnerable populations.

In this context, ensuring the effective functioning of political party systems is a central element of democratic governance. This includes working to democratize political parties, enhance electoral process observation, institutionalize citizen participation, and guarantee the representation of vulnerable sectors. All these designs should be accompanied by effective accountability mechanisms.

Including youth in public policies

Strengthening youth institutions. Develop inclusive labor policies and improve educational policies, foster youth leadership, and promote political inclusion for young people to enhance democratic governance.

Latin America and the Caribbean possess a demographic dividend that must be leveraged. Unfortunately, youth are the demographic most affected by economic crises, exclusion, and violence. Prioritizing specific policies for the youth sector, as well as strengthening youth institutions, is a necessary measure for future governance and development. Therefore, it must be a top priority on the agenda, driving policies that

DEVELOPMENT-FOCUSED GOVERNANCE REQUIRES POLITICAL POWER TO REPRESENT ALL SEGMENTS OF SOCIETY. THIS INCLUSIVITY MAKES IT EASIER TO INCORPORATE DIVERSE PERSPECTIVES AND DESIGN POLICIES THAT BENEFIT EVERY SECTOR.

generate youth employment, provide skills for the labor market, and improve education for democracy, civility, and economic development.

A distinct challenge is to promote responsible use of social media while preventing violence both on the streets and online, where young people are primary victims. This also requires incorporating security policies that address the specific needs of this age group.

Investing in the development of skills and capabilities, as well as ensuring the safety and employment opportunities for youth, will necessarily impact the quality of democracy and development in Latin America and the Caribbean, advancing towards just, peaceful, and inclusive societies (SDG 16).

Facilitating business ecosystems

Promote agile fiscal designs, support knowledge and innovation, create financial mechanisms for economic activity, and offer opportunities to youth and vulnerable sectors.

Governance for development must foster mechanisms to generate business and production that drive economic growth in the region. This requires fairer fiscal reforms that incentivize economic activity, particularly value-added production from small and medium-sized enterprises. This is crucial for promoting regional talents and addressing the ongoing brain drain.

To achieve this, it is necessary to ensure access to low-cost financing mechanisms that sustain investment in priority economic activities; implement rules and legislation that protect regional developments and innovations; and explore regional mechanisms for financing, regional economies, and intellectual property protection.

Special emphasis should be placed on including vulnerable populations. Here, both the public sector and the market must work to create the necessary financial and fiscal conditions to ensure economic integration and equal opportunities.

EFFECTIVE GOVERNANCE FOR DEVELOPMENT DEPENDS ON HAVING EFFICIENT, FAIR, AND RIGHTS-BASED INSTITUTIONS. IT IS ESSENTIAL TO RESPECT AND STRENGTHEN THESE INSTITUTIONAL MECHANISMS.

Ensuring the Rule of Law and the expansion of human rights

Advancing citizen security initiatives

Implement comprehensive citizen security initiatives that enhance the independence of institutions, focus on human rights training, and improve the technical and technological capacities of personnel.

Effective governance for development relies on efficient, just, and rights-based institutions. It is crucial to respect and strengthen institutional mechanisms. Measures should be designed to ensure impartial justice and address gaps in access and execution. These measures must promote freedom of expression, public access to information, and the protection of human rights.

Simultaneously, it is important to promote civic education on democratic principles, human rights, public ethics, integrity, and respect for diversity at both the governmental (national and subnational) and educational levels. Environmental management should also be integrated into rights agendas and public discourse.

Citizen security should be preventive, rights-based, and aligned with democratic principles. A key element is to foster deep collaboration with political parties, civil society, and the media to restore civility in public debate. Additionally, specialized agencies should receive training and re-categorization, and investments should be made in technology and tools to generate scientific evidence on crime and policy performance. Strengthening legal and

financial mechanisms to protect victims is also essential.

Promoting fair taxation and effective public spending

This involves fiscal reforms to increase revenue and ensure that budgets are directed toward guaranteeing social rights, improving spending quality for effective public policies, and ensuring that benefits reach intended beneficiaries.

Achieving the Sustainable Development Goals requires adequate resources to meet set targets. This involves a challenge of revenue collection, where those with more resources contribute more, alongside commitments to transparent and well-directed spending with redistributive justice criteria. Fair fiscal policies should be considered state policies. Fiscal services and agencies need legal autonomy and qualified personnel, both technically and ethically.

Fiscal reforms should also aim to increase revenue for subnational governments, allowing them to invest in ensuring the functionality of public services in every part of their territories. To convert revenue into effective spending, it is necessary to enhance open government practices and accountability through transparency tools, citizen auditing, and even co-creation of these measures.

Monitoring based on results-oriented evaluation indicators and social oversight are fundamental tools for budget execution effectiveness and fairness.

Another key element of just governance is ensuring that benefits and resources reach every territory and cover all social actors, especially vulnerable and marginalized communities. Efforts should be made to recover areas controlled by clandestine forces and to design policies specifically benefiting women, youth, Afro-descendant communities, and indigenous peoples, while also integrating climate agendas. Strengthening development cooperation to obtain technical, institutional, and financial support from the international community is essential.

Revenue collection and spending improvement efforts must be accompanied by more efficient control and supervision mechanisms to combat tax evasion and organized crime and to promote improvements in judicial processes, transparency mechanisms, and accountability.

Promoting digital transformation with a rights-based approach

Driving digital transformation in societies

Enhance infrastructure, connectivity, and digital skills in the region. This includes fostering alliances and collaboration with the private sector and creating digitalized spaces to meet social needs and citizen demands.

Substantial progress in the development agenda and achieving the SDGs requires improving connectivity in the region. This means investing in cabling systems, last-mile services, guaranteed connectivity where the private sector does not reach, and computing systems and devices to bridge gaps within countries and with wealthier nations.

Another fundamental element is developing skills to ensure that societies can actively participate in this transformation. This requires national plans addressing the needs of each population sector and the skills required for each economic activity. These plans should include coordination mechanisms between the public sector, private sector, and academia to generate synergies for developing necessary human resources. The focus should primarily be on closing existing gender gaps and those affecting rural and indigenous populations.

Advancing digital transformation in public institutions

Digital technologies offer more agile management, lower costs, and greater service reach. Implementing inclusive digital services and developing the digital skills of public officials will result in substantial improvements in governance for development.

The digitalization of public institutions and their services allows for more streamlined online transactions, cost savings, and nationwide service reach. Integrating technology into public administration can enhance agility, budget efficiency, and renew state processes. This includes adopting digital tools for online services, electronic payments, and data analysis for decision-making.

Investing in digital infrastructure and promoting digital literacy among public officials and citizens is also key. This will facilitate better citizen engagement, higher quality public services, streamlined bureaucratic processes, and reduced state costs, without compromising service quality.

Investments should focus on improving IT systems, connectivity, and computing infrastructure, as well as skills development. Society must be included in digitalization efforts, with a focus on bridging urban-rural,

gender, vulnerable group, and regional gaps. However, digitalization should not eliminate traditional access methods to avoid excluding digitally illiterate or connectivity-challenged populations.

Strengthening digital democracy

Use technology to enhance the relationship between the state and citizens through continuous dialogue, policy design, process transparency, and the incorporation of democratic knowledge and practices.

Digital technologies can strengthen the representative nature of democracy and facilitate citizen engagement in dialogue, consultation, and decision-making processes at low cost. The potential to advance digital citizenship with secure identities allows for easy connection to decision-making processes for policy design, citizen dialogue, opinion surveys, and choice among options. Digital solutions can also be promoted in national and subnational parliaments through consultation, participation, dialogue, and co-creation mechanisms. There is also significant potential to combat corruption using digital technologies to create more open and transparent processes, implement smart contracts, and ensure traceability of government expenditures.

THE DIGITALIZATION OF PUBLIC INSTITUTIONS AND THEIR SERVICES ENABLES MORE EFFICIENT ONLINE PROCESSES, REDUCES COSTS, AND EXTENDS ACCESS NATIONWIDE.

An important aspect is combating misinformation and fake news. Enhancing civic awareness on detecting and addressing these issues, in collaboration with media and tech companies, will greatly contribute to maintaining vibrant public debate.

Increased citizen participation improves decision-making effectiveness, broadens access to information, and democratizes power. Progress in this direction will significantly enhance the legitimacy of the political system by promoting equality in public service access, informed citizen decision-making, and effective, responsible, and transparent institutions (SDG 16).

Promoting collaborative governance

Advancing collaborative governance models

Incorporating governance models that foster collaboration and synergy with the private sector, citizens, universities, and civil society has a direct impact on improving responses to citizens' needs and global challenges.

No government or institution has the resources and capabilities to effectively advance the Sustainable Development Goals (SDGs) alone. Achieving this requires strengthening collaborative governance mechanisms. This involves institutional redesign and creating incentives for coordination with the private sector and civil society. Instruments must be designed for information sharing, joint decision-making, and pooling resources between governmental entities and societal actors. Promoting transparent and effective public-private partnerships with civil society, the private sector, and academia is also essential. Academia provides knowledge and human resource training; civil society offers territorial expertise, oversight, and leadership promotion; the private sector contributes resources; professional associations provide best practices and human resource training; and media outlets ensure the quality and diversity of public debate.

To enhance collaboration, it is necessary to establish robust, long-term social agreements that ensure shared

responsibility. It is not just the state, the private sector, or civil society alone, but all together, that are responsible for the agreements and social practices. Such arrangements result in better-informed, more efficient, and more legitimate policies.

Multilevel governance

Promote horizontal and vertical coordination between government institutions. Coordinating investment, information, and implementation policies enables more effective and inclusive results.

Achieving collaborative efforts among public institutions, complementing competencies, resources, and capabilities, leads to greater efficiency and effectiveness in public policies. National governments can provide investments, regulatory frameworks, standards, and technologies that establish the quality of public policies. In turn, local governments bring proximity, citizen innovation, and daily management of territorial needs. Designing institutions or coordination mechanisms for transportation, education, communication, and security is fundamental for achieving desired objectives.

Horizontal interinstitutional coordination and solidarity between regions and

cities enhance policy quality. By sharing infrastructure, investment mechanisms, or human and capital resources, substantial fiscal savings can be realized.

Strengthening regional multilateralism

Promote regional perspectives and coordination of initiatives to create markets, negotiate collectively, and improve practices, standards, and shared learnings.

Coordination and collaboration among countries in the region have enabled the fight against epidemics, market expansion, conflict resolution, and the safeguarding of citizens' rights. It is proposed to strengthen multilateral cooperation mechanisms among regional countries. Multilateralism is valued as a space for sharing best policy standards, transforming it into a platform for shared learning, and offering large-scale solutions to challenges that do not have national responses, such as transnational crime. It is also recognized for its ability to channel investment resources that countries individually struggle to access.

NATIONAL GOVERNMENTS CAN PROVIDE INVESTMENTS, REGULATORY FRAMEWORKS, STANDARDS, AND TECHNOLOGIES THAT ENHANCE THE QUALITY OF PUBLIC POLICIES. LOCAL GOVERNMENTS, ON THE OTHER HAND, OFFER PROXIMITY, CITIZEN INNOVATION, AND DAILY MANAGEMENT OF LOCAL NEEDS.



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THE PATH TO GOVERNANCE FOR DEVELOPMENT TOWARDS 2030

In the context of the subregional dialogues facilitated by UNDP and CAF, these two institutions will update their programming offerings for the region based on the discussion themes and the 15 proposals outlined in this document.

Recognizing the imperative need to enhance governance for development towards 2030, UNDP and CAF will continue to strengthen their partnership in the following ways:

- **Offering expertise and facilitation.** Leveraging their experience and capabilities as facilitators in developing dialogues and agreements essential for strengthening effective governance.
- **Implementing rapid response methodologies.** Adapting methodologies to the specific realities of each country, providing clear recommendations and action guidelines for public policy formulation.
- **Providing a broad range of knowledge.** Including global, regional, and national reports on human development, among other valuable resources.
- **Deploying highly skilled interdisciplinary teams.** Offering real-time responses to emerging challenges in the countries of the region.

- **Strengthening national collaboration.** Working closely with governments to offer local solutions to complex problems while integrating a global approach and sustainable development vision.

Thus, UNDP and CAF solidify their role as strategic partners for the UN member states in Latin America and the Caribbean, committed to achieving the Sustainable Development Goals (SDGs), particularly SDG 16 (Peace, Justice, and Strong Institutions). With a broad territorial presence and coordinated actions, this alliance will continue to promote inclusive, effective, and collaborative governance, contributing to the region's comprehensive and sustainable development.

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APPENDIX

Table 1. Systematization of public institution legitimacy

	CHALLENGES	LINES OF ACTION	RULES OF THE GAME
FIRST MEETING GUATEMALA	<ul style="list-style-type: none"> Adequate substantive representation. Democratic values and practices. Effectiveness in delivering results. Limited accountability. 	<ul style="list-style-type: none"> Strengthen the open government agenda. Reform the civil service; enhance the quality of human resources in public administration. Plan for development. Develop integrity policies, focusing particularly on sound budget management and execution. Develop civic education policies (democracy, human rights, and diversity, among others). Promote freedom of expression and the right to public information. 	<ul style="list-style-type: none"> Adopt public ethics practices. Strengthen the rule of law; focus on service delivery and judicial impartiality. Deepen digital transformation and digital service regulation. Strengthen legal frameworks to prevent privileges and clientelism.
SECOND MEETING COLOMBIA	<ul style="list-style-type: none"> Substantive and inclusive democracy. Comprehensive consolidation of public institutions to strengthen the rule of law. Efficiency of public policies. 	<ul style="list-style-type: none"> Actions to generate social inclusion, with particular attention to women. Electoral observation by civil society (e.g., Supreme Electoral Tribunal in Ecuador). Strengthen education and citizen participation from schools. Institutional designs based on collaborative governance. 	<ul style="list-style-type: none"> Adjust regulatory frameworks to promote transparency and incorporate more citizen participation mechanisms. Clarify the separation of powers between political and other branches. Create citizen monitoring institutions.

	CHALLENGES	LINES OF ACTION	RULES OF THE GAME
THIRD MEETING CHILE	<ul style="list-style-type: none"> Political representation, particularly of youth. Democratize communication platforms. Increase governments' adaptability to current challenges. Promote inclusive digital transformation. Improve the "performance" of public policies. 	<ul style="list-style-type: none"> Modernize political parties to prevent fragmentation and ensure effective leadership. Encourage early civic participation through ongoing education. Address the "performance" of public policies, prioritizing health and nutrition, with a special focus on children. Promote an open government agenda and multi-stakeholder collaboration to address state weaknesses. Promote digital inclusion and the ethical use of artificial intelligence in services and goods. Define and implement information verification criteria. Establish effective mechanisms for citizen participation and public consultation in decision-making. 	<ul style="list-style-type: none"> Adapt public institutions to social and technological changes. Promote a more equitable distribution of electoral funds for campaign financing. Consolidate gender and racial quotas in institutions and political parties. Promote transparency and accountability across all government levels.
FOURTH MEETING TRINIDAD AND TOBAGO	<ul style="list-style-type: none"> Application of objectives and mission. Lack of effectiveness and clarity in public institution functions. Negotiating citizenship guiding principles within a framework of inequality. Understanding the core philosophy of institutions. Distrust of individuals or political interference (rather than the institution itself). Capacity and execution deficits. 	<ul style="list-style-type: none"> Need for reform with commissions. Results-based approach. Digitalization. Collaborative approaches. Results-based management. Legislative reform of the governance mechanism. Key performance indicators. Establishment of service standards. Performance audits. Timely data collection and presentation. Civic education/education on public institutions and their functions. Decentralization and democratization. Institutional strengthening. Inclusive policies. Trust-centered policies. Monitoring and evaluation frameworks for continuous examination and review. 	<ul style="list-style-type: none"> Improved curriculum development. Campaigns, awareness, and NGO programs. Development of local government systems. Development and adherence to public sector principles. Clear and transparent procedures. Education and training processes. Merit-based systems. Independent supervision mechanism for political parties. Gender-sensitive development and inclusion. Clear structure for political processes across the public sector, with a focus on people-centered development.

Table 2. Systematization of the transformation of state capacities

	CHALLENGES	AREAS OF ACTION	GUIDELINES
FIRST MEETING GUATEMALA	<ul style="list-style-type: none"> Improved management and capacity of human resources. Fiscal justice. State policies for development. Public innovation. Strengthening governance. 	<ul style="list-style-type: none"> Enhance working conditions and salaries for public officials. Promote better skills and competencies among public officials. Improve the quality of fiscal systems (fair taxation and increased revenue). Encourage administrative decentralization. Strengthen and incorporate advanced IT systems. Develop IT skills. Strengthen diversity and inclusion within public institutions. Reduce the digital divide among citizens to access services. Promote transparency in the use of public resources. 	<ul style="list-style-type: none"> Implement conflict-of-interest regimes for public officials. Avoid “revolving door” practices between the public and private sectors. Adopt merit-based systems for recruitment and performance evaluation. Establish incentives for citizen participation. Forge public-private partnerships. Introduce administrative decentralization reforms.
SECOND MEETING COLOMBIA	<ul style="list-style-type: none"> State action and reach. Consolidation of a state agenda for strengthening the rule of law and comprehensive human development. Concentration of power or functions by the central government. Strengthening the technical capacities of state actors. Territorial reach capabilities. 	<ul style="list-style-type: none"> Include fiscal reform. Adopt economic policies as state policies, capable of coordinating with different sectors. Enhance the role of public officials through transparency in recruitment and budgeting. Foster co-creation between government and civil society to generate effective action plans. Implement result-oriented public policies and monitoring with indicators and citizen participation. Increase state presence in areas controlled by clandestine armed forces. Seek differentiated impact on vulnerable groups (women, youth, and indigenous peoples). Urgently address the climate agenda. Obtain technical and financial support from international cooperation. 	<ul style="list-style-type: none"> Codify preventive regulations with citizen input. Adopt standards, best practices, and comparative measures to strengthen institutions and develop policies.

	CHALLENGES	AREAS OF ACTION	GUIDELINES
THIRD MEETING CHILE	<ul style="list-style-type: none"> Professionalization of the civil service. Greater citizen involvement in public policy production. Increased collaboration in public policies. Improvement of policy processes. Strengthening subnational governments. 	<ul style="list-style-type: none"> Adopt a comprehensive approach considering both the global context and local specifics. Modernize the state apparatus by promoting the professionalization of public officials. Establish public policies with a rights-based approach. Promote intersectoral coordination, ensuring that different levels of government (national, regional, and local) work synergistically. Efficient and virtuous bureaucratization (simplification of norms and procedures). Drive innovation in the public sector. Improve data collection and analysis systems (the state has valuable records). Ensure that technological advancements benefit everyone equally and do not exacerbate existing gaps. Adopt technological solutions addressing specific territorial needs. Achieve international cooperation for harmonizing fiscal policies and implementing multilateral initiatives (focus on social justice and climate change). Continuously evaluate public policies. 	<ul style="list-style-type: none"> Create a regulatory environment that encourages creativity and collaboration with the private sector and civil society. Avoid promoting decentralization in regions with significant inequalities that create “fiefdoms” perpetuating poor local governance. Tackle political clientelism. Adopt mechanisms to ensure the effective participation of all social groups (focusing on youth, women, and indigenous peoples). Implement systems for auditing and citizen oversight. Create a legal framework that promotes innovation in the public sector.
FOURTH MEETING TRINIDAD AND TOBAGO	<ul style="list-style-type: none"> Limited foresight/reactive culture. Lack of relevance of state agents or institutions. Political will. Maximization of technology. Access to talent. Lack of access to regional resources. 	<ul style="list-style-type: none"> Develop a data-driven approach to development. Ensure continuity in planning. Achieve national ownership of priorities or plans. Campaign financing. Set gender quotas. Limit political mandates. Require qualifications for politicians. Hold politicians and leaders accountable. Change the political space philosophy. Address brain drain, a pressing issue in the region. Minimize rewards and incentives pushing individuals towards more lucrative opportunities abroad. Foster a merit-based culture versus nepotism throughout the region. Prevent continuity from being constantly questioned by a nepotistic culture. 	<ul style="list-style-type: none"> Conduct audits (financial and human resources). Manage and utilize data. Conduct evaluations. Prioritize inclusion. Constitutional reform. Enhance management through technology, including the digitization of services. Develop objective performance measures. Reform education. Provide cross-cutting training. Encourage deliberate or intentional collaborations. Prioritize research and decision-making. Ensure sustained youth engagement.

Table 3. Systematization of the renewal of social and fiscal contracts

	CHALLENGES	AREAS OF ACTION	GUIDELINES
FIRST MEETING GUATEMALA	<ul style="list-style-type: none"> Comprehensive and inclusive conception of the development model. Shared and differentiated co-responsibility. Efficient and effective public administration for generating equality, inclusion, and social justice. 	<ul style="list-style-type: none"> Strengthen the rule of law. Include environmental management as part of the agreements. Improve the quality of public policy communication. Enhance media accountability. Strengthen the security of vulnerable populations. Include and strengthen open government measures. Develop more efficient and fair fiscal structures. Generate policies with the private sector to include it in social agreements. Implement policies for the containment and inclusion of vulnerable and migrant populations. 	<ul style="list-style-type: none"> Implement fiscal reforms for more transparent and fair taxation. Introduce and disseminate participatory budgets. Create institutional incentives to involve stakeholders in social pacts. Include ethical principles and human rights regulations in the private sector.
SECOND MEETING COLOMBIA	<ul style="list-style-type: none"> Redefinition of the development model towards a welfare state for citizens. Bridging the gap between formal and informal sectors. Seeking new sources of fiscal revenue. Quality and control of expenditure from a social justice perspective. Low tax culture. 	<ul style="list-style-type: none"> Undertake actions adapted to digital transformations and the current socioeconomic context. Establish trust agreements and promote fair redistribution for general welfare. Rethink the economic and tax model and fiscal burden to address the large informal economy in the region. Create tax incentives and implement participatory processes to improve expenditure quality and investment. Reconsider the high fiscal burden on large companies. Promote transparent and efficient resource management. 	<ul style="list-style-type: none"> Develop regulatory frameworks addressing intrusive use of personal data by tech companies. Establish new rules that incentivize tax compliance.

	CHALLENGES	AREAS OF ACTION	GUIDELINES
THIRD MEETING CHILE	<ul style="list-style-type: none"> Make tax systems more progressive. Improve fiscal collection and wealth distribution to finance. Effective public policies and social services. Engage elites in social contracts. Reduce levels of inequality. 	<ul style="list-style-type: none"> Implement tax reforms that promote social justice and sustainable economic growth. Seek alternatives that simplify collection processes and promote a more equitable distribution of the tax burden. Eliminate tax privileges that have historically benefited elites. Create income transfer programs, such as Bolsa Familia. Ensure transparency in data use and digitalization, and incorporate technological tools for tax collection through artificial intelligence. Develop a coordinated system across government levels to avoid tax duplication and reduce the tax system. 	<ul style="list-style-type: none"> Ensure accountability and democratic control over public resource use. Define processes and criteria for evaluating and modifying fiscal policies. Utilize innovative technologies to improve revenue collection and combat tax evasion and the informal economy. Create incentives to foster development and corporate social responsibility in the business sector.
FOURTH MEETING TRINIDAD AND TOBAGO	<ul style="list-style-type: none"> Facilitate the creation of new wealth. Difficulty in continuing to finance the existing social contract. Lack of adaptability to innovation or technology development. Collaboration with industry, education sector, and other institutions. Investment needs to change (sources, national priorities, fuels, synergies). Redefine social contracts. Reflect divergent perspectives. 	<ul style="list-style-type: none"> Educational reform (civic and financial education). Constructs for accountability. Provide access to low-cost financing options or mechanisms. Create an environment conducive to digital transformation. Increase access to capital financing. Redefine tripartite relationships. Establish intersectoral dialogues. Promote and formalize bipartite partnerships. Develop a debt management policy. Depoliticize oversight groups with adaptability mechanisms. Adopt a development policy that transcends electoral cycles. Change educational policy. Define intellectual property rights policy. Strengthen social safety nets. 	<ul style="list-style-type: none"> Conduct periodic performance audits. Form social partnerships. Implement stricter procurement laws and regulations. Enforce bipartisan approved fiscal regulations. Manage state debt through legislation. Ensure that the private sector becomes more self-reliant and less dependent on public contracts. Address brain drain. Ensure national appointments to attract monetization. Support intellectual property rights frameworks. Establish investment standards.

Table 4. Systematization of peaceful coexistence and security

	CHALLENGES	AREAS OF ACTION	GUIDELINES
FIRST MEETING GUATEMALA	<ul style="list-style-type: none"> Prevent the influence of criminal organizations in public administration. Strengthen the preventive security system. Widening social and economic gaps. Strengthen public justice and security. Align security policy with a rights-based democracy. Address common challenges with a regional approach. 	<ul style="list-style-type: none"> Strengthen the judicial system through increased funding, technical capabilities, and legal tools. Coordinate with regional organizations and multilateral bodies to address security policies. Provide training for security forces to integrate democratic and rights-based approaches into their actions and practices. Strengthen legal and financial mechanisms to protect victims. Produce scientific evidence on crime and assess policy performance. Enhance and highlight community leadership through training, resources, and participation in decision-making spaces, as well as provide psychological support and care for victims of violence. 	<ul style="list-style-type: none"> Build a system of regional standards and indicators for monitoring and evaluating citizen security. Develop legal frameworks that incentivize and strengthen intersectoral policy coordination. Strengthen legal frameworks protecting human rights and the rule of law.
SECOND MEETING COLOMBIA	<ul style="list-style-type: none"> Ensure security through a comprehensive prevention and human rights-based approach. Promote citizen participation for coexistence and social cohesion. Promote differentiated security policies (urban vs. rural; historically excluded populations). Reduce crime and violence rates. Prevent the influence of criminal organizations in public administration. 	<ul style="list-style-type: none"> Develop a new development model that includes the participation of all sectors (with a focus on youth). Break political ties with criminal activities. Identify and dismantle legal structures that conceal criminal organizations. Strengthen financial security instruments and reconsider police institutionalization. Implement effective strategies to counter misinformation spread by the media. Enhance state presence in areas with high social conflict. 	<ul style="list-style-type: none"> Promote transparency. Regulate the use of economic and social power. Track legal structures hiding criminal organizations. Adopt a new approach to prison systems with measures addressing the roots of crime and social inequalities. Strengthen institutions. Ensure police and judicial independence.

	CHALLENGES	AREAS OF ACTION	GUIDELINES
THIRD MEETING CHILE	<ul style="list-style-type: none"> Avoid punitive populist models. Improve regional coordination to combat organized crime. Combat the permeability between politics and security forces. 	<ul style="list-style-type: none"> Strengthen international cooperation through information exchange agreements and joint operations to combat drug trafficking and organized crime. Implement multidimensional policies addressing both micro-trafficking and transnational crime. Crucially invest in improving prison infrastructure. Train judicial officials for appropriate sanctioning. Raise awareness about the cultural dimensions of crime among police forces and use body cameras. 	<ul style="list-style-type: none"> Establish minimal geopolitical coalitions to facilitate the fight against organized crime. Promote international cooperation and the involvement of diverse state and non-state actors. Redefine violence indicators to include metrics covering all forms of violence.
FOURTH MEETING TRINIDAD AND TOBAGO	<ul style="list-style-type: none"> Increase in crime. Crime pays. Culture of violence. Impunity and corruption. Political will and resources. Favorable environment. 	<ul style="list-style-type: none"> Prevent crime from being rewarded with impunity. Implement stricter security coordination across the region. Adopt a multisectoral approach to crime fighting. Establish better guiding principles. Create interconnected approaches. Implement training programs for youth and initiatives for those at risk. Provide multidimensional solutions to multidimensional problems. Create interinstitutional frameworks. Integrate prison reform and restorative justice into the process. Update policy interventions. Reform education. Establish economic safety nets for vulnerable and marginalized groups. Ensure accessible public health resources. Update legislation. Prioritize allocation of additional resources to these areas. 	<ul style="list-style-type: none"> Ensure separation of powers. Reduce the likelihood of corruption and criminal infiltration in administration. Prioritize crime-fighting initiatives in a supportive environment. Promote kindness and build a culture of compassion. Prevent and avoid criminal activity. Address crime from a broader and deeper perspective. Implement legal reforms. Conduct monitoring and evaluation. Provide training. Support research and development. Manage resources effectively.

Table 5. Systematization of propositions for the democratic governance agenda

<p>FIRST MEETING GUATEMALA</p>	<ol style="list-style-type: none"> 1) Professionalize Public Administration. This involves strengthening human resources and refining administrative procedures within democratic institutions, focusing on both technical and soft skills, values, and categorization, while eradicating corruption. This will enhance state capabilities, boost legitimacy and public trust, and more efficiently meet citizen demands. 2) Strengthen the Connection with Citizens. This means redesigning institutions to reflect the diversity within society and promoting citizen participation and co-creation. This will facilitate the development and reinforcement of inclusive, legitimate, and sustainable social contracts. 3) Ensure the Rule of Law and the Protection of Human Rights. This includes enhancing citizen security with a comprehensive approach that reinforces institutional independence, human rights training, and the technical and technological capacities of human resources. 4) Drive Digital Transformation in Societies. This entails improving infrastructure, connectivity, and digital skills within both government and communities in the region. It includes fostering alliances and collaboration with the private sector and co-creating digital spaces to meet social needs and citizen demands. 5) Promote Collaborative Governance Models. Incorporating governance models that facilitate collaboration and synergy with the private sector, citizens, universities, and civil society will directly improve responses to citizen needs and global challenges.
<p>SECOND MEETING COLOMBIA</p>	<ol style="list-style-type: none"> 1) Ensure Mechanisms for Inclusive Governance. This means creating political participation mechanisms for representation, decision-making, and policy implementation. Special emphasis should be placed on the visibility and political representation of women, indigenous populations, and rural communities. 2) Promote Mechanisms for Fair Governance. This involves fiscal reforms to increase revenue and redirect it to guarantee social rights for the population; improving the quality of institutions for effective public policy; and ensuring that policies reach their beneficiaries. 3) Advance Digital Transformation to Enhance Governance Quality. Digital technologies enable more agile management at lower costs with greater service reach. Implementing digital services and developing digital skills among both public officials and citizens will substantially improve governance for development. 4) Prioritize Youth in Public Policies. Developing labor inclusion policies, improving educational policies, fostering youth leadership, and enhancing political inclusion of young people will promote better democratic governance.

<p>THIRD MEETING CHILE</p>	<ol style="list-style-type: none"> 1) Promote Multi-Actor and Multi-Level Collaboration to Establish Efficient and Legitimate Institutions. These measures should encourage citizen participation, multi-level coordination within countries, and multilateral cooperation with other regional countries. 2) Utilize Technology for Public Service Delivery, Ensuring Inclusion and Equity in Its Use and Implementation. Digital transformation and innovation should be integrated into the regulatory frameworks governing the public sector and its institutions to streamline processes, reduce bureaucracy, and promote more transparent governance. 3) Strengthen State Human Resources. To effectively address citizen demands and the challenges faced by countries, substantial investment is needed to enhance the skills, capacities, and principles of human resources working in the state. This is particularly crucial for central and subnational administrations, security forces, and judicial officials. 4) Implement Tax Reforms to Promote Sustainable Economic Growth and Reduce Social Inequalities. Improving revenue collection, ensuring transparency in its use, and ensuring progressive expenditure to support vulnerable populations, especially youth, are key measures for achieving development-oriented governance. It is also important to incentivize the use of technology to enhance tax collection, combat tax evasion, and address the informal economy.
<p>FOURTH MEETING TRINIDAD AND TOBAGO</p>	<ol style="list-style-type: none"> 1) Create Conditions for Economic Development. 2) Shift from Extractivist Logic and the Emphasis on the Region as a Tax Haven. The trend towards extractivism contradicts the aspiration for sustainable development. Investments for fiscal purposes, tourism, and extractive activities are not necessarily sustainable. 3) Emphasize Transparency, Anti-Corruption Efforts, and Access to Information. There is a need to broaden the discussion on the concept of open government in the Caribbean. 4) Professionalize the Police and Security Sector. Improve human resources in the security field.



