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Whole-of-society Mechanisms in the Latin America and Caribbean Region

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Executive Summary

The Latin America and Caribbean Region faces a challenging political context that hinders progress towards the 2030 Agenda. Likewise, an overall lack of funding, knowledge, and interest in sustainable development undermines efforts from organizations that are constantly trying to learn how to navigate increasingly tense and reluctant contexts. Even so, several successful whole-of-society mechanisms, such as governance structures, partnership platforms, coordination frameworks, grassroots mobilization, and other regional efforts have emerged to continue to advance the Sustainable Development Goals (SDGs) in the region. This report explores eight whole-of-society mechanisms in the region, outlining both the challenges and success factors of implemented strategies, and highlighting other key learnings that may help pave the way towards sustainable development.

Introduction and Context

The research is based on the concept of a whole-of-society mechanism being an approach that brings together actors from across all sectors, including government, communities, and businesses, to collectively address development challenges; in this particular case, that tackles progress towards the 2030 Agenda. More precisely, research was carried out to identify how whole-of-society engagement mechanisms can effectively support the implementation of the SDGs in various political contexts,



and how different approaches can be scaled and/or replicated to amplify impact and accelerate progress on the SDGs. The organizations consulted are based in Colombia, Costa Rica, Ecuador, Mexico, and Peru, and there are two regional mechanisms that operate under the supervision of the Economic Commission for Latin America and the Caribbean (ECLAC).

Methodology

The research aims to identify and better understand different whole-of-society mechanisms that exist in the Latin America and Caribbean region. A total of eleven representatives from the public sector, private sector, academia, and civil society in the region participated as key informants in 45–60-minute semi-structured interviews. They shared their experience on the subject, reflected on the trajectory of the mechanism, and identified challenges, success factors, and current needs within the framework.

Typology Matrix

| Engagement Mechanism | Developing Countries with Emerging Political Systems | Fragile or Conflict-Affected Regions |
|-----------------------|--|---|
| Governance Structures | Colombia-Multistakeholder Platform Mexico- National Council for the 2030 Agenda for Sustainable Development | |
| Partnership Platforms | Mexico-UN's Partnership Network Costa Rica- Aliarse | Ecuador- Grupo FARO's Localization of the SDGs through multisectoral groups and citizen observatories |



| | | |
|--------------------------------|---|--|
| Coordination Platforms | Costa Rica- IFAM's Network of SDG-Promoting Cantons Peru-National Association of Centers | |
| Regional Mechanisms | ECLAC-Community of Practice & Mechanism of SCO | |
| Grassroots Mobilization | Peru- The Millennials Movement | |

Key High-Level Findings

Matrix Types

Governance Structures

Mexico's National Council for the 2030 Agenda is a follow-up mechanism that operates within the federal government and is supported by the Ministry of Economy. It was established to align the country's public policies with the 17 SDGs and to closely monitor the implementation of the agenda at the federal and local level, as well as across different sectors. It takes a cross-cutting approach to reviewing the SDGs, viewing the 2030 Agenda in an integrated way rather than as a checklist of goals.

The Multistakeholder Platform from Colombia's National Planning Department was established by means of a National Council for Economic and Social Policy (CONPES) public policy document number 3918 that mandates for the creation of a mechanism



for permanent dialogue and engagement, especially with non-governmental actors. It acknowledges the complexity of making public policy in Colombia, thus holding monthly spaces for actors from all sectors for open dialogue. The platform holds representatives from the government (both national and local), private sector, organized civil society, international organizations, and academia.

Partnership Platforms

The **Partnership Network for Local Action**, implemented by UN México and grounded in the belief that the SDGs can only be achieved through partnership and a local-level approach, was a flexible engagement space for different stakeholders to share experiences and to trigger new initiatives aimed at accelerating the achievement of the SDGs. It stopped working due to lack of funding at the end of 2024.

The **Localization of the SDGs through multisectoral groups and citizen observatories** by Grupo FARO in Ecuador was a project focused on action and data for decision-making to enable monitoring of progress toward the SDGs, especially aimed at the incorporation of subnational information. It also involved citizens into the initiative, translating some of the more technical or distant topics into something relatable that everyday people could actually understand.

Costa Rica's Foundation for Sustainability and Equity, **Aliarse**, works as a bridge between all sectors of society by functioning as an interpreter of all the different "languages" spoken by



key stakeholders, promoting public-private partnerships and working on capacity building, transferring knowledge and skills through multisector collaboration.

Coordination Platforms

Costa Rica's Institute for Municipal Development and Advisory Services created the **Network of SDG-Promoting Cantons** as a space to exchange best practices and experiences from different regions across the country. Along the way, the Network evolved to provide municipalities with tools and build capacities of both local authorities and municipal staff to localize the SDGs.

The National Association of Centers for Research, Social Promotion, and Development (ACN) of Peru brings together Peruvian NGOs with the goal of strengthening their work as key development actors, capable of driving initiatives, building alliances, and influencing public policy. Currently, their work focuses on protecting the rights of NGOs after the government enacted legislation perceived as anti-NGO, as it expands state supervision and control over them.

Regional Mechanisms

The ECLAC has two successful mechanisms, the **Community of Practice**, an informal space in which countries exchange knowledge, experiences, and best practices in the implementation of the 2030 Agenda, specifically in the preparation of their Voluntary National Reviews, and the **Mechanism for Civil Society Organizations**, an official



institutional structure comprised of 20 different working groups through which civil society organizations engage with the countries in the region.

Grassroot Mobilization

Based in Peru, the **Millennials Movement** is a volunteer network that has contributed to the 2030 Agenda by gathering data, coordinating projects related to sustainable development, mobilizing people across the region, supporting the creation of youth participation mechanisms throughout Latin America and the Caribbean, and carrying out advocacy work, online training, and consultations.

Political Contexts

The political context across the region remains challenging in most countries, with many facing their worst crisis in years. The emergence of various right-wing governments has shifted national priorities away from multilateral agendas, which only adds to the growing distrust in and delegitimization of the UN and its agencies. Likewise, there has been a rapid loss of the 2030 Agenda's initial momentum, creating an unstable and somewhat apathetic context for organizations working towards achieving the SDGs. The situation has resulted in reduced funding for projects related to sustainable development, the emergence of opposition groups to the 2030 Agenda, and an increasingly pronounced polarization within society that has hindered dialogue, weakened institutions, and hampers progress towards sustainable development. Thus, organizations committed to the SDGs have had to learn to navigate progressively turbulent waters and make do with extremely limited resources and



people's goodwill. In most cases, this translates into little to no support from the government. In Costa Rica, for instance, the government signed Executive Decree N°44945-PLAN-RE-MINAE to modify part of the regulatory framework established in 2017 for the governance and implementation of the SDGs. Moreover, Ecuador finds itself immersed in a turbulent sociopolitical context marked by distrust in public institutions and an unstable government that does not allow for a real alignment of the SDGs to the national strategy. Mexico and Colombia, on the other hand, show specific government efforts for the integration of the 2030 Agenda into their government framework, thus creating a more inviting context for collaboration. As a result, organizations seem to face fewer barriers and enjoy greater institutional support to continue working toward the achievement of the SDGs.

Challenges and Success Factors

Despite ongoing efforts, mechanisms across the region continue to face a range of persistent and increasing challenges. At the top of the list is the lack of funding, which limits their overall capacity to operate smoothly; direct consequences of limited funding include an impossibility to cover interpretation services in a region with four official languages, and understaffing. There is also a widespread lack of knowledge about the SDGs, not only amongst the general population, but also within local governments and other stakeholders, where even basic understanding of the 2030 Agenda is missing. Many mechanisms also struggle with limited or absent support from national authorities, making coordination and collaboration across sectors and stakeholders particularly difficult. Moreover, frequent changes in government disrupt continuity, as new administrations bring shifts in personnel,



priorities, and processes. Additionally, the politicization and demonization of the SDGs has further weakened their previous role as a shared compass and common language. On the other hand, despite the many and frequent challenges they face, most mechanisms remain active. The success factors in the region include strong cross-sectoral partnerships and ongoing dialogue, the ability to implement actions with limited resources thanks to the commitment and vocation of those involved, and growing recognition at the international level. Additionally, efforts to raise awareness among both institutions and the broader population have strengthened visibility and engagement. The territorialization of the SDGs has helped localize actions, while the inclusion of diverse voices has enriched the processes and outcomes. In some cases, mechanisms have managed to influence decision-making spaces and processes, further reinforcing their legitimacy and contributing to their relative stability over time.

Other Key Learnings

Other important aspects shared include: an approach of the 2030 Agenda in an integral way rather than seeing the SDGs as 17 different things that are not interconnected is essential; there is a need for updated terminology that relates to the reality of the region, as speaking of 'effectiveness' in countries that have little to work with seems contradictory; most mechanisms are turning towards civil society organizations and local governments rather than towards the state; there is an overall belief that the 2030 Agenda has lost its luster in recent years; maintaining horizontality is crucial in these types of mechanisms, but having a facilitator or intermediary makes everything work more smoothly; there needs to be more cohesion in the region, as working in such a polarized way hinders progress; the region is



demonstrating growing leadership, as evidenced by Brazil chairing the G20 and hosting COP30 this year; Brazil has proposed a SDG 18 to address ethnic-racial equality as a core element of sustainable development, mainly focusing on eradicating structural racism and promoting inclusive policies for Afro-descendant and Indigenous populations; despite a widespread belief that the SDGs will not be achieved by 2030, organizations intend to continue working towards their advancement, focusing efforts to plan for the post-2030 period and to the construction of capacities.

Recommendations

Seeing as there is still a limited public awareness and understanding of the 2030 Agenda, there seems to be a need to go back to basics and effectively communicate its importance more widely and accessibly.

Many organizations are driven purely by conviction, which results in varying levels of knowledge and skills; therefore, more space is needed for capacity building and sharing of experiences to ensure that everyone is on equal footing.

Even though the 2030 Agenda is meant to function as a global common language, there seems to be an impression that region-specific challenges and locally relevant terminology have been left out. Thus, it is important to promote a more localized approach and consider developing new terms that better reflect the realities of different regions.

There is an increasing need to acknowledge the accelerating emergence of groups opposing the 2030 Agenda in order to consciously and strategically address their influential presence, map them, and define actions to mitigate their impact.



Annex

Whole-of-society Engagement Mechanisms—Interview Key Points

Chile

Mechanism: National Commission for Sustainable Development (CNDS)

Overview: multi-stakeholder mechanism self-convened by Chilean civil society created to institutionalize a model of inclusive, participatory, and territorially grounded governance for the implementation of the 2030 Agenda. Its objective is to establish itself as a permanent body to coordinate, monitor, and evaluate the implementation of the SDGs from a perspective of social justice, territorial equity, environmental sustainability, and substantive democracy, with a long-term vision toward the year 2045.

- Challenges: Lack of permanent institutional recognition; exclusion of historically marginalized groups; weakness in decentralization.
- How did they overcome them? Promotion of the creation of Regional and Local Councils; engaging youth, indigenous people, women, and local communities; building connections with international actors to showcase the Chilean model in regional forums; using the Santiago Declaration and the 2025–2027 strategic planning process to build consensus and strengthen technical and social legitimacy.
- Political context: it's described as somewhat fragile, with an institutional crisis and widespread citizen demands following a social uprising in 2019. The legal framework for the SDGs was considered fragile because it was based solely on presidential



decrees without the force of law. This motivated civil society to self-organize and create its own governance space to ensure continuity beyond political cycles.

- Success factors: Participatory drafting and validation of the Santiago Declaration – Chile Vision 2045; organization of the ECLAC 2025 Side Event with regional recognition; development of the 2025–2027 Strategic Plan with participation of more than 70 organizations; a clear narrative grounded in territorial justice and sustainability; cross-sectoral partnerships.
- Key resources: Funding; people with conviction; citizen ambassadors for the 2030 agenda; other organizations launching more projects; partnerships.
- Tools to share: the 2025–2027 Strategic Plan; inaugural meeting report.
- Post-2030: continue working beyond 2030, aiming for a structural transformation towards a sustainable, inclusive, and just development model.

Colombia

Mechanism: Multi-stakeholder Platform

Overview: Mechanism for dialogue and engagement; meeting point to bring together all the relevant societal actors outside of government.

- Current active actors: Asocapitales (local governments), DANE (National Statistics Department), ProPacífico (private sector), UNFPA, UNDP, and SEI (Stockholm Environment Institute), CODS (SDG Center at University of Los Andes, Corporación Autónoma del Cauca (regional university), Colombian Confederation of NGOs, and Movilizadorio (NGO)
- Challenges: Horizontality, internal consolidation, change of governments, differences in dynamics, definition of shared rules and common ground.
- How did they overcome them? Workshops, dialogue, getting to know each other and what each actor can contribute, identifying issues and bringing up specific topics to the table, stepping up as leaders.



- Political context: dynamics change when a government starts, when it deteriorates halfway through, and as elections approach again; these dynamics are really difficult to navigate. International politics play a big role as well as the Colombian government receives a significant amount of money from the U.S., and much of that is uncertain right now.
- Success factors: no matter how much the context changes, the platform stays on track; the platform is maintained; stakeholders meet once a month, eagerly, and complete assignments; having other countries ask for tips; cohesion.
- Key resources: willingness to engage in dialogue and maintain horizontality; being able to listen; creating an actor map with key players and what they can bring to the table.
- Tools to share: 14 different tools, which will be shared in a microsite where all information and resources will be compiled.
- Post-2030: they're thinking about what they can do now with the idea that no goal will be achieved. Planning needs to start now, focusing on specific topics, such as climate.

Costa Rica

Mechanism: Network of SDG-Promoting Cantons

Overview: Space to exchange best practices and share experiences from different regions across the country with the idea of translating the SDGs into actions that create real benefits.

- Current active actors: IFAM, Mideplan (Ministry of National Planning and Economic Policy), United Nations, Local Governments, UNED (State Distance University of Costa Rica)
- Political context: in April, the government revoked its support to the commitment to the 2030 Agenda, a movement the IFAM defines as merely political, which raises alarms.



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- Challenges: Lack of financial resources, demonization of the SDGs; however, they currently see the government's position as their biggest threat.
- How did they overcome them? They prioritize needs that directly affect the population; the use of "municipal promoters", who are links between municipalities and them. Regarding the government's decision, they've been in talks with Mideplan to clarify some concerns and see what their next steps should be.
- Success factors: the network has been recognized as a good practice at the international level by the United Nations; the network was showcased at the Cities Day in China; the network was presented at the World Urban Forum held in Egypt; the increase in the number of Municipalities participating; 6 municipalities have completed voluntary local reviews; creation of IFAM Verde, a line of credit that offers more favorable conditions for sustainable projects
- Key resources: support from other entities, willingness.
- Tools to share: guide for localizing SDGs, incorporating them or aligning them with the municipality's budget; matrix to check which SDGs municipalities comply with; step-by-step course on how to create own local voluntary reviews.
- Post-2030: continue working in the same line while focusing on more specific points, such as those related to the environment.

Mechanism: Aliarse as a Bridge between Sectors

Overview: Aliarse is aware that society's need to generate public value is not fulfilled by the state alone; thus, it functions as an interpreter between all different sectors of society, providing spaces for dialogue and designing and formulating projects that hold value for all sectors involved.

- Current active actors: A lot. For example: AutoMercado, BAC Credomatic, Cargill, Coca Cola, GIZ, HP, Intel, UN, Tigo, University of Costa Rica.



- Political context: The different political contexts and changes of government don't particularly affect them because their ability to act as a mediator requires neutrality, and an ability to adapt to any context.
- Challenges: politization of things; no consensus around the country's direction on sustainable development; taboo of public-private collaboration.
- How did they overcome them? keep driving initiatives that have a demonstrative effect; is fostering more partnerships and more dialogue; capacity building; guiding actors through the transferring of knowledge and skills through multisector collaboration; simpler and clearer communication with stakeholders; highlighting examples of public-private collaboration.
- Success factors: ability to translate into the language of different sectors; its financial sustainability model that has relied on having multiple channels with multiple actors; development of a very specific kind of expertise and know-how.
- Key resources: people who feel a strong calling to generate public value, who care about common issues and the collective good.
- Tools to share: different research papers, guides, tools for specific groups with specific tasks, tools focused on knowledge generation around partnership management.
- Post-2030: continue working as usual. They have been working on projects related to sustainable development even before the SDGs, and they'll keep working on it afterward; however, they have plans of engaging with whatever will become the new guide or reference moving forward.

Ecuador

Mechanism: Localization of the SDGs through Multisectoral Groups and Citizen Observatories

Overview: The project aimed to create spaces for participation and capacity-building targeted at civil society organizations, local governments, private sector actors, academia,



and social stakeholders, in order to strengthen the implementation and monitoring of the SDGs.

- Participating actors: Futuro Latinoamericano Foundation (FFLA), National Institute of Statistics and Censuses, National Planning Secretariat, Universidad Técnica Particular de Loja, Un Cambio Por la Vida Foundation, Asociación Cristiana de Jóvenes, Grupo FARO, National Sustainable Development Network, GIZ.
- Political context: The Constitution establishes five levels of autonomous and decentralized government entities, which entails lots of coordination. The government requires the SDGs being integrated into plans, so this has a positive influence when planning; however, there's a perceived loss of interest in the topic, which directly affects programs that could be aimed at supporting the 2030 Agenda.
- Challenges: Lack of financing; managing could get a bit messy; 2030 Agenda lost force, no longer a compass; political challenges such as how relevant they wanted the project to be; the topic is not digestible for the "common" person.
- How did they overcome them? Giving specific tasks/roles to each actor; developing skills and knowledge.
- Success factors: Being aligned to a GIZ project; raising awareness and motivation of actors without redoubling efforts; the location and scope of the project; accessible data; working with various actors and having easy dialogue.
- Key resources: Financing; technical and human skills; existing alliances; data and information; human capital.
- Tools to share: App; guides to make information more digestible; publications to systematize the experience within a learning-oriented framework

México

Mechanism: CNADS as a Central Axis for Sustainable Development and Promoter of Sectoral Voluntary Reviews



Overview: the CNADS was established to align Mexico's public policies with the 17 SDGs and to closely monitor the implementation of the agenda. It brings together all the ministries at the federal level and operates through four working committees: Wellbeing Committee, Environment Committee, Economy Committee, and Monitoring and Strategy Committee. All these committees have representatives from non-governmental actors, who are renewed every two years. The CNADS encourages states to submit VLR, but they are also promoting these publications from different sectors.

- Participating actors: Government, academia, private sector (including MSMEs), cooperatives, and civil society organizations. They also have invited guests depending on the topic they'll cover.
- Political context: Paulina describes it as very stable. CNADS' work is backed by decrees and legal mandates. Furthermore, the State Development Plans and the National Development Plan must be aligned with the 2030 Agenda, which makes CNAD's work easier and allows for a smoother workflow. The election of the first female president has also redirected the work course, with several projects now focused on gender equality.
- Challenges: Financial obstacles; coordination amongst stakeholders; lack of awareness and/or real understanding of the topic; lack of understanding regarding the interconnection of the 17 SDGs; lack of manpower; lack of spaces for visibility.
- How do they overcome them? Working with what they have; prioritizing projects and plans; follow-up with actors.
- Success factors: 31 VLRs presented; territorialization; sectorial reviews; involvement and active participation from sectors; local work.
- Tools to share: sectorial reviews.



Mechanism: Partnership Network for Local Action

Overview: Framed within the UN Cooperation Framework in Mexico, and aligned with the partnership strategy to promote spaces for multi-stakeholder dialogue and engagement, the Network emerged after a Partnership Forum, in which the topic of partnerships was connected with the localization of the 2030 Agenda, took place. The idea of the Network was to create flexible and connecting spaces to share experiences, foster creativity and reflection, and spark new initiatives to accelerate progress towards achieving the SDGs.

- Participating actors: different UN agencies, GIZ, Tec de Monterrey, UNAM, Pacto Global México, Executive Secretariat of the 2030 Agenda.
- Political context: they believe it's a fairly good context, since the connection with the United Nations and the commitment to the 2030 Agenda is positive, and it has opened up opportunities; however, the change of government meant change of allies and priorities, which means that the Network is currently not on the table of priorities.
- Challenges: Lack of financial resources, which in turn doesn't allow them to hire a person or team who's working specifically on the Network and pushing it forward.
- How do they overcome them? They were able to mobilize resources a couple of years ago to hire someone for 3 months to put everything together and set it in motion. This worked perfectly and the Network ran smoothly at first, even without funding. However, once the person stopped working for it, the Network stopped functioning.
- Success factors: 3-4 meetings; connecting spaces; many different actors being interested and asking to be included; being included as a success factor in the Executive Secretariat of the 2030 Agenda's success factors.
- Tools to share: presentation of the Network and systematization of how they were set into motion.



Perú

Mechanism: Asociación Nacional de Centros

- Political context: currently facing the most severe political crisis of the past 50 years; neither the state nor the political parties are interested in promoting mechanisms that promote SCO participation; corruption; deep conflict between the executive and legislative branches; loss of legitimacy of government; freedom of NGOs and social organizations, freedom of association, freedom of expression, and public advocacy are under serious threat; strong authoritarian mindset in the region
- Challenges: the Peruvian government has not manage to establish a proper system for the application, execution, and monitoring of the 2030 Agenda; the COVID pandemic pushed them back in several ways; Agenda has lost prominence amid the growing economic and political crises; no condition for better dialogue or even dialogue in general; no appropriate nomenclature/methodology that's relevant to the region (there shouldn't be discussions around the efficacy of a mechanism) and that makes sense amidst such difficult contexts; no financial resources; not to let grassroots organizations lose hope
- How to overcome these obstacles: appeal to the basic principles that led to the creation of various institutions connected to a vision of development and to human rights; continue acting based on a sense of justice; protests and forums; coordinate joint actions and shared strategy with all different groups of society; work against the current.
- Success factors: creation of a coalition called Agenda Perú 2030; they have produced alternative reports to the official reports presented by the country; managed to build coordination among various civil society organizations; tried to ensure that the Agenda is organized within a participatory space where unions, environmental groups, Indigenous organizations, health advocates, and children's organizations all have a voice.
- Key resources: understanding the particularity of each situation; spaces for reflection that enables the disentanglement of the issues in each of the region's



countries; financial resources; creation of concepts in the region that allow us to understand it; conceptual tools that adapt to the region's reality.

Mechanism: The Millennials Movement as a Focal Point for Youth Across the Region

Overview: Volunteer network that emerged as a response to the lack of information in the region on topics like civic participation and development. Through volunteer work, they have contributed to the SDG definition process, gathered data, coordinated projects related to sustainable development, mobilized people across the region, supported the creation of youth participation mechanisms throughout Latin America and the Caribbean (at times even leading them), and carried out advocacy work, online training, and consultations.

- Political context: based in Perú, their political context is a complex one, with many different interests at play and a recent criminalization of NGOs. The difficult political climate also creates tension between government officials and members of the NGOs. They work hard to avoid being instrumentalized, and now they have to work extra harder to access funding; they also are aware of the very real potential of being sanctioned under the new law that regulates NGOs, which forces them to be extra careful and strategic with their words and actions. Even so, they believe such spaces in Perú are more open and less dangerous than in other countries, particularly in the Central American region.
- Challenges: there are many people within different entities who don't want to help; lack of funding; political context in Perú that forces them to tread more carefully; political context in the rest of the region that penalizes different activists in various different ways (from revocation of visas to disappearances of people); polarization; lack of cohesion in the region.
- How to overcome these obstacles: thinking and speaking strategically; having ongoing dialogue with different entities, whether they'll pay attention to what they say or not; maintaining their independence in the sense of working with different



entities in a close manner, but not as one sole entity; looking for different government actors such as local authorities; giving a voice to everyone, even if they're dissenting voices; moving strategically and developing capacity to influence; learn to navigate all sorts of waters.

- Success factors: being recognized by UN shortly after starting the project; still being active even when no one receives any form of financial recognition; influencing certain decision-making processes, such as the creation of the Children and Youth Mechanism; helping with the recognition of the youth forum as its own space and being its focal point for a couple of terms; helped spark a regional process on education and violence; growth of several youth organizations they've worked with.
- Key resources: financial resources; people with conviction; partnerships; know-how on navigating different contexts.
- Tools to share: reports, documentation of processes, TORs.

Regional

Mechanism: Community of Practice

Overview: an informal network designed to foster peer exchange, share best practices, and support the implementation of the 2030 Agenda for Sustainable Development across all 33 member states of Latin America and the Caribbean, as recognized by ECLAC; more specifically in the preparation of their Voluntary National Reviews.

- Current active actors: they have a database of around 300 contacts, mainly from national governments, and, occasionally, they invite other actors from Academia, SCO, etc.
- Political context: all different contexts of all 33 members impact either positively or negatively. The political context of a specific country will directly impact its participation in the community, which directly translates into the ECLAC trying to juggle specific situations and adapting as they go to be able to complete their



objectives. The raising right-wing governments and the anti-UN sentiment has also been challenging for them in the past few years, so they've had to slightly change focus and direction.

- Challenges: financial resources; need for interpretation in four different languages in the same region (Spanish, English, French, Portuguese); changes in governments that mean starting from scratch at times with the identification of the people in charge and new ways of work.
- How do they overcome them? Usage of AI for interpretation; need for more personalized follow-up; asking countries for specific topics of interest.
- Success factors: 32 of 33 countries have provided VNRs; feedback; public recognition of the Community in different spaces; there's a session with active participants either monthly or every 2 months; comprehensive evaluations; the Community is still receiving different countries even when they have already presented their VNRs; chat group in Teams that connected more than 200 members; connection of countries and/or actors within the same country; conversations regarding day-to-day challenges and situations.
- Key resources: interpretation; financial resources; a platform to unite all members; contacts.
- Tools to share: guides; mapping of actors; virtual course.
- Post-2030: it's still too early to think about this, plus the ECLAC depends on others' decisions to move forward. The idea is to continue focused on their work as usual, knowing that the community works and countries are making the most of it.

Mechanism: Civil Society Mechanism

Overview: official institutional structure through which civil society groups engage with the countries in the region. Its main goal is to agree on a declaration from the SCO to be presented to the countries in the context of the forum's discussions.

- Current active actors: Comprised of various working groups: Youth; Women; Elderly; Afro-descendants; Small-scale agricultural, rural, and coastal populations; People with disabilities; People with HIV; Human rights and land defenders; LGBTIQ+;



Migrants and people displaced by disasters or conflicts; Indigenous peoples; Networks, collectives, organizations, and NGO platforms; Unions and workers, including sex workers and domestic workers.

- Political context: The political context of the region is unstable; thus, each member's priority may differ depending on what they're going through in their own context. In a more direct way, depending on the willingness of the ECLAC presidency at the time, they manage to include civil society input in the declaration discussed by governments. Some presidencies allow it; others don't.
- Challenges: conflicts between groups due to clashes of beliefs or priorities; faith-based societies have disengaged from the mechanism to form one entirely comprised of faith-based societies; silo mentality; clashes between governments and civil society; different levels of knowledge and capacities between the organizations; funding.
- How do they overcome them? Facilitating and promoting dialogue between both sides to at least have them recognize each other's legitimacy and really listen; building familiarity; allowing them to sort it out amongst themselves; instead of working on the declaration on the day of the civil society forum, they begin discussing it beforehand so they can arrive at the forum with a relatively agreed-upon draft, allowing space during the event for other conversations; virtual platforms and meeting spaces.
- Success factors: managed to get the presidency to accept civil society panelists, there is at least one representative in every discussion panel of the forum; 20 working groups; engagement with youth forum; the most legitimized and stable SCO mechanism; stable coordination to work throughout the year; work with networks that are regional, with organizations that are national, and with local organizations; training session on demand; the mechanism helps ECLAC to convene civil society participation for meetings other than the forum itself.
- Key resources: financial resources; interpretation (of languages).
- Tools to share: Terms of Reference for the Liaison Committee; Declaration from 2019; Explanation of the mechanism.

