



Key Messages

Presentation: “El futuro de la gobernanza: nuevas competencias, mentalidades y habilidades para la implementación de los ODS”

1. Good governance is the critical foundation for sustainable development
 - Governance systems determine people’s wellbeing and societies’ long-term development.
 - Current systems show growing misalignment with the needs of a VUCA world (volatile, uncertain, complex, ambiguous).
 - Multiple crises (climate, economic shocks, pandemics, polarization, inequality) reveal structural limitations of traditional governance models.
2. The Pact for the Future demands anticipatory, evidence-based, adaptive governance
The Pact calls for:
 - Using science, data, statistics, and strategic foresight for long-term planning.
 - Building anticipatory, adaptive, and responsive institutions.
 - Advancing institutional reforms for evidence-based decision-making.
3. The UN 2.0 “Quintet of Change” provides a transformation framework
To build a future-ready public sector, the Quintet focuses on:
 - Innovation
 - Strategic foresight
 - Data-driven decision-making
 - Digital transformation
 - Mindset changeThese elements help governments build resilience, agility, and integrated, inclusive policies.

4. Latin America and the Caribbean face intensifying development pressures

Key drivers of change identified across the region include:

- Environmental crises: climate impacts, resource scarcity.
- Economic challenges: productivity, infrastructure, jobs.
- Social pressures: inequality, trust deficits, polarization.
- Technological disruption: AI, digitalization, cybersecurity.
- Legislative gaps: outdated regulatory frameworks and labor protections.

Governments must modernize governance systems to address these interlinked drivers.

5. A new generation of public-sector mindsets and competencies is essential

To implement the SDGs, governments need new:

- Mindsets aligned with effectiveness, accountability, and inclusion.
- Competencies that translate into future-oriented behaviors.
- Capabilities for foresight, collaboration, evidence use, and systemic thinking.

UN DESA's Competency Framework aligns these capacities with CEPA principles and the SDGs.

6. Three pillars of institutional capacity for the SDGs based on DESA's Principles for Effective Governance

A. Effectiveness

Requires:

- Strong policy design
- Competent institutions
- Collaborative approaches
- Systemic robustness

B. Accountability

Grounded in:

- Integrity
- Transparency
- Independent oversight
- A public-sector culture that promotes ethical behavior

C. Inclusion

Driven by:

- Leaving no one behind
- Non-discrimination
- Participation
- Subsidiarity
- Intergenerational equity

7. Capacities and enablers needed at all levels of governance

Local Level

- Decentralization frameworks with adequate financing
- Legal provisions for subsidiarity
- Peer-learning platforms (e.g., VLR networks)

National Level

- Policy coherence units
- Foresight, risk analysis, and strategic planning capacities
- Intergovernmental coordination mechanisms
- Evidence-based policymaking (RIA, data use)

Regional Level

- Shared knowledge platforms
- Cross-border crisis management
- Multi-level governance coordination
- Regional financing mechanisms and training academies

8. Vision for a desirable future

A future-ready governance system requires:

- Long-term thinking over short-termism
- Solidarity over individualism
- Inclusive social contracts that rebuild trust
- Agile, innovative, data-driven, foresight-based public institutions
- Active citizen participation in shaping collective futures

Overall Message:

- Transforming governance is essential for achieving the SDGs. This transformation requires future-oriented mindsets, new competencies, anticipatory institutions, and multi-level enabling environments—and must be grounded in effectiveness, accountability, and inclusion.

Open Forum Conversation and Discussion with participants: Challenges and Opportunities for Innovation and how strategic foresight can support a more innovative, agile, and efficient public sector in Latin America and the Caribbean. (Mr. Patricio Lloret – CLAD, Ms. Cristina A. Rodriguez-Acosta – UN DESA, Mr. Luis Diego Segura – Univ. Nacional de Costa Rica)

Latin America and the Caribbean face some of the world's most complex governance environments: high inequality, low trust, fragmented institutional arrangements, political polarization, and growing climate vulnerabilities. These structural barriers shape how governments innovate — and often constrain their ability to adapt, anticipate, and transform.

Below are the key innovation challenges and the ways strategic foresight can directly strengthen public-sector innovation capacity.

1. Low trust, high polarization, and fragile social contracts

Challenge

- Citizens exhibit low trust in institutions, political leaders, and public administration.
- Polarization weakens collective problem-solving, reduces legitimacy, and limits space for long-term reforms.
- Innovation becomes politically risky or easily reversed by new administrations.

How Foresight Helps

- Scenario processes bring diverse actors together, lowering polarization by shifting discussion from ideology to shared future challenges.
- Collective visioning rebuilds trust by co-producing a long-term strategy with citizens, civil society, academia, and private sector.
- Expands democratic participation beyond elections, reinforcing legitimacy.

2. Short-Termism and electoral cycles

Challenge

- Frequent electoral changes lead to discontinuity in reforms.
- Ministers and civil servants face strong pressure for visible, fast results, undermining long-term innovation.
- Strategic planning units often lack authority or continuity.

How Foresight Helps

- Long-term horizon scanning helps institutionalize priorities that survive political cycles.
- Foresight units (within planning ministries or centers of government) create cross-administration continuity.
- Generates non-partisan evidence to support future-oriented investments (climate, digitalization, resilience).

3. Weak coordination and persistent silos

Challenge

- Sectoral ministries operate independently with limited data-sharing.
- Innovation often happens in isolated pockets that fail to scale.
- Weak local–national coordination limits implementation of innovative policies.

How Foresight Helps

- Cross-sector foresight exercises provide a neutral space for ministries to collaborate.
- Systems maps reveal interdependencies, enabling integrated policy design (health–education–social protection–climate).
- Encourages mission-oriented innovation, aligning institutions around shared outcomes (e.g., climate resilience, digital inclusion).

4. Inequality and territorial disparities

Challenge

- Subnational governments vary widely in capacity, digitalization and financing.
- Rural and Indigenous communities often remain excluded from innovation processes.
- Decentralization is uneven or under-resourced.

How Foresight Helps

- Territorial foresight identifies divergent futures, vulnerabilities, and opportunities across regions.
- Helps design differentiated policies that respect local conditions and capacities.
- Supports peer-learning among municipalities (VLRs, regional innovation labs).

5. Institutional capacity gaps and rigid bureaucracies

Challenge

- Limited technical skills in data, AI, digital transformation, and systems thinking.
- Rigid bureaucratic procedures slow innovation and experimentation.
- Budgeting and procurement frameworks are outdated and risk-averse.

How Foresight Helps

- Cultivates future-oriented mindsets among public servants (anticipatory, analytical, collaborative).

- Provides safe spaces for experimentation and learning before large-scale investments.
- Informs reforms in public service competencies, linked to CEPA principles (effectiveness, accountability, inclusion).

6. Rapid technological change and AI governance gaps

Challenge

- Digital transformation is uneven.
- Lack of clear regulatory frameworks for AI, cybersecurity, data privacy.
- Public servants often have limited readiness to manage disruptive technologies.

How Foresight Helps

- Tech foresight identifies emerging technologies, ethical risks, and governance implications.
- Supports the creation of adaptive, future-proof regulations.
- Helps governments prioritize digital investments that align with long-term development goals.

7. Climate and environmental vulnerability

Challenge

- The region faces severe climate risks: hurricanes, flooding, drought, biodiversity loss.
- Crisis responses are often reactive rather than anticipatory.
- Innovation is limited by fragmented climate governance structures.

How Foresight Helps

- Integrates climate scenarios into planning, budgeting, infrastructure investment, and risk management.
- Enhances resilience through anticipatory governance and early-warning action.
- Encourages joint innovation across sectors (energy, food, water, mobility).

8. Limited financing and slow budgeting processes

Challenge

- Innovation units often lack sustainable funding.
- Budgets are rigid and annual, not conducive to experimentation.
- Innovation funds are sporadic and vulnerable to political changes.

How Foresight Helps

- Builds the case for long-term investment portfolios.
- Informs multi-year budgeting aligned with a national future vision.
- Helps align development financing (regional banks, multilateral institutions) with long-term priorities.

Overall Message:

- Strategic foresight helps Latin American governments shift from reactive crisis management to anticipatory, resilient, and future-ready governance—strengthening innovation, building trust, breaking silos, and unlocking long-term transformation aligned with the SDGs.



Evaluación Panel: El Futuro de la Gobernanza en América Latina y el Caribe (DESA/CLAD)

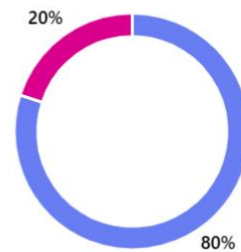
Gracias por participar del panel "El Futuro de la Gobernanza en América Latina y el Caribe", organizado por el Departamento de Asuntos Económicos y Sociales de las Naciones Unidas (DAES) y CLAD en el marco del Congreso Anual del CLAD en Asunción, Paraguay.

Agradecemos sus comentarios.

1. Género

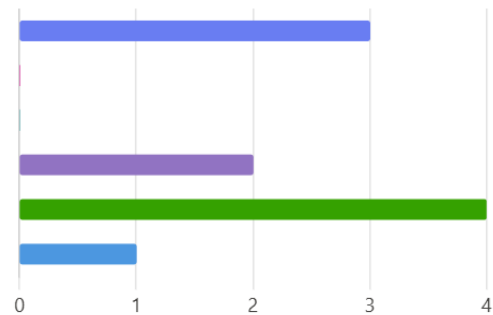
[More details](#)

Femenino	8
Masculino	2
No-binario	0
Prefiero no contestar	0



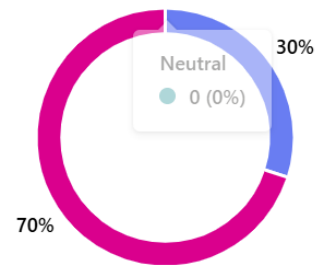
3. Tipo de organización/institución

Institución académica	3
Organización de la Sociedad Civil	0
Organización Internacional	0
Gobierno local o regional	2
Gobierno Nacional	4
Organización del sector privado	1



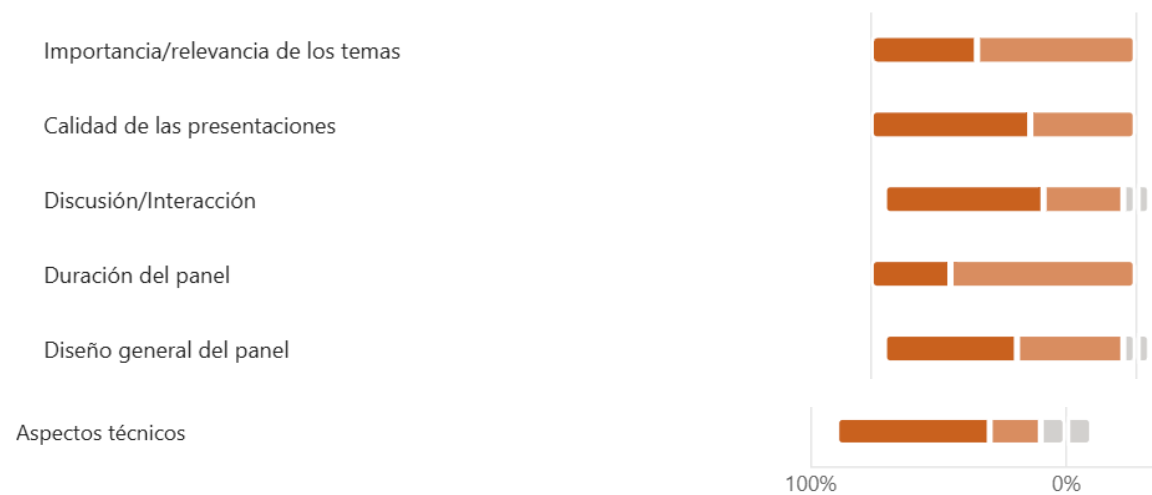
4. En general, ¿qué tan satisfecho estas con el taller?

Muy Satisfecho	3
Satisfecho	7
Neutral	0
Insatisfecho	0
Muy Insatisfecho	0



5. Califique su nivel de satisfacción con los siguientes aspectos del panel.

● Muy Satisfecho
 ● Satisfecho
 ● Neutral
 ● Insatisfecho
 ● Muy Insatisfecho



6. ¿Qué fue lo que más y lo que menos te gustó del panel, y cómo se podría mejorar?

10 Responses

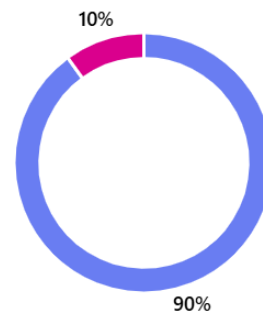
ID ↑	Name	Responses
1	anonymous	La experiencia de los ponentes se refleja en sus exposiciones.
2	anonymous	Me gustó el tema, me pareció muy corto el tiempo se pudo desarrollar más ítems sobre el tema
3	anonymous	Lucidez en el enfoque de Los retos
4	anonymous	..
5	anonymous	Un panel muy claro y preciso. La presentadora pasó las PPT muy rápido
6	anonymous	Lo más, el dominio del tema por parte de los panelistas
7	anonymous	Me gustó la participación activa por parte de los panelistas y también del público, la interacción fue muy buena
8	anonymous	Gobernanza política, debería profundizar mas el tema relacionado a la participación ciudadana
9	anonymous	Sobre el tema de la gobernabilidad y la institucionalidad
10	anonymous	El panel va muy rápido para poder cumplir xon el tiempo y los temas necesarios

5 respondents (50%) answered tema for this question.



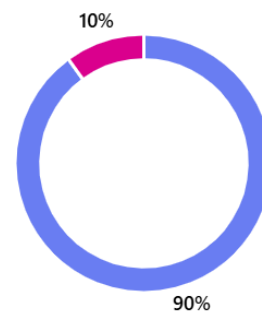
7. El panel me ha permitido obtener un mayor conocimiento sobre los impulsores/factores del cambio que pueden afectar el futuro de la gobernanza y las áreas clave que requieren transformación en el sector público

● Si 9
● No 1



8. El panel me ha permitido obtener una mejor comprensión de cómo las nuevas mentalidades —como las de innovación y prospectiva, decisión basada en datos, uso de tecnologías y transparencia— pueden aplicarse directamente a nivel individual, organizacional e institucional para la implementación de los ODS.

● Si 9
● No 1



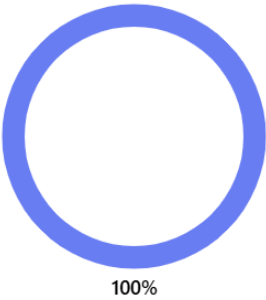
8. El panel me ha permitido obtener una mejor comprensión de cómo las nuevas mentalidades — como las de innovación y prospectiva, desición basada en datos, uso de tecnologías y transparencia— pueden aplicarse directamente a nivel individual, organizacional e institucional para la implementación de los ODS.

10 Responses

1	anonymous	Si
2	anonymous	Si
3	anonymous	Si
4	anonymous	Si
5	anonymous	Si
6	anonymous	Si
7	anonymous	Si
8	anonymous	Si
9	anonymous	Si

9. El panel nos ha dado la oportunidad de discutir cómo el uso de la gobernanza anticipatoria para la innovación, el cambio de mentalidades, la gobernanza digital y de datos, pueden influir en la formación de sectores públicos más ágiles, eficientes e inclusivos.

● Si 10
● No 0



10. Me interesaría recibir mas información del Departamento de Asuntos Económicos y Sociales de las Naciones Unidas (DAES) para el desarrollo de capacidades en las siguientes áreas. (Seleccione una o más de las siguientes opciones).

