Federal Ministry
for the Environment, Climate Action,
Nature Conservation and Nuclear Safety

IKI INTERNATIONAL CLIMATE INITIATIVE

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

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EXECUTIVE SUMMARY

Towards **Transformation**

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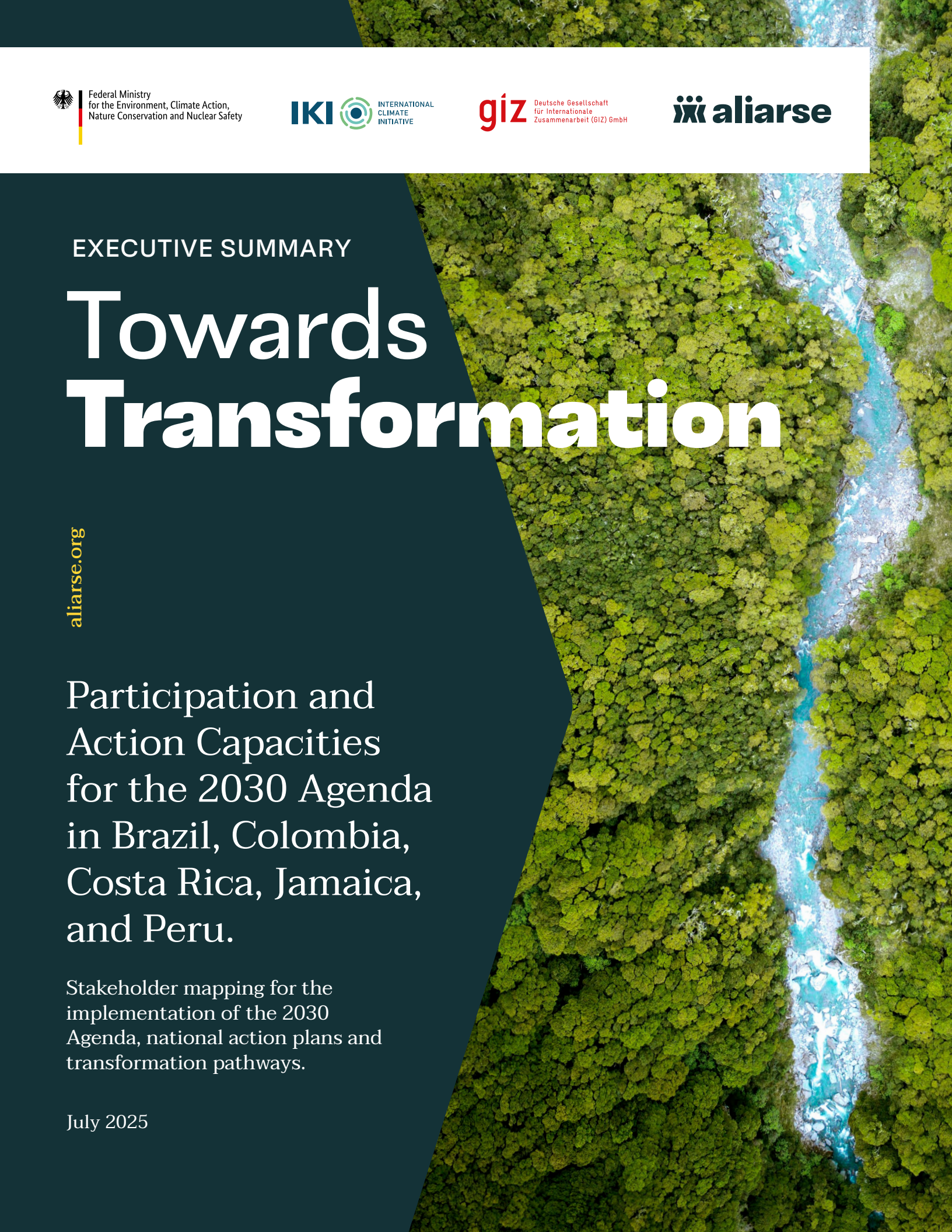
Participation and Action Capacities for the 2030 Agenda in Brazil, Colombia, Costa Rica, Jamaica, and Peru.

Stakeholder mapping for the implementation of the 2030 Agenda, national action plans and transformation pathways.

July 2025



Acknowledgments

The authors wish to express their deep appreciation to the collaborators from Brazil, Colombia, Costa Rica, Jamaica and Peru who contributed to the development of this study. The contributions, commitment and availability of state and non-state actors were fundamental for the elaboration of the profiles presented. We also acknowledge the valuable conceptual and technical support provided by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the UN Economic Commission for Latin America and the Caribbean (UN-ECLAC).

Deepest gratitude to:

Business Alliance for Development (AED, Alianza Empresarial para el Desarrollo). *Costa Rica*
Colombian Association of Capital Cities (Asocapitales, Asociación Colombiana de Ciudades Capitales). *Colombia*
SDG Center at Universidad de los Andes (CODS, Centro de los ODS de la Universidad de los Andes). *Colombia*
National Center for Strategic Planning (CEPLAN, Centro Nacional de Planeamiento Estratégico). *Peru*
National Confederation of Private Business Institutions (CONFIEP, Confederación Nacional de Instituciones Empresariales Privadas). *Peru*
Consortium for Economic and Social Research and Universidad del Pacífico (CIES, Consorcio de Investigación Económica y Social y la Universidad del Pacífico). *Peru*
Council of Voluntary Social Services. *Jamaica*
National Administrative Department of Statistics (DANE, Departamento Administrativo Nacional de Estadística). *Colombia*
National Department of Planning (DNP, Departamento Nacional de Planeación). *Colombia*
National School of Public Administration (ENAP, Escuela Nacional de Administración Pública). *Brazil*
Corona Foundation. *Colombia*
Brazilian Institute of Statistical Sciences (IBGE, Instituto Brasileño de Ciencias Estadísticas). *Brazil*
Institute for Municipal Development and Advisory Services (IFAM, Instituto de Fomento y Asesoría Municipal). *Costa Rica*
Institute for Applied Economic Research (IPEA, Instituto de Investigación Económica Aplicada). *Brazil*
Jamaica Vision 2030 Secretariat. *Jamaica*
Roundtable for the Fight Against Poverty (MCLCP, Mesa de Concertación para la Lucha contra la Pobreza (). *Peru*
Ministry of Planning (MIDEPLAN, Ministerio de Planificación). *Costa Rica*
University of Brasília. *Brazil*
Ministry of Local Government and Community Development. *Jamaica*
Municipality of Heredia. *Costa Rica*
United Nations Office in Costa Rica
Perú Sostenible. *Peru*
Planning Institute of Jamaica (PIOJ). *Jamaica*
Platform of Civil Society Organizations. *Costa Rica*
Oswaldo Cruz Foundation (Fiocruz, Fundação Oswaldo Cruz). *Brazil*
“Cómo Vamos” Cities Network (RCCV, Red de Ciudades Cómo Vamos). *Colombia*
General Secretariat of the Presidency of the Republic. *Brazil*
University of West Indies. **Jamaica**
Cristina Luttner for her support in conducting the interviews in Portuguese

Credits

The research was conducted by the Foundation for Sustainability and Equity-Aliarse, promoted by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, with funding from the German Federal Ministry for the Environment, Climate Action, Nature Conservation and Nuclear Safety (BMUKN)* within the framework of the International Climate Initiative (IKI).

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***BMUKN:**
Former Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV)

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A Glance at the Region

With only five years left to achieve the Sustainable Development Goals (SDGs), progress in Latin America and the Caribbean is far from what was expected. Nevertheless, the region maintains a strong commitment to the 2030 Agenda.

This regional study identifies participation mechanisms, such as multistakeholder platforms and umbrella organizations, and examines the key actors driving the acceleration of the SDGs at the national and subnational levels in the region. It also presents the multilateral context, the different public policy instruments as well as the main challenges and recommendations for the fulfillment of sustainability commitments. Based on primary and secondary information sources, the study does not seek to be exhaustive, but rather to serve as an inspirational basis for the countries of the region to strengthen their institutional capacities, advance in the fulfillment of the 2030 Agenda, and build new transformative alliances.

These participation mechanisms are structured spaces that bring together actors from different sectors to coordinate actions, share information, and build consensus. They fulfill consultative, deliberative, implementation, and participation functions in key processes, such as Voluntary National Reviews (VNR) and Voluntary Local Reviews (VLR). Thanks to their competencies, these bodies are key players in the governance of sustainability.

Countries in the region have made progress in consolidating a society-wide approach to SDG-implementation, as evidenced by the institutionalization of multisectoral spaces within the respective official governance mechanisms of the 2030 Agenda. At the subnational level, progress has been made in the territorialization of the SDGs, such as the development of VLRs, the strengthening of municipal networks, and the integration of the SDGs into development plans, especially in Brazil, Colombia, and Costa Rica. However, these efforts are limited by weak multilevel coordination, which restricts the impact of local actions on national results and hinders the incorporation of territorial priorities into national policies. In addition, there are still gaps in technical, statistical, and financial capacities that hinder an equitable implementation.

The countries of the region are also making progress in aligning their national policies with multilateral agendas, evidencing areas of alignment between the 2030 Agenda and other key global frameworks, such as the Paris Agreement and the Global Biodiversity Framework. To consolidate these synergies, it is essential to integrate them into national policy frameworks and planning instruments, strengthen intersectoral governance, align global goals with local priorities, and generate enabling conditions that translate commitments into sustainable and inclusive actions.

The effective implementation of the 2030 Agenda in Latin America and the Caribbean requires expanding the capacity to generate partnerships at the national and regional levels. There are promising windows of opportunity such as Brazil's leadership in the G20 and COP30, Caribbean cooperation through the Caribbean Community (CARICOM), the Forum of Latin American and Caribbean Countries on Sustainable Development (ECLAC-Forum) and the ECLAC Community of Practice on Voluntary National Reviews. Strengthening these platforms as permanent mechanisms for technical and political exchange will facilitate mutual learning, the construction of common positions, and a greater capacity for collective advocacy on the international sustainability agendas.

Brazil

Brazil reaffirms its commitment to a sustainable development model that promotes social justice and ethnic-racial equality. After a period of institutional setbacks, the country has resumed active leadership, strengthening its national institutional structure for the implementation of the Sustainable Development Goals (SDGs) and positioning itself as a key player in strategic forums such as the G20[1] and COP30[2]. From these spaces, Brazil promotes an ambitious agenda consistent with the 2030 Agenda, reaffirming its commitment to a more just, inclusive, and environmentally responsible future.

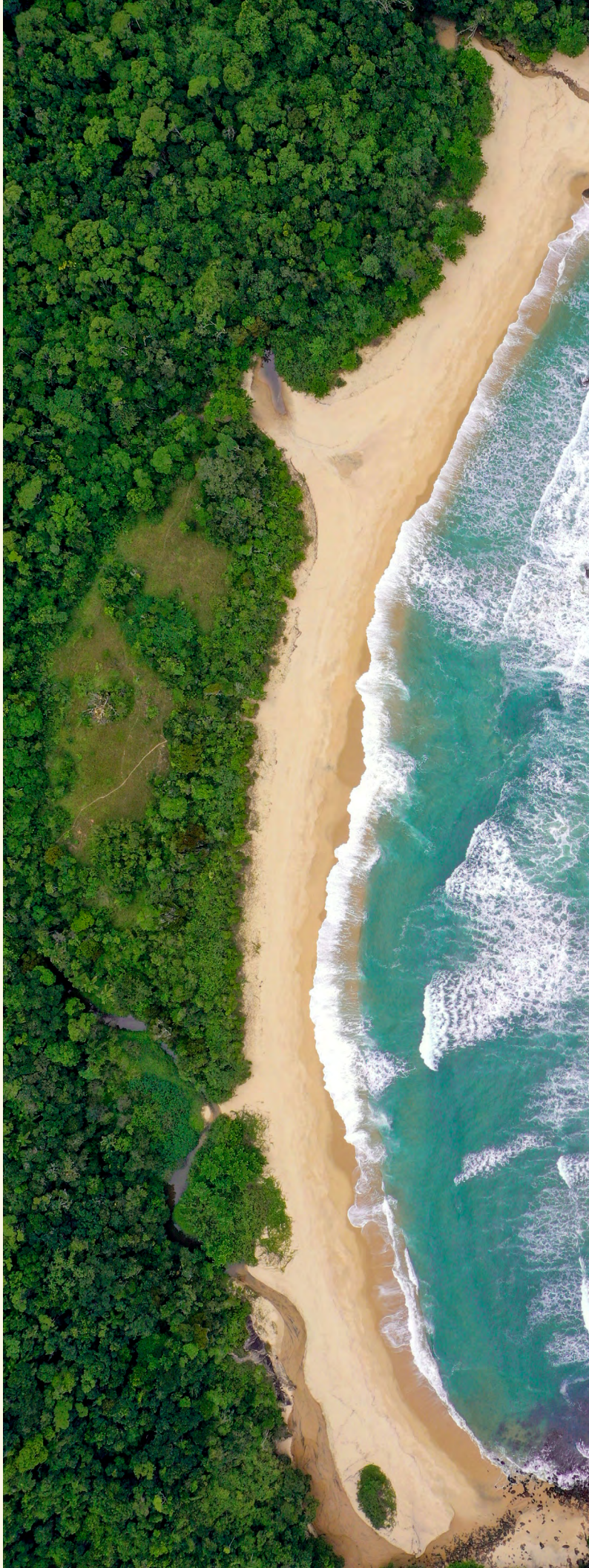
1 The G20 (Group of Twenty) is the premier international forum for economic, financial, and political cooperation, bringing together the world's leading economies to address global challenges: https://www.g20.org

2 COP30 is the 30th Conference of the Parties to the UNFCCC, where countries from all over the world will meet in 2025 in Brazil to advance commitments against climate change: https://cop30.br/es

1.1 GOVERNANCE FOR SUSTAINABILITY AND CLIMATE ACTION WITH SOCIAL JUSTICE AND ETHNIC-RACIAL EQUALITY

Brazil has consolidated an institutional architecture focused on sustainability, which aligns the 2030 Agenda with social justice, ecological transition, and ethnic-racial equality. In 2023, the country began a phase reactivating the commitment to the SDGs, marked by the reinstallation of the National Commission for Sustainable Development Goals (CNODS)[3], in the General Secretariat of the Presidency of the Republic, through Decree No. 11.704/2023, which restored a space for equal social participation and strengthened intergovernmental and multisectoral coordination. The CNODS brings together 42 government representatives –including ministries, local governments and technical entities— and 42 representatives of civil society. Its mandate ranges from public policy formulation to monitoring progress towards the SDGs, supported by technical institutions such as the Brazilian Institute of Statistical Sciences (IBGE), the Institute for Applied Economic Research (IPEA) and the Oswaldo Cruz Foundation.

The country has presented two Voluntary National Reviews on the progress on the 2030 Agenda (2017 and 2024), the latter being the result of a broad participatory process with public, private, and social stakeholders. In parallel, the strengthening of the national statistical system, through the deployment of initiatives such as the Brazil SDG Platform, has allowed progress in the adaptation of indicators to territorial and population contexts, with emphasis on the most vulnerable sectors. At the subnational level, an active process of territorialization of the agenda can be observed: more than ten Voluntary Local Reviews have been prepared by municipalities and states between 2017 and 2023, which shows a growing application of the



3 https://www.gov.br/secretariageral/pt-br/cnods/composicao-cnods

SDGs from the local level, despite technical, budgetary, and social participation limitations.

At the international level, Brazil has reactivated its strategic leadership in climate governance and sustainability, as evidenced by the country's role as president of the G20 in 2024 and host of COP30. Brazil has also managed to position initiatives such as the Fund for the Financing of Tropical Forests, the organization of the Fifth Global Conference on Strengthening Synergies between the Paris Agreement and the 2030 Agenda for Sustainable Development, which evidences its commitment to a systemic articulation between climate action, equity, and sustainable development. This integrative approach is also reflected in the reactivation of national bodies such as the National Council for Biodiversity (CONABIO) and the Interministerial Committee on Climate Change, which strengthen the convergence between the Climate Agenda and the Global Biodiversity Framework.

In a pioneering effort to integrate ethno-racial equality into sustainability, Brazil has promoted the introduction of SDG 18 “ethno-racial equality”, coordinated by the Brazilian Ministries of Racial Equality and Indigenous Peoples, together with civil society organizations. This proposal underlines a vision of development that is not only environmentally responsible, but also historically conscious and socially just.

The country has laid the foundations for a more inclusive, multi-scale, and co-responsible governance model. However, challenges persist in terms of articulation between levels of government, effective connection of the legislative branch, and the translation of the 2030 Agenda into policies with direct impact on daily life. Nevertheless, the process of institutional reinstatement, the multilateral approach, and a commitment to integrating climate justice and racial equity into the core of planning make Brazil a regional reference point for governance for sustainable development.

1.2 FROM COMMITMENT TO CO-RESPONSIBILITY: NON-STATE ACTORS IN THE IMPLEMENTATION OF THE SDGs

The participation of non-state sectors in the implementation of the SDGs in Brazil has been sustained and strategic, even during periods of institutional weakening. This trajectory demonstrates that the 2030 Agenda transcends the governmental sphere, consolidating itself as a shared platform for action and monitoring from society.

Brazil evidences a diverse ecosystem of non-state actors that actively participate in the implementation, monitoring, and advocacy of the Sustainable Development Goals. Civil society has played a crucial role, especially during the period of institutional weakening, consolidating itself as a guarantee of continuity and legitimacy of the 2030 Agenda in the country. Since 2017, the Agenda 2030 Working Group prepares the “Luz Report”, a critical and independent assessment of the country's progress, recognized as a national and international benchmark.

Organizations such as “Geledés-Instituto de la Mujer Negra” and the Fiocruz Foundation stand out for their advocacy capacity, while platforms such as “Rede ODS Brasil” and “Plataforma ODS Brasil” have articulated efforts among numerous actors. These networks have contributed to the collaborative monitoring and territorialization of the SDGs in Brazil.

In the business sphere, entities such as the Ethos Institute, the National Confederation of Industry (CNI), and Global Compact Brazil have promoted the adoption of sustainable practices, although the private sector's commitment remains limited to corporate social responsibility, without structural integration into national governance.

Academia has also gained prominence in the context of sustainable development in Brazil. Universities such as the Federal University of São Paulo (Unifesp), the University of Brasilia (UnB) or the Zumbi dos Palmares Faculty have incorporated the SDGs into courses, research, and the design of governance models. Networks such as the Knowledge Observatory and the Inter-Union Department of Statistics and Socioeconomic Studies (DIEESE, Departamento Intersindical de Estadística y Estudios Socioeconómicos) provide evidence for the design of data-driven policies.

Youth representatives participate in spaces such as “Engajamundo” and the National Union of Students (UNE, Unión Nacional de Estudiantes), promoting transformative agendas, although they are challenged with low representation in decision-making bodies. The same happens with unions, Indigenous Peoples, and Afro-descendants who, in spite of influencing from their respective platforms, face obstacles to participate in a sustained and effective way.

Despite the width of initiatives, challenges persist in consolidating co-responsibility. The underrepresentation of certain sectors and the fragmentation of efforts limit structural and integrated participation. Moving towards a robust participatory architecture will require capacity building, institutionalizing dialogue mechanisms, and effectively including non-state actors in binding decision-making.

1.3 TRENDS, CHALLENGES AND RECOMMENDATIONS

Brazil is at a turning point in its path towards sustainable development, with a renewed institutional commitment and international projection that reinforce its leadership in the implementation of the 2030 Agenda. The alignment of the 2024-2027 Multi-Year Plan with the global goals and the SDG 18 proposal evidence a political will to translate sustainability principles into concrete public policies. However, this normative and programmatic progress faces structural challenges that compromise its continuity, effectiveness, and territorial impact.

The official governance mechanism for the SDGs—the National Commission for Sustainable Development Goals (CNODS, Comissão Nacional para os Objetivos de Desenvolvimento Sustentável)—operates under a presidential decree and with a parity composition, which allows it to recover legitimacy and intersectoral articulation, but its continuity remains vulnerable to political cycles, as it does not yet have a legal framework that institutionalizes it as a state body. Strengthening its legal permanence is key to consolidating its coordinating role and guaranteeing sustained articulation between levels of government and social sectors.

Simultaneously, there has been an increase in initiatives promoted by youth, Indigenous Peoples, trade union movements, and Afro-descendant collectives, as well as a progressive involvement of the private sector. However, the participation of these actors continues to be unequal, episodic, and limited in formal decision-making spaces. Translating social commitment into effective co-responsibility requires permanent mechanisms of representation and binding dialogue that recognize these sectors as strategic allies, beyond the consultative logic.

Technical and operational capacity also face challenges. Although institutions such as the Brazilian Institute of Geography and Statistics (IBGE, Instituto Brasileiro de Geografia e Estatística) and the Institute for Applied Economic Research (IPEA, Instituto de Pesquisa Econômica Aplicada) have made progress in generating data and adapting indicators, territorial coverage remains insufficient and local capacities to integrate the SDGs into planning remain weak. This asymmetry limits the traceability of policies and the possibility of evidence-based planning. Expanding the resources of the statistical system, providing technical support to subnational governments, and democratizing access to disaggregated data are basic conditions for closing this gap.

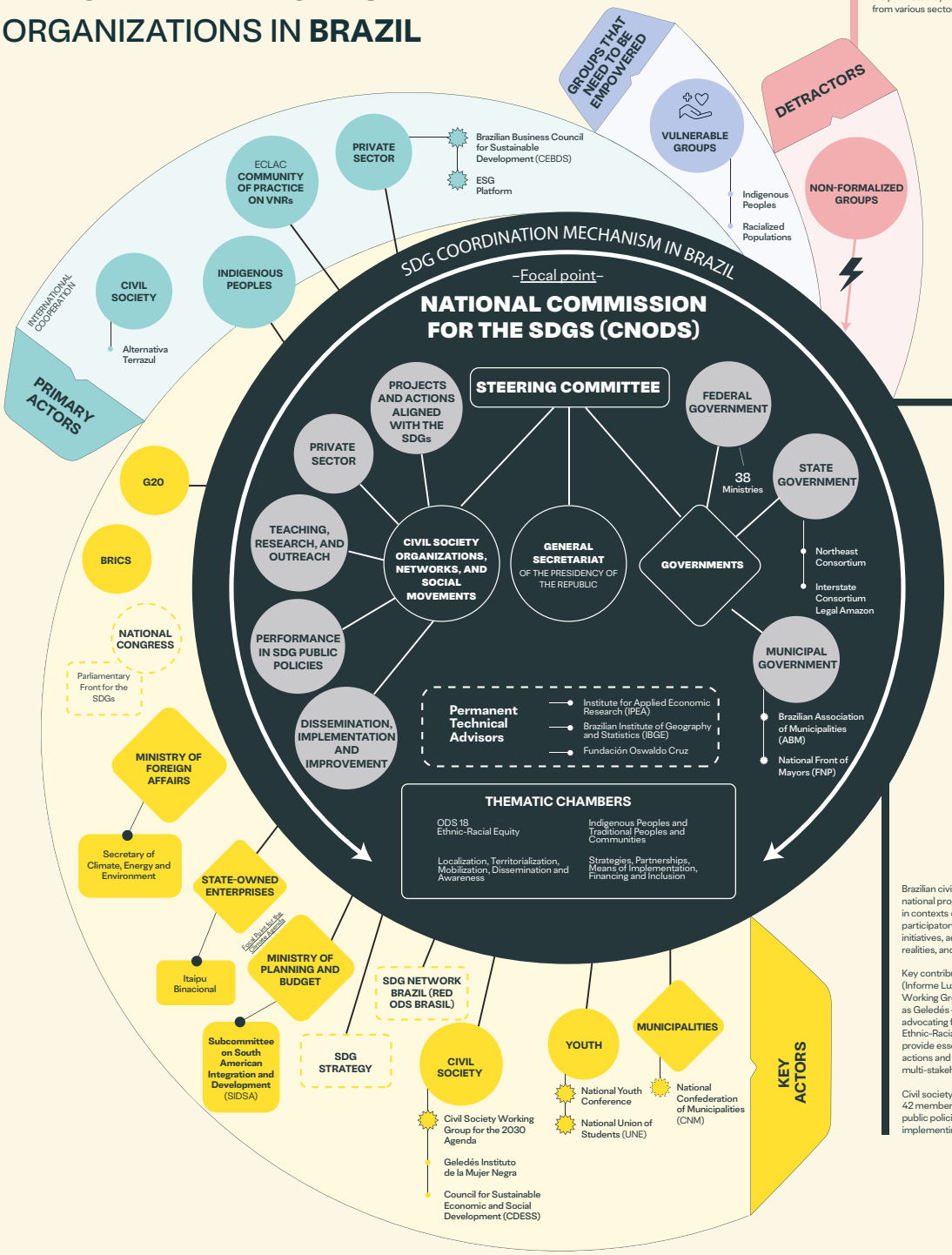
Although Brazil has mobilized significant resources in key areas such as energy transition, inequality reduction, and the fight against hunger, it does not yet have an integrated framework that articulates public budget, international cooperation, and private capital in terms of global objectives. The promotion of instruments such as the Tropical Forest Forever Facility (TFFF) in the G20 shows a relevant but isolated potential. It is necessary to build a coherent financing system, with clear rules, innovative mechanisms, and objectives aligned with sustainability that allows for scaling up and sustaining progress.

In addition, the promotion of new agendas, such as climate justice initiatives with an ethnic-racial approach, reveal a desire for institutional transformation. This potential must be accompanied by policies that integrate science, technology, and local knowledge, and make it possible to generate relevant, inclusive, and sustainable solutions from the territories.

Brazil has regained its leading role. The challenge now is to consolidate it through stable institutions, strengthened capacities, structural participation, and sustained partnerships that turn commitments into tangible results for the most excluded populations and for the planet.

1.4 MAP OF KEY PLATFORMS AND ORGANIZATIONS IN **BRAZIL**

In Brazil, the 2030 Agenda faces a growing wave of disinformation campaigns aiming to distort its purpose. According to some interviewed stakeholders, these campaigns are promoted by non-formalized groups from various sectors.



The CNODS is the institutional coordination and articulation mechanism for the 2030 Agenda and its goals in Brazil. It was reestablished in 2023 under the General Secretariat of the Presidency of the Republic, through Decree No. 11.704/2023.

The CNODS is a consultative and parity-based body that promotes collaboration among governments and various sectors. It brings together ministries, subnational governments, and social actors, with 84 members facilitating dialogue across federal, state, and municipal levels. It also ensures civil society participation in the implementation of the SDGs.

Brazilian civil society has played a key role in sustaining national progress on the sustainability agenda, especially in contexts of low political commitment. It has also driven participatory construction of local sustainability initiatives, adapted global and national goals to territorial realities, and monitored progress in their implementation.

Key contributions include the annual "Shadow Report" (Informe Luz) produced since 2017 by the 2030 Agenda Working Group, and the leadership of organizations such as Geledés – Black Women's Institute, instrumental in advocating for racial equity and proposing SDG 18 on Ethnic-Racial Equality. Institutions like Fiocruz also provide essential technical support for consolidating actions and monitoring outcomes from a multi-stakeholder perspective.

Civil society is also strongly represented in CNODS, with 42 members actively involved in the development of public policies, strategies, and tools aimed at implementing the SDGs.

LEGEND

- OFFICIAL MECHANISM
- MULTISECTORAL ARTICULATION SPACE **"WHOLE-OF-SOCIETY APPROACH"**
- INTERGOVERNMENTAL ARTICULATION SPACE **"WHOLE-OF-GOVERNMENT APPROACH"**
- GOVERNMENT
- SUBNATIONAL GOVERNMENT
- PLATFORM
- SECTORS AND GROUPS
- STRONG LINKS
- WEAK OR INFORMAL LINKS
- TENSION IN THE LINKAGE

COORDINATING MECHANISM
Mandate to coordinate, articulate, and monitor the national implementation of the 2030 Agenda | Permanent mechanism.

KEY ACTORS
Participation is essential to drive action | High influence (resources, territorial reach, operational and mobilization capacity) | Interest in the topic | Interactions with and recognition by other actors | Member, collaborator, or participant in spaces of the official coordination mechanism.

PRIMARY ACTORS
Participation may be temporary or ad hoc | Medium influence (limited decision-making power) | Interest in the topic | Recognized within their sector and/or by key ecosystem actors as strategic allies.

GROUPS THAT NEED TO BE EMPOWERED
Limited or no participation | No specific attributions or functions in the topic | Vulnerable groups | May or may not have interest in the topic | Require capacity building, information, or support.

DETRACTORS
Oppose or create obstacles to the implementation of the 2030 Agenda.

Colombia

Colombia stands out for its leading role in the development of the 2030 Agenda and its sustained commitment to multilateralism and sustainability. The country was a pioneer in the development of the Sustainable Development Goals (SDGs) since Rio+20, in the creation of an official coordination mechanism for the governance of the 2030 Agenda[4], and in the early alignment of these goals with its National Development Plan 2014-2018[5]. Its efforts have been internationally recognized, proof of which is Colombia's role as host country of the CBD COP16 (Cali, 2024). Environmental diplomacy and the convergence of environmental agendas reinforce the country's position as a regional reference model.

4 Seven months before the official approval of the 2030 Agenda.

5 Ex-post alignment of SDG targets to the NDP 2014–2018

2.1 GOVERNANCE FOR SUSTAINABILITY AND CLIMATE ACTION IN AN ENVIRONMENTOF PEACE

La The High-Level Interinstitutional Commission for the Preparation and Effective Implementation of the 2030 Agenda and its SDGs[6] is the official governance mechanism for the SDGs in Colombia. This body, chaired by the National Planning Department (DNP, Departamento Nacional de Planeación), which also serves as its technical secretariat, ensures the articulation between international commitments and national policies. It integrates seven agencies under the Executive Branch[7] and articulates with non-state sectors through a Multi-stakeholder Platform that operates as a permanent space for dialogue[8]. The country's progress, challenges, and achievements have been reflected in the four Voluntary National Reviews (2016, 2018, 2021, and 2024) presented to the High-Level Political Forum on Sustainable Development.

At the subnational level, Colombia has actively promoted the localization of the SDGs through the development of methodological guides for the preparation of Voluntary Local Reviews[9], indicator booklets for local monitoring, and technical support strategies for subnational governments. This took place in collaboration with the private sector, organized civil society, and international cooperation.

The country's political commitment to multilateral agendas is reflected in a strategic articulation between the 2030 Agenda, the Paris Agreement, the Global Biodiversity Framework and, uniquely, the Peace Agreement. In this context, sustainability and peace are understood as interdependent dimensions. An example of this is the priority of the National Development Plan 2022-2026: "total and integral peace", which recognizes that there is no sustainable development without social justice, nor lasting reconciliation without territorial inclusion. This vision translates into policies that integrate ecological restoration, environmental justice and rights for victims of the armed conflict, ethnic communities and historically excluded rural communities.

Colombia has turned climate action into an instrument for social cohesion and territorial planning. The Climate Action Law, the Long-Term Climate Strategy (E2050), the 2024-2030 Biodiversity Plan, and the National Biodiversity Policy constitute a roadmap that aligns global commitments with national priorities, articulating mitigation, adaptation, ecosystem conservation, and socio-environmental justice. This convergence is reinforced in the approach of the 2022-2026 National Development Plan, which incorporates the bioeconomy, just energy transition, and water management as pillars for a new social contract from the territories.

6 Created by Decree 2080 of 2015: www.funcionpublica.gov.co/eva/gestornormativo/norma.php?i=66611

7 Members of the Commission: The SDG Commission—The 2030 Agenda in Colombia—Sustainable Development Goals

8 Established by mandate through CONPES 3918 "Strategy for the implementation of the Sustainable Development Goals (SDGs) in Colombia".

9 By 2024, Colombia had developed three SILs (Bogota, Pereira, and Valle del Cauca). Boyacá and Bogotá are currently preparing their first and second reports.

2.2 FROM COMMITMENT TO CO-RESPONSIBILITY: NON-STATE ACTORS IN SDG IMPLEMENTATION

Non-state sectors of Colombian society play an increasingly strategic role in governance for sustainability. Civil society platforms, the private sector, academia, and international cooperation are evolving from complementary actors to key partners in the implementation of public policies, the local adaptation of global agendas, and the generation of innovative collaboration and financing mechanisms.

Civil society in Colombia demonstrates a unique capacity to accompany, monitor and enrich the implementation of the SDGs. Platforms such as the Colombian Confederation of NGOs, "Movilizatorio", the National Indigenous Organization of Colombia (ONIC, Organización Nacional Indígena de Colombia), and the Process of Black Communities promote participation from historically excluded groups. These platforms generate data, ideas, and trust at the local level, although their integration into strategic decision-making spaces is still limited and requires greater institutionalization.

In the private sector, associations such as the National Business Association of Colombia (ANDI, Asociación Nacional de Empresarios de Colombia), networks such as the Global Compact, and alliances such as "ProPacífico" are promoting agendas for the circular economy, energy transition, bioeconomy, and urban sustainability, with concrete impacts in regions with established business ecosystems. However, there is a need to expand these experiences to territories with less institutional capacity and to establish incentives that align private investment with local priorities.

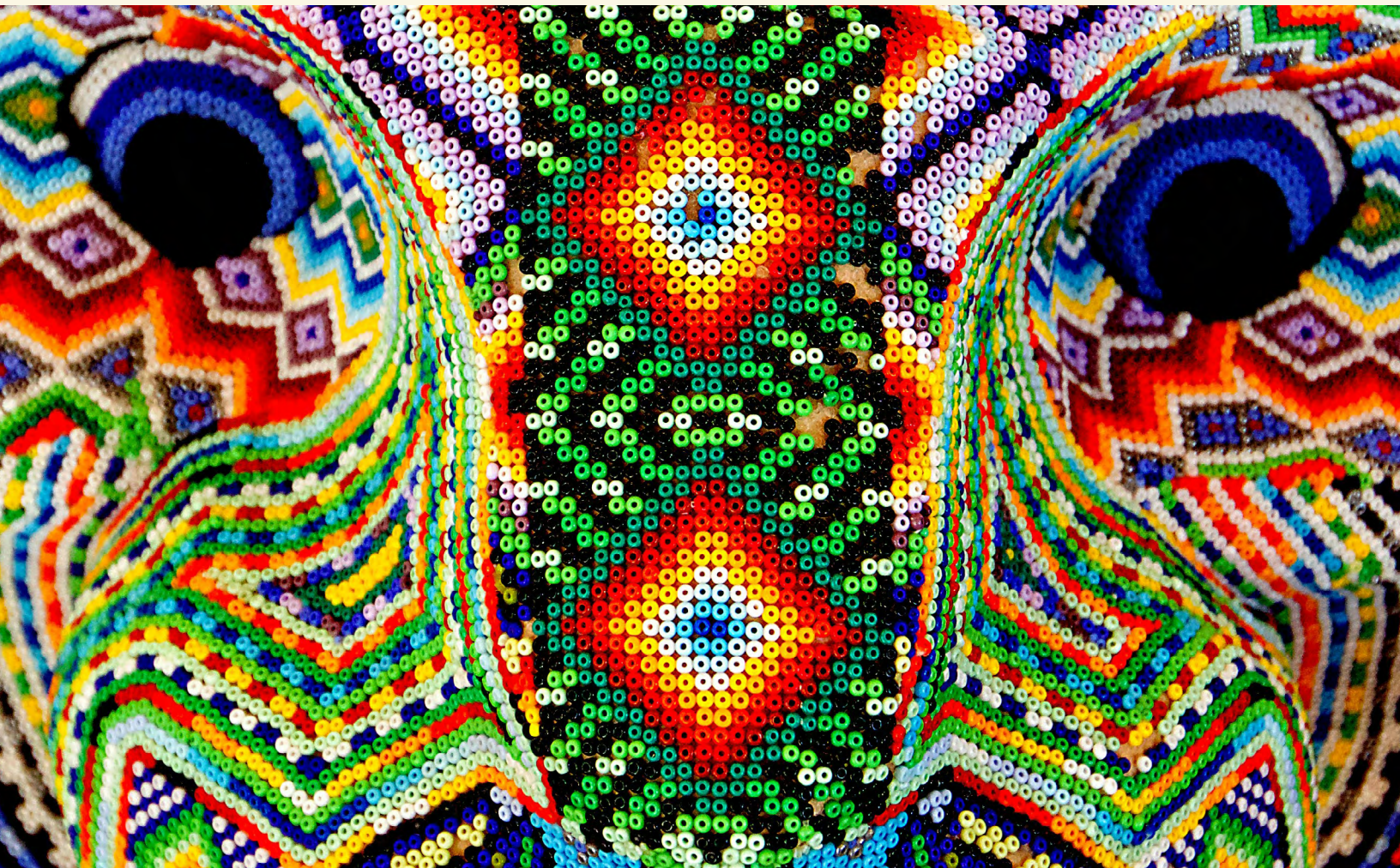
The academic sector provides applied knowledge, monitoring tools, and technical training for the localization of the SDGs in the country. Institutions such as the SDG Center for Latin America and the Caribbean and regional universities contribute to translating global frameworks into useful instruments for local governments. However, due to the lack of stable scientific advisory structures at the institutional level, gaps persist between academic production and public decision-making. International cooperation is a strategic ally in resource mobilization, technical assistance, and institutional strengthening for sustainable development in Colombia. The United Nations Cooperation Framework for Sustainable Development 2024–2027 offers a joint roadmap with the Colombian government, aligned with the pillars of the National Development Plan and focused on total peace, environmental sustainability, and social justice. Through partnerships with agencies such as the United Nations Development Program (UNDP), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, United States Agency for International Development (USAID) and the European Union, key processes in environmental governance, territorial planning, and monitoring of the SDGs have been strengthened. However, there is a need for a planning that is more sensitive to territorial priorities, recognizing the leadership of local governments and community organizations in the definition and implementation of projects.

2.3 TRENDS, CHALLENGES, AND RECOMMENDATIONS

Colombia is moving decisively towards the development of a governance for sustainability that integrates regulatory frameworks, participatory processes, and a vision of development that acknowledges the interdependence between social, environmental, and territorial justice.

To strengthen this governance mechanism, it is essential to institutionalize multi-stakeholder co-responsibility in the implementation of the SDGs. This requires reforming and strengthening existing coordination mechanisms so that the Multi-Stakeholder Platform evolves from a consultative space for dialogue to a shared decision-making body. One concrete action would be the creation of autonomous thematic roundtables, organized by priority objectives or by historically marginalized population groups. It is also essential to formally integrate the Congress of the Republic into the governance architecture of the 2030 Agenda, through the creation of a legislative commission or subcommittees specialized in the SDGs. This would promote both the promotion of aligned legislative initiatives and the continuity of strategies beyond political cycles.

If consolidated as part of the official SDG-mechanism, the Multi-Stakeholder Platform could enhance individual and collective action for sustainable development. Currently, non-state sectors formulate proposals, intervene in monitoring, promote existing solutions, and mobilize resources. However, these activities still often operate in parallel to public planning, without a structural articulation that would allow their impact to be scaled up. There are outstanding experiences that could lead the way,



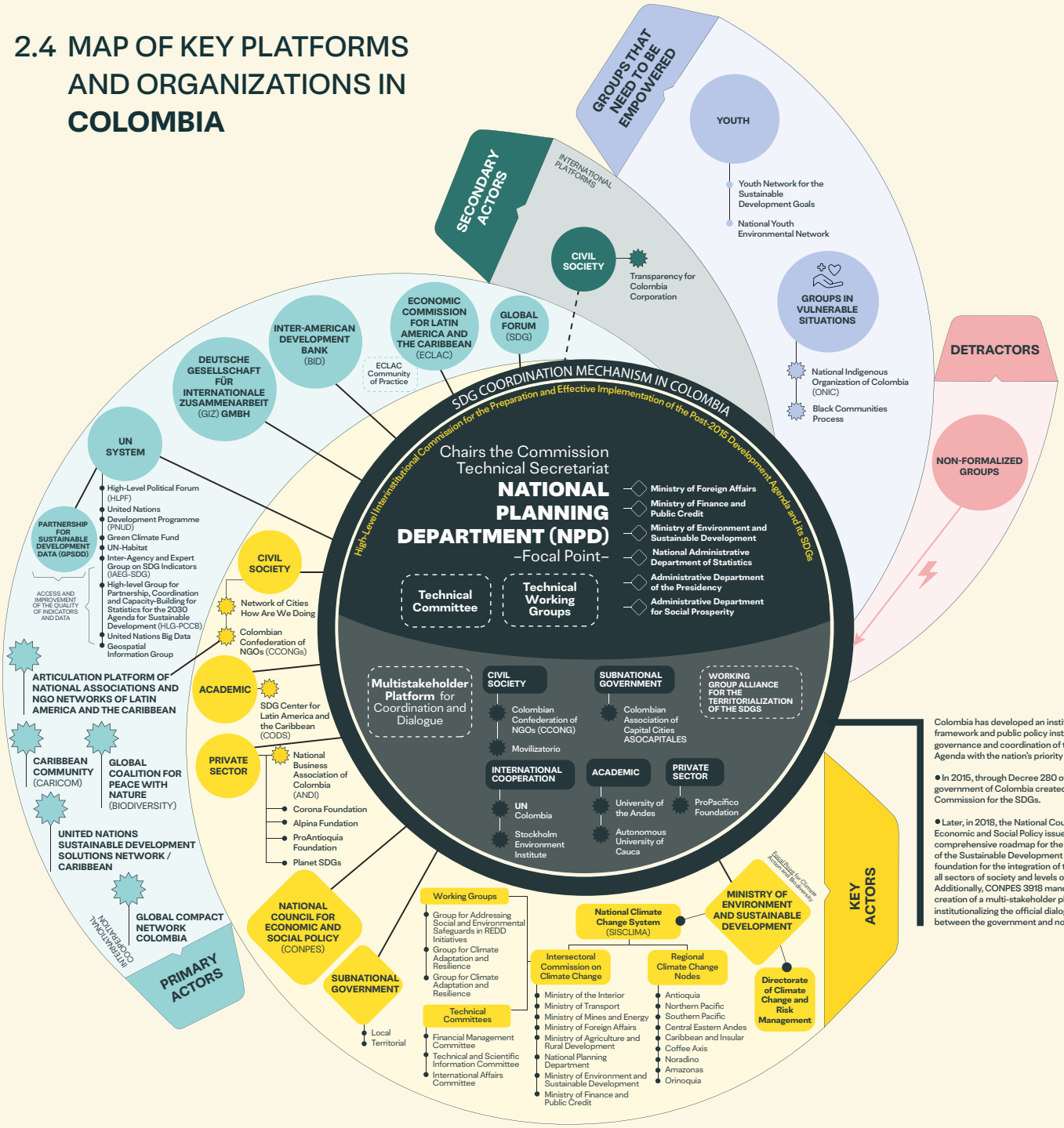
such as the construction of the 2022-2026 National Development Plan, which is based on more than 6,000 citizen proposals collected in the Binding Regional Dialogues; the preparation of Voluntary National and Local Reviews with participatory methodologies; or the entrepreneurial initiatives for ecological restoration and energy transition in Valle del Cauca. The challenge is to institutionalize these dynamics, generating platforms that recognize non-state actors as co-responsible in the definition of goals and strategies.

At the national level, the country has significant capacities in terms of technical expertise, statistical infrastructure, and academic production. However, the subnational territories face limitations in terms of personnel, financing, and generation of specific data, which compromises the implementation of differentiated public policies, based on evidence and adapted to local needs.

The expansion of Colombian SDG indicators to more than 200, led by the National Administrative Department of Statistics (DANE, Departamento Administrativo Nacional de Estadística), reflects a firm commitment to improve monitoring, but it must be accompanied by systematic training and technical assistance programs. The cooperation between regional universities, research centers, and local governments represents an opportunity to close this gap, through agreements that facilitate the transfer of knowledge, the development of methodologies, and the construction of sustainable capacities in the territories. Similarly, the creation of impact funds for the acceleration of the SDGs, as proposed in the National Development Plan[10], podría canalizar recursos hacia el fortalecimiento institucional a nivel subnacional, especialmente en regiones estratégicas para la sostenibilidad y la paz.

10 For example: Fund for Sustainability and Climate Resilience (FONSUREC); Fund for Overcoming Gaps in Population Inequality and Territorial Inequity; Fund for the Development of the We Are All PAZ-Pacific Plan (FTSP); Colombia World Power for Life Fund; Regional Fund for Territorial Pacts, among others.

2.4 MAP OF KEY PLATFORMS AND ORGANIZATIONS IN **COLOMBIA**



Colombia has developed an institutional framework and public policy instruments for the governance and coordination of the 2030 Agenda with the nation's priority interests.

- In 2015, through Decree 280 of 2015, the government of Colombia created the High-Level Commission for the SDGs.
- Later, in 2018, the National Council for Economic and Social Policy issued the comprehensive roadmap for the implementation of the Sustainable Development Goals, laying the foundation for the integration of the SDGs across all sectors of society and levels of administration. Additionally, CONPES 3918 mandates the creation of a multi-stakeholder platform, institutionalizing the official dialogue mechanism between the government and non-state actors.

LEYENDA

- GOBIERNO
- ESPACIO DE ARTICULACIÓN MULTISECTORIAL **"ENFOQUE DE TODA LA SOCIEDAD"**
- ESPACIO DE ARTICULACIÓN INTERGUBERNAMENTAL **"ENFOQUE DE TODO EL GOBIERNO"**
- MECANISMO OFICIAL
- PLATAFORMA
- SECTORES Y GRUPO
- VÍNCULOS ESTRECHOS
- VÍNCULOS DÉBILES O INFORMALES
- TENSIÓN EN LA VINCULACIÓN

MECANISMO COORDINADOR
Mandato para coordinar, articular y dar seguimiento a la implementación nacional de la Agenda 2030 | Mecanismo permanente.

ACTORES CLAVE
Participación es indispensable para impulsar acciones | Influencia alta (recursos, alcance territorial, capacidad operativa y de movilización) | Interés en la temática | Interacciones y reconocimiento por otros actores | Miembro, colaborador o participante en espacios del mecanismo oficial de coordinación.

ACTORES PRIMARIOS
Participación puede ser temporal/adhoc | Influencia media (toma de decisión limitada) | Interés en la temática | Reconocidos por su sector y/o por actores clave del ecosistema como un aliado estratégico.

ACTORES SECUNDARIOS
Participación puede ser temporal/adhoc | Interés en la temática | Puede tener baja influencia a nivel nacional.

GRUPOS QUE REQUIEREN SER AVANZADOS
Participación limitada o nula | Sin atribuciones o funciones específicas en la temática | Grupos en situación de vulnerabilidad | Puede (o no) tener interés en la temática | Requieren fortalecimiento de capacidades, información o acompañamiento.

DETRACTORES
Se oponen o generan obstáculos a la implementación de la Agenda 2030.

Costa Rica

Costa Rica has built a governance architecture that aligns political commitment, long-term vision, and multisectoral participation around the 2030 Agenda. Since 2016, the country has positioned itself as a regional leader by signing the National Pact for the SDGs, an unprecedented agreement that brought together the three branches of government, local governments, public universities, the private sector, civil society, and international organizations. This commitment to shared governance was reaffirmed in 2023 and translated into institutional mechanisms that go beyond formalities, configuring an operational structure for the implementation of the SDGs.

3.1 GOVERNANCE FOR SUSTAINABILITY AND CLIMATE ACTION FROM A MULTISECTORAL NATIONAL PACT

The National SDG Council, established by decree in 2017, constitutes the official governance mechanism. It is chaired by the Vice-Presidency of the Republic and composed of the Ministries of Planning, Foreign Affairs, Environment, and Human Development, which ensures an intersectoral approach from the highest political level. The council's operational body, the Technical Secretariat for the SDGs (ST-ODS), under the Ministry of National Planning and Economic Policy (MIDEPLAN), is in charge of planning, monitoring, reporting, and coordination with public financing. In addition to this framework, a Technical Committee -made up of institutions responsible for sectoral and territorial planning—and an Advisory Consultative Committee, which brings together actors from all social sectors, contribute to SDG governance in Costa Rica. This composition gives the mechanism a political and technical density that makes it an effective space for coordination and co-responsibility for sustainable development.

At the subnational level, the integration of the SDGs has adopted a multi-level approach that aims to strengthen local capacities and territorialize sustainability. The Network of SDG-Promoting Cantons, led by the ST-ODS, the United Nations System, and the Institute for Municipal Development and Advisory Services (IFAM, Instituto de Fomento y Asesoría Municipal), has achieved the participation of more than 50% of the local governments in the country. This network makes territorial commitment visible and has resulted in six Voluntary Local Reviews, supported by tools such as the Canton-level Indicator System. However, institutional equity challenges persist: the heterogeneity of technical and financial capacities among municipalities and the limitations in data availability compromise the possibility of systematically assessing impacts.

Costa Rica's commitment to sustainability is not limited to the 2030 Agenda. The country has articulated its planning frameworks with other multilateral agendas such as the Paris Agreement and the Global Biodiversity Framework through strong climate governance. The Ministry of Environment and Energy leads this effort through institutions such as the Climate Change Directorate, responsible for monitoring the Nationally Determined Contribution (NDC), and the National Biodiversity Commission, which integrates state and non-state actors to ensure the conservation and sustainable use of resources. These instruments coexist with long-term policies, such as the National Decarbonization Plan 2050, National Strategic Plan 2050, and National Development and Public Investment Plan 2023-2026, strengthening the cross-cutting coherence between sustainability, climate action, and public planning.

The Costa Rican government therefore combines political visions, social participation, and operational instruments that enable the targeted implementation of global sustainability agendas. However, recent decisions—such as Executive Decree No. 44945-PLAN-RE-MINAE, which revokes the declaration of public interest for the 2030 Agenda—introduce a change of direction that could weaken the model that has previously been built. Ensuring the continuity of the multisectoral and inter-institutional approach will be key to sustaining the legitimacy and effectiveness of public action in the final stretch towards 2030 in Costa Rica.

3.2 FROM COMMITMENT TO CO-RESPONSIBILITY: NON-STATE ACTORS IN THE IMPLEMENTATION OF THE SDGs

In Costa Rica, the promotion of the 2030 Agenda is not exclusively a task of the State. The implementation process is supported by a broad network of non-state actors who have accepted specific responsibilities, generating capacities, articulating agendas, and demanding spaces for institutional co-responsibility. This participation has not only broadened the scope of public policies but has also contributed to building social legitimacy around the SDGs.

The Costa Rican civil society stands out for its heterogeneity, territoriality, and effective involvement. The Platform of Civil Society Organizations for the SDGs, made up of more than 40 organizations, articulated a work agenda focused on human rights, social justice, and inclusive development. Its participation in the National Pact for the SDGs, the Advisory Consultative Committee of the National SDG Council, and the National Forum is an opportunity to channel demands from historically excluded territories and populations. Member organizations of this platform have prepared alternative reports on the progress of the SDGs which offer a critical and constructive assessment of the official progress. However, the continuity of their work still faces structural limitations, such as the generation of a visible portfolio for other sectors, resource scarcity, dependence on external support, and the absence of institutional financing mechanisms.

The private sector is also advancing as a strategic actor in the implementation of the 2030 Agenda in Costa Rica. Organizations such as the Business Alliance for Development (AED, Asociación Empresarial para el Desarrollo) actively promote sustainable business models, focusing on issues such as the circular economy, labour inclusion and equal opportunities. Through its “Apuesta Mega 2025” initiative, AED

articulates business efforts with territorial impact, demonstrating that corporate responsibility can be aligned with the SDGs. However, there are still barriers to their full participation in decision-making spaces, as well as a perception of limited institutional recognition of their contributions, which limits their transformative potential.

The academic sector is consolidating its role as a generator of applied knowledge and as a bridge between technical evidence and the formulation of public policies in Costa Rica. The National Council of Rectors and the public universities have developed the Interuniversity Information System for SDG Management, which makes it possible to systematize academic actions based on the 2030 Agenda.

The University of Costa Rica, through its SDG Center, emerged as a technical reference point in the evaluation of SDG compliance in the country. In addition, progress has been made in the mainstreaming of the goals in the university curricula, thus strengthening a professional community oriented towards sustainable development.

International cooperation, especially the United Nations System in Costa Rica, plays a catalytic role for sustainable development in the country. Its 2023-2027 Cooperation Framework prioritizes inclusive governance, territorial equity, and capacity building, supporting both state and non-state actors. This collaboration translates into technical accompaniment, strategic financing, and support for key processes such as the Network of SDG-Promoting Cantons.

What distinguishes the Costa Rican case is that co-responsibility is not limited to the signing of pacts or symbolic participation. It translates into the search for permanent dialogues, the generation of evidence from multiple sectors, and operational alliances aimed at a more democratic and effective implementation of the SDGs. However, in order to consolidate this model, it is essential to strengthen the participation mechanisms, ensure institutional sustainability, and guarantee that the voices of all stakeholders have a real impact on the country's strategic decisions.

3.3 TRENDS, CHALLENGES AND RECOMMENDATIONS

Costa Rica has been recognized to have a multisectoral governance architecture that allows for the integration of the SDGs into national planning, public financing, and civil participation. The National SDG Council, supported by the National Pact and its Technical Secretariat, has consolidated a robust institutional base. However, Executive Decree No. 44945-PLAN-RE-MINAE, marks a change of direction that could weaken this consensus and poses risks to the continuity of the process by revoking the declaration of public interest of the 2030 Agenda.

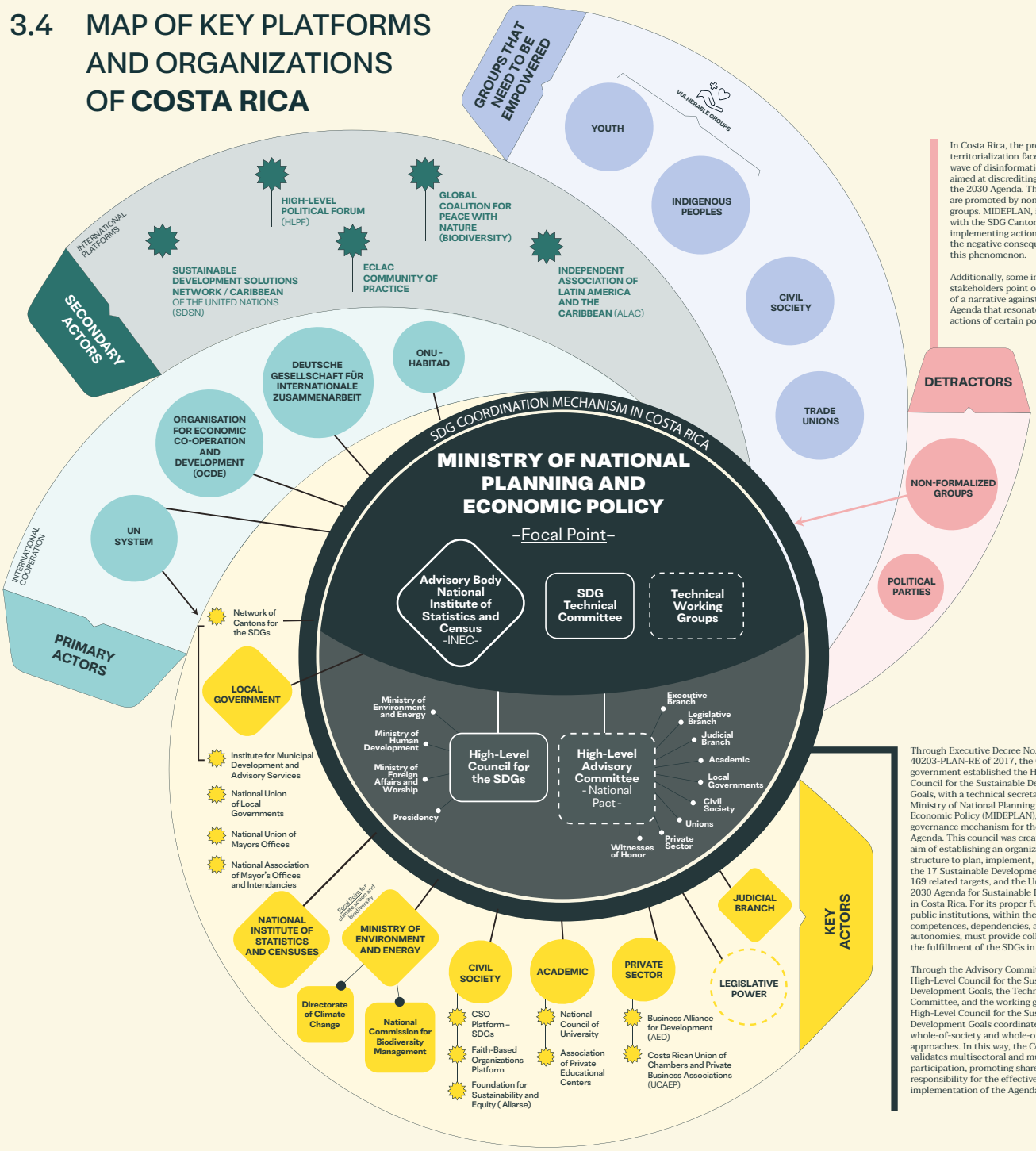
In view of this situation, the central governance challenge in the country is to preserve the legitimacy of the official SDG-mechanism and guarantee its capacity to coordinate, implement, and monitor the 2030 Agenda beyond political cycles. The redefinition of functions and the elimination of the declaration of public interest generate uncertainty about the state's commitment. The key recommendation is to reinstate, through a technical and participatory process, the provisions that ensure the political priority, funding, and institutional stability of the National Council and its Technical Secretariat. Likewise, it is necessary to shield these mechanisms through norms or decrees that guarantee their continuity and advocacy capacity, regardless of administrative ups and downs.

The country developed a diverse and active SDG ecosystem. Civil society, the business sector, academia, and international cooperation consolidate platforms that generate ideas, monitor progress, and promote innovative solutions. However, the effective inclusion of these actors in strategic decision-making processes continues to be unequal. Structural barriers persist for Indigenous Peoples, women, youth, and rural communities. Furthermore, there is a weak link between private sector contributions and public planning. Overcoming these gaps requires institutionally binding spaces for participation, creating thematic advisory committees, and ensuring mechanisms that reflect the country's diversity. Initiatives such as the Environmental Youth Network or indigenous ecotourism projects should be recognized as transformative practices and coordinated with the National SDG Council and local governments.

In terms of capacities, Costa Rica is recognized for its commitment to accountability and participatory monitoring. The preparation of three Voluntary National Reviews and six Voluntary Local Reviews, together with the development of a cantonal indicator systems, testifies to a country with advanced technical capacities in the follow-up of the Agenda. However, this capacity is not evenly distributed. Asymmetries between local governments, the shortage of specialized technical personnel, and gaps in access to disaggregated data compromise territorial implementation. To address this challenge, it is recommended to create a national program to strengthen subnational capacities, through partnerships with universities, international cooperation, and networks of municipalities. This strategy should include continuous training, access to digital tools, funding for technical assistance, and results-oriented planning methodologies.

Overall, the Costa Rican case shows that achieved progress is not irreversible. Sustaining it requires strengthening the institutional framework that has given legitimacy to the 2030 Agenda, expanding social inclusion as a condition of co-responsibility, and closing the territorial gaps that still prevent a fully equitable implementation. Recovering the sense of commitment and translating it into sustained institutional decisions over time will be key for the country not to regress in its regional leadership in sustainability.

3.4 MAP OF KEY PLATFORMS AND ORGANIZATIONS OF **COSTA RICA**



In Costa Rica, the process of SDG territorialization faces a growing wave of disinformation campaigns aimed at discrediting the purpose of the 2030 Agenda. These campaigns are promoted by non-formalized groups. MIDEPLAN, in coordination with the SDG Cantons Network, is implementing actions to mitigate the negative consequences of this phenomenon.

Additionally, some interviewed stakeholders point out the existence of a narrative against the 2030 Agenda that resonates with the actions of certain political parties.

Through Executive Decree No. 40203-PLAN-RE of 2017, the Costa Rican government established the High-Level Council for the Sustainable Development Goals, with a technical secretariat under the Ministry of National Planning and Economic Policy (MIDEPLAN), as the official governance mechanism for the 2030 Agenda. This council was created with the aim of establishing an organizational structure to plan, implement, and monitor the 17 Sustainable Development Goals, their 169 related targets, and the United Nations 2030 Agenda for Sustainable Development in Costa Rica. For its proper functioning, all public institutions, within the scope of their competences, dependencies, and autonomies, must provide collaboration for the fulfillment of the SDGs in Costa Rica.

Through the Advisory Committee of the High-Level Council for the Sustainable Development Goals, the Technical Committee, and the working groups, the High-Level Council for the Sustainable Development Goals coordinates whole-of-society and whole-of-government approaches. In this way, the Council validates multisectoral and multilevel participation, promoting shared responsibility for the effective implementation of the Agenda.

LEGEND

- OFFICIAL MECHANISM
- MULTISECTORAL ARTICULATION SPACE "WHOLE-OF-SOCIETY APPROACH"
- INTERGOVERNMENTAL ARTICULATION SPACE "WHOLE-OF-GOVERNMENT APPROACH"
- PARLIAMENT
- GOVERNMENT
- SUBNATIONAL GOVERNMENT
- PLATFORM
- SECTORS AND GROUPS
- STRONG LINKS
- WEAK OR INFORMAL LINKS
- TENSION IN THE LINKAGE

COORDINATING MECHANISM
Mandate to coordinate, articulate, and monitor the national implementation of the 2030 Agenda | Permanent mechanism.

KEY ACTORS
Participation is essential to drive action | High influence (resources, territorial reach, operational and mobilization capacity) | Interest in the topic | Interactions with and recognition by other actors | Member, collaborator, or participant in spaces of the official coordination mechanism.

PRIMARY ACTORS
Participation may be temporary or ad hoc | Medium influence (limited decision-making power) | Interest in the topic | Recognized within their sector and/or by key ecosystem actors as strategic allies.

SECONDARY ACTORS
Participation may be temporary or ad hoc | Interest in the topic | May have low national-level influence.

GROUPS THAT NEED TO BE EMPOWERED
Limited or no participation | No specific attributions or functions in the topic | Vulnerable groups | May or may not have interest in the topic | Require capacity building, information, or support.

DETRACTORS
Oppose or create obstacles to the implementation of the 2030 Agenda.

Jamaica

Jamaica is positioned as a regional reference point in the integration of the Sustainable Development Goals (SDGs) into national policymaking and planning through a solid institutional coordination mechanism.

4.1 GOVERNANCE FOR SUSTAINABILITY AND CLIMATE ACTION IN AN ENVIRONMENT OF ISLAND RESILIENCE

Since the adoption of the Roadmap for SDG Implementation in 2017, the country has built a institutional framework anchored in a multi-tiered structure that promotes intergovernmental coordination and inclusive participation. This structure is articulated through a trilateral coordination mechanism comprised of the National SDG Core Group, the National 2030 Agenda Oversight Committee (NOC), and the Vision 2030 Thematic Working Groups (TWGs). The Vision 2030 Jamaica Secretariat, in conjunction with the SDG Secretariat, leads this institutional set-up and operates under the Planning Institute of Jamaica (PIOJ), this last officially designated as the national focal point for the SDGs since 2019.

Jamaica's institutional framework for SDG implementation is built on strong coordination, inclusive participation, and multi-level governance. At its core is the National SDG Core Group, which brings together focal points from the Planning Institute of Jamaica (PIOJ), the Ministry of Foreign Affairs and Foreign Trade (MFAFT), and the Statistical Institute of Jamaica (STATIN). This group ensures coherence across planning, monitoring, and international cooperation. Complementing this is the National 2030 Agenda Oversight Committee (NOC), a key mechanism that brings together government entities, civil society, academia, and other stakeholders to guide SDG implementation. The NOC oversees the SDG Roadmap, aligns national priorities with Vision 2030 Jamaica and successive Medium-Term Socio-Economic Policy Frameworks (MTFs), and operates through subcommittees on data, monitoring and evaluation, and communication, all of which help strengthen public engagement and accountability.

The Thematic Working Groups (TWGs) provide an additional layer of stakeholder participation and coordination. These multi-stakeholder platforms bring together representatives from public institutions, civil society, academia, the private sector, and international development partners to shape policy, monitor progress, and identify sector priorities. Institutionalized as a permanent feature of Jamaica's development framework, the TWGs ensure that planning and implementation are inclusive, transparent, and grounded in real sectoral needs. Together, the Core Group, NOC, and TWGs form a robust system that connects national action to citizen voices and global development commitments, making Jamaica's approach to the SDGs both participatory and strategic.

This participatory approach has been key to the development of two Voluntary National Reviews (VNRs) in 2018 and 2022, developed through extensive consultation processes, surveys, workshops, and committees. In addition, a specific Progress Report on the SDGs 2019/2020 was submitted by the country in 2022, evidencing a sustained commitment to accountability for the SDGs.

Government efforts in Jamaica are also expressed at the subnational level. To support the territorialization of the SDGs, Jamaica implements Local Sustainable Development Plans (LSDPs), coordinated by the Ministry of Local Government and Community Development. These plans aim to align the national development Vision 2030 Jamaica and the SDGs with local priorities and strategies at the parish and community levels. Notable initiatives such as "Parish Talk", active since 2016, which fosters citizen engagement in local planning, as well as ongoing collaboration with the European Commission to strengthen the role of local authorities. Although Jamaica has not yet submitted official Voluntary Local Reviews (VLRs) to the High-Level Political Forum on Sustainable Development, methodological guidelines have already been developed, creating a positive enabling environment for their future preparation and implementation.

Simultaneously, the country shows commitment to multilateral agendas by leading global initiatives such as the Nationally Determined Contributions Partnership (NDC Partnership) and the Green Climate Fund. Jamaica was the first Caribbean state to present its updated NDC (2020), and has ratified key agreements such as the Paris Agreement, the Convention on Biological Diversity (CBD), and the Glasgow Climate Pact. At the regional level, it stands out within the Caribbean Community (CARICOM) and the Caribbean Community Climate Change Centre (CCCCC), promoting adaptation and mitigation projects from a territorial and inclusive perspective.

In line with its climate leadership, Jamaica approved its 2050 Long-Term Emissions Reduction and Climate Resilient Strategy (LTS) in 2023. Developed through a multi-stakeholder process led by the Climate Change Division (CCD) and the Planning Institute of Jamaica (PIOJ), and with support from international partners, the LTS provides a clear roadmap to reduce greenhouse gas emissions by approximately 73% below 2020 levels by 2050 and to reach net-zero by 2060. It outlines sector-specific pathways across energy, transport, waste, agriculture, and coastal infrastructure, integrating climate resilience with sustainable development. This strategy complements Jamaica's Vision 2030 and updated NDC (2020), while sending a strong signal of alignment, ambition, and investment readiness.

The articulation between the 2030 Agenda and other global agendas is an explicit objective of national planning. The 2021–2026 National Climate Change Strategy and the National Adaptation Plan are aligned with Vision 2030 and the SDGs. The Climate Change Focal Point Network (CCFPN) plays an essential role in this integration by including SDG focal points in ministries, agencies, civil society, and academia, and ensuring coherence across agendas through data, awareness raising, and shared planning. This structure allows Jamaica to address sustainability challenges from an interconnected perspective and with a focus on climate justice, territorial resilience, and the inclusion of traditionally excluded stakeholders.

4.2 FROM COMMITMENT TO CO-RESPONSIBILITY: NON-STATE ACTORS IN THE IMPLEMENTATION OF THE SDGs

Key stakeholders in Jamaica benefit from institutional spaces for participation, including platforms representing civil society, youth, and the private sector. Theimplementation of the 2030 Agenda is characterized by active participation from non-state actors, who seek to go beyond a consultative role to position themselves as strategic partners in the planning, implementation, and monitoring of the SDGs. This co-responsibility has been articulated through established institutional channels, as well as through independent initiatives that enrich the process with diverse approaches and specialized capacities.

In Jamaica, civil society plays an active role in the implementation and monitoring of the 2030 Agenda through consolidated participation mechanisms. A key platform is the Council of Voluntary Social Services (CVSS), recognized as the country's leading umbrella organization promoting sustainable development. CVSS is a member of the NOC and the Thematic Working Groups, ensuring civil society representation in multi-stakeholder coordination spaces. It also participates in broader national platforms, such as the Fiscal Advisory Committee, the National Violence Prevention Commission, and the National Volunteer Programme for Disaster Risk Management. Alongside CVSS, organizations like GROOTS Jamaica, SISTREN Theatre Collective, Woman Inc., and the Jamaica Household Workers Union actively contribute to development planning, with a strong emphasis on gender equity and the inclusion of marginalized voices. However, despite being formally included in decision-making structures, civil society organizations still face challenges in influencing policy outcomes. Limited institutional capacity, restricted access to sustainable funding, and the need for broader inclusion of grassroots and underrepresented communities remain key barriers to more effective and equitable participation.On the other hand, the private sector has intensified its involvement in the SDGs, with an emphasis on corporate sustainability, youth employment, the digital economy, and the reduction of inequalities. The Vision 2030 Jamaica framework recognizes the private sector as a key driver of economic growth and wealth creation, underscoring its essential role in achieving sustainable development. Within this institutional structure, the Private Sector Organisation of Jamaica (PSOJ) is acknowledged as the main umbrella entity responsible for representing and coordinating private sector engagement in the 2030 Agenda. Collaboration between the PIOJ and the Jamaica Chamber of Commerce (JCC) has resulted in workshops, corporate social responsibility programs, and awareness campaigns. Although engagement remains uneven between large companies and SMEs, the inclusion of the private sector in the coordination mechanisms allows for a more systematic dialogue on its role in sustainable transformation in Jamaica.

In the academic field, universities such as the University of the West Indies (UWI) and the University of Technology (UTechhave) been fundamental for knowledge production, the design of nuanced indicators, and the training of technical staff in planning and monitoring of the SDGs. While there is no centralized platform formally coordinating academic engagement with the SDG framework, these institutions actively collaborate with the PIOJ and the Statistical Institute (STATIN) in the construction of reports and statistical capacity building. UWI's contributions include co-authoring the Global Sustainable Development Report (GSDR 2019–2023) and serving as a UN-designated Climate Action Chair, highlighting its leadership in evidence-based climate solutions.

In Jamaica, youth participation in development planning is increasingly recognized as essential, and

significant efforts have been made to support youth empowerment and inclusion in decision-making processes. Young people are represented in the Thematic Working Groups (TWGs), allowing them to engage in public policy and development dialogues. At the national level, platforms such as the Jamaica Youth Advisory Council (YACJ) and the Jamaica Youth Advocacy Network (JYAN) promote youth leadership, unity, and sustainable development, working to influence policy in favor of young people. At the regional level, the Caribbean Regional Youth Council (CRYC) plays a key role in advocating for youth engagement in social, economic, and political spheres across the Caribbean. These initiatives contribute to strengthening the voice of youth in planning processes and ensuring that their perspectives are reflected in national development strategies.

Overall, non-state actors in Jamaica have demonstrated a sustained commitment to the 2030 Agenda, assuming an increasingly proactive and structural role. Strengthening this co-responsibility requires expanding the financing mechanisms to make them accessible to non-state sectors, consolidating their participation in strategic decision-making and ensuring that their contributions are translated into effective public policies adapted to territorial contexts.

4.3 TRENDS, CHALLENGES, AND RECOMMENDATIONS

Jamaica has positioned itself as a regional leader in integrating the 2030 Agenda into national development planning, with a robust institutional architecture that includes the National SDG Core Group, the National Oversight Committee (NOC), and the Thematic Working Groups (TWGs). This ecosystem—anchored in the Planning Institute of Jamaica (PIOJ)—combines interinstitutional coordination, multi-stakeholder participation, and technical rigor. The development of two Voluntary National Reviews (2018 and 2022), a dedicated SDG Roadmap, and an SDG Progress Report (2019/2020) demonstrate sustained political commitment and a strong culture of planning. However, the full transformative potential of these mechanisms is constrained by limited vertical integration, which weakens the ability of local governments to adapt, implement, and monitor the SDGs in their territories. Without stronger subnational articulation, the coherence and territorial reach of public policy remain uneven.

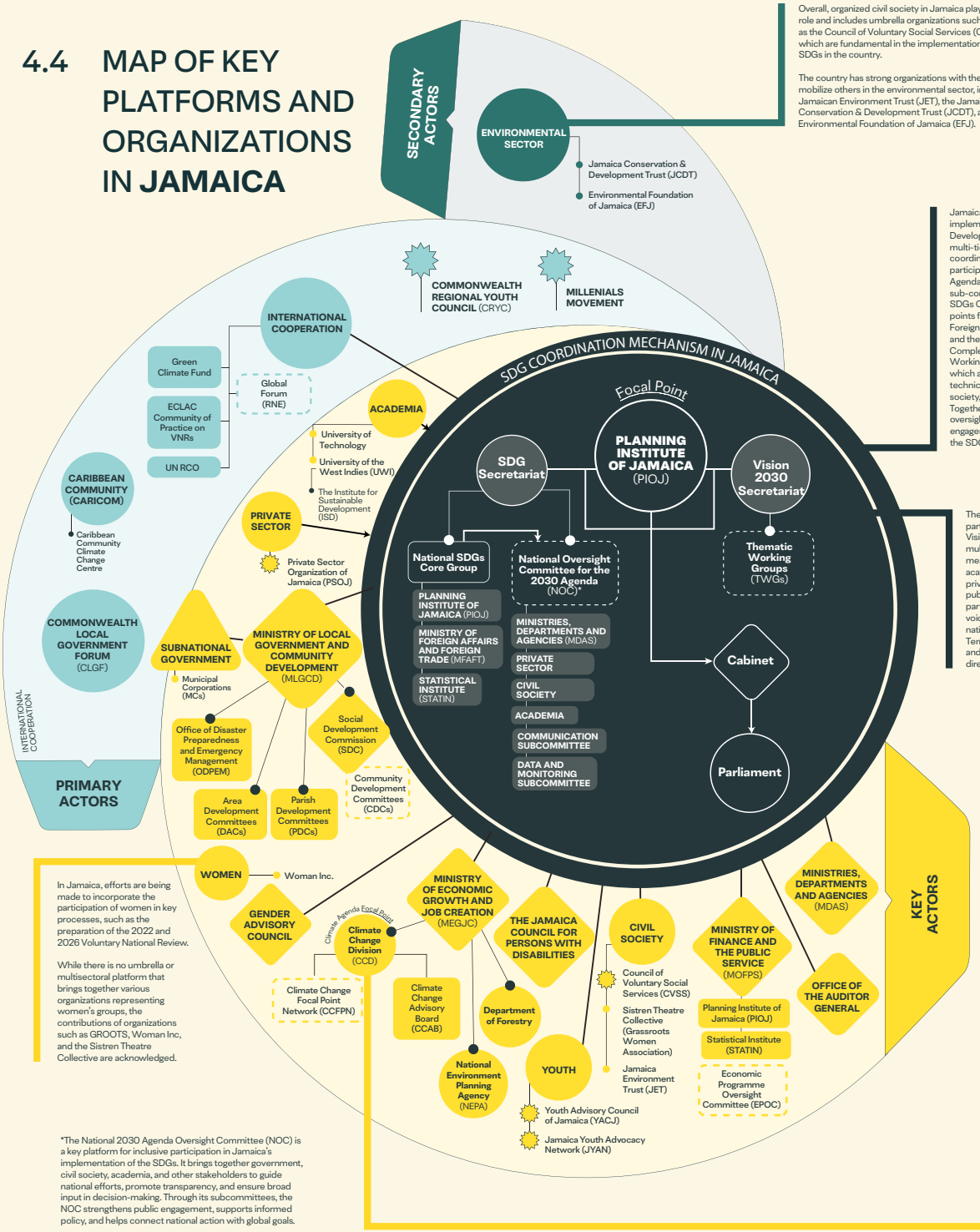
Civil society, youth, academia, and the private sector have been progressively incorporated into the national coordination structure, through mechanisms such as the NOC and the TWGs. The Council of Voluntary Social Services (CVSS), GROOTS Jamaica, Woman Inc., UWI, and the PSOJ, among others, have contributed to planning, monitoring, and public advocacy. Yet despite this progress, participation is still largely consultative. There are no permanent co-management frameworks, and limited access to sustainable financing continues to hinder the ability of non-state actors—especially community-based and grassroots organizations—to engage effectively and consistently. As a result, valuable social capital remains under-leveraged, operating in parallel to institutional mechanisms rather than as a fully integrated component of national implementation.

Resource mobilization remains a structural challenge. Although Jamaica has made efforts to align the national budget with the SDGs, fiscal space is constrained, and instruments to attract private investment aligned with sustainability objectives are still incipient. The potential of innovative financing mechanisms—such as thematic funds, green bonds, or blended finance—has yet to be fully realized. This financial fragility affects both public institutions and civil society, limiting the continuity and scalability of development initiatives.

Technical and scientific capacities, concentrated in institutions such as the PIOJ, STATIN, and UWI, have enabled the generation of indicators, monitoring systems, and evidence-based tools. Nevertheless, these capacities are not consistently transferred to the local level, where implementation takes place. This gap in technical decentralization reinforces asymmetries in knowledge, planning, and execution. Furthermore, while Jamaica is advancing in science-based planning—including its 2050 Long-Term Emissions Reduction and Climate Resilient Strategy (LTS)—the benefits of scientific innovation have yet to translate into practical, community-owned solutions that enhance resilience and inclusive development at scale.

To fully harness its institutional, social, and technical assets, Jamaica must deepen the integration between national and local systems, institutionalize participatory governance through stable co-management mechanisms, expand financing for all actors, decentralize capacities, and democratize access to technology. These shifts would allow Jamaica to activate the levers identified in the 2023 Global Sustainable Development Report's Transformational Framework and deliver inclusive and sustainable development across all territories. Given the country's strong planning culture, engaged civil society, and recognized leadership in the region, Jamaica is well positioned to turn these challenges into opportunities—and to become a model for SDG acceleration rooted in equity, resilience, and collective ownership.

4.4 MAP OF KEY PLATFORMS AND ORGANIZATIONS IN **JAMAICA**



Overall, organized civil society in Jamaica plays an active role and includes umbrella organizations such as the Council of Voluntary Social Services (CVSS), which are fundamental in the implementation of the SDGs in the country.

The country has strong organizations with the capacity to mobilize others in the environmental sector, including the Jamaican Environment Trust (JET), the Jamaica Conservation & Development Trust (JCDT), and the Environmental Foundation of Jamaica (EFJ).

Jamaica's institutional framework for implementing and monitoring the Sustainable Development Goals (SDGs) is anchored in a multi-tiered structure that promotes coordination, expertise, and inclusive participation. At its core is the National 2030 Agenda Oversight Committee (NOC) and its sub-committees, supported by the National SDGs Core Group, which brings together focal points from the Ministry of Foreign Affairs and Foreign Trade, the Statistical Institute of Jamaica, and the Planning Institute of Jamaica. Complementing these bodies are the Thematic Working Groups (TWGs) of Vision 2030 Jamaica, which are composed of sector leaders and technical experts from across government, civil society, academia, and the private sector. Together, these mechanisms provide strategic oversight, technical input, and stakeholder engagement to ensure the effective integration of the SDGs into national development planning.

The Thematic Working Groups (TWGs) support participatory monitoring of the implementation of Vision 2030 Jamaica. Designed as multi-stakeholder platforms, the TWGs enable meaningful engagement from civil society, academia, non-governmental organizations, the private sector, and other key groups in shaping public policy and monitoring progress. This participatory structure ensures that diverse voices help identify sector priorities, contribute to national planning frameworks such as the Medium Term Socio-Economic Policy Framework (MTF), and influence decision-making processes that directly affect communities and citizens.

To ensure effective coordination of climate action in Jamaica, the Climate Change Division (CCD) was established within the Ministry of Economic Growth and Job Creation (MEGJC) as the national focal point for climate-related policy and strategy. The CCD not only leads on the development and implementation of climate policies, but also serves as the technical secretariat to the Climate Change Advisory Board (CCAB), providing a critical platform for expert guidance and cross-sector collaboration. Recognizing the cross-cutting nature of climate change, Jamaica also established the Climate Change Focal Point Network (CCFPN)—a multisectoral mechanism comprising SDG coordinators from across Ministries, Departments, and Agencies (MDAs), as well as representatives from civil society, the private sector, and academia—to support mainstreaming climate action across national planning processes. Importantly, the MEGJC also holds broader environmental responsibilities, overseeing key agencies such as the Forestry Department and the National Environment and Planning Agency (NEPA). In parallel, the Ministry of Local Government and Community Development (MLGCD) plays a key role in the environmental governance landscape, particularly through the Office of Disaster Preparedness and Emergency Management (ODPEM), reinforcing the interconnection between climate resilience, disaster risk management, and sustainable development.

In Jamaica, efforts are being made to incorporate the participation of women in key processes, such as the preparation of the 2022 and 2026 Voluntary National Review.

While there is no umbrella or multisectoral platform that brings together various organizations representing women's groups, the contributions of organizations such as GROOTS, Woman Inc, and the Sistren Theatre Collective are acknowledged.

*The National 2030 Agenda Oversight Committee (NOC) is a key platform for inclusive participation in Jamaica's implementation of the SDGs. It brings together government, civil society, academia, and other stakeholders to guide national efforts, promote transparency, and ensure broad input in decision-making. Through its subcommittees, the NOC strengthens public engagement, supports informed policy, and helps connect national action with global goals.

LEGEND

- OFFICIAL MECHANISM
- MULTISECTORAL ARTICULATION SPACE "WHOLE-OF-SOCIETY APPROACH"
- INTERGOVERNMENTAL ARTICULATION SPACE "WHOLE-OF-GOVERNMENT APPROACH"
- GOVERNMENT
- SUBNATIONAL GOVERNMENT
- PLATFORM
- SECTORS AND GROUPS
- STRONG LINKS
- WEAK OR INFORMAL LINKS
- TENSION IN THE LINKAGE

COORDINATING MECHANISM
Mandate to coordinate, articulate, and monitor the national implementation of the 2030 Agenda | Permanent mechanism.

KEY ACTORS
Participation is essential to drive action | High influence (resources, territorial reach, operational and mobilization capacity) | Interest in the topic | Interactions with and recognition by other actors | Member, collaborator, or participant in spaces of the official coordination mechanism.

PRIMARY ACTORS
Participation may be temporary or ad hoc | Medium influence (limited decision-making power) | Interest in the topic | Recognized within their sector and/or by key ecosystem actors as strategic allies.

SECONDARY ACTORS
Participation may be temporary or ad hoc | Interest in the topic | May have low national-level influence.

Peru

Peru is moving forward with determination in the implementation of the 2030 Agenda. The country's policies are driven by commitment, resilience, intersectoral coordination, and the alignment of the Sustainable Development Goals (SDGs) with long-term public policy instruments.

5.1 GOVERNANCE FOR SUSTAINABILITY AND CLIMATE ACTION IN A CHANGING POLITICAL ENVIRONMENT

The Peruvian case reflects a strategic commitment to the global sustainability architecture that does not come without tensions. Instead of adopting a closed institutional model, the country has a planning framework that aligns the 2030 Agenda with long-term national visions and multilateral commitments. In the absence of a specific governance body with a legal mandate on the SDGs, technical leadership falls to the National Center for Strategic Planning (CEPLAN, Centro Nacional de Planeamiento Estratégico), which in practice acts as a national focal point, working with the National Institute of Statistics and Informatics (INEI, Instituto Nacional de Estadística e Informática) for the production of official data and, with various sectors, integrated planning. This functional approach is complemented by spaces such as the National Accord, a forum for consultation between the state and society, which has endorsed the SDGs as state policy. However, the absence of an institutional framework with political authority and intersectoral coordination capacity continues to generate gaps that weaken the Agenda's comprehensive governance in Peru.

Peru's Vision for 2050 and the National Strategic Development Plan reflect a willingness to overcome short-term approaches, and the Vision's participatory formulation has involved the three branches of government and various social actors. However, this openness has not yet translated into stable or structured governance. Moreover, the absence of a deliberative space with the power to coordinate and monitor the SDGs dilutes responsibilities and blurs leaderships in the institutional framework in the country.

At the same time, the territorialization of the SDGs is not advancing coherently in Peru. Although several regions have aligned their development plans with the 2030 Agenda, the effort remains voluntary, dependent on local political commitment and occasional support from international cooperation. This territorial inequality reveals the structural limitations of a centralization of functions and the need for capacity building to ensure coherence and continuity at the subnational levels.

In Peru, there is a clear political commitment in the articulation with the climate and biodiversity agendas. Peru has taken an active role in the framework of the Paris Agreement and the Convention on Biological Diversity, institutionalizing its environmental action through robust regulations, national strategies and multi-stakeholder governance spaces such as the High-Level Commission on Climate Change (CANCC, Comisión de Alto nivel de Cambio Climático), the National Commission on Climate Change (CNCC, Comisión Nacional sobre el Cambio Climático) and the National Commission on Biological Diversity (CONADIB, Comisión Nacional de Diversidad Biológica). The involvement of Indigenous Peoples and subnational governments in these platforms introduce elements of democratization in environmental decision-making, although their scope continues to be limited by institutional fragmentation and the fragility of intergovernmental articulation mechanisms.

In sum, Peru's political commitment to sustainability manifests itself more as a convergence of agendas than as a consolidated institutional pact. There is a vision, there are regulations, multi-stakeholder spaces, and relevant subnational initiatives, but there is a lack of political and institutional anchorage to unify these efforts and project them beyond sectoral logic or the electoral calendar.

5.2 FROM COMMITMENT TO CO-RESPONSIBILITY: NON-STATE ACTORS IN THE IMPLEMENTATION OF THE SDGs

The Peruvian experience reveals that, in the absence of fully articulated state governance for the 2030 Agenda, non-state actors have been the ones who have sustained and boosted part of the country's process. Far from occupying a merely consultative role, these sectors have built their own agendas, generated autonomous monitoring frameworks, mobilized resources, and lobbied for effective deliberation spaces. Co-responsibility has not been granted by the State: it has been conquered.

For civil society in Peru, its participation has exceeded the testimonial dimension. Platforms such as the 2030 Agenda Group, the Civil Society Observatory, and the Roundtable for the Fight Against Poverty (MCLCP, Mesa de Concertación para la Lucha contra la Pobreza) have been created as permanent spaces for the production of knowledge, critical evaluation, and political proposals. The elaboration of "Luz Reports" in 2022 and 2024—as parallel products to the Voluntary National Reviews – are evidence for a commitment for democratic oversight that seeks to balance the official narrative with alternative analyses, based on data and voices from the regions. These reports not only pose questions: they also propose and demand effective articulation with the state apparatus.

The private sector in Peru, for its part, has moved from symbolic adherence to a growing strategic involvement for sustainable development. Initiatives such as Peru Sostenible (formerly Peru 2021) and the SDG Corporate Tracker have positioned sustainability as an axis of competitiveness, integrating the SDGs into business models, investment criteria, and impact strategies. Through spaces such as the Action Tables, the business community has begun to dialogue formats with the State and civil society for a co-creation of solutions. However, the real scope of these initiatives is still concentrated in certain corporate niches, which poses the challenge of expanding this co-responsibility to the broader business fabric, including small and medium-sized enterprises with high territorial potential.

Academia in Peru, through networks such as the Economic and Social Research Consortium (CIES, Consorcio de Investigación Económica y Social), contributes to sustainable development with applied research, planning methodologies, and technical training for subnational governments. However, its insertion in strategic decision-making spaces is still partial. The potential of academia as a hinge between scientific evidence and public policy remains underutilized, especially at the regional level.

Finally, international cooperation plays a crucial role as a strategic ally, not only in terms of financing, but also in terms of institutional strengthening, knowledge production, and facilitation of multi-stakeholder dialogues in the country. The United Nations System Cooperation Framework (2022-2026) and the interventions of UNDP, UN-Habitat, and other agencies have supported both the National and Voluntary Local Reviews to be participatory and territorially anchored processes. However, cooperation programming still shows asymmetries, and its capacity to fully align with local priorities has yet to be consolidated.

Thus, the engagement of non-state actors in Peru cannot be reduced to the notion of "support". It is a form of co-responsibility that has sought to influence, institutionalize, and expand the democratic margins of governance for sustainability. The challenge now is for this civil energy to find a more structured and binding channel in the institutional framework of the State.

5.3 TRENDS, CHALLENGES, AND RECOMMENDATIONS

Peru has clearly expressed its political commitment to the 2030 Agenda, integrating the SDGs into its national development vision and its main strategic planning instruments. However, this transformative momentum coexists with institutional limitations that hinder its translation into coordinated and sustained actions. The absence of a body with a specific legal mandate to lead SDG governance, the dispersion of functions among entities, and the gaps in multilevel articulation reveal a state architecture that is still incomplete to sustain the comprehensive approach required by the 2030 Agenda. In this context, the trends observed in terms of governance, participation, and capacities show significant progress, but also structural obstacles that need to be addressed to achieve effective and equitable implementation.

At the governance level, Peru has developed a normative and strategic architecture that formalizes the incorporation of the SDGs into its national planning instruments. CEPLAN, in its governing role within the National System of Strategic Planning (SINAPLAN, Sistema Nacional de Planeamiento Estratégico), has promoted this integration with technical leadership. However, the absence of a national body with a specific legal mandate for the governance of the 2030 Agenda—capable of articulating ministries, subnational governments, and social actors—remains a structural challenge. The dispersion of functions among institutions and the overlap with other sectoral platforms (such as the climate commissions) fragment the management of the process, weaken accountability, and dilute the integrated approach to the SDGs. It is recommended to institutionalize a multi-stakeholder governance body with binding powers that overcomes dependence on technical voluntarism and ensures political sustainability.

In terms of individual and collective action, Peru has a diverse social ecosystem mobilized around sustainability. Civil society, the private sector, and cooperation have built platforms with capacity for advocacy and autonomous knowledge production. However, the link between these actors and the state's strategic decisions continues to be limited, unequal, and, in many cases, symbolic. Historically excluded populations—youth, women, indigenous peoples, rural collectives—continue to have a marginal participation in the spaces where the direction of development is already defined. The country needs to move from a logic of ad hoc consultation to a structural co-responsibility that institutionalizes multi-stakeholder dialogue, recognizes territorial diversity, and guarantees effective representation in planning and resource allocation.

In terms of capacities, the most significant gaps continue to be in the subnational territories. Although statistical monitoring systems have been strengthened and platforms such as the SDG Corporate Tracker have been developed, the subnational reality is characterized by institutional weakness, a shortage of trained personnel, and a lack of disaggregated information. This asymmetry reproduces a cycle of technical dependence and hinders the construction of evidence-based public policies. The capacities established at the national level are not automatically transferred to regional and local governments. Therefore, strengthening a strategy with a territorial approach, which promotes learning hubs, is urgently needed as well as the formation of SDG focal points and articulation with universities and community platforms.

Overall, these trends reflect that Peru does not lack vision, committed actors or adequate regulatory frameworks for sustainable development. The challenge is political and institutional: to provide a governance architecture with coherence, continuity, and binding mechanisms that will allow sustainability to stop being a fragmented promise and become a state policy rooted in the territory.

5.4 MAP OF KEY PLATFORMS AND ORGANIZATIONS IN **PERU**

Which groups need to be advanced?

In Peru, there is multisectoral participation in the implementation of the 2030 Agenda; however, there are platforms belonging to different sectors that are not being fully incorporated, even though their involvement could be crucial to accelerating the achievement of the SDGs.

In this context, Indigenous peoples are recognized both for their role as guardians of the Amazon and for being part of a historically excluded and vulnerable population. Although the creation of the Indigenous Peoples' Platform to Address Climate Change —promoted by the Ministry of the Environment— and their permanent inclusion in the National Commission on Climate Change represent institutional progress, their participation remains limited exclusively to this space, which restricts their influence in other strategic areas of the 2030 Agenda.

The different sectors of Peruvian society, including the government, recognize the existence of opposing groups to the 2030 Agenda, which causes reprocessing of awareness and socialization processes of the Agenda and the SDGs

The National Accord Forum of Peru is a space for dialogue and consensus among the three branches of the State and the various non-state sectors of society. By consensus, the Forum approved the alignment of the 35 State policies with the 17 SDGs, the Country Vision to 2050, and the National Strategic Development Plan to 2050. The latter provides a strategic planning framework toward sustainable development, as well as action routes to achieve the integration of the SDGs into planning instruments at all levels of government, policies, strategies, and national financial frameworks.

CEPLAN is the governing body of SINAPLAN, the coordinating and executing arm of national consensus on the nation's priority issues. The functions and responsibilities of the System guarantee the mainstreaming of the SDGs in all multi-annual, multisectoral, regional, local, and institutional strategic plans.

In this way, SINAPLAN becomes a window of opportunity for the implementation of the 2030 Agenda and the SDGs in the country. Additionally, the system institutionalizes national mechanisms for multisectoral and multilevel participation, strengthening the guiding instruments of the State from a whole-of-society approach.

LEGEND

- OFFICIAL MECHANISM
- MULTISECTORAL ARTICULATION SPACE **"WHOLE-OF-SOCIETY APPROACH"**
- INTERGOVERNMENTAL ARTICULATION SPACE **"WHOLE-OF-GOVERNMENT APPROACH"**
- GOVERNMENT
- SUBNATIONAL GOVERNMENT
- PLATFORM
- SECTORS AND GROUPS
- STRONG LINKS
- WEAK OR INFORMAL LINKS
- TENSION IN THE LINKAGE

COORDINATING MECHANISM
Mandate to coordinate, articulate, and monitor the national implementation of the 2030 Agenda | Permanent mechanism.

KEY ACTORS
Participation is essential to drive action | High influence (resources, territorial reach, operational and mobilization capacity) | Interest in the topic | Interactions with and recognition by other actors | Member, collaborator, or participant in spaces of the official coordination mechanism.

PRIMARY ACTORS
Participation may be temporary or ad hoc | Medium influence (limited decision-making power) | Interest in the topic | Recognized within their sector and/or by key ecosystem actors as strategic allies.

SECONDARY ACTORS
Participation may be temporary or ad hoc | Interest in the topic | May have low national-level influence.

GROUPS THAT NEED TO BE EMPOWERED
Limited or no participation | No specific attributions or functions in the topic | Vulnerable groups | May or may not have interest in the topic | Require capacity building, information, or support.

DETRACTORS
Oppose or create obstacles to the implementation of the 2030 Agenda.

Reflections on Challenges and Recommendations for the Region

In the Latin-America and the Caribbean region, the levers[11] and accelerators[12] defined in the Transformational Framework of the Global Sustainable Development Report have been applied broadly. All the countries have aligned their national policy priorities with the SDGs, institutionalizing strategies, establishing coordination mechanisms, and creating regulatory frameworks aimed at sustainable development. However, this commitment does not automatically translate into operational capacity in the subnational territories, nor into sustained schemes of co-responsibility among the various stakeholder groups.

11 The levers of the GSDR's Transformative Framework are strategic areas of intervention that accelerate systemic changes toward sustainable development. There are five: governance, economy and finance, individual and collective action, science and technology, and capacity development. These levers are used in combination, depending on the context, to generate structural transformations and advance in the fulfillment of the 2030 Agenda.

12 SDG accelerators are contextually adapted combinations of the levers of the GSDR's Transformative Framework, designed to catalyze systemic changes and move more rapidly towards the 2030 Agenda. The study based on experiences reported to the United Nations identified nine recurring accelerators: integrated planning; multi-stakeholder articulation; focus on excluded populations; institutional strengthening; connecting local and global levels; political leadership; awareness-raising strategies; monitoring and evaluation; and cultural or indigenous solutions. Each accelerator mobilizes multiple levers—such as governance, collective action, capacities, science and financing—in interaction, demonstrating that sustainable progress is accelerated when these are strategically combined.

GOVERNANCE

One of the common trends in the region is the development of national and subnational planning frameworks that integrate the SDGs. However, a significant gap persists between national planning and its effective expression in the subnational territories. Relevant efforts such as the Voluntary Local Reviews, municipal networks, and the integration of the SDGs in territorial development plans show progress, but they are still isolated initiatives, affected by external resources, political cycles or political will. Enabling frameworks exist, but they are not sufficient in themselves to guarantee access to capacities, financing and effective inter-institutional coordination between the different levels of government.

Recommendation

Move towards governance schemes that institutionalize the participation of local actors, strengthening co-responsibility. This can be achieved by strengthening existing mechanisms and creating multi-stakeholder (thematic) roundtables that operate with relative autonomy and intersectional approaches. The inclusion of the legislative branch as an active actor—through specialized commissions or subcommittees—can help ensure continuity beyond political cycles and reinforce policy coherence. Experiences such as the High-Level Commission and the Multi-Stakeholder Platform in Colombia, the National Commission for the SDGs in Brazil—reinstated in 2023 with parity between government and civil society—and the Vision 2030 Jamaica Secretariat , as well as the SDG Secretariat in Jamaica, demonstrate the potential of these governance bodies to articulate effective joint action when the political commitment, institutional backing, and operational stability are given.

INDIVIDUAL AND COLLECTIVE ACTION

All countries analysed in this study established formal spaces with the mandate to foster multi-stakeholder collaboration. At the national level, these bodies tend to be more consolidated and allow for a certain degree of dialogue between the government, civil society, private sector, academia, and international cooperation. However, at the subnational level, participation continues to be unequal, fragmented, and, in many cases, limited by limited technical and institutional capacity. The inclusion of historically marginalized groups—such as Indigenous Peoples, youth, Afro-descendant communities, women, and people with disabilities—is still developing and requires specific efforts in terms of regulatory frameworks, budget allocation, and institutional design with a rights-based approach.

Recommendation

In order to broaden collective action, it is necessary to diversify and structurally link social and economic actors in the 2030 Agenda planning, monitoring, and follow-up processes. This implies not only facilitating access to strategic information but also encouraging the creation of alliances between diverse actors, especially in territories that have historically lagged behind. In Brazil, for example, umbrella platforms such as the 2030 Agenda Working Group and the SDG Strategy have sustained technical and monitoring work on the SDGs in the absence of government support and have created advocacy networks throughout the country. In Costa Rica, the Network of SDG-Promoting Cantons developed an experience with good results for the SDG territorialization process, which is also supported by the successful presentation of six Voluntary Local Reviews. Similarly, with the support of international cooperation, Peru contributes relevant lessons learned: at the subnational level, municipalities such as those of Nuevo Chimbote, Chimbote, and Lima have explicitly incorporated the SDGs into their territorial strategic plans, aligning them with the 2030 Agenda and demonstrating an institutional commitment to urban sustainability.

CAPACITY BUILDING

Capacity gaps are a cross-cutting challenge in all analysed countries. Although there are technical institutions and accumulated knowledge available at some levels, inequalities between sectors, regions, and levels of government continue to limit the effectiveness of implementation. The sustainability of the process depends on the ability to close these gaps through continuous training, technical assistance, and knowledge transfer mechanisms. Without capacities established at the territorial level in the territory, the 2030 Agenda runs the risk of remaining merely declarative.

Recommendation

It is necessary to implement regional and national programs for institutional capacity strengthening, with a territorial and differentiated approach. The strengthening of accessible data ecosystems, the development of participatory methodologies, and the institutionalization of intersectoral training processes should be conceived as necessary to guarantee real and sustainable transformations. Countries such as Jamaica have made progress with programs to strengthen local governments, such as the project “Strengthening local government’s role as a partner in development”, in collaboration with the European Commission.

FINANCING

The region shows a progressive commitment to the integration of financing for sustainable development in national strategies linked to the SDGs, although with varying levels of progress and systematization. In the case of Colombia, the formulation and implementation of the National Integrated Financing Framework (INFF), which articulates fiscal, budgetary and international cooperation goals with the 2030 Agenda, stands out. This process has been supported by the Joint Sustainable Development Goals Fund (Joint SDG Fund), created in 2019 by the United Nations to catalyze structural transformations through partnerships and strategic financing.

Colombia was one of the first countries to develop its INFF with technical and financial support from UNDP, UN Women and UNICEF, in a joint program in force between 2020 and 2022. As of August 2024, this initiative was continued with a second phase financed again by the Joint Fund for the SDGs, with emphasis on operationalizing the INFF and strengthening the enabling environment for sustainable financing. This experience demonstrates the importance of maintaining active financing mechanisms for development based on inter-agency cooperation and specific funds to align public budgets and other financial flows with sustainable development goals.

Recommendation

Institutionalize financing frameworks for sustainable development that integrate the 2030 Agenda into the budget cycles, fiscal systems, and international cooperation architecture. This implies not only labelling budgets with SDG targets but also designing specific funds and hybrid (public-private) mechanisms that channel resources to strategic initiatives. The example of the Colombian Integrated National Financing Framework (INFF) shows that it is possible to build integrated and participatory financial strategies. Additionally, it promotes innovative financial instruments such as green bonds, impact funds or lines of credit aligned with the SDGs. In the Peruvian case, experiences such as the SDG Corporate Tracker and the BIC Companies Law (Benefit and Collective Interest) can be scaled up as models of private sector involvement in development finance.

These experiences show that conditions and capacities exist to advance in a more effective and equitable implementation of the 2030 Agenda. Thus, the implementation of the levers referred to in the Transformational Framework of the *Global Sustainable Development Report* (2023) can catalyze structural changes if accompanied by sustained political will, aligned public investment, institutional frameworks that guarantee the continuity of processes beyond political cycles. and coordination mechanisms that recognize territorial diversity as a starting point for building shared solutions.

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