



Digital governance strategy 2026-2030



1. Context

Over the past decade, digital technologies have profoundly reshaped the dynamics of global governance, introducing significant challenges to democratic principles, human rights protection, and trust in institutions. According to the United Nations, global governance mechanisms are not adequately responding to the challenges posed by the digital economy. Multilateral collaboration and policy coordination structures have struggled with the concentration of technological power, weak regulation of data and artificial intelligence, and the erosion of human rights, undermining the capacity of governance architectures to generate equitable public value.

The United Nations has also highlighted the fragmentation of regulatory frameworks worldwide, especially in the field of artificial intelligence, disparities in institutional and technological capacities among countries, and the growing consolidation of large technology corporations. These dynamics intensify concerns about digital surveillance, the concentration of personal data, market dominance, data misuse, and discrimination.

For instance, global evidence shows that AI governance remains highly uneven: in 2025, the Government AI Readiness Index assessed 195 countries, revealing significant disparities in governments' capacity to regulate and deploy AI effectively, particularly between high-income and developing economies. This fragmentation is increasingly visible in the rapid proliferation of regulatory initiatives across jurisdictions. Recent global analyses indicate that at least 72 countries have proposed more than 1,000 AI-related policy initiatives and regulatory frameworks by 2025–2026, reflecting an accelerated but uncoordinated expansion of governance approaches worldwide.

Despite these challenges, this moment represents a crucial opportunity to frame a global digital governance agenda. There are significant international efforts, including the UN system platform, to advance global dialogue, enhance multilateral cooperation, and foster multistakeholder engagement to increase transparency, accountability, and democratic oversight across the global digital ecosystem.

In this evolving and complex governance landscape, institutional actors capable of bridging global dialogue with practical implementation have a crucial mission. As a unique position, Cepei plays an important role within the multilateral ecosystem, serving as a strategic connector between high-level institutions and global dialogues, regional ecosystems, and communities of practice. Through this role, Cepei acts as a governance facilitator, articulating interests, aligning efforts, and bridging agendas among diverse stakeholders.

Cepei's comparative advantage lies in its combination of technical expertise in data governance and digital policy, together with a strong capacity to convene and sustain multi-stakeholder processes across Latin America and the Caribbean. This enables Cepei to translate global frameworks into actionable regional insights, elevating regional perspectives into global policy discussions, and strengthening its role as a catalyst for inclusive, context-responsive governance.



2. Institutional positioning

This positioning is reflected in Cepei's Vision and Mission 2026-2030, which seeks to contribute to two mutually reinforcing strategic objectives:

1. strengthening policy processes by decoding complex global decision-making, opening them to evidence-based engagement, and brokering meaningful multistakeholder participation, and
2. improving the evidence base for decision-making and innovation, particularly in data, artificial intelligence, and Digital Public Infrastructure (DPI).

To operationalize this vision and ensure coherence between multilateral dialogue and ecosystem transformation, Cepei reinforces its current Data Strategy to effectively connect the multilateral governance agenda with digital development. It plays a central role as a catalyst for generating public value and improving decision-making processes.

Cepei's Digital Governance Strategy 2030 builds upon and expands Cepei's Data Strategy into a comprehensive digital governance strategy to strengthen digital governance capacities and promote and implement data-driven solutions, artificial intelligence initiatives, and Digital Public Infrastructure (DPI) solutions for delivering digital services such as digital payments, digital identity, and data exchange platforms.

While this strategy operates within global multilateral processes, its implementation is grounded in regional realities. In Latin America and the Caribbean, Cepei plays an important role in driving dialogue on digital governance, fostering critical partnerships to strengthen data and digital capabilities, and building a digital ecosystem to address social and economic challenges in the region.

3. Digital Governance Strategy 2030 - Strategic Framework

Through this Digital Governance Strategy and its unique position in the multilateralism agenda, Cepei connects the realities of the Global South with the AI and Digital Global Governance dialogue to implement an effective digital agenda in the region.

Cepei's Digital Governance Strategy 2030 strengthens digital governance through a holistic approach that positions data, artificial intelligence, and Digital Public Infrastructure (DPI) as key layers for accelerating the Sustainable Development Agenda and creating public value.

This strategy is based on five foundational layers:

1. Governance and strategic oversight.
2. Data foundations and AI for social good.
3. Institutional capacity.
4. Digital Public Infrastructure (DPI).
5. Multi-stakeholder collaboration.

As a regional think tank and ecosystem facilitator, Cepei activates these layers through knowledge production, convening, partnership brokering, and capacity support, and the promotion of public value and innovation. Through global engagement, regional alignment efforts, and ecosystem implementation support, we help generate measurable public value from data, artificial intelligence, and Digital Public Infrastructure.



Digital Governance Strategy 2026-2030



Source: Cepei, 2026

3.1 Foundational Layers for Digital Governance What thematic areas does this strategy address?

3.1.1 Governance and strategy oversight

This layer refers to the institutional, regulatory, and governance frameworks at the global and regional levels that shape strategies and agendas for inclusive and democratic digital development. It includes existing governance frameworks for data, AI, and Digital Public Infrastructure (DPI), as well as safeguards, ethical principles, digital sovereignty, and regulatory coordination mechanisms. It also includes SDG monitoring frameworks, international guidelines, and multilateral processes that guide countries toward responsible, inclusive, and sustainable digital governance.

3.1.2 Data foundations and IA for social good

This layer focuses on data ecosystems and the development and use of AI to support evidence-based decision-making and accelerate SDG implementation. It includes the availability, interoperability, and sustainability of data, strengthening national statistical offices and global and regional statistical systems, consolidating open data strategies and data-sharing practices, and developing data infrastructures that enable AI systems. In terms of IA, this enables responsible design, development, adoption, and evaluation of AI models for the common good.



3.1.3 Institutional capacity

This layer refers to the technical, organizational, and leadership capacities of public institutions, civil society organizations, and academia to design, adopt, and manage digital solutions. It includes digital and data literacy in the digital ecosystem, adoption of tools, guidelines, and standards, and the capacity to build and maintain a data- and AI-driven culture in organizations.

3.1.4 Digital Public Infrastructure (DPI)

This layer refers to foundational, interoperable, and open digital systems (ID systems, digital payment systems, data exchanger layers, among others) that enable inclusive digital services across society, supported by open standards, open-source technologies, and open digital building blocks. It also includes foundational physical and digital infrastructure for secure data storage, processing, and AI deployment. DPI initiatives could be supported by mechanisms such as Govstack, Digital Public Good Alliances, and the Co-Develop fund, which provide technical and financial assistance.

3.1.5 Multistakeholders Collaboration

This layer refers to structured collaboration among academia, the public sector, the private sector, and civil society to strengthen digital governance ecosystems. Multistakeholder collaboration functions as a systemic condition for digital governance, enabling coordination, legitimacy, and shared accountability to ensure that digital governance processes are inclusive, participatory, and sustainable.

3.2 Strategic action pillars

How do we drive foundational layers?

Action pillars are the set of mechanisms through which Cepei drives the foundational layers. The intersection of multilateral governance and regional transformation can operate simultaneously across arenas or actions that engage multiple stakeholders with global and regional digital governance processes.

Considering Cepei's influence in multilateral discussions and its role as a think tank, Cepei activates the five foundational layers through five strategic action pillars.

Strategic influence and policy engagement

- 1. Knowledge Production:** Elaborating technical papers, policy recommendations, analytical briefs, and publications related to data, data governance, artificial intelligence, and Digital Public Infrastructure (DPI), and SDG-focused data analysis. This knowledge production is permeated by a forward-looking view of technology, enabling the monitoring of technological trends.
- 2. Convening:** Convening and facilitating high-level, multi-stakeholder dialogue on the evolving landscape and impact of data, AI, and digital transformation, engaging actors from civil society, academia, the private sector, and government.
- 3. Partnership Brokering:** Bringing together diverse actors, initiatives, and resources across sectors and regions worldwide to foster collaboration and strengthen connections between digital ecosystems in the Global North and the Global South.



Ecosystem strengthening and applied innovation

4. **Capacity Support:** Strengthening capacities among diverse actors within the digital ecosystem of Latin America and the Caribbean to facilitate the effective use of data and artificial intelligence. We do this through communities of practice, peer learning networks, toolkits, workshops, and training programs.
5. **Public Value creation and applied innovation:** Supporting applied initiatives, scalable pilot projects, and use cases to create public value through data analytics, AI, and digital technologies for making better decisions. In this role, we help build SDG dashboards, public value measurement tools, and AI tools and projects for development policy.

3.3 Arenas of action

Where Do We Shape and Influence Digital Governance?

The Digital Governance Strategy operates across three interconnected arenas aligned with Cepei's strategic action pillars. These arenas accelerate multilateral engagement across the global and regional digital ecosystem. In addition, across these arenas, Cepei promotes policy coherence and regulatory dialogue to ensure that digital governance materializes equitable public value.

1. Global Governance Engagement

Cepei convenes, supports, and leads high-level global dialogue spaces that enable it to contribute to digital governance debates from a Global South perspective, elevating the Latin American and Caribbean perspective in multilateral spaces and promoting regulatory interoperability and policy coherence. This global governance engagement allows us to build coalitions that connect Global North and Global South digital ecosystems.

2. Strategic alignment and policy co-creation

Cepei fosters strategic alignment across global, regional, and national digital governance agendas, recognizing that each geographical level generates its own priorities and institutional dynamics. Building on this, Cepei facilitates multistakeholder dialogue and promotes the co-creation of strategic roadmaps and policy agendas.

3. Ecosystem Strengthening & Implementation

Cepei promotes digital ecosystem actors in operationalizing data and AI strategies through capacity development, technical guidance, data and AI projects, and collaborative platforms. Through applied initiatives such as the LATAM AI & Data Lab and DPI ecosystem support, Cepei connects strategic alignment with applied experimentation and transforms digital governance agendas into tangible public value.

4. Theory of Change

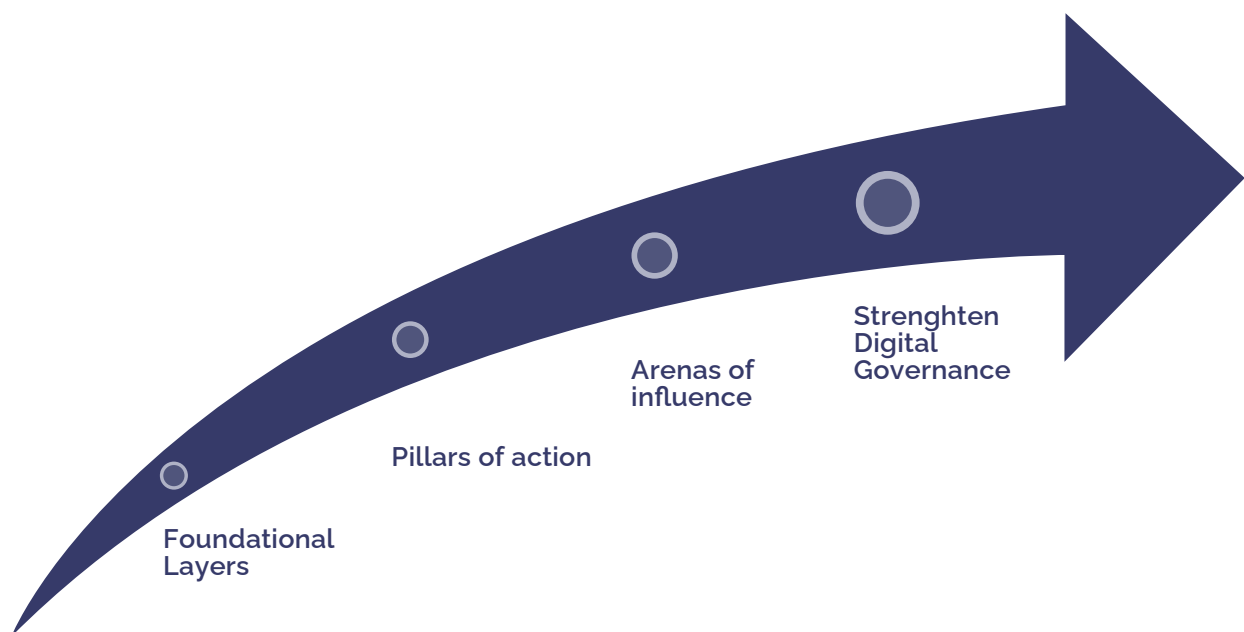
The intersection of the foundational layers, the strategic action pillars, and the arenas of action shapes Cepei's Theory of Change. Our organization recognizes a set of foundational layers that directly influence digital governance development at the regional and national levels. Taking a holistic approach to strengthening governance frameworks, data and AI ecosystems, institutional capacities and human talent, Digital Public Infrastructure (DPI), and multistakeholder collaboration enables the consolidation of an interoperable, rights-based, and capable digital ecosystem that accelerates progress toward the creation of public value.

To contribute to the development of these layers, in line with its mission, Cepei defines five strategic action pillars that allow it to effectively influence global and local agendas: Knowledge production, High-level Convening, Partnership brokering, Capacity Support, and Public Value Creation and Applied Innovation. The integrated operation of these action pillars consolidates a digital ecosystem by generating evidence-based knowledge, influencing high-level dialogue spaces, fostering strategic partnerships, and strengthening human capabilities.

These pillars are not implemented solely at the local level. As a think tank with global, regional, and national influence, Cepei serves as a bridge between the Global North and the Global South, providing insights, experiences, and expertise to advance strategic, regulatory, policy, and capacity-building alliances.

As a result of this integrated approach, Cepei contributes to the strengthening of digital governance transformation toward interoperable regulatory frameworks and permanent dialogue spaces. The envisioned state has a digital governance ecosystem that enables participatory mechanisms, technological standards, and human rights-based principles. Ultimately, the last stage of this chain is the strengthening of digital governance and the generation of public value that improves people's lives.

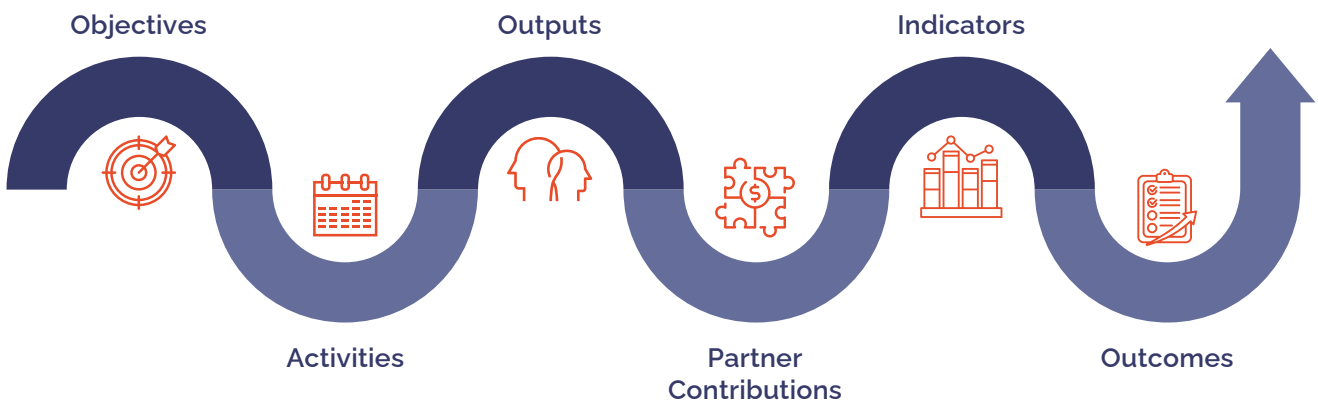
Digital Governance Strategy - Theory of Change



5. Strategic Roadmap

The Digital Strategy 2030 is implemented through a roadmap following a structured results chain that connects what Cepei aims to achieve with how it operates, what it produces, and the impact it seeks to generate. Cepei transforms strategic objectives into influence and impact by producing knowledge and convening actors (outputs), measuring its contributions (indicators), and leveraging partnerships (partner contributions) to achieve broader systemic outcomes.

Digital Governance Strategy Roadmap 2026-2030



The following section outlines the objectives of the digital governance strategy for each foundational layer, linking them to key activities, outputs, partner contributions, indicators, and expected outcomes. See more information in the annex. [Roadmap - Digital Governance Strategy Cepei.xlsx](#)

5.1 Governance and strategy oversight

- **Strengthen regional influence in global digital governance agendas** by positioning Latin America and the Caribbean's priorities in multilateral forums and international decision-making processes.
- **Promote strategic frameworks and governance approaches** that enable multi-stakeholder participation and integrate principles of ethics, transparency, and digital trust.

Cornerstone initiatives:

Global AI Governance Dialogue: Lead in setting agenda and engagement in convening of regional dialogues with Europe, Canada and LAC to advance in a middle-power agenda connecting stakeholders ahead of Global Dialogue on AI Governance (July 2026) and New York 2027.



5.2 Data foundations and IA:

- **Promote the availability, use, and reuse of high-quality data** to support decision-making, public policy design, and the achievement of the Sustainable Development Goals (SDGs).
- **Support the strengthening of data and AI ecosystems in Latin America and the Caribbean** through multi-stakeholder coordination, capacity development, and the promotion of collaborative and responsible governance models.

Cornerstone initiatives:

LATAM AI & DataLab (with PARIS21): Creating and developing AI capacities in LAC through a Regional hub for AI readiness, data infrastructure modernization, and capacity building to close institutional gaps across the region.

5.3 Institutional capacity

- **Strengthen the technical, institutional, and strategic capacities of key stakeholders** (including the private sector, public institutions, and civil society organizations) within the digital ecosystem of Latin America and the Caribbean.
- **Consolidate regional platforms, communities of practice, and transregional collaboration mechanisms** to facilitate knowledge exchange, co-creation of solutions, and the transfer of digital capabilities.

5.4 Digital Public Infrastructure (DPI)

- **Promote Digital Public Infrastructure (DPI) governance models** that incorporate safeguards and human rights principles in Latin America and the Caribbean.
- **Advance the development of DPI** by identifying regional priorities, generating evidence, and articulating strategic agendas across the region.

Cornerstone initiatives:

DPI Consortium (Cepei + ILDA + ODC): Connecting agendas and partners to strengthen DPI governance processes, promoting the adoption of the Universal DPI Safeguards Framework, and build capacities in diverse stakeholder groups.

5.5 Multistakeholders Collaboration

- **Foster the co-creation of agendas, frameworks, and policy recommendations in digital governance** through evidence-based participatory processes.
- **Strengthen multi-stakeholder collaboration mechanisms** by facilitating dialogue spaces that connect governments, civil society, the private sector, and academia around shared digital governance priorities.



7. Ecosystem Stakeholders and Partners

Who are the key actors involved in advancing the strategy?

Advancing digital governance on a global level requires sustained collaborations across institutions, sectors, regions, and stakeholders. No single organization can address the regulatory, technical, and social dimensions of digital transformation; for that, digital ecosystem partnerships are essential to strengthen coordination, action, and collective investment among global and regional partners.

Through this strategy, Cepei offers an international platform to share ideas, knowledge, capacity-building efforts, resources, and actions toward a common good and shared priorities, contributing to the shaping of digital governance frameworks. As Cepei, we offer strong connections with policymakers, civil society organizations, international experts, and digital policy leaders to create opportunities for pilots, digital solutions, and research, promoting institutional legitimacy and long-term public value generation.

Cepei recognizes that Strategic Partner Contributions are essential to enhancing the quality, reach, and impact of its deliverables and accelerating the implementation of its strategic roadmap. In this regard, potential partners are systematically mapped across the roadmap as part of an evolving ecosystem of collaboration, rather than a static stakeholder list. This dynamic approach enables Cepei to continuously identify and engage the right partners across technical, financial, and institutional dimensions to strengthen delivery, scale impact, and respond to emerging priorities in digital governance.



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