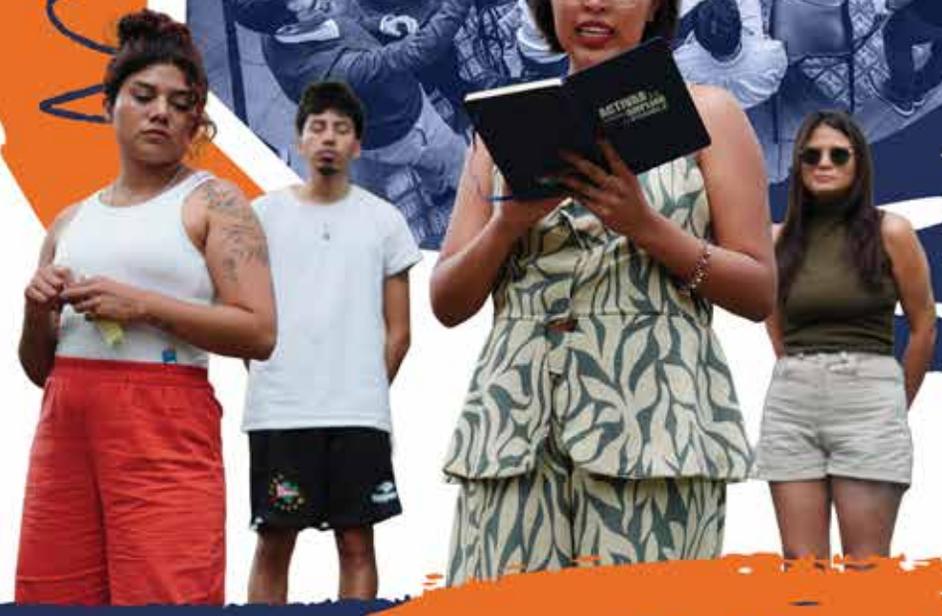


Annual Report 2025





Innovating democracy in times of setbacks

2025 was a revealing year. **Democracy is on the ropes, and at Asuntos del Sur we chose to respond with evidence and collective action.** We published a comparative study in the **Journal of Democracy** that confirms an uncomfortable fact: after authoritarian setbacks, democracies rarely recover on their own. At the same time, our **authoritarian risk marker tool** —originally created for Argentina and now adapted to other contexts—has established itself as an effective and reliable warning instrument.

Democratic deterioration advances from within and is legitimized by the ballot box. This is not an apocalyptic intuition: it is an empirical observation. **Our mission is not to defend democracy as it stands, but to innovate it.** We are committed to collaborative governance—governments, civil society, communities, and the productive sector working together—because we know it works and that citizens value it more. We demonstrate this in our recently published book, **¿Cómo gobernar en América Latina? (How should we govern in Latin America?)**, and in concrete experiences where cooperation reduced damage, strengthened capacities, and improved public outcomes. That is why, in 2025, we expanded this line of work with new training and support initiatives, as well as tools that improve planning and democratic participation.

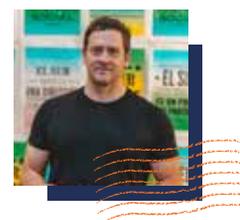
In the face of algorithm-driven systems that polarize, misinform, and the social fragmentation, **we connect.** On the one hand, we seek to reappropriate technology in the name of democracy, strengthening the digital civic infrastructure with citizen listening models and prototypes that expand participation. On the other hand, we promote democracy on the ground. For example, we actively participate in spaces such as **KALLIED**, convinced that environmental democracy is key to living together. We also nurture our **networks of advocacy and youth participation**, consolidating an agenda that has become relevant throughout the region.

This dual impulse—rigorous research plus active participation in networks—is our trademark. None of this would be possible without those who trust in this work: institutions, allies, teams, networks of organizations, and donors. Your support has allowed us to present evidence in decision-making spaces (from Geneva to Bogotá, from Johannesburg to Belém), train young leaders, design tools, support co-governance processes, and open conversations that now guide public policy. In 2026, we will deepen this approach: **promoting more knowledge and more collaboration to convert it into effective democratic power.**

Thank you for joining us.

**Matías
Bianchi**

Director of Asuntos del Sur



Meeting on Public Innovation Applied

We were present in **40 countries**
and partnered with **+120 organizations**

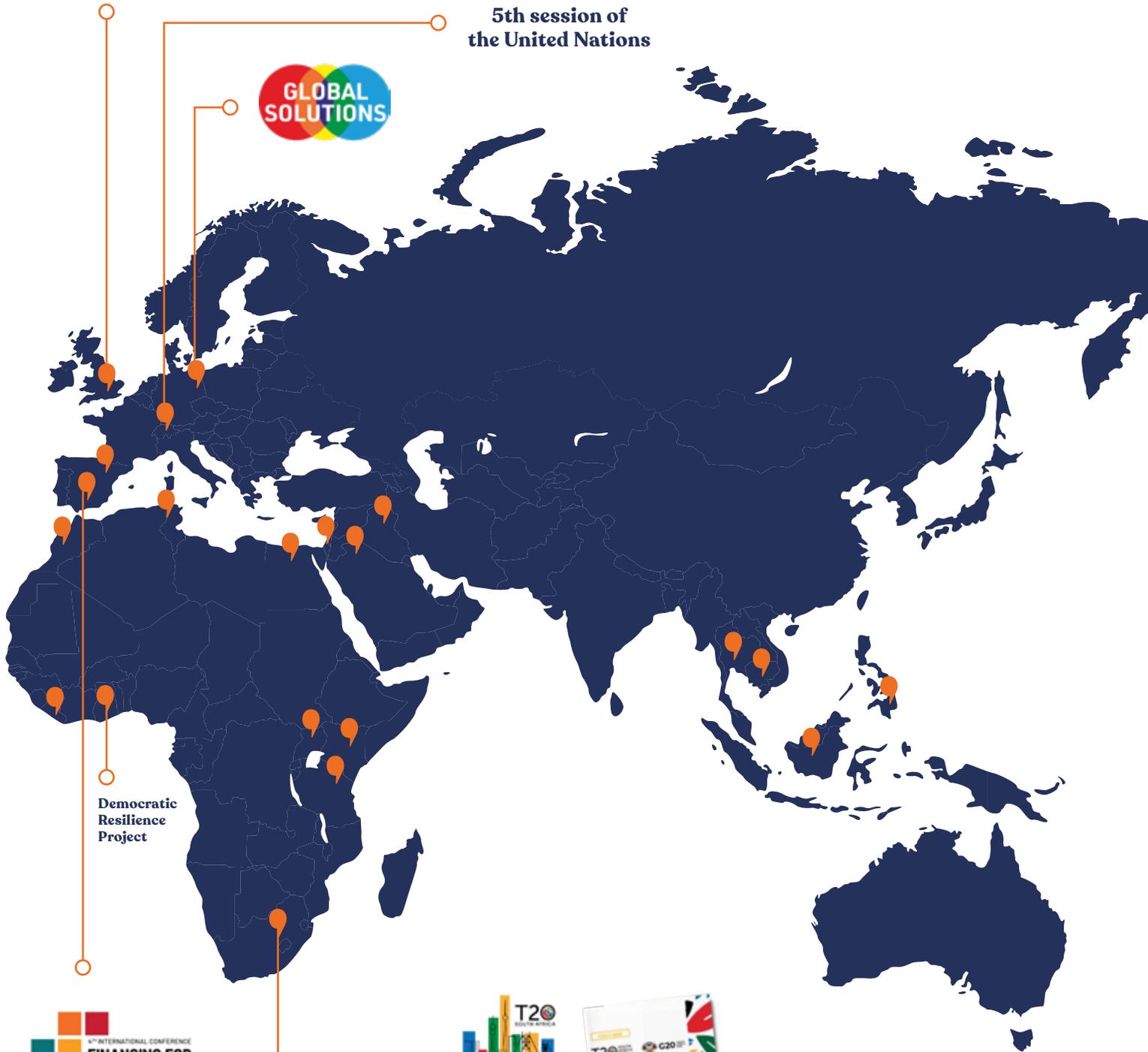




**Global Council
for Responsible AI**



**5th session of
the United Nations**



**Democratic
Resilience
Project**



Authoritarian Risk Markers

An analytical tool developed to identify and assess early signs of authoritarianism in democratic contexts.

This tool enables the systematic monitoring of

policies, discourse, and actions

that could put at risk the core foundations of democracy.



In 2024

we used this tool to analyze speeches, social media images, and public policies implemented during the first year of **Javier Milei's administration in Argentina.**



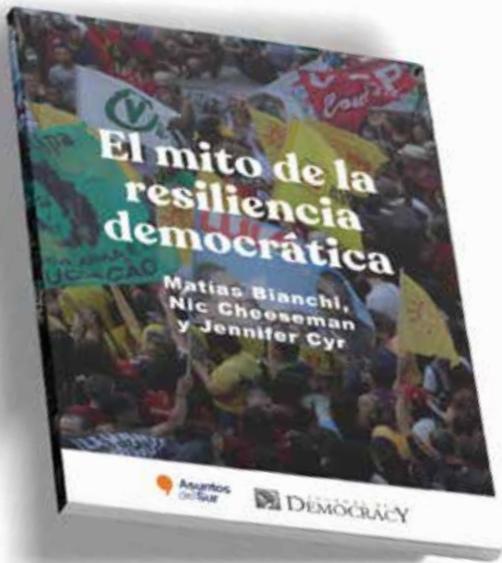
In 2025

we replicated this analytical methodology in three additional countries:

-  **Ghana**
-  **Colombia**
-  **Spain**

Publication of the paper: **The Myth of Democratic Resilience** in the JOURNAL OF DEMOCRACY

Based on a data analysis of more than 60 international cases, we found that, after an authoritarian regression, democracy rarely manages to recover its former strength in a sustained way.



Of the total number of “democratic rebounds” analyzed:



Publication in FOREIGN AFFAIRS: “The Illiberal International”

“

“Authoritarian leaders rarely step aside without resistance. They change laws, capture institutions, and rewrite the rules of the game. Once entrenched, these changes are difficult to reverse.”

Matías Bianchi, Nic Cheeseman and Jennifer Cyr

”

Milei, institutions, and democracy: The lasting impact of a government with an authoritarian vocation.

Opinion piece in **LE MONDE diplomatique**

Book publication

How should we Govern in Latin America?

Published by  FONDO DE CULTURA ECONÓMICA

This publication brings together six case studies examining the scope and limits of collaborative governance in the region.



While the COVID-19 pandemic was unfolding, we asked ourselves: how does collaborative governance develop in the region in a context of crisis? This question gave rise to the research project, Colabora.Lat, from which this publication emerged. The book compiles concrete experiences of collaborative governance in **Argentina, Chile, Colombia, Guatemala, Bolivia, and Mexico.**

Presentation Agenda



Buenos Aires
Fondo de Cultura Económica Argentina Bookstore



“The region’s greatest challenge is to think about how to formalize these initiatives so that they endure over time. We documented encouraging experiences, but we found that moments of collaboration often come to an end once the objective has been achieved. The next step, then, would be to create a social and political context that promotes collaboration.”

Jennifer Cyr,
Co-editor of the book / Associate Researcher at Asuntos del Sur



Bogotá,
Librería México. Gabriel García Márquez Cultural Center



Guadalajara
Guadalajara International Book Fair

The research carried out to produce this book expanded the scope of our collaborative governance agenda. We worked on different projects, meetings, and publications that reflect this process:



Publication of a document to support the EU Global Gateway initiative

We propose strategies based on collective intelligence and multi-stakeholder governance to advance the green, digital, and social transition agendas.



ECLAC Chile

Regional meeting: Collaborative Governance as a Tool for Sustainable Development



3M governance proposal for the development of digital skills in the region: multilateral, multilevel, and multi-actor



Publication of the paper “Crafting Policies Together: Citizen Preferences After Crisis”

Based on an experiment conducted in Chile and Argentina, we found that, on average, citizens tend to prefer policies developed through collaborative processes.



We helped to create a community of practice, KALLIED, that promotes collaboration to improve the quality of knowledge produced and to strengthen the impact of environmental projects based in the Global South.

The KALLIED cohort is composed of:



Work agenda



We presented a **joint policy brief proposal for T20 South Africa** and held a **T20 side event**.



We organized the talk series, **Let's Talk About**, where experts addressed different aspects of environmental activism and defense of civic spaces.



During meetings of the **Cohort Committee**, we shared both research findings and progress in project implementation, and defined participation in T20 and COP30.



Annual meeting in Rabat, Morocco.



KALLIED's 2025 agenda was marked not only by the strengthening of its community of practice but also by the consolidation of **our participation in key global forums**, allowing us to bring the agenda of the Global South to them:

MAY



Berlin, Germany
Global Solutions Summit

JULY



Sevilla, Spain
International Conference Finance for Development hashtag (FfD4)
T20 side event

OCTOBER



Geneva, Switzerland
5th session of the United Nations Forum on Human Rights,
Democracy and the Rule of Law.

NOVEMBER



Belém, Brazil
COP30



Johannesburg, South Africa
T20 Summit



“COP30 confirms something essential: there can be no just transition without safe territories, without real participation, and without protecting those who defend life. It is time for the voice and dignity of our communities to be the driving force behind true transformation.”

Ignacio Lara,
Coordinator of the Environmental Democracy and Global South Area





A network that promotes the articulation of youth who work to strengthen democracy in the face of a shrinking civic space caused by hostile and violent contexts in Latin America and the Global South.

FEBRUARY / MARCH

Regional survey of people, ages 18 to 35 years, in Central America and

AUGUST

Publication of the exploratory study: *¿Futuros (im)Posibles? Youth and Civic Space in Central America*



MAY

📍 Guatemala City

Futures Possible Meeting:

Reflection and political action for times of crisis

+100 young activists between 18 and 35 years old from Central America and Mexico

10 allied organizations

1 RADAR Pact

RED ARGENTINA DE JUVENTUDES

A federal community for participation and advocacy. We connect, train, and co-create solutions.

JULY / AUGUST

5 regional meetings

400 young people

worked on a diagnostic of possible local thematic areas of action.

NOVEMBER

📍 Santa Rosa de Calamuchita, Córdoba.

National Youth Meeting

Activating what is common, expanding what is possible

More than 100 youth leaders from 40 organizations across the country

came together to share ideas, highlight experiences, and collectively build proposals to expand youth participation in the definition of public, community, and legislative agendas.



SEPTEMBER / OCTOBER

Political training program

More than 100 young people from 5 regions

imagined, designed, and promoted 15 projects and real transformations in their communities.

- Project themes:
- Mental health
- Environment and habitat
- Democracy and human rights
- Education and life pathways
- Technology and digital communication



A tool that brings together data, analysis, and visualizations on the status of implementation of the Escazú's agreement.

The implementation of the Escazú Agreement is not being carried out in the same way in all countries. To show how the Agreement translates into concrete actions, we created **a thermometer and a map** that clearly show the level of implementation reached by each country:

Orange - Agreement is signed but not yet ratified

Red - Agreement not yet signed.

Green - Agreement is signed and ratified; an implementation plan has been created.

Yellow - Agreement is signed and ratified but no implementation plan has been created.

In the details for each country, extended information can be consulted on:

Violence against environmental leaders according to Global Witness data.

The current status of the implementation of the agreement.

Actions being carried out by civil society organizations in the region.





Future of Governments

A project aimed at strengthening the anticipatory capacity of public actors and experts in the region by using a **strategic foresight methodology** supported by artificial intelligence.



Enraizar

A community of practice that promotes digital public management as a tool to develop policies rooted in the realities, knowledge, and capacities of our societies.

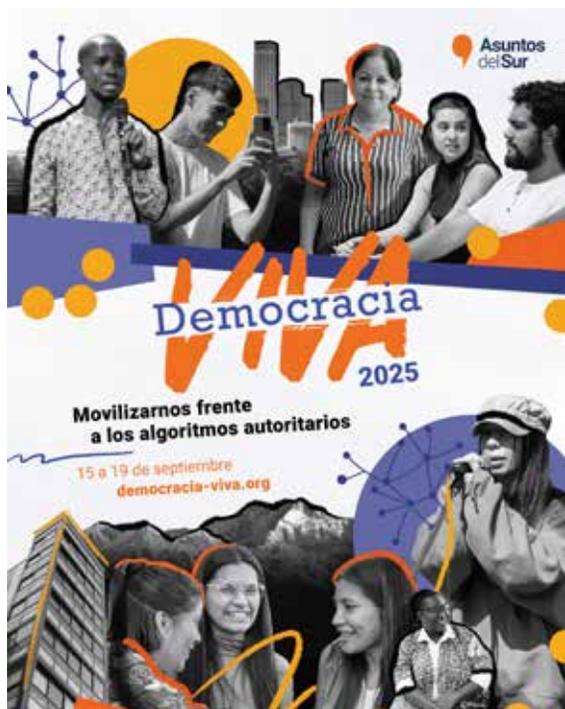


Community Action Boards of Cartagena. Local leadership to build community.

In the context of the upcoming 2026 Community Action Boards elections, more than **400 community leaders** participated in this training to acquire new tools and the knowledge necessary to exercise leadership that transforms their communities.

VIVA Democracia

An initiative we have promoted since 2016, together with organizations and collectives from the Global South, to reflect on a new agreement for democracy.



40 activities

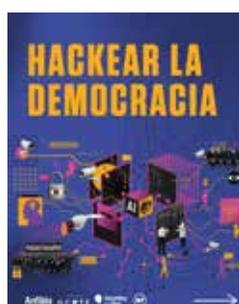
70 allied organizations

23 countries

+3.500 people involved



Media campaign and editorial partnerships



Argentina
 “Digital sovereignty
 to hack democracy”

Anfibia



Guatemala
 “Hack the networks,
 reclaim the community”

AGENCIA
OCTE



Colombia
 “The power of coming
 together: we don’t want an
 audience, we want community”

Laorejaroja



NEW IN THIS EDITION
Common Code
Democratic Care Kit
against the authoritarian algorithm



AVAILABLE IN YOUTUBE
How does democracy hold up
in the algorithmic era?



A training space designed for the development of leadership capacities in the Global South.

Our 2025

More than 3,000 leaders trained

19 countries

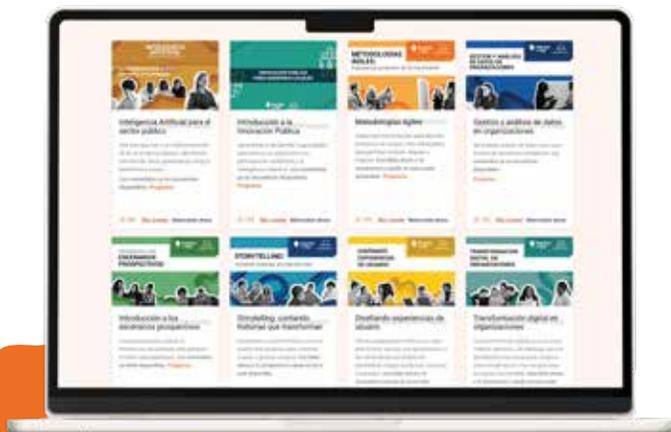
14 training programs

Compared to the previous year,

we grew by 223% in the number of participants and by 180% in training offerings.

Launch of 8 training programs

A free, permanent, asynchronous, and self-managed virtual course offering. It is aimed at developing capacities for new leadership.



- Artificial Intelligence for the public sector
- Introduction to Public Innovation
- Data management and analysis in organizations
- Introduction to foresight scenarios
- Agile methodologies: driving projects efficiently
- Storytelling: telling stories that transform
- Designing user experiences
- Digital transformation in organizations

Funders and sponsors



Networks and participation



Learn more about
Asuntos del Sur



@asuntosdelsur

