



Cámara Colombiana de
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Roadmap for **AI Governance** in **Latin America's** Private Sector





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Study design



About CIPE

The Center for International Private Enterprise (CIPE) is a global organization that works to strengthen democracy and build competitive markets in many of the world's most challenging environments. Working alongside local partners and tomorrow's leaders, CIPE leads global programs that advance economic freedoms, expand opportunity, and strengthen democratic resilience. To learn more about CIPE, visit cipe.org, [LinkedIn](#), [Facebook](#) or [X](#)

About CCIT

The Colombian Chamber of IT and Telecoms (CCIT) is a non-profit trade association that brings together the most important companies in this sector in Colombia. Since its founding in 1993, it has played its role as an authorized non-profit organization in the technology sector, bringing together stakeholders from the private sector, academia, civil society, and the public sector to promote access to digital technologies in Colombia, bridge the digital divide, and drive digital transformation.

About TicTac

TicTac is the first analysis and creativity think tank in the ICT sector in Colombia, established by CCIT in order to promote public policy initiatives promoting digital transformation, based on sustainability, economic competitiveness, social inclusion, and government efficiency.



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EXECUTIVE SUMMARY

This document proposes the creation of a Regional Private Sector Steering Committee on Artificial Intelligence (AI), aimed at strengthening coordination among stakeholders in the digital ecosystem of Latin America and promoting the responsible adoption of emerging technologies - namely AI, with special emphasis on micro, small, and medium-sized enterprises (MSMEs).

The Steering Committee is conceived as a space for coordination among business associations, technology companies, industry, academia, and other relevant stakeholders of the digital ecosystem, with the objective of facilitating consensus-building, knowledge exchange, and the development of collaborative initiatives.

One of its main contributions lies in creating spaces for articulation between the supply of technological solutions and the demand from the productive sector, thereby contributing to the responsible adoption of AI, the development of joint projects, and the identification of business opportunities.

The roadmap is structured around five strategic pillars and proposes an initial implementation phase of 12 to 18 months, focused on the Steering Committee's organizational consolidation, the engagement of key stakeholders, and the development of practical tools for AI adoption.

In the middle- and long-term, the initiative seeks to contribute to the integration of digital markets in the region by promoting convergence on technical standards, interoperability, and the development of shared governance approaches based on cooperative and interoperable digital ecosystems.

INTRODUCTION

The development and adoption of Artificial Intelligence (AI) has gained increasing relevance in contemporary economies, driving innovation, productive transformation, and organizational modernization across multiple sectors. In this context, AI governance has become a fundamental element for guiding the development and use of these technologies responsibly, while simultaneously promoting innovation, competitiveness, and the mitigation of risks associated with their implementation.

Recently, multiple AI governance initiatives have emerged at the national, regional, and international levels, aimed at establishing principles, frameworks, and guidelines for the use of these technologies. However, the actual configuration of AI systems and their impacts is not defined solely in these regulatory spaces; rather, it materializes through technical and organizational decisions adopted by the stakeholders directly involved in their design, development, deployment, and implementation, especially within the private sector.

In Latin America, the private sector plays a central role in the development, integration, and deployment of AI systems. Tech companies, startups, entrepreneurs, and user organizations actively participate in different phases of the lifecycle of these systems, from model design and training to implementation in productive processes. In this sense, the effectiveness of AI governance frameworks in the region depends largely on the ability of the private sector to serve as the main driver of technological innovation alongside the public sector, academia, civil society, and international organizations.


On this basis, this document addresses AI governance from an applied, capacity-building perspective centered on diverse stakeholders, their roles, and interactions, which shape the lifecycle of AI systems and their effects in the private sector in Latin America.



This work was carried out with support from the Center for International Private Enterprise (CIPE), by the Colombian Chamber of Information Technology and Telecommunications (CCIT), in collaboration with organizations from the region's business and technological ecosystem, including the Chamber of Commerce of Bogotá (CCB), the National Consultancy Center (CNC), the Chilean Association of Information Technology Companies (ACTI), the KODEA Foundation, and the Foreign Trade Society of Peru (COMEX). Through this collaboration, we aim to strengthen regional coordination of the private sector around development, adoption, and responsible implementation of AI.

The proposal presented in this document is built on an analytical process that combines documentary review of international AI governance frameworks, comparative analysis of international experiences, and participatory processes with ecosystem stakeholders. In particular, country studies and multi-stakeholder workshops (private sector, government, academia, and civil society) were carried out in Chile, Colombia, and Peru, making it possible to identify existing capacities, institutional gaps, and opportunities to strengthen AI governance among the private sector. Likewise, the proposed governance model was validated through individual discussions with several regional experts in technology and public policy.

Based on these inputs, the document proposes a regional AI governance model for the private sector that seeks to align technical standards, productive dynamics, and public policy objectives. The model materializes through the creation of a Regional Private Sector Steering Committee on AI, conceived as a space for coordination and cooperation among business associations, technology groups, companies, and other relevant stakeholders in the digital ecosystem.



The roadmap is structured around five strategic pillars aimed at strengthening the responsible adoption of AI in the private sector:



The implementation of this initiative is planned in Chile, Colombia, and Peru, countries that have made relevant progress in developing AI ecosystems and offer favorable conditions for running AI governance coordination across the private sector. From this initial phase, the roadmap is conceived to progressively scale to other countries in the region through mechanisms of regional cooperation and institutional capacity building.

This proposal seeks to contribute to strengthening AI governance in Latin America by promoting a regional approach that combines technological innovation, corporate responsibility, and institutional coordination. It is designed to harness the transformative potential of these technologies for economic and social development, as well as the integration of the region's digital markets, by bringing together the supply and demand of services and technological goods associated with AI systems.

AI GOVERNANCE MODEL

Formulation

The model proposes the creation of a regional coordination mechanism in the form of a Regional Private Sector Steering Committee on AI, which is not conceived as a regulatory entity or a hierarchical institution with binding decision-making authority. Rather, it is intended as a space for coordination, consensus-building, capacity-building, dissemination of best practices, and formulation of recommendations promoting the responsible use, implementation, and development of AI in Latin America.

It would work as a space for coordination among trade associations, chambers of commerce and other relevant stakeholders in the region's technological ecosystem, including government, civil society, and academia. It will also help connect the supply and demand for goods and services associated with AI systems.

In particular, the proposed Regional Steering Committee answers the need for a regional private-sector coordination mechanism capable of addressing, in a coherent and articulated manner, the challenges associated with the use, adoption, implementation, and development of AI systems. Although multilateral initiatives and national government efforts continue to proliferate, they tend to evolve in isolation, thereby limiting opportunities to build common agendas, exchange experiences, and consolidate regional industry positions in relation to investment flows and global debates on AI governance. Moreover, they often adopt a top-down approach, in which broad principles and frameworks are established and later operationalized and applied to commercial products across sectors.

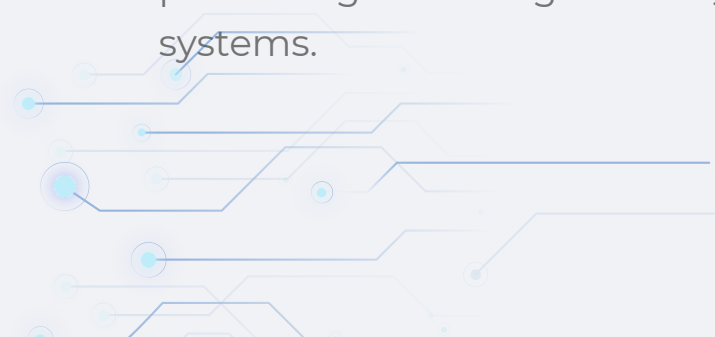


In this context, the Regional Steering Committee is conceived as a coordination mechanism for the private digital ecosystem to facilitate knowledge exchange, identify common challenges, and build consensus around best practices for the development and responsible use of AI. Through it, business associations and other ecosystem stakeholders will be able to share experiences, promote international technical standards, and contribute to the development of common approaches that support the responsible adoption and advancement of this technology in the region.

Accordingly, a bottom-up approach led by the private sector is proposed, whereby proposals are built through interaction and dialogue with companies and organizations across the region.

Likewise, the model strengthens the regional ecosystem's capacity for dialogue and collaboration with national governments and international organizations by enabling the consolidation of shared positions and common working agendas among private sector actors. In this way, the initiative contributes to improving regional coordination on AI, fostering more coherent policy and innovation environments across countries, and strengthening the participation of Latin America and the Caribbean in international discussions on technological governance that promotes interoperability and the integration of regional digital markets.

In addition, the sustainability of the Regional Steering Committee would be grounded in the value it generates for its members, particularly through the cooperation it would enable between tech-based companies and productive sectors seeking AI solutions. In this regard, the Steering Committee will facilitate spaces for exchange, collaboration, and engagement that connect the supply and demand of goods and services associated with AI, while also promoting knowledge-sharing and the responsible adoption of AI systems.



On that note, the financing of the Regional Steering Committee's activities could require direct support from interested stakeholders. Such support could take the form of participation fees, sponsorships, expertise and in-kind resources, and collaborative agreements among members, thereby contributing to the sustainability of the model without constituting a for-profit mechanism.

Objectives of the Regional Private Sector AI Steering Committee

The overall objective of the Regional Steering Committee is to strengthen regional private sector coordination around the use, adoption, implementation, and responsible innovation of AI by promoting spaces for dialogue, building consensus around technical standards, bringing the technology industry closer to industrial and productive sectors, advancing industry best practices, and generating recommendations for the development of the digital ecosystem, particularly AI, in Latin America and the Caribbean.

More specifically, the Regional Steering Committee seeks to achieve the following objectives:

Objectives of the Regional Private Sector Platform



Building agreements

Forge agreements that advance best practices, standards and regional coordination for collaborative projects and access to financing.

1



Regional integration

Promote regional integration in digital markets associated with the development and use of AI.

2



Engagement with actors

Consolidate spaces for dialogue among the region's private sector, public authorities and multilateral organizations.

3

Made with Napkin

i. Building agreements and best practices

The Regional Steering Committee will seek to foster agreements among stakeholders within the digital ecosystem regarding best practices, technical standards, and recommendations for the responsible development of AI. These agreements will include guidance on the adoption of international standards, such as risk management frameworks (ISO/IEC 42001 and NIST AI RMF), economic security standards, and AI governance standards, that promote democratic access to this technology.

The construction of these agreements will contribute to strengthening standardization in the private sector, across tech-based, productive, and industrial sectors, while promoting responsible practices in the development and use of AI. Likewise, drawing on private sector experience and best practices, it will help establish a common framework for dialogue that enables knowledge transfer, co-investment, and effective regional cooperation.

In addition, the Steering Committee will facilitate regional coordination around initiatives aimed at improving access to financing, fostering the joint development of technological solutions, and generating economies of scale for AI adoption across different productive sectors. In this sense, coordination among business associations and stakeholders within the technological ecosystem can help improve access to financial instruments, promote collaborative projects, and strengthen the regional ecosystem's bargaining capacity vis-à-vis technology providers, international markets, and sources of investment.

ii. Promoting regional integration of digital markets

The Regional Steering Committee will promote a greater degree of regional integration in digital markets associated with technology, particularly in relation to the use, adoption, implementation, and development of AI systems.

Through the development of agreements on best practices, technical standards, use cases, and implementation mechanisms, the Regional Steering Committee may help facilitate the provision of digital and technological services across different countries in the region, reducing regulatory barriers and fostering harmonized conditions for innovation.

This process of technical convergence will promote the exchange of goods and services associated with the AI tech stack, particularly for MSMEs, by enabling them to access regional markets with higher levels of interoperability and operational compatibility. It will also help connect technology-based companies with firms from other industrial and productive sectors across the region.

iii. Engagement with governments and international organizations

The Regional Steering Committee will establish a channel for dialogue between the regional private sector and the various public entities responsible for the formulation of AI-related public policies.

In this regard, the Regional Steering Committee will engage with national governments, multilateral organizations, and international institutions in order to provide technical support for AI-related public policy decision-making, particularly by promoting the adoption of technical standards, safeguarding the AI supply chain, and adapting to international best practices developed by the technology industry.

In so doing, it will strengthen the private sector's role in AI-related public policy processes, facilitating the construction of shared AI agendas and the promotion of common standards, co-investment, and economic security across the countries of the region.

National Institute of Standards and Technology (NIST) (2023). Artificial Intelligence Risk Management Framework (AI RMF 1.0). <https://nvlpubs.nist.gov/nistpubs/ai/NIST.AI.100-1.pdf>

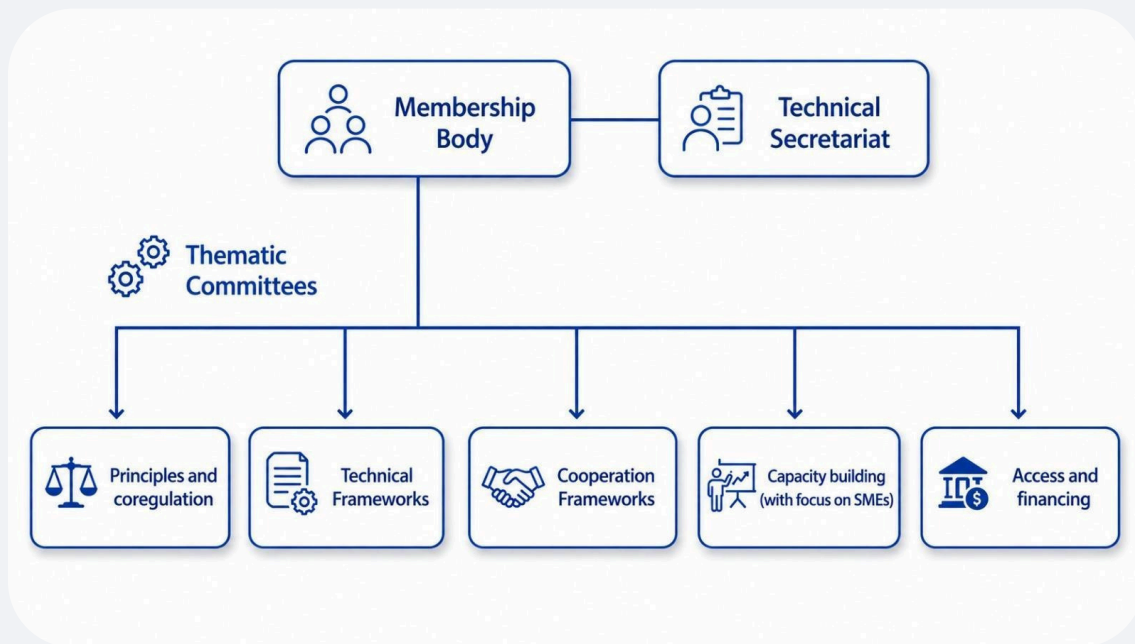
AI Stack: An AI stack is a collection of technologies, frameworks and infrastructure components that facilitate using artificial intelligence (AI) systems. It provides a structure for building AI solutions by layering these components to support the end-to-end AI lifecycle.

(IBM. s.f. What is an AI Stack?. <https://www.ibm.com/think/topics/ai-stack>)

Description of the Regional Steering Committee

The structure of the Regional Steering Committee would be organized into two main levels to facilitate its operational management:

- Technical Secretariat
- Membership Body



i. Membership Body

The first level of the governance model corresponds to the Steering Committee's Membership Body, which will be composed of private-sector organizations, particularly trade associations, chambers of commerce, sectorial organizations, and other representative entities from the technology sector, as well as from the full range of industrial and productive sectors - including small businesses. Members may come from any country, provided that they have their interest or focus in Latin America and the Caribbean.

The Membership Body will be organized into two constituencies, based on their main economic activity:

- Tech-based organizations constituency: These include associations or chambers representing companies primarily engaged in providing infrastructure, services, and goods associated with digital technologies, such as AI, software, cloud computing, cybersecurity, technological equipment, internet-based services, and, more broadly, information and communications technology (ICT) goods and services.
- Productive and industrial sectors constituency: These include business associations and chambers representing all types of productive and industrial economic activity that currently use, or aim to use, digital technologies, particularly AI, in their productive processes, including sectors such as: trade, mining, energy, logistics, infrastructure, services, finance, and agriculture, among others.

A) Objective

The Membership Body constitutes the core of the Regional Steering Committee. Through the participation of private sector associations and chambers, it seeks to engage both tech-based companies and firms adopting AI across all productive sectors, with the objective of promoting dialogue, cooperation, and consensus-building around the use, adoption, and implementation of AI systems as a means of advancing economic and social development in Latin America and the Caribbean. In this way, the supply and demand of goods and services associated with AI systems will be brought into closer contact, fostering a virtuous cycle of cooperation.

ii. Technical Secretariat

The Technical Secretariat constitutes the operational arm of the Regional Steering Committee.

A) Composition

The Technical Secretariat would be led by an organization belonging to the Membership Body, and initially this role would be assumed by the Colombian Chamber of Information Technology and Telecommunications (CCIT). In the future, this function could be passed on among the organizations comprising the Membership Body, with the aim of promoting participatory governance and strengthening the sense of belonging to the model among the different stakeholders in the ecosystem.

Eventually, and to the extent that the Steering Committee's operational workload requires it, the Secretariat could be professionalized through the appointment of an independent entity or a specialized team to perform these functions, thereby ensuring more dedicated and sustainable management over time. Within this framework, the Center for International Private Enterprise (CIPE) would participate as a strategic partner and advisor to the Regional Steering Committee, providing technical support in processes related to regional coordination, institutional strengthening, and promoting access to opportunities associated with the responsible use, adoption, and development of AI.

B) Objective

The Secretariat's objective is to facilitate the operational functioning of the Regional Steering Committee by ensuring coordination of its activities, the organizational continuity of the process, and technical support for the work carried out in it as well as in its thematic committees.

C) Functions

Its main functions include:

- Coordinating the agenda of the Regional Steering Committee's meetings.
- Facilitating communication among members of the Regional Steering Committee.

- Supporting the organization of thematic committees.
- Preparing and safeguarding the minutes of meetings.
- Supporting the production of technical documents and recommendations.
- Managing the follow-up of the Regional Committee's initiatives and activities.
- Identifying stakeholders from the global digital ecosystem who may participate as guests in sessions of the Regional Steering Committee in order to share best practices and explore interregional opportunities.
- Managing the Regional Steering Committee's knowledge base, not only in technical and regulatory matters but also in financial matters, so that it serves as a reference point for members seeking to learn more about how to mobilize resources for the development or adoption of AI.
- Monitoring the Regional Committee's influence on regulatory and on national and international developments..
- Identifying similar platforms around the world in order to propose synergies and collaborations.

Working Spaces: Thematic Committees

Technical discussions and the development of proposals within the Regional Steering Committee will take place through thematic committees, which constitute its main spaces for dialogue, exchange, and collaborative work.

Unlike the Technical Secretariat and the Membership Body, the thematic committees are not organizational bodies as such, but rather working spaces in which substantive discussions relating to AI are conducted.

Within these spaces, the Membership Body will be able to exchange experiences, share best practices, analyze common challenges, and develop proposals related to the main policy objectives of the regional AI agenda.

The thematic committees will be composed primarily by the Membership Body, who will participate according to their interests or areas of specialization. In addition, these spaces will also be open to a broader range of stakeholders from the digital ecosystem, including:

- Representatives from academia, research centers, and technical experts
- Civil society organizations and local leaders
- Representatives of regional and international organizations
- Government representatives
- In general, any relevant stakeholder within the digital and AI ecosystem

These stakeholders will participate in the technical committees without voting rights, contributing their knowledge and expertise to the analysis of the issues under discussion.

The technical committees will be organized around five main thematic pillars:

1 Principles and co-regulation: This pillar examines the foundations and standards that guide the responsible use of AI, as well as the mechanisms through which these principles are translated into concrete practices.

2 Technical frameworks: This pillar is aimed at analyzing the operational conditions that enable effective AI adoption.

3 Cooperation frameworks: This pillar makes it possible to analyze the forms of coordination among the different stakeholders involved in the AI ecosystem.

4 Capacity development and training for MSMEs, entrepreneurs, and startups: This pillar is aimed at identifying the capabilities required for AI adoption to have an effective impact on MSMEs, entrepreneurs, and startups.

5 Access and financing for technological adoption: This pillar addresses the economic conditions that influence the adoption and development of AI solutions, making it possible to examine the availability of financing sources, support instruments, and investment models, as well as the barriers companies face in accessing capital, infrastructure, and specialized services associated with AI.

These committees will generate technical inputs, analyses, and recommendations that may subsequently be discussed by the Membership Body.

Description of the Thematic Pillars

In order to structure a coherent and comparable analysis of AI governance across different national contexts, a set of thematic pillars was defined to address, in an integrated manner, the main factors that shape the development, adoption, and use of AI systems in the private sector. These pillars operate as a common reference framework that guides the country-level analysis and, at the same time, serves as the basis for constructing an AI governance model.

i. Principles and co-regulation

This pillar examines the foundations that guide the responsible use of AI, as well as the mechanisms through which these principles are translated into concrete practices. From this perspective, the analysis is not limited to the existence of formal declarations or broad guidelines; rather, it focuses on how values such as transparency, accountability, fairness, security, and risk mitigation are incorporated into technical, organizational, and operational decisions throughout the lifecycle of AI systems.

The inclusion of self-regulation as a central component of this pillar reflects the fact that the private sector plays an active role in shaping technical standards and responsible practices. In this context, internal policies, codes of conduct, voluntary technical standards, and management systems become relevant instruments for operationalizing broad principles without hindering innovation. From a regional perspective, this pillar is essential for assessing the capacity of productive ecosystems to adopt flexible and scalable governance schemes that promote trust and responsibility without imposing disproportionate burdens, especially on MSMEs and startups.

ii. Technical frameworks

This pillar focuses on analyzing the operational conditions that make effective AI adoption possible. Its function is to identify the technical enablers that allow governance principles to be translated into concrete practices, recognizing that the reliability of AI depends on specific infrastructure, processes, and capabilities.

The pillar is structured around four interrelated components: enabling infrastructure, data governance, digital security, and AI risk management.

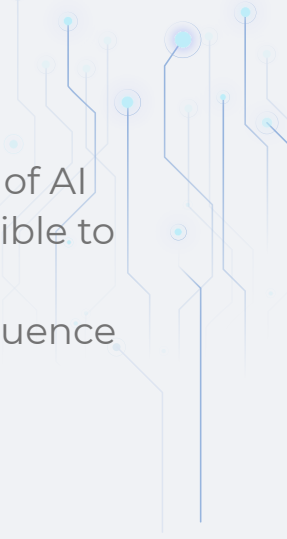
- **Enabling infrastructure:** This constitutes the foundation on which AI solutions are developed and deployed. This sub-pillar makes it possible to analyze aspects such as connectivity, computing capacity, access to digital services, and the availability of technological platforms, while taking into account the territorial and organizational gaps that condition the productive adoption of these technologies. In this context, the concept of the AI technology stack is particularly useful, as it refers to the set of technological layers that make possible the development and operation of AI systems, including computational infrastructure, data management and processing, model development tools, and final applications that integrate these capabilities into products and services. Analyzing these layers allows for a more precise identification of the structural gaps that limit AI adoption, especially in terms of access to advanced computing infrastructure, data availability, and technological platforms for companies and organizations.
- **Data governance framework:** This sub-pillar focuses on the rules, practices, and capabilities associated with the generation, management, access, and use of data, recognizing that AI systems depend on high-quality, interoperable, and responsibly managed information. It enables analysis of how innovation objectives, rights protection, and value creation are balanced, as well as the existence of mechanisms that facilitate data-sharing among stakeholders.

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- Digital security framework: This addresses the protection of the systems, infrastructure, and data that underpin AI against threats. Its inclusion responds to the need to assess cyber-resilience as an enabling condition for trust in AI-based solutions, particularly when these are integrated into critical or high-impact processes. This sub-pillar considers the existence of policies, organizational capabilities, and technical standards designed to prevent, detect, and respond to security incidents, including information security frameworks such as ISO/IEC 27001:2022, which establishes requirements for implementing information security management systems in organizations. It also incorporates AI security approaches aimed at identifying and mitigating specific risks associated with AI systems, such as adversarial attacks on models, data poisoning, or vulnerabilities in the components that make up the lifecycle of these systems.
 - AI risk management framework: This makes it possible to examine the mechanisms through which the technical, ethical, legal, and social risks arising from the use of AI systems are identified, assessed, and mitigated.

iii. Cooperation frameworks

This pillar makes it possible to analyze the coordination among the different stakeholders involved in the AI ecosystem. It starts from the recognition that AI governance is not a centralized process, but rather the result of interactions among public and private sector, academia, and civil society operating with differentiated incentives, capabilities, and responsibilities. In this sense, cooperation among stakeholders is analyzed under the following categories:

- Public-private coordination: This is a central component of the pillar, as it allows examination of how policies, support programs, and state capacities are coordinated with business initiatives to promote AI adoption.
- Cooperation between technology-sector companies and productive and industrial sectors: This makes it possible to evaluate how technical knowledge is translated into solutions applied to specific productive and industrial contexts. This sub-pillar focuses on the transfer of capabilities, technological adaptation, and the integration of AI into traditional productive sectors, avoiding approaches disconnected from real market needs.

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- Cooperation among users, implementers, and developers of AI systems: This addresses the interactions that make it possible to adapt technological solutions to concrete contexts of use. Validation processes and early-stage feedback directly influence the effectiveness, relevance, and acceptance of AI-based solutions.
 - Regional cooperation: It analyses the coordination among countries aimed at exchanging experiences, aligning approaches, and strengthening shared capabilities.

iv. Capacity development and training for MSMEs, entrepreneurs, and startups

This pillar is aimed at identifying the capabilities required for AI adoption to have a meaningful impact on MSMEs, entrepreneurs, and startups. The analysis is not limited to the availability of highly specialized talent, but also incorporates basic technical skills, management capabilities, digital literacy, and an understanding of the risks associated with the use of AI systems.

From this perspective, capacity development emerges as a cross-cutting factor for ensuring that AI adoption is not limited to isolated uses, but instead contributes effectively to promote productivity, innovation, and competitiveness. This pillar therefore makes it possible to assess the extent to which productive ecosystems have training strategies tailored to the realities of smaller-scale enterprises.

v. Access and financing

This pillar addresses the economic conditions that influence the adoption and development of AI solutions, making it possible to examine the availability of financing sources, support instruments, and investment models, as well as the barriers companies face in accessing capital, infrastructure, and specialized services associated with AI.

This pillar is especially relevant in contexts where the initial costs associated with AI (technology, talent, data, and risk management) might limit the participation of MSMEs and entrepreneurs. Its analysis makes it possible to understand how financing conditions influence not only who adopts these technologies, but also how they do so and what incentives shape their governance practices.

ACTION PLAN

The implementation of the roadmap is structured around a set of initial actions and the kick-off of the Regional Steering Committee. These actions correspond to an initial implementation phase of 12 to 18 months, focused on organizational cooperation and the development of concrete outputs that generate value for ecosystem stakeholders.

Although the action plan contemplates several lines of work, implementation will proceed progressively, prioritizing actions with greater potential for impact and feasibility. In this context, the initial actions are intended to lay the foundations for broader initiatives in the medium- and long-term, depending on the results achieved, the capabilities developed, and the degree of coordination attained among stakeholders.

Timeline

The implementation of the roadmap will take place over a period of 12 to 18 months and will be structured into two progressive phases.

Short-term framework: Launch and generation of initial results

This phase is intended to implement short-term operational and governance actions in order to bring the Roadmap into effect, particularly through the establishment of the Regional Steering Committee. During this phase, the following actions will be undertaken:

Regional AI Steering Committee:

Progress will be made toward the Steering Committee's operational formalization, including the initial coordination of stakeholders and the activation of its working groups.

Assessment of regional public policy priorities:

An assessment will be conducted to identify regional AI policy priorities, as well as opportunities for cooperation on technical recommendations across the region.

Assessment of AI economic security:

A study will be promoted with the objective of advancing AI governance based on the adoption of technical standards for AI risk management, grounded in self-regulation, international industry standards, and the promotion of democratic values.

Workshops in additional prioritized countries:

Workshops using the methodology proposed in the model will be carried out in prioritized countries. These countries would be selected based on their level of readiness, as measured by the Latin American AI Index (ILIA).

Mid and long term framework: Consolidation and regional projection

- The membership and partner base will be expanded.
- The coordination spaces established will be strengthened.
- Analysis and cooperation on AI public policy with key stakeholders in government will be carried out.
- Progress will be made toward the Steering Committee's regional expansion, contributing to convergence in technical standards, interoperability, and the construction of shared governance approaches to AI across Latin America.

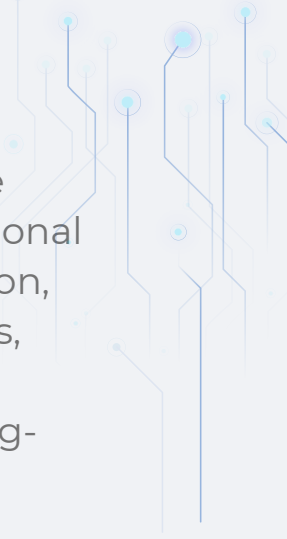
CONCLUSIONS

The advancement of AI in Latin America presents significant opportunities for productive transformation, while at the same time introducing challenges associated with its responsible adoption and the need to strengthen governance mechanisms that can guide its development. In this context, it is essential to promote approaches capable of bringing together the stakeholders within the digital ecosystem and aligning technological innovation with economic and social development objectives.

The analysis carried out demonstrates that the private sector plays a central role in the lifecycle of AI systems in the region. Nevertheless, shared structural challenges remain across the countries analyzed, including gaps in technical capabilities, limitations in access to financing, absence of common standards, and minimal coordination among stakeholders. These conditions affect the ability of companies, particularly MSMEs, to adopt and effectively harness emerging technologies.

In light of this scenario, the proposed roadmap is aimed at promoting the regional integration of digital markets, as well as the responsible use and adoption of AI across different productive sectors. Through an approach based on stakeholder coordination, capacity-building, the promotion of standards, and the strengthening of cooperation mechanisms, the proposal seeks to create enabling conditions for the development of more robust, interoperable, and sustainable AI ecosystems in the region.

Likewise, the creation of a Regional Private Sector Steering Committee on AI is proposed as a mechanism for facilitating consensus-building, information exchange, interaction between the supply of and demand for technological goods and services associated with AI, and knowledge generation among key stakeholders in the digital ecosystem. This space will make it possible to advance the identification of common challenges, the dissemination of best practices, and the development of joint initiatives that contribute to strengthening AI adoption in Latin America.



The actions defined in the action plan constitute a first phase aimed at laying the groundwork for broader processes of regional collaboration. It is expected that, through their implementation, these actions will help energize dialogue among stakeholders, strengthen knowledge-sharing, and enable the gradual development of larger-scale projects in the medium- and long-term.

Taken together, the proposal seeks to overcome the main challenges identified in the region by strengthening AI governance in the private sector and consolidating regional cooperation mechanisms. On that note, it aims to advance an ecosystem capable of harnessing the transformative potential of AI while simultaneously promoting greater integration of digital markets and more inclusive and sustainable productive development throughout Latin America.

List of Abbreviations

AI – Artificial Intelligence

AI RMF – Artificial Intelligence Risk Management Framework. A risk management framework for artificial intelligence systems developed by the National Institute of Standards and Technology (NIST).

ANCI – National Cybersecurity Agency of Chile

ANID – National Agency for Research and Development of Chile

BID – Inter-American Development Bank

CAF – Development Bank of Latin America and the Caribbean

CADEM – Public opinion and market research firm in Chile

CEPAL – Economic Commission for Latin America and the Caribbean

CENIA – National Center for Artificial Intelligence of Chile

CONPES – National Council for Economic and Social Policy of Colombia

CORFO – Production Development Corporation (Chile)

CSIRT – Computer Security Incident Response Team

EAD – Ethically Aligned Design. A framework developed by the Institute of Electrical and Electronics Engineers (IEEE) to guide the ethical development of autonomous and intelligent systems.

G7 – Group of Seven

GPT – Generative Pre-trained Transformer. A language model architecture used in generative AI systems.

HIC – Human-in-Command. A governance model in which final control over AI systems remains in human hands.

HITL – Human-in-the-Loop. A model in which humans participate directly in the decision-making process of automated systems.

HOTL – Human-on-the-Loop. A supervisory model in which automated systems operate autonomously under human oversight.

IA – Artificial Intelligence

IEEE – Institute of Electrical and Electronics Engineers

ILIA – Latin American Artificial Intelligence Index

INACAL – National Quality Institute of Peru

INN – National Institute for Standardization (Chile)

ISO – International Organization for Standardization

ISO/IEC 22989 – International standard on concepts and terminology for artificial intelligence

ISO/IEC 23894 – International standard on artificial intelligence risk management

ISO/IEC 27001 – International standard for information security management systems

ISO/IEC 42001 – International standard for artificial intelligence management systems

ISO/IEC 42005 – International standard for AI system impact assessment



SO/IEC 5338 – International standard on lifecycle processes for AI systems
MinCiencias – Ministry of Science, Technology, Knowledge, and Innovation of Chile
MinEducación – Ministry of Education, depending on the context of the country analyzed
MinTIC – Ministry of Information and Communications Technologies of Colombia
MSMEs – Micro, small, and medium-sized enterprises
NIST – National Institute of Standards and Technology (United States)
OCDE / OECD – Organisation for Economic Co-operation and Development
OEA – Organization of American States
ONU – United Nations
PEAT – Partnership on Employment & Accessible Technology
RAM – Readiness Assessment Methodology. An AI readiness assessment methodology developed by UNESCO
SGSI – Information Security Management System
SUBTEL – Undersecretariat of Telecommunications of Chile
TI – Information Technology
TIC – Information and Communications Technologies
UIT – International Telecommunication Union
UNESCO – United Nations Educational, Scientific and Cultural Organization

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ENDNOTES

The following annexes contain complementary information underpinning the analysis set out in the main document, including the conceptual framework, the study methodology, and the country analyses carried out within the scope of this research.

Annex 1. Theoretical and Methodological Framework

Annex 2. Design Thinking Boards

Annex 3. Country Analysis: Chile

Annex 4. Country Analysis: Colombia

Annex 5. Country Analysis: Peru