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AND CARIBBEAN
ECONOMIC SYSTEM

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Work Programme for 2022-2026

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INTRODUCTION

Year 2020 was very complicated for the world economy, as the COVID-19 pandemic had a negative impact on the dynamics of the main macroeconomic variables of countries. As a result, global GDP dropped by 3.1%, and European and Latin American nations were the most affected. Although global growth for 2021, according to the IMF and the World Bank, has been estimated at 5.9% and 5.6%, respectively, there are still risks that may affect this scenario.

As regards Latin America and the Caribbean, during 2020, economic activities reached a deadlock as a result of COVID-19 containment steps. Thus, the regional GDP shrank by 7.0%. In this context, approximately 2.7 million small and medium-sized enterprises shut down in the Latin American and Caribbean region (e.g., 19% of the GDP), in addition to 8.5 million job losses and a shrinking international trade for the region tantamount to 9.2%. A weakened economic activity and the health standoff have prompted policies including stimulation strategies and subsidies for economic recovery of countries.

Following these steps and the immunisation campaigns worldwide, domestic economies began to show some recovery. The International Monetary Fund (IMF) puts economic recovery at the end of 2021 at 6.3% of the GDP for Latin America and the Caribbean. Of note, such a forecast is conditioned to the outbreak of new variants of the virus, coverage of immunisation campaigns, increasing world interest rates and the social turmoil characteristic of the region associated with inflationary pressures and a fragile labour activity. According to the ILO, there were 30 million unemployed in 2020, a figure that could rise to 34.2 million unemployed by the end of 2021.

Against this backdrop, Latin America and the Caribbean require work strategies to enliven strategic productive sectors, as well as tools for effective public policy making in relation to the regional socioeconomic development.

The Permanent Secretariat of the Latin American and Economic System (SELA), aware of the challenges faced by the region, has taken on responsibility as a regional organisation, and prepares to adjust its actions and set priorities according to the needs of Member States.

In this connection, this Work Programme for 2022-2026 is the output of a process of consultation and interaction with Member States. It displays the priority topics to work on a regional agenda for integration and cooperation with the ultimate aim of overcoming the economic and social backlog.

The Work Programme has been structured around three thematic areas: Economic recovery, Digitalisation and Social development. Each of them points to goals, relying on specific objectives defined in a set of programmes. Each such programme envisages some multi-year projects, which in turn comprise a series of annual activities to accomplish the objectives and, therefore, to attain the goals through tangible products.

As the Work Programme is implemented and its activities are carried out, policy recommendations, technical roadmaps and best practices will be presented with a view to decision-making.

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The structure and contents of this Work Programme feature a cross-cutting approach that considers inter-relations and incidences in each of the suggested works. This is useful to identify the existence of variables revitalizing economic recovery as part of the activities associated with the thematic areas of digitalisation and social development.

Thus, the Work Programme establishes a comprehensive interconnection of the activities in response to the priorities identified in the consultation sought from Member States, also taking care of vulnerable communities, the perspective of comprehensive disaster risk management, in the design and implementation phases of public policies in the cultural and creative spheres, the gender and youth approach and the linkage with the Sustainable Development Goals of the 2030 Agenda, namely: No poverty (SDG 1), zero hunger (SDG 2), good health and well-being (SDG 3), quality education (SDG 4), gender equality (SDG 5), decent work and economic growth (SDG 8), industry, innovation and infrastructure (SDG 9), reduced inequalities (SDG 10), sustainable cities and communities (SDG 11), responsible consumption and production (SDG 12), climate action (SDG 13), life below water (SDG 14), life on land (SDG 15), partnerships for the goals (SDG 17).

Notably, in preparing this Programme, a structural analysis was conducted to explore possible and probable developments in the work system by studying the motricity and appendices to the thematic areas described above. It was found that the issues related to social development and digitalisation have the most motricity. Similarly, the issues related to economic recovery and development, SMEs and production diversification are highly dependent. In this manner, the programmes, projects and tasks considering these interconnections will help make a higher impact on the expected outputs and results.

Under the *Work Programme for 2022-2026*, within the budget possibilities and in accordance with its mandates, SELA expects to help overcome the current crisis. An innovative agenda has been set to strengthen the ability of Latin American and Caribbean countries to defeat the pandemics, strengthen resilience and focus on topics that generate innovative institutional options for better public policies and the development of positive experiences that can be consolidated as best practices.

SELA identifies three areas of action: articulation, capacity-building and proposals, through which it intends to offer results that generate value added in terms of the design of public policies.

This Work Programme also includes ample mandates for its implementation, affording it flexibility for its execution, in synergy and cooperation with multiple parties at the global and regional levels. By arousing more and better integration, Member States will be capable of attaining the Sustainable Development Goals and the Permanent Secretariat of SELA will succeed in attaining its primary goals and purposes.

This updated version of the *Work Programme 2022-2026* aims to strengthen the contribution to overcoming the great challenges facing Latin America and the Caribbean, a vast, diverse region, full of particularities that has not yet won the battle for economic recovery or overcome the social gaps that make us continue to be the most unequal region in the world.

We continue to face persistent challenges related to fiscal imbalances, debt reduction, recovery of purchasing power, reduction of social and digital divides, energy infrastructure and other areas. In this regard, overcoming post-pandemic imbalances continues to be a valuable opportunity to address a reform agenda in which the Sustainable Development Goals (SDGs) are a priority.

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According to World Bank data, the economic outlook for the region suggests a gradual recovery, with projected growth of 2.3% in 2024 and 2.5% in 2025. While the lingering effects of previous monetary tightening will continue to weigh on near-term growth, their impact is expected to fade. However, the expected modest regional expansion would be exposed to multiple risks, such as escalating geopolitical tensions that could disrupt energy markets and lead to higher oil prices.

Extreme weather events, intensified by climate change, also pose additional threats, particularly to climate-sensitive sectors such as agriculture, energy and fisheries.

In the long term, the region will face persistent challenges. Economic growth potential is declining in the context of slowing total factor productivity and an aging population. Against this regional backdrop, this updated version of the *Work Programme for 2022-2026* involves: updating, rescheduling and inclusion of new activities.

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THEMATIC AREA I – ECONOMIC RECOVERY

RATIONALE

Latin America and the Caribbean has experienced uneven growth in recent years. While some countries have achieved solid growth, others have faced significant challenges. In this regard, the region is expected to continue to recover from the recession caused by the COVID-19 pandemic, although the pace of recovery may vary across countries. In its latest projections for Latin America and the Caribbean, the IMF estimates a growth rate of 2.3% by the end of 2023, similar to that projected for the end of 2024.

One of the main drivers of economic growth in the region is international trade. Latin America and the Caribbean is highly dependent on exports of commodities such as oil, minerals and agricultural products. Therefore, the region's economic performance is closely linked to the international prices of these commodities. In addition to international trade, other factors that influence the economic and social scenario in Latin America and the Caribbean include fiscal and monetary policies, foreign direct investment, political and social stability, as well as technological advances. Thus, it is imperative to make an assessment and recommendations for public policies that promote assertive responses to the countries' needs.

As for the outlook for 2025, the region is expected to continue its gradual economic recovery process, although the pace may vary across countries. Effective implementation of sound fiscal and monetary policies, as well as boosting key productive sectors by stimulating the attraction of foreign direct investment and international trade, can contribute to sustainable economic growth. While a gradual economic recovery is expected, addressing persistent social challenges is essential to achieve sustainable and equitable development in the region. In this context, this thematic area contemplates the following goal:

Leverage economic growth by strengthening regional integration processes and contributing to the design of public policies that facilitate trade and the promotion of the SME business ecosystem.

To attain this goal, three programmes have been proposed, namely: **(I) Economic Integration, (II) Trade Facilitation, and (III) SMEs**. While all these three programmes will be tackled independently, they are cross-referenced, and the completion of tasks will certainly help achieve the objectives set out in this and the other two thematic areas of work.

Noteworthy, the proposed programmes are considered of the essence to speed up the economic reactivation of Latin America and the Caribbean and thus contribute to the achievement of some Sustainable Development Goals (SDG). Notwithstanding the status of the SDGs in Latin America and the Caribbean, the implementation of SELA's Work Programme will be specifically aimed at achieving the following:

- Goal 5: Gender equality and empowering all women and girls.
- Goal 8: Decent work and economic growth.
- Goal 9: Industry, innovation and infrastructure.
- Goal 10: Reduced inequalities.
- Goal 17: Partnerships for the goals.

PROGRAMME I: ECONOMIC INTEGRATION

Coordinated decision-making to face adverse circumstances continues to be a challenge for Latin American and Caribbean (LAC) countries. The formation of common regional agendas represents an opportunity to implement actions that increase the efficiency and competitiveness of sectors, promote macroeconomic stability of countries, expand market access and foster political cooperation. These benefits can undoubtedly contribute to the sustainable development of the region and to the strengthening of LAC's relations with the rest of the world. In this sense, this programme aims to:

Work on a common regional agenda among integration blocs for the development of economic policies that contribute to the growth of Latin America and the Caribbean.

This programme consists of:

PROJECT A. INSTITUTIONAL CONVERGENCE AND COOPERATION FOR INTEGRATION, which includes five activities aimed at promoting progress in regional integration and its relationship with other regions.

ACTIVITY 1. Monitoring trade and progress in regional integration processes

This regular activity will be carried out throughout the execution of the Work Programme through biannual updates of SELA's statistical and documentary database, considering that trade is a fundamental pillar for regional economic growth, in addition to being an indispensable component for the evaluation of integration processes in the region.

According to the Economic Survey of Latin America and the Caribbean 2024 published by ECLAC, as regards world trade, the decrease in inflation this year promotes a recovery in the levels of consumption of manufactured goods, which in turn stimulates trade in goods. At the same time, according to the World Trade Organisation (WTO), trade is expected to increase by 2.6% this year. Considering that trade flows are associated with the attraction of foreign investment, which can improve infrastructure, technology and productivity in LAC countries, it is important to analyse the trade situation in the region with its main partners.

In this regard, this activity makes it possible to analyse, through an interactive dashboard, different indicators associated with regional trade and to monitor subregional integration processes. The indicators presented are the following:

- Gross Domestic Product (GDP): the behaviour of GDP by country, both in terms of levels and per capita.
- Latin American mechanisms: GDP, GDP per capita and inflation in different subregional economic integration associations.
- Exports: the composition of exports by products classified at 6-digit HS (Harmonised System code). Top 10 products: the first 10 products exported by country are observed.
- Economic Complexity: the economic complexity index extracted from the Growth Lab of Harvard's Centre for International Development (CID).
- Destination of exports: the destination of exports by country and region.

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- Exports and imports: exports and imports are compared by integration mechanism.
- Bilateral RPI: the bilateral Revealed Trade Preference Index (RTI) is plotted, i.e. by country of origin and destination.
- IPCR by region: the RTIP from a country of origin to a given region of the world.
- Maritime connectivity: the UN Trade and Development (UNCTAD) maritime connectivity index (MCI) is plotted.
- ICM vs GDPpc: the MCI and GDP per capita are compared.

These displays establish relationships between economic indicators, grouping related items that by means of filters allow the user to select specific data (e.g. region, product or period). At the same time, segmentations can be created to dynamically change the values in the interactive dashboard, with a configuration that allows navigation between reports.

ACTIVITY 2. Roundtable of chairs and secretariats of regional integration mechanisms

Updated activity

In 2023, SELA and regional integration organisations, in a collaborative effort, assessed the challenges facing LAC in its process of economic and social convergence. This initiative consisted of the organisation of quarterly working groups, an activity that allowed for the identification of priority areas in crucial issues such as productivity, energy, migration, food security and natural disasters. During 2024, the working groups were continued, concluding with the inter-secretariat thematic seminars, which allowed for the consolidation of the operational framework for each of the prioritised areas.

For the year 2025, after having identified specific actions and programmes based on the work of matrices and thematic seminars, the formation of thematic working groups will be consolidated to refine the matrices of convergence actions and programmes, identifying joint actions to advance in the development of implementation and coordination strategies between the different integration organisations in the region on the prioritised issues.

The main purpose will be the construction of a *Single Convergence Matrix*, which will allow for the design of strategies and recommendations for public policies to promote progress in the integration processes in Latin America and the Caribbean. The results obtained during this process of construction and discussion will be reflected in different deliverables. These will include two detailed reports containing recommendations and conclusions derived from the working groups.

Based on the aforementioned reports, sectoral meetings will be held with the purpose of consolidating regional proposals, which could be led by the Permanent Secretariat of SELA or by the integration mechanism whose experience and best practices stand out in the specific issue. At the same time, SELA will disseminate the progress and importance of the issue through presentations in various regional forums, sharing experiences and lessons learned during the inter-secretariat work process, thus contributing to a better understanding and promoting greater awareness of the challenges and opportunities on the road to economic and social integration in the region.

The main deliverables of this activity will include the *Regional Convergence Matrix*, a document of recommendations and conclusions setting out the areas of joint collaboration with a regional approach. In addition, records will be kept of the different events and working sessions, and a document summarising their results will be produced.

ACTIVITY 3. Seminar “Towards the construction of a regional integration index in Latin America and the Caribbean. Analysis and prospects”**Rescheduled activity**

In 2025, SELA plans to hold a seminar entitled "Towards the construction of a regional integration index in Latin America and the Caribbean. Analysis and prospects." The rationale behind this event lies in the need to promote regional integration, a fundamental pillar in SELA's Work Programme. A regional integration index represents a valuable tool to measure and evaluate the progress and challenges in this process. The main objective of the seminar is to analyse various aspects related to the construction of such index, considering economic, political, and social aspects.

The generation of this tool requires an in-depth analysis of the historical and conceptual context of regional integration. In addition, the existing methodologies for the construction of these indices will be presented and the most relevant variables that should be considered for their design will be evaluated. These variables will include aspects such as intra-regional trade, labour mobility and regulatory harmonisation, among others. The seminar will provide a space to analyse the advantages and disadvantages of each methodology and to reach a consensus on a proposal that is appropriate to the needs and contexts of the various Latin American and Caribbean subregions.

As a tangible outcome of this seminar, a methodological and outcome document is expected to be created. This document will serve as a qualitative and quantitative tool to measure the progress of integration processes in Latin America and the Caribbean. In addition, this event is expected to generate an enthusiastic and productive reflection on the construction of the regional integration index, laying the foundations for future research and actions to promote greater and better integration in the region.

ACTIVITY 4. Forum “Partnerships for strengthening trade and investment ties between China and Latin America and the Caribbean”**Updated activity**

On 27 and 28 August 2024, SELA conducted the "First Latin American and Caribbean-China Development Forum" in Beijing, China. This meeting focused on the need to strengthen economic relations between Latin America and the Caribbean and China, establishing a strategic partnership based on cooperation and sustainable development. It also aimed to promote a constructive and open dialogue between political, business, and academic actors from both regions by identifying key areas of cooperation, addressing common challenges and exploring opportunities to strengthen bilateral economic ties.

In August of this year, SELA published a book that analyses the challenges of the relationship between China and Latin America and the Caribbean: *The relationship between Latin America and the Caribbean and China: Notes for a development agenda*. This publication offers a current perspective on China's relationship with the Latin American and Caribbean countries. In addition, it prepared a document that gathers the views and concerns of the Latin American and Caribbean integration organisations, economic entities and countries that participated in the forum. These documents contain reflections and positions aimed at contributing to future dialogues and are available on SELA's Web page.

In 2025, it is proposed to give continuity to this forum in order to update and deepen the exchange on the thematic axes that were developed, in order to have a clear line and a roadmap that translate into concrete actions, projects or planning of activities aimed at achieving the objectives set out in the outcome document of the first forum.

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This activity is intended to encourage the Chinese counterpart to visit the region and establish a permanent LAC-China forum, with the aim of creating a space for exchanging views, identifying needs and agreeing on objectives in order to find synergies and strengthen integration ties among the countries of the region and of the countries with China.

ACTIVITY 5. International forum on cooperation for sustainable development between Latin American and Caribbean countries and the Eurasian Economic Union

New activity

In an increasingly interconnected world, fostering international partnerships for sustainable development is more important than ever. The countries of Latin America and the Caribbean (LAC) and the Eurasian Economic Union (EAEU) represent regions rich in natural resources, diverse economies and unique cultural heritage. Despite their geographic distance, they share many common goals, including fostering economic growth, reducing poverty, promoting innovation and addressing global challenges such as climate change and food security.

This international forum aims to deepen cooperation between the countries of LAC and the EAEU, exploring ways of collaboration that support sustainable development and mutual prosperity. This event seeks to bring together country representatives, development experts, business leaders and civil society representatives to discuss strategies for economic integration, innovation and inclusive growth in both regions.

Both LAC and EAEU countries face challenges that make international cooperation not only desirable, but necessary. By building stronger ties between these regions, they can develop strategies to address these challenges and achieve shared objectives.

The outcome of this activity will be a document that reflects the situation of the two blocs and their relationship with each other, as well as identifying strengths and opportunities that can be leveraged for the benefit of both regions and the areas in which work should be done to strengthen them.

PROGRAMME II: TRADE FACILITATION

Trade in the region has been severely affected by the disruption of global supply chains as a result of the conflicts in Europe and the Middle East, as well as rising prices due to inflation. In this regard, this Programme aims to:

Design public policies to reduce costs and the hurdles to trade, open new markets and find a niche for Latin America and the Caribbean trade in the international markets.

This programme is composed of two projects:

PROJECT A. NETWORK OF DIGITAL AND COLLABORATIVE PORTS. Consisting of four activities, this project is aimed at the promotion and consolidation of port logistics communities. In 2025, the process of providing the Network with legal status (institutionalising it) will continue, in order to maintain the levels of recognition, legitimacy and cohesion of its members. The Network will have an Action Plan as a result of the technical assistance of CAF-Development Bank of Latin America and the Caribbean.

ACTIVITY 1. Port environmental sustainability

Rescheduled activity

In June 2025, SELA has scheduled a virtual meeting on port environmental sustainability. The rationale behind this activity lies in the urgent need to address the environmental, climate and disaster risk management challenges facing the maritime and port sector. Maritime transport is a major contributor to greenhouse gas emissions, and ports are increasingly exposed to climate change hazards.

This meeting aims to share lessons learned, best practices and challenges to achieve sustainability in ports from an environmental perspective, in addition to exploring the use of tools or methodologies that are being used to estimate carbon levels in port terminals.

As a main deliverable, a document containing recommendations and best practices derived from the event is expected to be created. These recommendations will be aimed at guiding port sector actors towards more sustainable and environmentally friendly practices. The document will serve as a guide for the implementation of measures to mitigate the impact of port operations on the environment.

The impact of this activity will be assessed by means of a perception survey to be applied two months after the seminar, in order to identify the incorporation of environmental criteria in the activities linked to the maritime-port sector. Likewise, a quick survey will be carried out among the attendees to evaluate the usefulness of the event and to collect comments.

ACTIVITY 2. IX Regional Meeting of Port Logistics Communities

Regular activity

In September 2025, SELA will hold the IX Annual Regional Meeting of Port Logistics Communities. This activity aims to promote regional coordination and integration processes and provide a space for permanent and proactive debate on significant issues related to port logistics communities, addressing regulatory, technical, technological, commercial and governance aspects. On this occasion, a section of the meeting will analyse the promotion of rail connectivity in Latin America and the Caribbean (LAC) as a basis for strengthening intra-regional trade, optimising supply chains, and fostering economic integration and the movement of people.

The main deliverable of this activity will be a document containing the recommendations, conclusions and/or best practices presented by the participants in the different sessions of the meeting. In addition, this document will serve as a practical guide for stakeholders in the logistics and port sector, which will also include the follow-up to the conclusions and recommendations of the meeting held in 2024.

A quick survey of attendees will be conducted to assess the usefulness of the event and gather feedback on it. The number of new members joining the Ports Network as a result of the event will be counted, which will indicate the impact on the expansion and strengthening of this network, and the usefulness and relevance of

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the documents derived from the activity and the network as a reference for the design of public policies on trade facilitation and port efficiency will be evaluated.

Finally, long-term impacts will be measured through the resolution of regulatory, technical, technological, commercial and governance challenges at both local and national level and the implementation of an institutionalised network. These indicators will reflect the successful implementation of the recommendations and best practices proposed during the meeting, as well as the impact on the continuous improvement of the logistics and port sector in the region.

ACTIVITY 3. Maritime and port security

Updated activity

In May 2025, SELA will hold a virtual meeting on maritime and port security. The rationale behind this activity lies in the need to deepen the operational provisions on maritime security and the national and/or local response capabilities of countries to potential threats. This meeting will be in line with the provisions established by the International Maritime Organisation (IMO) related to maritime security measures for port facilities and the maritime transport sector in general.

As a result of this activity, a document containing recommendations and best practices derived from the event is expected to be drafted. This document will serve as a guide to promote effective and efficient maritime security measures in the port areas of the region. A quick survey of attendees will be conducted to evaluate the usefulness of the event and gather feedback.

In May 2024, the activity focused on the report of the CICTE-OAS Virtual Roundtable on Women in Maritime and Port Security. Participants addressed issues such as the identification of factors that contribute to and perpetuate gender inequality in the maritime and port sector and explored the causes of this inequality in the field of maritime and port security. In 2025, efforts will be made to follow up on the previous activity in coordination with the CICTE-OAS and IMO counterparts.

ACTIVITY 4. Institutionalisation of the Network of Digital and Collaborative Ports

Updated activity

Pursuant to Decisions N° 593 and 595 of the Latin American Council, the Action Committee for the Institutionalisation of the Network of Digital and Collaborative Ports was created with the objective of giving legal personality to the Network, registered in a member country of SELA and governed under statutes that favour the consolidation and strengthening of port logistics communities, as an instance of governance that promotes public-private relations between ports and the different actors involved in port, logistics and foreign trade activities. Currently, this Committee is composed of representatives from the following countries: Plurinational State of Bolivia, Ecuador, Panama, Peru, Dominican Republic, and Nicaragua.

In this context, it is foreseen to carry out actions related to the design and planning of the Network, definition of areas and development of specific projects on issues of interest to the Member States in the maritime-port field. In this regard, it is proposed to use as a basis the results of the consultancy provided through the technical assistance on the strengthening and updating of the Network of Digital and Collaborative Ports, carried out between CAF and SELA, which were presented at the VIII Latin American and Caribbean Meeting of Logistics and Port Communities, held from 16 to 18 October 2024.

As indicators of this activity, the *Action Plan 2024-2030* proposed by technical assistance is expected to be fulfilled, which is based on a strategy for the Network founded on the following five pillars: Operations and Efficiency, Governance and Collaboration, Sustainability and Blue Economy, Digitalisation, and Networked Regional Ports. These pillars aim to transform the Network into a leader of the port sector in the region. The strategy of the Ports Network is to modernise and strengthen cooperation in the port sector in Latin America and the Caribbean, focusing on driving technological innovation, improving governance and promoting sustainability, aligned with a vision of a connected and prosperous future.

To achieve the strategy, five key objectives have been established: 1) Driving innovation: adopting advanced technologies and promoting research in the sector; 2) strengthening governance: creating collaborative structures and strategic partnerships; 3) promoting sustainability: integrating sustainable practices and supporting the blue economy; 4) port-to-port connection: sharing resources and fostering cooperation among all members; and 5) training human talent: implementing training programmes and partnerships with educational institutions.

To that end, the Action Plan contains a *Port Communities Work Plan* that aims to boost competitiveness, collaboration and efficiency in the port sector in Latin America and the Caribbean. This annual plan focuses on addressing urgent challenges through participatory activities and key initiatives, strengthening regional cooperation and improving logistics across the region. The Action Plan contains three main activities as follows: i) Workshops and seminars: events will be organised on free competition, port security and regulatory harmonisation, aimed at authorities and operators; ii) exchange visits: visits between ports will be promoted to share best practices and foster collaboration; and iii) organisation of an annual meeting: to evaluate the progress of the working groups and plan the future of the Network. This is expected to ensure constant progress and effective collaboration between port stakeholders.

In view of the above and with an updated value proposition of the Ports Network, the objective for 2025 is for the Action Committee to rely on the inputs resulting from the technical assistance to comply with Article 2 of Decision 593, which proposes “to advocate for the institutional status of the Latin American and Caribbean Network of Digital and Collaborative Ports as a legal entity registered in any Member State, pursuant to bylaws that favour the consolidation and strengthening of port logistic communities as a governance body able to promote public-private partnerships of ports and stakeholders engaged in port activities, logistics and foreign trade.”¹

In reference to this Activity, special attention will be paid to some indicators such as the approval of the document containing the proposed sustainability model for the Ports Network by its members; the approval of the statutes and regulations that will govern the Ports Network by its Members; the registration of the Network of Digital and Collaborative Ports in a member country, as well as the implementation of its *Action Plan 2024-2030*.

PROJECT B. TRADE PROMOTION IN LATIN AMERICA AND THE CARIBBEAN. Consisting of five activities to be conducted in 2025, the core of this project is the delivery of training courses on trade and competition and the release of papers including recommendations and best practices on secure trade brokers, e-commerce, patents and intellectual property rights. The project escalation at the regional level will be assessed.

¹ Decision N° 593. *Network of Digital and Collaborative Ports*. XLVII Regular Meeting of the Latin American Council. Caracas, Venezuela. 29 and 30 November 2021.

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ACTIVITY 1. XIII Working Group on Trade and Competition in Latin America and the Caribbean (WGTC) on trade barriers

Updated activity

In July 2024, the Permanent Secretariat organised the “XII Annual Meeting of the Working Group on Trade and Competition in Latin America and the Caribbean (WGTC-LAC),” in collaboration with UNCTAD. This meeting brings together trade and competition authorities from the countries of the region. As a result of the XII Meeting, a proposal was drawn up for regulations and activities that the region should promote in order to strengthen the competition regime in the region and generate a better functioning of markets.

In 2025, the XIII Annual Meeting of the WGTC-LAC will be held in Montevideo, Uruguay, and the main topic will be related to the role of competition authorities in the elimination of technical, legal and administrative barriers to trade, with special reference to aspects related to international trade and protectionism that are present through measures that, to some extent, affect free trade.

The results will be measured through the preparation of a document containing public policy recommendations that will serve as a guide for future policies and practices in terms of the role that competition authorities should play in the elimination of technical, legal and administrative barriers to trade, necessary to guarantee free competition in the markets. These indicators will make it possible to assess the success of the activity in terms of the quality of the discussions, the relevance of the recommendations made, and the influence of the documents generated on the basis of future policies and practices related to technical, legal and administrative barriers to trade in LAC in terms of competition.

ACTIVITY 2. Publication of articles on artificial intelligence and public procurement

Updated activity

This initiative emerged as a result of the “XI Annual Meeting of the Working Group on Trade and Competition in Latin America and the Caribbean (WGTC-LAC),” held on 2 and 3 November 2023 in Santo Domingo, Dominican Republic. This meeting focused on competition, trade and regulatory issues in financial technology markets (Fintech). These articles will be compiled in a publication with the objective of providing the competition agencies of the member countries with relevant information for the design of public policies on competition issues related to the topic discussed at the most recent meeting of the WGTC-LAC.

The main deliverable of this activity will be a compilation document containing experiences, cases and public policy recommendations on competition, trade and regulatory issues related to the topic chosen at the last meeting of the WGTC-LAC (Tegucigalpa, Honduras, 7-8 August 2024), in this case “artificial intelligence and public procurement.” This document will serve as a source of knowledge and guidance for competition agencies in the region, contributing to the effective design of competition-related public policies on this topic.

ACTIVITY 3. Panel for the exchange of experiences and academic development of studies in the field of competition

Updated activity

Within the framework of the “XIII Annual Meeting of the Working Group on Trade and Competition in Latin America and the Caribbean (WGTC-LAC),” a panel for the exchange of experiences and academic development of studies on competition will be held with the participation of civil society with the aim of

sharing the results of academic research and experiences related to the regulation and administration of competition policies in the countries of the region.

The main objective of this activity is to contribute to the identification of current and forward-looking issues in the field of competition. To that end, it is expected to count on the active participation of experts, academics and civil society representatives who will contribute their knowledge and experience on issues related to the regulation and administration of competition policies in LAC.

As a deliverable, a document containing the experiences, cases and recommendations resulting from the panel will be prepared. This document will serve as a reference for competition authorities and other interested parties in the region, thus allowing the shared experiences and recommendations to be considered within the framework of the Annual Meeting of the WGTC-LAC. The activity will be designed together with the competition authorities of the region to ensure the relevance of the topics to be discussed during the panel each year.

ACTIVITY 4. Training workshop on relevant antitrust issues for LAC civil servants

New activity

A training workshop will be held on relevant issues in the area of free competition for civil servants in Latin America and the Caribbean. This activity is part of the agreements established by SELA in the area of competition, and its main objective is to train public policymakers in the region in key aspects related to this issue. The purpose is to strengthen the capacities of public officials for the design and implementation of more effective public policies in the area of competition in LAC.

The expected results of this activity include the generation of a training space that contributes to strengthening the capacities of public officials dealing with competition issues in the region. In addition, the number of public officials trained in competition issues will also be counted as a key indicator of the impact of the activity. Furthermore, collaborations with organisations such as UNCTAD, the University of Zurich and ACCO will be highlighted, which will enrich the quality and relevance of the training offered to participants.

ACTIVITY 5. Seminar “The importance of a gender perspective in competition policy”

Rescheduled activity

In 2025, SELA will embark on a new initiative with the objective of promoting regional economic integration and gender equality. In this context, SELA recognises the importance of strengthening competition agencies in the region with a gender perspective. These agencies play a crucial role in promoting competition, economic growth and gender equality. The rationale behind this activity lies in the need to create spaces for the exchange of experiences for competition agencies, where they can learn about the work being carried out and highlight the cross-cutting aspects that must be progressively incorporated to promote and apply competition law with a gender approach.

Competition not only drives economic development, innovation and productivity, but can also be a powerful tool to promote gender equality. By incorporating gender considerations into their daily work, competition authorities have the potential to improve the effectiveness and impact of their initiatives, while contributing to a more competitive and inclusive economy. Although the study of the relationship between gender and competition is atypical, the proposed seminar is presented as a vital space for dialogue. This event will allow competition agencies to share their gender approaches, enforcement mechanisms and best practices. Through

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these interactions, they will seek to identify key aspects and tools that can be progressively incorporated into the analysis of competition policy in the region.

As a result of this seminar, a document compiling the experiences of competition agencies in relation to the gender approach is expected to be produced. This document will serve as a valuable resource for future research and as a reference for the design of policies related to competition and gender equality in the region. In addition, indicators will be established to measure the success of the activity, such as the number of participating countries and individuals, which will reflect the interest and active commitment of the competition agency community to these fundamental issues for the economic and social development of LAC.

PROGRAMME III: SMEs

Small and medium-sized enterprises (SMEs) play a key role in the economic development of Latin American and Caribbean countries. They represent a large part of the region's business fabric and contribute significantly to generating employment, stimulating innovation, promoting poverty reduction, and stimulating long-term economic growth. Notably, SMEs are responsible for more than 60% of total employment in the region. This is especially relevant in a context where unemployment and labour informality are persistent problems in LAC. Hence, this Programme is set to:

Formulate public policies to promote productive sectors, strengthen business models and develop new markets for the regional SME business ecosystem.

This Programme comprises two projects:

PROJECT A. PRODUCTIVE ARTICULATION FOR STRONGER SMEs. Consisting of nine regular and new activities to be implemented in 2025. The Permanent Secretariat will develop tasks aimed at training public officials involved in the development of public policies and the generation of support programmes for SMEs. In addition, documents on recommendations and best practices for the sector will be released.

ACTIVITY 1. Implementation of a methodology to identify potential productive niches and the mapping of sectors for 2025

Regular activity

The mapping of potential productive niches is part of the regular activities of the Permanent Secretariat. It includes the following actions: training of public officials in the implementation of the methodology designed by SELA; the preparation of reports on results; public policy recommendations; and presentation of the main key sectors to the various focal points of the country under study. The implementation of this tool makes it possible to identify and promote key productive sectors in LAC countries and thus contribute to economic development in the region.

The implementation methodology will consist of three phases. First, a virtual training will be conducted for officials, in which they will be instructed on the methodology developed by SELA to identify potential productive sectors at the national level.

The second phase will involve the publication of a document containing the results of the mapping of potential sectors. This document will not only present the findings but also include public policy recommendations and national economic growth strategies based on the identified sectors. Finally, the third phase consists of a face-to-face presentation of the results to various public and private focal points in order to discuss the main findings and share public policy recommendations.

As deliverables, the project will generate a mapping of potential productive niches, a document of results, a second document containing public policy recommendations, and a detailed presentation of the results. These outputs will be verified by means of compliance with the proposed work schedule and the publication and dissemination of the resulting documentation. The technical assistance and the delivery of the face-to-face presentation will also be key output indicators.

In terms of results, this activity is expected to contribute to the development of key productive sectors in the region and to foster the design of trade and production strategies for LAC countries.

The countries involved are Panama, Peru, Ecuador, and El Salvador.

ACTIVITY 2. Innovation and sustainability: towards the transformation of agribusiness in LAC

New activity

Innovation and sustainability are fundamental pillars for the transformation of any productive process, including agribusiness. The implementation of the methodology of potential production niches has made it possible to identify a significant number of key products in the food sector, which highlights the rich agricultural diversity and enormous potential of LAC countries. However, agribusinesses face challenges such as climate change, the growing demand for food and the need to improve productivity and product quality. In this context, innovation and sustainability are presented as the keys to ensuring a more profitable and sustainable future for the sector.

The adoption of innovative technologies, such as precision agriculture, biotechnology and automation, optimises the use of resources such as water and fertilisers, increasing production and reducing costs. In addition, sustainable agricultural practices and innovation in crop varieties that are more resistant to drought, pests and diseases make it possible to meet the challenges of climate change and secure food production. In this regard, the implementation of good agricultural practices and the use of food processing technologies allow for higher quality products that meet international standards and satisfy consumer demands.

Thus, the Permanent Secretariat will carry out an activity to disseminate the best practices that will make it possible to inform about the main advances in innovation and sustainability of agribusinesses in LAC. To that end, key actors in the design and implementation of innovative strategies in the agricultural and agro-industrial sectors will be convened for the setting up of an exhibitors' fair where companies, institutions and organisations can present their programmes and thus provide a networking space where participants can exchange experiences and contacts.

The deliverables will be a document containing the recommendations and best practices, as well as a regional mapping of the main ongoing agribusiness innovation processes. In addition, participants will be surveyed

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to obtain their opinions on the usefulness of the event and the application of best practices in their respective contexts.

ACTIVITY 3. Fourth edition of the diploma course for public policy makers targeting SMEs with a gender approach

Updated activity

This course is part of the regular training activities of SELA. The 2025 edition will include virtual training for public officials responsible for formulating gender-sensitive policies for SMEs. The objective of this activity is to train participants to strengthen strategies that support and develop the SME sector. The 2023 edition focused on public procurement processes, while the 2024 edition dealt with the promotion of sustainable entrepreneurship led by women. The 2025 edition will aim to contribute to the achievement of the SDGs of the 2030 Agenda, through the design of a work agenda with a specific focus on the use of digital tools in women-led businesses.

The main deliverables of this activity, in addition to the trained officials and the draft public policy programmes generated as a result of the learning acquired during the diploma course, is institutional strengthening. To assess the progress and success of the activity, several key indicators have been established.

In terms of output, the completion of the diploma course and the release of the draft public policy programmes developed by the participants as part of their learning will be verified.

In terms of outcomes, participants will be surveyed to obtain their opinions on the usefulness of the diploma course and its impact on their capacities to formulate inclusive public policies. In addition, the possible implementation of the projects developed during the diploma course will be monitored. In this sense, this last aspect will be used as an impact indicator.

The participation of public officials in the diploma course, as well as their effective application of the knowledge acquired in the formulation of inclusive public policies, will be fundamental to achieve the success of this activity and contribute significantly to the reduction of the gender gap in the region.

ACTIVITY 4. Third edition of the diploma course for public policy makers targeting SMEs in the Caribbean with a gender approach

Regular activity

This diploma course aims to train Caribbean public officials involved in the formulation of public policies for SMEs. In this specific edition of the diploma course, specialised modules will be developed on the implementation of digital tools in businesses led by women in the Caribbean region.

The key deliverables of this activity will be the trained officials and the draft public policy programmes generated as a result of the learning obtained during the diploma course. To evaluate the progress and success of the activity, several indicators have been established.

In terms of output, the completion of the diploma course and the release of the draft public policy programmes developed by the participants as part of their learning will be verified.

In terms of outcomes, participants will be surveyed to obtain their opinions on the usefulness of the diploma course and its impact on their capacities to formulate inclusive public policies. In addition, the possible

implementation of the projects developed during the diploma course will be monitored. In this sense, this last aspect will be used as an impact indicator.

The main impact indicator will be the mitigation of the gender gap in the Caribbean region, using relevant data on women's participation in entrepreneurship and their access to resources and opportunities compared to men in that specific region.

The active participation of Caribbean public officials in the diploma course and the effective application of the knowledge acquired in the formulation of inclusive public policies will be key to the success of this activity and contribute significantly to the reduction of the gender gap in the region.

ACTIVITY 5. Promotion of public policies with a gender approach: towards narrowing the public policy gap in Latin America and the Caribbean

Updated activity

For the purpose of disseminating the results of the training activities in the area of gender equality, SELA will organise a virtual seminar to discuss the initiatives implemented at the regional level by governments and international organisations, derive the respective policy recommendations and disseminate the results of the best project proposals presented by the participants of the diploma courses. This virtual activity will provide a space to review the recommendations and best practices derived from the analyses carried out, with the aim of systematising and compiling them in a document.

The deliverables of this activity will be the document containing the recommendations and best practices, as well as the ongoing training of civil servants in the field of public policies with a gender approach. In addition, participants will be surveyed to obtain their opinions on the usefulness of the event and the application of the best practices in their respective contexts.

The impact of this activity will be measured through the application of a survey two months after the seminar, in order to identify the incorporation of the recommendations derived from the event in their local tasks.

The active participation of the countries and organisations represented at the event, as well as the effective implementation of the recommendations and best practices derived from this activity, will be critical to achieving success in closing the gender gap in LAC.

ACTIVITY 6. Innovation and tourism: the keys to a competitive and constantly evolving sector

New activity

In 2025, SELA will hold a virtual meeting on innovation in the regional tourism sector. The rationale behind this activity lies in the certainty that innovation is not just an option, but an imperative necessity for tourism destinations and businesses to remain relevant in an increasingly demanding and diversified global market. By adopting an innovative approach, Latin American and Caribbean countries can improve their competitiveness.

The objective of this meeting is to continue generating meeting spaces for public and private organisations with the aim of promoting tourism initiatives and destinations with a social impact in the region and contributing to a more sustainable and equitable tourism development.

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As a deliverable, a document containing the recommendations and best practices derived from the event will be produced. These recommendations will be aimed at guiding tourism stakeholders towards practices and public policies that are more in line with the challenges and trends of global tourism. A survey will be conducted to evaluate the participants' level of satisfaction with the organisation, development and holding of the activity, as well as to gather feedback on the activity.

ACTIVITY 7. SME Ecosystem: policy and capacity building in Latin America and the Caribbean

New activity

The development of small and medium-sized enterprises (SMEs) is fundamental for economic growth and employment generation in Latin America and the Caribbean (LAC). In this context, the Public Policy Index for SMEs in Latin America and the Caribbean (IPPALC) has become a tool to assess and improve policies aimed at this sector. In 2024, SELA, in collaboration with the OECD and CAF, completed the second edition of the IPPALC, providing a solid basis for policy analysis and improvement, which was presented on 4 July in Valparaíso, Chile. Following this line of work and during the presentation of the results, a network was created to follow up on the improvements implemented from the index. This network is an SME Ecosystem made up of the national coordinators, representing the member countries of the project, as well as the organisations that lead the project (OECD, CAF and SELA). The SME Ecosystem aims to be a space for continuous collaboration to strengthen institutional capacities and improve policies to support SMEs in the region. This initiative will allow countries to learn from each other's experiences, adapt successful policies to their local contexts, and jointly address common challenges.

In this regard, this activity aims to: 1) follow up on the implementation of the IPPALC recommendations; 2) facilitate the exchange of best practices and lessons learned in SME policies; 3) promote collaboration among institutions at the regional level; and 4) foster the adoption of innovative policies for the development of SMEs.

These objectives will be achieved through the following actions: A) Virtual seminars on some specific dimensions included in the IPPALC, of relevance for each integration mechanism: Pacific Alliance, CAN and Mercosur; and B) a face-to-face meeting of the members of the SME Ecosystem. The deliverables of this activity will include an analytical document for each of the aforementioned actions, which will summarise the issues discussed, gather the contributions and perspectives of the participants, as well as possible recommendations for action plans and strategies.

The outcome indicator will be measured through a quick survey of attendees to assess the usefulness of the event and collect feedback on it, as well as on the usefulness and relevance of the content addressed. The impact of this activity will be evaluated through a perception survey to be applied eight months after the seminar, in order to identify improvements in the design, implementation and evaluation of public policies. The SME Ecosystem will seek the active collaboration of institutions such as the OECD and CAF, as well as ministries and national agencies responsible for SME policies in LAC countries.

ACTIVITY 8. Public Policy Index for MSMEs in Latin America and the Caribbean (IPPALC). Exploratory meeting for implementation in Central America

Updated activity

Micro, Small and Medium-sized Enterprises (MSMEs) play a crucial role in the economic and social fabric of Latin America and the Caribbean, being key drivers of economic growth and employment generation. However, these enterprises face a number of significant challenges that hinder their full development and

potential. These challenges include difficulty in accessing finance, limited technological capacity and the absence of public policies that respond effectively to their specific needs.

In this scenario, the Public Policy Index for MSMEs in Latin America and the Caribbean (IPPALC) has emerged as a tool to evaluate and improve the institutional environment surrounding these enterprises. The implementation of the IPPALC makes it possible not only to identify the best practices, but also to propose concrete actions to strengthen the entrepreneurial ecosystem and foster the development of more effective public policies adapted to local realities.

In 2019, the first implementation of the IPPALC was completed in seven countries: the four members of the Pacific Alliance (Chile, Colombia, Mexico and Peru), Argentina, Uruguay and Ecuador. This initial experience provided a valuable frame of reference to identify the best practices and challenges in the formulation of public policies for MSMEs.

More recently, in 2024, a second implementation of the index was carried out, repeating the exercise in the previous seven countries and adding Brazil and Paraguay. This broadening of the scope not only demonstrates the relevance of the IPPALC in different national contexts, but also the capacity of the agencies involved to adapt their approaches to new economic and social realities.

The objective of this activity is to hold a face-to-face meeting with the main actors of the SME sector in Central America, including ministries and vice-ministries of the area, focal points, as well as subregional institutions such as the Central American Integration Bank (CABEI), the Regional Centre for the Promotion of MSMEs (CENPROMYPE), the OECD, CAF and SELA. The deliverable of this activity will be the letters of interest issued by the Central American countries willing to participate in the implementation of the IPPALC. Furthermore, these letters of interest, as well as the information and adaptation of the indicator to the Central American region, will serve as inputs for the preparation of a draft project, which will be used as a negotiation instrument for possible technical cooperation agreements. Notably the scope of the implementation of the IPPALC will depend on funding and the interests of the institutions involved.

The outcome indicator will focus on the receipt of letters of interest from Central American countries committed to implementing the indicator. Within the framework of this activity, the participation of experts from the OECD, CAF, CABEI, CENPROMYPE, and academics and institutions specialised in the evaluation of public policies for MSMEs will be sought.

ACTIVITY 9. Workshop on impact assessment of public policies for MSMEs

The impact assessment of public policies for Micro, Small and Medium-sized Enterprises (MSMEs) is essential to ensure the effectiveness of government interventions in the sector. Within the framework of the implementation of the second edition of the Public Policy Index for SMEs in Latin America and the Caribbean (IPPALC) and its presentation on 4 July in Valparaíso, Chile, the need to strengthen the capacities of participating countries in monitoring and evaluating the impact of public policies focused on MSMEs was identified. This workshop aims to train public officials, mainly the national coordinators of the IPPALC, on the concepts and methodologies of impact evaluation applied to MSME policies. This would allow for the creation of a culture of evidence-based decision-making, which would enable policy makers to better understand the effects of their interventions and improve the effectiveness of their policies for the development of the MSME sector.

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The workshop aims to: 1) train public officials on basic concepts and methodologies of impact assessment for MSME policies; 2) facilitate the exchange of experiences and challenges in monitoring and evaluation among countries; 3) introduce practical tools for the design of impact assessments; and 4) promote the importance of impact assessment in the MSME policy cycle.

During the workshop, participants are expected to develop a public policy impact assessment proposal using the knowledge acquired, which will be compiled in a final document. The content of this document will reflect the innovative ideas and approaches generated by the participants during the workshop.

In terms of expected results, the aim is to contribute to the design of public policies for SMEs under the impact assessment approach. To measure the impact and effectiveness of the activity, specific indicators will be established.

Participants will be surveyed to obtain their opinion on the usefulness of the event and the knowledge acquired. In addition, the impact of this activity will be measured through the application of a survey eight months after the workshop, in order to identify the incorporation of behavioural criteria in the resolution of local problems.

Within the framework of this activity, the participation of experts from the OECD, CAF, IDB, ECLAC, and academics and institutions specialised in the evaluation of public policies for MSMEs will be sought through the representatives of the ministries and agencies responsible for MSME policies in the participating countries of the IPPALC.

PROJECT B. SEIZING THE OPPORTUNITIES OF THE INDUSTRIES OF CULTURAL AND CREATIVE GOODS AND SERVICES FOR ECONOMIC RECOVERY. This project consists of two activities that will be the result of the consultancy carried out in 2024, whose objective was the construction of a directory of industrial and creative goods and the release of recommendations to improve the performance of these companies in the Member States of SELA.

ACTIVITY 1. Seminar on strengthening creative ecosystems

New activity

In 2025, a seminar entitled "Strengthening creative ecosystems" will be held with the objective of promoting the public policy recommendations proposed by SELA in its 2024 publication on the industries of cultural and creative goods and services. Orange economy, by integrating creativity and innovation in the production of goods and services, represents an opportunity for the economic recovery of the region. With a rich cultural heritage and a growing young population, LAC has great potential to develop dynamic and competitive cultural and creative industries.

The event aims to create a space for discussion to promote the exchange of knowledge, the discussion of policies and challenges, and the promotion of collaborative projects. During the seminar, key issues related to the orange economy, capacity building, intellectual property, investment, and access to finance, among others, will be addressed in order to monitor the relevance of the public policy proposals presented by SELA. Creative ecosystems constitute an enabling environment for the development of cultural industries.

As a deliverable, a document containing the presentations, conclusions and evaluation of the applicability of the public policy proposals presented by SELA will be generated. It is expected to contain also the best practices derived from the event. These recommendations will be aimed at guiding public and private sector

representatives towards promoting the implementation of practices and public policies that encourage the development of creative and cultural ecosystems.

ACTIVITY 2. Self-management system for updating the “Regional Directory on Cultural and Creative Goods and Services Industries”

New activity

In 2025, a self-managed online information gathering system will be implemented to update the *Regional Directory on Cultural and Creative Goods and Services Industries*. This digital tool will be designed to facilitate users' interaction with the directory, giving them a window to directly provide their own information, and to keep the content of the directory up to date and relevant.

This initiative responds to the interest in continuing expanding the Directory managed by SELA, as well as the need to promote coordination and collaboration among the actors involved in this dynamic and diverse sector. The platform will offer an intuitive and user-friendly dashboard through which users will be able to share their data and visual materials.

The main objective of this activity is to maintain an up-to-date online platform that allows companies, institutions, artists, designers, producers and other key actors in these industries to autonomously and efficiently register and update their information, thus encouraging the participation of the community and ensuring the veracity and timeliness of the data.

The deliverable of this activity will be an up-to-date platform, validated by the participating countries, which will compile the new companies, institutions and other actors identified in the region. This document is expected to contain the verified information for its integration into the Directory. In addition, an online presentation will be made through SELA's Web portal, providing open access to this valuable source of information for all those interested in the cultural and creative sector.

The process will be measured through the creation of an online portal, with an intuitive and user-friendly interface. As an outcome indicator, accessibility, the use of the platform and the amount of updated information will be measured, thus assessing the effectiveness and usefulness of this tool for professionals and organisations involved in these industries.

With the implementation of this activity, the Regional Directory of Cultural and Creative Industries is expected to be consolidated as a reference tool for the sector. By giving users greater control over their information, the sustainability, growth and usefulness of the directory over time is guaranteed.

THEMATIC AREA II – DIGITALISATION AND INFRASTRUCTURE

RATIONALE:

The virtues of the intensive and widespread use of digital technologies are multiple and prolific. They favour competitiveness, democratise the access to information, and strengthen the public sector abilities, ultimately allowing for a higher economic growth, superior stages of wellbeing and better opportunities for all.

Likewise, infrastructure investment has multiple channels through which the quality of life of citizens, the productivity of firms and the efficiency of the economy in general are affected. Its specific impact on job creation is particularly relevant because of its link to the policy objectives of creating local economic activity, increasing income for vulnerable populations and reducing inequality.

However, these benefits have not been materialised due to the digital and infrastructure gaps that exclude those lacking the access or the skills to reap such benefits. As a matter of fact, globally, inequalities have deepened, social mobility has come to a standstill, and productivity has weakened.

In the specific context of Latin America and the Caribbean, such gaps are particularly glaring. It is estimated that 32% of the population has no internet access, connection speed in 67% of schools is insufficient, and 50% of countries do not count on an advanced digitalisation agenda. Generally, the development of a digital ecosystem is in an intermediate stage as an expression of the wide array of outstanding tasks.

Similarly, despite the progress made in infrastructure investment in public services such as drinking water, sanitation and electricity in the region, the heterogeneity in access and quality of services is high. For example, although drinking water coverage is around 80% in most countries, less than 60% of people choose to drink tap water. Access to electricity service in the region is above 90% on average; however, there is a high disparity in service quality (intermittency) and access in rural areas.

In this regard, turning digitalisation and infrastructure investment into a vehicle towards better economic and social results is a priority for the countries in the region, even more so because of its direct link to the attainment of the Sustainable Development Goals (SDGs), namely:

- SDG 1: No poverty.
- SDG 4: Quality education.
- SDG 7: Affordable and clean energy.
- SDG 8: Decent work and economic growth.
- SDG 9: Industry, innovation, and infrastructure.
- SDG 10: Reduced inequalities.
- SDG 11: Sustainable cities and communities.
- SDG 17: Partnerships for the goals

Specifically, the inclusion of this thematic area in the *Work Programme for 2022-2026* points to contributing to the achievement of the following goals:

- 1) Promoting digital inclusion in the region.
- 2) Fostering regional digital connectivity.
- 3) Promoting the development of sustainable infrastructure.
- 4) Encouraging the use of green energy.

Within the framework of the regional challenges in this thematic area, SELA's efforts will be focused on addressing the programme Digital transformation and sustainable energy infrastructure.

Promote spaces for countries to share their experiences, knowledge, and needs in order to find synergies in fundamental issues for economic and social development, such as digitalisation, infrastructure development and energy development.

In order to attain this goal, three programmes have been suggested: **(I) Energy sustainability, (II) Digitalisation and telecommunications, and (III) Infrastructure for development.**

In line with its mandate, SELA aims to “promote regional cooperation in order to speed up the economic and social development of its members,” develop a work agenda for 2025 that addresses the region’s social development challenges and focus on the following Sustainable Development Goals (SDG):

- SDG 1: No poverty.
- SDG 2: Zero hunger.
- SDG 3: Good health and wellbeing.
- SDG 5: Gender equality.
- SDG 8: Decent work and economic growth.
- SDG 10: Reduced inequalities.
- SDG 11: Sustainable cities and communities.
- SDG 12: Responsible consumption and production.
- SDG 13: Climate action.
- SDG 14: Life below water.
- SDG 15: Life on land.
- SDG 17: Partnerships for the goals.

However, there are two activities that will be cross-cutting to the three main goals mentioned above, which will be carried out with the aim of addressing all the issues that are included in this area.

PROGRAMME I: ENERGY SUSTAINABILITY

Energy sustainability, in particular clean energy, is crucial to protect the environment, ensure long-term energy security, boost economic growth and improve public health. Clean energy is the key to mitigating climate change, reducing global dependence on finite fossil fuels and achieving a more equitable and sustainable future for all. By investing in and prioritising sustainable energy sources, societies can address the pressing challenges of the 21st century while creating a resilient and prosperous future.

Energy sustainability, in particular clean energy, is crucial for several key reasons that impact the environment, the economy and society at large. In that sense, it is important for: i) environmental protection and climate change mitigation, reducing greenhouse gas emissions; ii) resource conservation and energy security, as fossil fuels are finite resources; iii) economic benefits and job creation; iv) improvements in health and quality of life, as clean energy sources produce little or no air pollution; climate resilience and sustainable development, as sustainable energy plays a vital role in building climate resilience and supporting sustainable development; and v) technological innovation and future energy systems, considering that the clean energy transition is driving technological innovation and transforming global energy systems, and that the shift to clean energy is fostering the development of new technologies, such as green hydrogen and carbon capture and storage (CCS), which could play a key role in achieving deep decarbonisation and supporting industries whose transition is more difficult, such as heavy industry, manufacturing and aviation.

Energy sustainability, in particular clean energy, is crucial to protect the environment, ensure long-term energy security, boost economic growth, and improve public health.

PROJECT A. INFORMATION TECHNOLOGIES AND SUSTAINABLE ENERGY INFRASTRUCTURE FOR DEVELOPMENT

ACTIVITY 1. Latin America's energy sustainability: Prospects

Updated activity

The Latin American and Caribbean region is in a privileged position to become a global renewable energy hub, especially in the field of green hydrogen. Countries such as Argentina, Brazil, Chile, Peru, Bolivia, Costa Rica and Mexico have enormous potential to develop a competitive green hydrogen industry. The transition to renewable energy will not only boost economic growth, but also help fight poverty, create jobs and contribute to climate action in the region.

Despite the increase in the supply of renewable primary energy, fossil fuels still have a high share in the energy matrix, contributing significantly to greenhouse gas emissions. To address this challenge, the Permanent Secretariat proposes a meeting that brings together the public, private and academic sectors.

The objective of this meeting is to deepen discussions on energy sustainability and to produce a document containing the best practices and policy recommendations. This document will facilitate and improve the generation of and access to green energy in the region and will also serve as a guide for SELA member countries on their path towards greater energy sustainability. It is also expected to generate a space for discussion and dissemination of best practices on energy sustainability issues in the region.

The impact of this activity will be evaluated by means of a perception survey to be applied two months after the seminar, in order to identify the incorporation of sustainable criteria in the activities linked to the energy sector.

ACTIVITY 2. Contest of projects for energy solutions in Latin America and the Caribbean

New activity

The global transition to clean energy is one of the most critical challenges of the 21st century. As climate change accelerates, the need for innovative solutions that can significantly reduce greenhouse gas emissions and promote sustainable energy systems becomes more urgent. This contest is designed to inspire and identify new clean energy technologies and strategies that can contribute to the global effort to combat climate change and support the transition to a low-carbon economy.

The "Clean Energy Solutions Contest" aims to bring together creative thinkers, entrepreneurs, engineers, scientists, and organisations to propose scalable, impactful and innovative clean energy solutions. The contest will focus on projects that promote sustainability, improve energy efficiency and expand the accessibility of renewable energy technologies in various sectors. It will also encourage solutions that can address the unique energy challenges faced by communities around the world, with a particular emphasis on emerging markets and underdeveloped regions.

The main objective of the Clean Energy Solutions Contest is to discover, support and accelerate the development of clean energy technologies and initiatives that can make a significant contribution to sustainable energy goals.

The Clean Energy Solutions Contest is a unique platform to catalyse innovative ideas and solutions that can drive the transition to a sustainable energy future. By fostering collaboration, creativity and bold thinking, the contest aims to empower a new generation of clean energy pioneers and support the development of technologies that will shape the future of the global energy landscape. Together, we can harness the power of clean energy to mitigate climate change, promote energy equity and ensure a sustainable future for all.

ACTIVITY 3. Workshop on sustainable productive development policies: green energies

New activity

Given the importance of contributing to the generation of productive development policies and regulations to reduce territorial gaps and expand growth opportunities in Latin America and the Caribbean, a workshop on sustainable productive development policies will be held during the first half of 2025, considering green energies, electromobility and energy transition, in order to position their development from the territories and thus contribute to the strengthening of productive transformation in Latin America and the Caribbean.

The workshop will focus on guiding public entities linked to the productive and business sector in their efforts to formulate public policies applied to the promotion of sustainability for companies, with the intention of

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increasing efficiency in the use of their energy resources, making them smarter in the development of their activities and more resilient to changes that may affect their performance.

A *Manual of Recommendations* for the integration of green policies in productive development will be drawn up, in order to contribute to the promotion of more sustainable regional economic development resulting in productivity improvements, thus reinforcing territorial competitiveness and integration with the help of green policies.

The activity will be addressed in collaboration with the Subregional Headquarters of the Economic Commission for Latin America and the Caribbean (ECLAC) in Mexico, and associations and institutions of our region involved in the creation and promotion of green productive development policies.

ACTIVITY 4. Innovation for lithium production: energy for the development of Latin America and the Caribbean

Rescheduled activity

Lithium has become a key strategic resource in the transition to renewable energy and the reduction of greenhouse gases globally. Its abundance in Latin America and the Caribbean represents a significant opportunity for the region's economic development, especially in the context of the growing demand for lithium in the battery industry and electric mobility. In this regard, it is essential to promote innovation in the production, exploitation and management of lithium, considering the political, economic and strategic aspects related to trade and access to lithium reserves in different countries.

The proposed activity consists of organising a meeting that brings together various actors involved in the lithium industry, including representatives from governments, companies, academic institutions and international organisations. The objective is to create an interactive space where these actors can share best practices, ideas, technologies and knowledge related to lithium production and management. The expected outcome is a document summarising the topics discussed and reflecting the ideas, concepts, and proposals derived from the debates staged during the meeting, with particular reference to public policy recommendations that promote innovation and the development of the entire lithium production chain in the region.

The collaboration with ECLAC will strengthen the planning and implementation of the activity, allowing for a collaborative approach to address the challenges and opportunities in the lithium industry in Argentina, Chile, Bolivia and Mexico.

ACTIVITY 5. Seminar "Energy transition: A path towards sustainable development in Latin America and the Caribbean"

New activity

The energy transition (moving from fossil fuels to cleaner, renewable energy sources) is not only an environmental imperative but also a transformative opportunity for Latin America and the Caribbean (LAC). The region, endowed with abundant renewable energy resources, is at a pivotal moment to lead the global energy transformation while addressing key challenges such as energy poverty, economic inequality and climate vulnerability.

This seminar aims to convene policy makers, industry leaders, researchers and development organisations to explore how energy transition can drive sustainable growth, ensure energy security and combat climate change in the LAC region.

The energy transition is not simply an environmental objective but a cornerstone of sustainable development for Latin America and the Caribbean. By harnessing renewable energy resources, fostering innovation and strengthening regional cooperation, LAC can lead the global shift to a low-carbon future while addressing critical socio-economic challenges. This seminar will serve as a platform to catalyse action, empower stakeholders and outline a sustainable energy future for the region.

The objectives of this activity are as follows:

- Raise awareness, highlighting the critical importance of accelerating the energy transition in LAC to meet global climate goals and achieve sustainable development.
- Identify opportunities, discussing the economic, social and environmental benefits of transitioning to renewable energy systems and low-carbon technologies.
- Address challenges, analysing barriers to energy transition, including policy gaps, financial constraints and infrastructure needs, while identifying viable solutions.
- Foster collaboration, encouraging dialogue and partnerships between stakeholders to promote energy transition initiatives across the region.

PROGRAMME II: DIGITALISATION AND TELECOMMUNICATIONS

Digital gaps encompass three dimensions: access, affordability and quality. To reduce them significantly, or ideally eliminate them altogether, the provision of connectivity infrastructure as an enabling factor for the use and exploitation of technologies is a necessary, but not sufficient, condition.

The main challenges that have been identified for a better deployment of digital infrastructure point to attracting the interest of the private sector to works of an uncertain profitability, encouraging regional and international cooperation to seize technical and financial opportunities, and producing efficient schemes for public-private cooperation.

Information and communication technologies are the means to deliver high-quality goods and services in essential areas, such as healthcare, education, finance, trade, governance, and agriculture. They can contribute to reducing poverty and hunger, improving health, creating new jobs, mitigating climate change, improving energy efficiency and making cities and communities more sustainable.

Bridging digital divides, improving access in rural areas and reducing costs such as roaming services is a challenge that the region has decided to overcome, since such an achievement would have a positive impact on the integration process, favouring economic and commercial activity through communications and a greater number of interconnected users. The agreements reached so far have been handled in bilateral or subregional settings. However, it is necessary to promote concerted regional strategies to achieve an effective technology transition.

For example, opportunities for development are not equally spread between rural and urban areas, especially those arising from access to and use of digitalisation. Despite the fact that in Latin America and the Caribbean 19% of the population lives in rural areas, there are still large connectivity gaps that keep 77% of households

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excluded from digital benefits. These differences in connectivity have resulted in lower levels of well-being in rural areas, reflected in higher poverty rates, lower levels of schooling and lower labour income.

It is essential that the region continues to make progress in the energy transition towards clean energy sources (with low environmental impact) that contribute to efforts to reduce greenhouse gases and combat global warming. Countries such as Argentina, Brazil, Chile, Peru, Bolivia, Costa Rica and Mexico have great potential to develop a competitive green hydrogen industry, to take advantage of and replicate the opportunities and capacities already developed in other regions, and at the same time, to be the driving force behind this resource in other countries in the region. Likewise, LAC must also leverage its potential, such as electricity generation, improving access and affordability. Electricity integration plays an important role in generating progress and energy in a more sustainable way to meet the growing demand of the countries.

The main challenges identified to achieve greater deployment of digital infrastructure are to raise private sector interest in works with uncertain profitability, to foster regional and international cooperation to take advantage of technical and financial opportunities, and to generate efficient public-private partnership schemes.

This programme consists of the following activities:

ACTIVITY 1. Maritime and port cybersecurity

New activity

In July 2025, a webinar will be held on maritime and port cybersecurity. This topic is crucial given the increasing digitalisation of maritime and port processes, which has led to numerous benefits in terms of efficiency and optimisation. However, this digitalisation has also exposed the sector to new and sophisticated cyber threats. This is why cybersecurity has become a fundamental aspect of ensuring business continuity and asset protection in maritime port environments.

The rationale behind this activity lies in the interest previously expressed by the participants in the “Virtual Seminar on Digital Transformation and Adoption of Innovative Technologies in the Port Sector” (Caracas, 22 and 23 August 2024) through the satisfaction survey carried out. This new virtual seminar aims to present the main cyber risks, the challenges faced by the sector to deal with this type of virtual threats, as well as to show the measures being implemented by some ports to carry out an early detection of any security incident or threat in their facilities.

The main deliverable will be a document containing the recommendations and initiatives presented during the seminar, aimed at strengthening cybersecurity in port systems. A quick survey will be carried out among the attendees to evaluate the usefulness of the event and to gather their comments on it, as well as on the usefulness and relevance of the documents derived from the activity in the discussion spaces on the sector.

This activity will be evaluated by means of a perception survey to be conducted at the latest two months after the seminar. Likewise, the incorporation of the strategies presented by the participating specialists on port cybersecurity will be followed up with the different representatives of the ports and/or terminals participating in the event. This monitoring will be carried out through interviews.

ACTIVITY 2. Strategies for enhancing digital transformation for export support in Latin America and the Caribbean

New activity

Digital transformation is essential for sustainable development and competitiveness in Latin America and the Caribbean. The region faces significant challenges in infrastructure, access to technology, digital skills and regulatory frameworks. Designing and implementing comprehensive strategies is essential to close these gaps and maximise the potential of digital technologies to drive economic growth, improve the quality of life of the population and strengthen social cohesion. The importance of digital transformation is evident, because it translates into robust and accessible connectivity which, in turn, ensures that all sectors of the population can use digital tools and services; strengthens digital skills in the population, which facilitate their access to and use of such tools and services; fosters innovation and protects digital rights. This forum will aim to:

1. Improve export competitiveness: provide participants with digital strategies that improve productivity, market reach and customer engagement.
2. Optimise operations: demonstrate tools and best practices for efficient supply chain management, customer relationship management (CRM) and market analysis.
3. Enable data-driven decisions: train participants on how to use data analytics to make informed business decisions that support market expansion.
4. Develop digital marketing skills: strengthen participants' ability to use digital marketing channels effectively to reach and retain global customers.

The deliverables of this activity will include an analytical document summarising the issues discussed; gathering participants' contributions and perspectives; and possible recommendations for courses of action and strategies. This document will be shared with stakeholders and decision-makers.

The activity will also result in a practical guide that will allow:

1. Having a basic understanding of digital tools and strategies adapted to export-oriented companies.
2. Identifying digital solutions that optimise their operations for international trade.
3. Understanding data-driven approaches to market targeting and expansion.
4. Developing a digital marketing strategy to improve brand visibility and customer engagement on a global level.
5. Connecting with peers and experts to create a support network for digital transformation.

This activity will be conducted in coordination with the International Telecommunication Union (ITU), the Inter-American Development Bank (IDB), ECLAC, national ministries of technology and digitalisation, technology associations and companies, and leading digital research universities in the region.

ACTIVITY 3. Innovative uses of rural digital connectivity in the tourism sector

New activity

Rural tourism has grown significantly in recent years due to the increasing demand for authentic and sustainable experiences. Digital connectivity has become a key factor in boosting this growth, allowing rural communities to access new markets, improve the quality of their services and develop more attractive tourism products. In 2024, SELA held the activity *Rural digital connectivity: initiatives to improve agri-food competitiveness and efficiency*, in which successful rural connectivity initiatives were disseminated and the

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main challenges applied to the agri-food sector were pointed out. This new forum on innovative uses of rural digital connectivity in the tourism sector aims to explore how digital connectivity can transform rural tourism in Latin America and the Caribbean, generating opportunities for economic and social development in rural areas. This issue is crucial, as it facilitates access to digital tools, allowing communities to control their tourism development; promotes the creation of new tourism products and services, boosting the local economy; encourages the development of responsible and sustainable tourism, respecting traditions and the environment; and improves the competitiveness of rural tourism destinations at national and international level.

This forum will aim to: 1) disseminate best practices and experiences in the use of digital connectivity in rural tourism; 2) stimulate the creation of new technology-based tourism products and services; 3) connect key actors from the tourism, technology and government sectors to facilitate collaboration; and 4) promote policies that facilitate access to digital connectivity in rural areas and the development of sustainable tourism.

As part of this activity, an analytical document will be prepared on the issues discussed, gathering the contributions and perspectives of the participants, and possible recommendations for courses of action and strategies.

PROGRAMME III: INFRASTRUCTURE FOR DEVELOPMENT

Infrastructure development is essential to achieve sustainable economic growth in Latin America. It improves productivity, attracts investment, supports regional integration and promotes social inclusion by providing better access to services and opportunities for all citizens. In addition, infrastructure development can help Latin American countries meet their environmental goals and drive the digital transformation needed to compete in the global economy. By prioritising investments in transport, energy, communications and digital infrastructure, Latin American countries can unlock new growth potential, reduce inequality and create a more prosperous and sustainable future for the region.

Infrastructure development is crucial for driving economic growth in Latin American countries for several reasons. Infrastructure, including transport networks, energy networks, water systems and digital connectivity, serves as the backbone of economic activities and social development. The following are the key reasons why infrastructure development is essential to achieve sustainable growth in the region:

- Facilitating economic competitiveness and trade
- Improving productivity
- Attracting Foreign Direct Investment (FDI)
- Supporting regional integration
- Improving access to basic services
- Promoting inclusive growth and reducing inequality
- Enabling sustainable development
- Supporting technological advances and digital transformation
- Creating jobs and economic stimulus
- Boosting tourism

Infrastructure development is essential to achieve sustainable economic growth in Latin America. It improves productivity, attracts investment, supports regional integration, and promotes social inclusion by providing better access to services and opportunities for all citizens.

ACTIVITY 1. Seminar “Waste management as a source of energy”

New activity

As the world faces the twin challenges of increasing waste generation and growing demand for sustainable energy, waste-to-energy has emerged as a powerful solution. Waste-to-energy technologies (WtE) address two critical environmental issues simultaneously: sustainable solid waste management and renewable energy generation.

In many countries, especially those with rapidly growing populations and urbanisation, waste management systems struggle to keep up with the increasing amount of waste produced. Meanwhile, demand for energy continues to grow, often met by fossil fuels, which contribute to climate change and environmental degradation. Waste-to-energy provides a practical and sustainable solution that can transform this challenge into an opportunity by converting municipal solid waste, agricultural waste and industrial waste into usable energy.

Waste-to-energy technologies offer a powerful and sustainable solution to two of the most pressing global challenges: the increasing generation of waste and the demand for clean, renewable energy. By transforming waste to energy, WtE systems not only reduce the burden on landfills, but also contribute to energy security, climate change mitigation and resource efficiency.

However, successful implementation requires careful planning, investment in technology and collaboration between governments, the private sector and communities. With the right policies and strategies, waste-to-energy can play a crucial role in advancing sustainable development and creating a more circular and resource-efficient economy. It is important to delve deeper into these technologies to provide solutions for the least developed countries in the region.

This activity describes the importance of waste-to-energy technology, explores its potential benefits, and presents key considerations for its successful implementation. Its main objective is to establish an efficient waste management alternative, supporting the decarbonisation of the region with the use of clean energy through the exchange of experiences and best practices in municipalities of the region.

THEMATIC AREA III – SOCIAL DEVELOPMENT

RATIONALE:

This thematic area aims to promote the effective and full exercise of economic, social and cultural rights of all the inhabitants of the Latin American and Caribbean countries, with the intention of achieving greater well-being, contributing to the achievement of equity, social inclusion and equal opportunities, through the improvement of living conditions.

SELA strives to promote the development of specialised research, formulation of public policies and training consistent with this perspective, in order to contribute to improving people's living conditions, including food, education, health, social protection, labour rights, and timely response and recovery from disasters, among others.

By holding various meetings, workshops, seminars and publications, the organisation promotes a strategy to support the countries of the region in accelerating social progress by fostering a social and human environment more conducive to the well-being of the population, with special emphasis on reducing poverty levels and inequality of opportunity, contributing to the improvement of the well-being of all, creating proportionally greater progress for the poor and the excluded. In this context, the Permanent Secretariat has proposed the thematic area of Social Development, which covers the following goal:

Contribute to the improvement of social development indicators in the region, in a sustainable and resilient manner, by means of initiatives for cooperation, capacity building, agreements and exchange of best practices, in order to achieve comprehensiveness, considering economic and environmental

In order to attain this goal, three programmes have been suggested, namely: **(I) Sustainable and resilient development, (II) Comprehensive disaster risk management and climate change, and (III) Promoting a comprehensive vision of human mobility.**

In exercising its mandate, SELA aims to “promote regional cooperation in order to speed up the economic and social development of its members,” develop a work agenda for 2025 that addresses the social development challenges of the region and focus on the following Sustainable Development Goals (SDG):

- SDG 1: No poverty.
- SDG 2: Zero hunger.
- SDG 3: Good health and wellbeing.
- SDG 5: Gender equality.
- SDG 8: Decent work and economic growth.
- SDG 10: Reduced inequalities.
- SDG 11: Sustainable cities and communities.
- SDG 12: Responsible consumption and production.

- SDG 13: Climate action.
- SDG 14: Life below water.
- SDG 15: Life on land.
- SDG 17: Partnerships for the goals.

PROGRAMME I: SUSTAINABLE AND RESILIENT DEVELOPMENT

In the last decades, sustainable development has gained a high profile in global political, economic and social language. Undoubtedly, the importance of sustainable development lies in the improvement of the quality of life in all human activity, using only what is necessary from natural resources. In simple terms, we can say that sustainable development refers to a prototype of development that seeks to use the available resources without compromising their existence in the future.

In this regard, SELA's commitment lies in the need to ensure that Latin American and Caribbean countries can improve the living conditions of their citizens through the promotion of regional self-sufficiency, recognizing the importance of nature for human well-being, while maintaining coherence with environmental needs and being resilient to unforeseen events, with a positive impact on economic activity to be incorporated into the improvement of the environmental system. For this reason, SELA focuses its efforts on exploring areas where regional cooperation can make a difference. This programme aims to:

Develop, manage, and disseminate the knowledge necessary for the implementation of inclusive social development policies, in order to achieve greater cooperation in the implementation of the circular economy and to develop regional public sector capacities in areas of high social impact, ensuring a balance between economic growth, environmental care and social well-being.

PROJECT A. TECHNICAL SUPPORT FOR COOPERATION AND SUSTAINABLE DEVELOPMENT IN LATIN AMERICA AND THE CARIBBEAN. This project consists of three activities to be carried out in 2025.

ACTIVITY 1. III Virtual seminar "Modernisation and technology for a more sustainable agriculture in Latin America and the Caribbean"

Updated activity

In order to give continuity to the line of work related to regional food sustainability, the virtual seminar "Modernisation and technology for a more sustainable agriculture in Latin America and the Caribbean" will be held in July 2025.

As a background, in 2023, within the framework of the actions carried out by SELA in the Inter-Secretariat Plan of Action for Latin America and the Caribbean, the forum "Responding to the challenges of integration for development in Latin America and the Caribbean. Proposals from regional and subregional integration mechanisms," an activity entitled: "Food security and challenges for convergence and cooperation of agrifood

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systems” was held to evaluate the challenges of integration in food security, the strategies to reduce food vulnerability and, finally, to highlight the role of cooperation in promoting better food distribution systems.

In view of the above and to continue identifying the main challenges and opportunities for food security, a proposal was made to hold a virtual seminar on indicators for the comprehensive assessment of the vulnerability of agrifood systems in trade-related issues in 2024. In December of that year, FAO authorities gave a keynote lecture on the subject, the report of which included the main practices identified for assessing vulnerability in trade-related issues, in order to promote the analysis, formulation and implementation of effective public policies in the countries of Latin America and the Caribbean.

For the further strengthening of these activities, the objective of the seminar in 2025 will be to publish a manual of recommendations containing sustainable agricultural practices in the region and their link to the good use of fundamental and important technology for the health of food systems in the region. This manual will serve as a reference for the development of future regional initiatives, compiling the main recommendations identified by specialised agencies to assess sustainable development through the modernisation and use of technology in the food sector.

Work will continue with FAO, in coordination with CELAC and IICA, essential international bodies to further enrich the discussions and ensure that the recommendations are grounded and applicable in the field of food security in the regional context. This cooperation will strengthen the quality and relevance of the event, ensuring a significant impact in the region.

ACTIVITY 2. III Seminar “Circular Economy: measurement, monitoring and design of indicators for public policies on circular economy”

Regular activity

SELA, as a member of the Circular Economy Coalition for Latin America and the Caribbean, since July 2024 and in keeping with its commitment to develop activities that highlight the importance of the circular economy as one of the ways to achieve sustainable development, contribute to the eradication of climate change and continue preserving our environment, will hold the third edition of the seminar on circular economy in August 2025.

This third edition of the seminar will focus on measurement and monitoring as key elements to evaluate the effectiveness of public policies and experiences in the context of the application of strategies that strengthen the implementation of the circular economy model, for which it is necessary to design indicators that make it possible to evaluate and find out if the established goals are really being achieved.

The main objective of this event will be the elaboration of a manual of recommendations, based on the different interventions of the actors involved in the thematic, reflected in the reports of previous editions. It is expected to continue contributing positively to the promotion of more sustainable practices in the region.

The activity will count on the collaboration of the Circular Economy Coalition for LAC; the United Nations Conference on Trade and Development (UNCTAD); ECLAC and, in general, LAC associations and institutions involved in the development of recommendations and strategies aligned with best practices in this regard. The possibility of working in partnership with the Brazilian Cooperation Agency (ABC) will also be explored.

ACTIVITY 3. XXXIII Meeting of International Cooperation Directors for Latin America and the Caribbean. "Progress and challenges for strengthening the Circular Economy through South-South and Triangular cooperation mechanisms in Latin America and the Caribbean as a boost to sustainable development"

Regular activity

In 2025, the "XXXII Meeting of International Cooperation Directors for Latin America and the Caribbean" will be held. On this occasion, the Cooperation Directors will address the "Progress and challenges for strengthening the Circular Economy through South-South and Triangular Cooperation mechanisms (SSTC) in Latin America and the Caribbean as a boost to sustainable development." This activity will be carried out in collaboration with the United Nations Development Programme (UNDP).

In this annual event, the different agencies, organisations and institutions specialised in international cooperation have converged for more than three decades to exchange points of view with the aim of agreeing on and implementing projects for the coming years. On this occasion, the meeting will be aimed at contributing to the promotion of the circular economy, linking and following up on the efforts in terms of measurement, monitoring and design of public policy indicators expressed in the III Seminar on Circular Economy, which is part of Activity 2 of this segment.

The main objective of this meeting will be to present the inventory of offers in the area of South-South Cooperation (SSC) in Latin America and the Caribbean that SELA announced during the XXXII Meeting of Directors, which was validated by the authorities in charge of SSTC in order to identify progress on regional efforts to systematise, assess and evaluate international cooperation. This meeting is expected to have a significant impact on strengthening international cooperation in Latin America and the Caribbean.

The activity will be supported by the LAC Circular Economy Coalition and ECLAC, as well as other institutions in the region involved in the issue.

Project B. CAPACITY BUILDING FOR THE REGIONAL PUBLIC SECTOR. This project consists of three activities to be carried out in 2025.

ACTIVITY 1. V Workshop on public policies based on behavioural economics

Regular activity

The activity consists of a workshop on public policies based on behavioural economics, the main objective of which is to train public policy makers in LAC in the application of the principles and tools of behavioural economics. Participants will acquire practical or procedural knowledge for the design and implementation of more effective public policies in the region.

During the workshop, participants are expected to develop proposals for public policy interventions using a behavioural approach. These proposals will be compiled in a document that will serve as a deliverable at the end of the activity. The contents of this document will reflect the innovative ideas and approaches generated by the participants during the workshop.

In terms of expected results, the aim is to contribute to the design of strategies based on behavioural economics as an integral part of the improvement of public policy at the local level. To measure the impact and effectiveness of the activity, specific indicators will be established.

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ACTIVITY 2. Cyberdiplomacy: ethical governance of Artificial Intelligence

Regular activity

The fifth edition of the courses on cyberdiplomacy that SELA started in 2021 will be held, with a focus on ethical governance of Artificial Intelligence (AI). The training will focus on two themes: ethical governance and global technological governance around AI. As in past editions, diplomats and senior officials from the government institutions of member countries will be trained.

The importance of continuing these courses is crucial for countries to work together for ethical governance of AI in order to ensure its responsible development and minimise global risks. Coordinated ethical governance can prevent unfair competition, mitigate security risks and build trust in technology, promoting inclusive and sustainable development globally. Furthermore, the importance of incorporating the study of the future of global technology governance around AI lies in strengthening the capacity of countries to cooperate in the creation of regulatory frameworks to govern the development and use of emerging technologies such as AI, blockchain and biotechnology.

The main objective of this course is to achieve certification in the area of cyber diplomacy in 2025, a negotiation initiated in 2024 with partners in this area. As in previous editions, participants will be awarded a certificate of attendance, and a report will be drafted to document the key aspects discussed during the training.

In order to continue strengthening the topic of AI, in 2025, SELA will publish the second edition of the book *"Artificial Intelligence and Diplomacy: International relations in the era of disruptive technologies,"* published in September 2024.

ACTIVITY 3. Training in integration for the development of Latin America and the Caribbean

Updated activity

During the year 2025, training sessions and conferences on integration for development in Latin America and the Caribbean will continue to be held. The main objective of these sessions is to contribute to the growth and integration of the region, taking advantage of the extensive knowledge of SELA on issues related to the organisation's own areas of development. In the ongoing effort to increase the efficiency and accuracy of the decisions made in the region, the work and activities carried out by SELA for the benefit of our region will continue to be disseminated, thus enriching the effective exchange of knowledge, experiences and views on cooperation in a comprehensive manner.

These training activities will count on the active participation of SELA, as well as of institutions and organisations convened according to the issues to be addressed, thus ensuring a diverse and enriching approach for the participants.

PROGRAMME II: COMPREHENSIVE DISASTER RISK MANAGEMENT AND CLIMATE CHANGE

In recent decades, disasters associated with natural phenomena are enormously costly, both in terms of loss of human life and financial losses for the countries of the region. Undeniably, environmental vulnerability and natural hazards have increased dramatically in the Latin American and Caribbean region, as a consequence of environmental degradation, urban sprawl, increasing poverty, marginality and inequality, as well as the lack of adequate preventive measures in the proper design of infrastructure development, due to lack of knowledge about the risk of occupied sites, incorrect application of construction practices, and the absence of a culture of maintenance.

The exposure of the population and physical assets to natural phenomena, as well as to their ravages, translated into disasters, continues to increase, with greater incidence in more vulnerable groups such as women and girls, indigenous people, people with disabilities who often lack social protection systems to deal with such situations. Therefore, SELA remains firmly committed to continue contributing to Comprehensive Disaster Risk Management (DRM) and the fight against climate change, in order to promote the reduction, prevention and permanent control of disaster risks, as well as to implement measures to adapt to climate change in Latin America and the Caribbean.

It is a well-planned process to detect in time the various risks that can affect communities, such as meteorological, climate, and anthropogenic (human-induced, e.g., effects on nature due to pollution). Comprehensive disaster risk management is important because it helps us identify, analyse, assess and respond to risks, so that we can establish strategies to prevent disasters.

As a contribution to greater resilience, this programme aims to:

Frame regional structures that help diminish vulnerabilities, respond effectively to emergency situations and care for the populations most vulnerable to extreme natural phenomena through social protection systems.

This programme consists of:

PROJECT A: COMPREHENSIVE DISASTER RISK MANAGEMENT IN LATIN AMERICA AND THE CARIBBEAN. This project includes four complementary activities with the objective of analysing the main challenges and perspectives of risk management and the impact of climate change in the region, with particular attention to Central American and Caribbean countries due to their high exposure to the effects of climate change. The line of building and strengthening partnerships between the public and private sectors as a key element for reinforcing resilience through disaster risk reduction is maintained; likewise, the importance of continuity of operations and government prevails with training activities that strengthen preparedness and response in emergency situations. Finally, the social protection perspective continues in DRM in order to highlight the role of investments in social policy to reduce the vulnerabilities of communities most exposed to disaster risk.

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ACTIVITY 1. Second Diploma Course on Comprehensive Disaster Risk Management in Latin America and the Caribbean: resilience for adaptation to climate change

Regular activity

In the third quarter of 2025, the “Second Diploma Course on Comprehensive Disaster Risk Management in Latin America and the Caribbean” will be held, with the aim of continuing to stimulate reflection among participants on the progress and scope of disaster risk management in our region. This programme will focus on strengthening resilience to climate change and responds to one of the greatest challenges of the 21st century that impacts communities and ecosystems around the world. Currently, several countries in the region are facing energy crises, floods, droughts and uncontrollable fires.

This diploma course is designed to train professionals in identifying and managing risks related to disasters caused by natural phenomena, promoting resilience and integrating climate adaptation strategies in their communities. Participants will gain knowledge on planning and implementing measures that promote safer and more sustainable communities. With a collaborative and multidisciplinary approach, the diploma course aims to empower participants to address current and future challenges associated with climate change in the region.

This specialised training will provide continuity to its first edition, which took place in the last quarter of 2024. It will also provide the necessary tools and knowledge to offer greater uniformity in public policies related to disaster risk management in LAC. This training is essential in a context where extreme events are becoming more frequent and intense, especially in our region. With the tools and knowledge acquired, policy makers and implementers will be in a better position to face and mitigate the effects of disasters.

Certificates of participation will be issued to the participants and texts related to the issues addressed will be published in SELA's journal *CONVERGENCIA*, as a continuation of those published in December 2023², which include recommendations derived from the experiences of nine countries (Bolivia, Brazil, Ecuador, El Salvador, Mexico, Peru, Uruguay) with the intention of offering an update on regional recommendations and contributing to the best practices and experiences identified during the course. This activity will be coordinated in collaboration with the Catholic University of Santiago de Guayaquil.

ACTIVITY 2. Public-private partnerships and promotion of the insurance sector for disaster resilience building with a socially inclusive approach

New activity

In May 2025, the ARISE Forum will be held, allowing the exchange of best practices in the promotion of public-private partnerships and resilient infrastructure. On this occasion, national government entities related to planning, financing, management, infrastructure and critical functions will be involved, promoting the participation of the private sector among networks, institutions and agencies related to the issue, including SELA.

² *CONVERGENCIA. Diagnosis for disaster risk management in Latin America and the Caribbean*. Vol.1, N° 4. September 2023. Issue entirely dedicated to the topic of disasters in LAC. Caracas: SELA. Available at: https://www.sela.org/es/centro-de-documentacion/base-de-datos-documental/bdd/91562/convergenCIA_4

As part of the Working Group between SELA and the United Nations Office for Disaster Risk Reduction (UNDRR), established in June 2024, a joint SELA-UNDRR session will be organised at the ARISE Forum to address the importance of public-private partnerships (PPPs) for resilience as a key tool to tackle the complex and multi-faceted challenges of disaster risk management. By combining the resources, knowledge and capacities of the public and private sectors, PPPs enable the development of innovative and sustainable solutions to build more resilient communities. A report will be produced incorporating the discussions and conclusions of the forum.

Furthermore, in the second half of 2025, SELA and the UNDRR will hold an event related to regulatory entities of the insurance system (insurance superintendencies or financial system), including private banks and reinsurers. The objective is to promote the importance of the insurance sector in strengthening resilience, considering that international cooperation is essential to address the causes and consequences of the phenomena associated with disasters through the transfer of knowledge on policies and strategies for disaster risk reduction, as well as on measures for adaptation and mitigation of the effects of climate change. A manual of recommendations and/or best practices for disaster risk management will be developed.

ACTIVITY 3. Implementation of initiatives by national governments and international financial institutions to leverage financial investment in comprehensive disaster risk management and reduction

New activity

In the fourth quarter of 2025, an event will be organised that could take the form of a training or seminar to promote the implementation of initiatives by national governments and international financial institutions to boost financial investment in comprehensive disaster risk management and reduction, with an emphasis on resilient infrastructure.

The importance of holding this type of event lies in the fact that comprehensive disaster risk management (DRM) requires significant and sustained investment. In addition, the growing recognition of the importance of investing in disaster prevention and preparedness has led to the development of various initiatives at national and international level. It is necessary to engage the region's financial institutions to promote opportunities for investment in this area.

A manual of recommendations and/or best practices on the importance of the implementation of initiatives by national governments and international financial institutions to boost financial investment in comprehensive disaster risk management and reduction will be developed. The aim is to continue contributing to the fulfilment of the *Regional Action Plan (RAP) for the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030*, in line with the Evaluation of compliance with the RAP, an instrument that SELA and the UNDRR presented at the *Sixth High-Level Meeting of Ministers and Authorities on the Implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030* in the Americas and the Caribbean, on 5 December in Saint Kitts and Nevis.

The activity will be organised in partnership with the UNDRR and will have the support, coordination and collaboration of the Latin American Association of Financial Institutions for Development (ALIDE), the Latin American Federation of Banks (FELABAN) and the Economic and Social Development Bank (BANDES) of Venezuela.

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ACTIVITY 4. IV Workshop “Disaster risk management with a social protection approach”

Regular activity

In the third quarter of 2025, this workshop will be held in response to the need to address the intensity and frequency of disasters, which represent an obstacle to the sustainable development of countries and have a high cost on people's well-being and security. Previous editions were held in Honduras, Belize and the Dominican Republic in 2022, 2023 and 2024, respectively.

The workshops are mainly focused on the integration of disaster risk management with social protection measures, seeking to provide tools and strategies to ensure the safety and well-being of communities affected by disasters and are aimed at social protection organisations and entities linked to the subject.

The rapporteur's report, which reflects the discussions, participation indicators, knowledge transfer and conclusions of the workshop, will serve as an input to continue enriching and complementing the document on public policies on *Disaster Risk Management with a focus on Social Protection*, which SELA presented in December 2024, including the needs identified in the host country of the event. Certificates of participation will also be awarded to the participants and a brief virtual satisfaction survey will be conducted.

SELA will continue to work in partnership with the Inter-American Conference on Social Security (CISS), with the collaboration of ECLAC and the Network for Social Studies on Disaster Prevention in Latin America and the Caribbean.

ACTIVITY 5. ALCE-SELA regional meeting: alliance against climate change

New activity

During the second half of 2025, SELA, in collaboration with the Government of Mexico, will hold a regional meeting in order to promote the work of the Latin American and Caribbean Space Agency (ALCE), an international organisation in charge of coordinating cooperation activities for the exploration and research of space technology and its applications. It aims to improve satellite communication systems, as well as to create maps of strengths, opportunities, threats, risks and vulnerabilities in the fight against climate change.

In this regard, this meeting will enable the organisation to collaborate in the design of the Agency's work programme and coordinate its execution with the signatory countries and institutions related to the subject, including the development of academic, technological, research, development, innovation, entrepreneurship and continuous training activities. It will also allow for the promotion of participation, links and/or coordination with the public and private sectors linked to the space area.

It will also work on a joint strategy document to address the region's climate change challenges.

PROGRAMME III: PROMOTING A COMPREHENSIVE VISION OF HUMAN MOBILITY

At present, international migration, driven by various factors immersed in globalisation, such as demographic changes, limited employment opportunities, as well as conflicts and disasters caused by natural hazards, has become a key factor that needs to be addressed. According to at least ten of the 17 Sustainable Development Goals (SDGs) in the region, migration impacts individuals, societies and countries in profound ways and contain targets and indicators directly related to migration or mobility. Moreover, the SDG slogan of "leaving no one behind" is a clear call for sustainable development to be inclusive, including for migrants.

Certainly, the migration issue requires cooperation among countries of origin, destination and transit. For this reason, SELA, as a mechanism for coordination among its Member States, has the role of acting as an articulator of policies that contribute to socio-economic development, and many of its repercussions are directly or indirectly related to development processes.

The promotion of a comprehensive view of human mobility is a fundamental aspect that can play a positive role in the development of our peoples, both for migrants and for host communities. Therefore, the following objective is envisaged through this programme:

Seize the opportunities presented by cooperation between countries of origin, destination, and transit, in order to have a positive impact on the development offered by human mobility, considered from an integral vision that involves the socio-economic development processes of the region.

This programme is made up of two projects:

PROJECT A: BEST PRACTICES IN MIGRATION POLICIES. This project envisages three activities to be carried out in 2025.

ACTIVITY 1. Regional forum on best practices in consular cooperation on migration issues

New activity

In February 2025, prior to the second review of the *Global Compact for Safe, Orderly and Regular Migration*, to be held in March 2025, this regional forum will be held to share successful experiences on transit migration, regularisation, return and consular cooperation in Latin America and the Caribbean, in line with the Joint Declaration issued at the "V Plenary Meeting of the Regional Conference on Migration (RCM)" and the "South American Conference on Migration (SACM)," held on 10 and 11 October 2024 in Bogota, Colombia, where SELA attended in its capacity as observer of the SACM.

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The central objective of the forum will be to promote social dialogue and highlight the relevance of consular cooperation in the absence of a Consulate. The main deliverable of this activity will be an Assessment tool on consular cooperation, which will serve as an indicator of progress in migration governance, consisting of a compendium of best practices and normative frameworks of the participating actors to know the status and progress in terms of consular strengthening. It will be presented within the framework of the second review of the Global *Compact for Safe, Orderly and Regular Migration*.

The presentation of the document will reaffirm the need to strengthen migration from the positive aspect of consular cooperation, based on objectives that respond to the regional context. Coordinated action will allow for the efficient implementation of international cooperation and avoid duplication of efforts on migration issues.

SELA will work jointly with the South American Conference on Migration (SACM), the International Organisation for Migration (IOM) and the Ministry of Foreign Affairs of the Republic of Colombia.

ACTIVITY 2 Discussion panel on the progress and challenges of the Global Compact for Safe, Orderly and Regular Migration (GCM)

New activity

In the second half of 2025 and as a complement to the Regional forum on best practices in consular cooperation on migration, scheduled to be held in February 2025, a regional discussion will take place with the main objective of debating and reflecting on the main advances, opportunities and challenges related to the *Second Review of the Global Compact for Safe, Orderly and Regular Migration*, from an inclusive perspective with civil society organisations, as a key player in shaping the development of public policies.

This activity aims to promote the *Consular Cooperation Assessment Tool*, as well as to present an analysis document that includes recommendations and success stories, through the different areas of opportunity, considering communication platforms, actions carried out by civil society, including information campaigns that make migration visible and counteract xenophobia in the media and social networks.

This activity will be carried out in conjunction with the Regional Network of Civil Organisations for Migration (RNCOM), an observer member, as well as SELA, of the South American Conference on Migration (SACM) and the Regional Conference on Migration (RCM).

ACTIVITY 3. III Virtual training on migration data

Updated activity

In September 2025, the training designed to strengthen knowledge and capacity for migration data analysis in the Member States of SELA will take place, allowing for the strengthening of technical knowledge on migration trends, policies, practices, tools and experiences in the area of migration governance.

The aim of this activity is to strengthen the document *Systematisation of initiatives implemented by Member States for the optimisation of public policies on migration* and to present it after this edition. This systematisation will serve as a guide for Member States by providing information on the importance of migration data, essential for the creation of effective policies to address the causes and consequences of human mobility.

These training processes are intended to increase knowledge of data collection and analysis methods, which will be vital to protect the human rights of migrants. By having access to accurate information about their

conditions and risks, strategies can be developed to ensure their safety during transit. This includes personal protection, as well as mechanisms to ensure their well-being in general.

This activity will continue to be carried out in partnership with the International Organisation for Migration (IOM), together with ECLAC and the United Nations Population Fund (UNFPA).

PROJECT B: SOCIAL DEVELOPMENT AND MIGRATION. This project is made up of three activities to be carried out in 2025.

ACTIVITY 1. II Discussion panel “Voluntary return and insertion in the social security system”

Regular activity

In March 2025, the ‘Second Edition of the Discussion Panel on Social Security and Migration’ will be held as part of the ‘IV High-Level Dialogue with the Inter-American Conference on Social Security (CISS)’, which will take place from 24 to 26 March 2025, to promote open dialogue and make migrants visible in the context of their return and insertion in social security. The objective is to identify the main barriers faced by migrants in their insertion process and the analysis of existing public policies to promote improvements, as well as to raise awareness of this movement and its needs.

On this occasion, the discussion will revolve around the various perspectives, and through an exchange of ideas, experiences, protocols and expectations, how we can understand the current landscape of the return process, considering general and individual characteristics, such as childhood, gender perspective, socio-economic and socio-political impact in Latin America and the Caribbean.

A report prepared by SELA and the CISS will be presented, reflecting the discussions and conclusions, as well as the recommendations of the event, with a view to working on a publication that will base the importance of social security for the optimisation of public policies on migration, the challenges and achievements in the socio-economic inclusion of migrants, the barriers to the insertion of migrants from a socio-political perspective, as well as the intersectionality of the incorporation into social security, including the promotion of inclusion.

This activity will continue to be carried out in partnership with the CISS, with the collaboration of the International Labour Organisation (ILO), the Regional Network of Civil Society Organisations for Migration (RNCOM) and social security institutions in the region.

ACTIVITY 2. II Virtual Workshop “Strategies for the integration of migrant women and girls: employment and youth”

Regular activity

In August 2025, the second edition of the workshop will be held to continue addressing the specific vulnerabilities faced by women and girls during the migration process in Latin America and the Caribbean. The main objective will be to provide the necessary technical tools to government officials and stakeholders for the development of plans for the full integration, empowerment, training and capacity building of migrant women and girls, including a focus on youth and employment, based on the principles of gender, human rights and intersectionality.

In addition to the rapporteur's report containing the discussions, participation indicators, knowledge transfer and conclusions of the event, the exchange of ideas and proposals from the workshop will serve as an input to further strengthen the “Public Good Strategy for the Integration of Migrant Women and Girls,” presented

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in 2024, and provide detailed information on best practices and strategies implemented for the reintegration of migrant women and girls.

This activity will continue to be carried out in partnership with UN Women, the International Organisation for Migration (IOM), with the collaboration of the International Labour Organisation (ILO), the United Nations Population Fund, the Regional Network of Civil Society Organisations for Migration (RNCOM) and institutions that address issues related to women and girls as a central axis.

ACTIVITY 3. Discussion panel “Women's participation in the reconstruction of the social fabric”

New activity

In order to continue contributing to the effective participation and visibility of women in the reconstruction of the social fabric in the regional context and their importance in decision-making in different areas, during the first half of 2025, SELA will hold a seminar on this matter.

The main focus of the discussion will be on gender and the position and empowerment of women and their contribution to a more sustainable social development, effectively collaborating to the achievement of the SDGs in Latin America and the Caribbean, specifically SDG 5: Gender equality (empowerment of all women and girls)

As a result of the event, a memory of experiences will be generated that will compile recommendations in general to make visible the role of women in society, their contribution to the promotion of human rights and the fight against discrimination, focusing on the most vulnerable sectors.

The activity will be carried out in collaboration with the Government of Mexico and the Ibero-American General Secretariat (SEGIB), in addition to the associations in our region involved in the creation and promotion of policies for the empowerment of women.

PROGRAMME / ACTIVITY	THEMATIC AREA	NEW	UPDATED	REGULAR	RESCHEDULED	EXECUTION DATE
ECONOMIC RECOVERY						
PROGRAMME I:	ECONOMIC INTEGRATION					
PROJECT A.	INSTITUTIONAL CONVERGENCE AND COOPERATION FOR INTEGRATION					
Activity 1.	Monitoring trade and progress in regional integration processes			X		JULY
Activity 2.	Roundtable of chairs and secretariats of regional integration mechanisms		X			MARCH - JUNE - SEPTEMBER
Activity 3.	Seminar "Towards the construction of a regional integration index in Latin America and the Caribbean. Analysis and prospects"				X	FEBRUARY
Activity 4.	Forum "Partnerships for strengthening trade and investment ties between China and Latin America and the Caribbean"		X			JUNE
Activity 5.	International forum on cooperation for sustainable development between Latin American and Caribbean countries and the Eurasian Economic Union	X				SECOND QUARTER
PROGRAMME II:	TRADE FACILITATION					
PROJECT A.	NETWORK OF DIGITAL AND COLLABORATIVE PORTS					
Activity 1.	Port environmental sustainability				X	JUNE
Activity 2.	IX Regional Meeting of Port Logistics Communities			X		SEPTEMBER
Activity 3.	Maritime and port security		X			MAY
Activity 4.	Institutionalisation of the Network of Digital and Collaborative Ports		X			AUGUST
PROJECT B.	TRADE PROMOTION IN LATIN AMERICA AND THE CARIBBEAN					
Activity 1.	XIII Working Group on Trade and Competition in Latin America and the Caribbean (WGTC) on trade barriers		X			JUNE
Activity 2.	Publication of articles on artificial intelligence and public procurement		X			JULY
Activity 3.	Panel for the exchange of experiences and academic development of studies in the field of competition		X			JUNE
Activity 4.	Training workshop on relevant antitrust issues for LAC civil servants		X			SEPTEMBER
Activity 5.	Seminar "The importance of a gender perspective in competition policy"		X			FIRST QUARTER
PROGRAMME III:	SMEs					
PROJECT A.	PRODUCTIVE ARTICULATION FOR STRONGER SMEs					
Activity 1.	Implementation of a methodology to identify potential productive niches and the mapping of sectors for 2025			X		ALL YEAR ROUND
Activity 2.	Innovation and sustainability: towards the transformation of agribusiness in LAC	X				APRIL
Activity 3.	Fourth edition of the diploma course for public policy makers targeting SMEs with a gender approach			X		MAY
Activity 4.	Third edition of the diploma course for public policy makers targeting SMEs in the Caribbean with a gender approach			X		OCTOBER
Activity 5.	Promotion of public policies with a gender approach: towards narrowing the public policy gap in Latin America and the Caribbean			X		SEPTEMBER
Activity 6.	Innovation and tourism: the keys to a competitive and constantly evolving sector	X				JUNE
Activity 7.	SME Ecosystem: policy and capacity building in Latin America and the Caribbean	X				MARCH-MAY-OCTOBER
Activity 8.	Public Policy Index for MSMEs in Latin America and the Caribbean (IPPALC). Exploratory meeting for implementation in Central America	X				APRIL
Activity 9.	Workshop on impact assessment of public policies for MSMEs	X				OCTOBER
PROJECT B.	SEIZING THE OPPORTUNITIES OF THE INDUSTRIES OF CULTURAL AND CREATIVE GOODS AND SERVICES FOR ECONOMIC RECOVERY					
Activity 1.	Seminar on strengthening creative ecosystems	X				OCTOBER
Activity 2.	Self-management system for updating the "Regional Directory on Cultural and Creative Goods and Services Industries"	X				AUGUST

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DIGITALISATION AND INFRASTRUCTURE						
PROGRAMME I:	ENERGY SUSTAINABILITY					
PROJECT A.	INFORMATION TECHNOLOGIES AND SUSTAINABLE ENERGY INFRASTRUCTURE FOR DEVELOPMENT					
Activity 1.	Latin America's energy sustainability: Prospects		X			OCTOBER
Activity 2.	Contest of projects for energy solutions in Latin America and the Caribbean	X				SEPTEMBER
Activity 3.	Workshop on sustainable productive development policies: green energies	X				AUGUST
Activity 4.	Innovation for lithium production: energy for the development of Latin America and the Caribbean				X	FIRST QUARTER
Activity 5.	Seminar "Energy transition: A path towards sustainable development in Latin America and the Caribbean"	X				LAST QUARTER
PROGRAMME II:	DIGITALISATION AND TELECOMMUNICATIONS					
Activity 1.	Maritime and port cybersecurity	X				JULY
Activity 2.	Strategies for enhancing digital transformation for export support in Latin America and the Caribbean	X				NOVEMBER
Activity 3.	Innovative uses of rural digital connectivity in the tourism sector	X				OCTOBER
PROGRAMME III:	INFRASTRUCTURE FOR DEVELOPMENT					
Activity 1.	Seminar "Waste management as a source of energy"	X				SEPTEMBER
SOCIAL DEVELOPMENT						
PROGRAMME I:	SUSTAINABLE AND RESILIENT DEVELOPMENT					
PROJECT A.	TECHNICAL SUPPORT FOR COOPERATION AND SUSTAINABLE DEVELOPMENT IN LATIN AMERICA AND THE CARIBBEAN					
Activity 1.	III Virtual seminar "Modernisation and technology for a more sustainable agriculture in Latin America and the Caribbean"		X			JULY
Activity 2.	III Seminar "Circular Economy: measurement, monitoring and design of indicators for public policies on circular economy"				X	JUNE
Activity 3.	XXXIII Meeting of International Cooperation Directors for Latin America and the Caribbean. "Progress and challenges for strengthening the Circular Economy through South-South and Triangular cooperation mechanisms in Latin America and the Caribbean as a boost to sustainable development"				X	NOVEMBER
PROJECT B.	CAPACITY BUILDING FOR THE REGIONAL PUBLIC SECTOR					
Activity 1.	V Workshop on public policies based on behavioural economics				X	APRIL
Activity 2.	Cyberdiplomacy: ethical governance of Artificial Intelligence				X	MAY
Activity 3.	Training in integration for the development of Latin America and the Caribbean		X			DURING 2025
PROGRAMME II:	COMPREHENSIVE DISASTER RISK MANAGEMENT AND CLIMATE CHANGE					
PROJECT A.	COMPREHENSIVE DISASTER RISK MANAGEMENT IN LATIN AMERICA AND THE CARIBBEAN					
Activity 1.	Second Diploma Course on Comprehensive Disaster Risk Management in Latin America and the Caribbean: resilience for adaptation to climate change				X	AUGUST
Activity 2.	Public-private partnerships and promotion of the insurance sector for disaster resilience building with a socially inclusive approach	X				MAY
Activity 3.	Implementation of initiatives by national governments and international financial institutions to leverage financial investment in comprehensive disaster risk management and reduction	X				OCTOBER
Activity 4.	IV Workshop "Disaster risk management with a social protection approach"				X	AUGUST
Activity 5.	ALCE-SELA regional meeting: alliance against climate change	X				JULY / AUGUST

