



Forty-ninth Annual Report of the Permanent Secretariat of SELA (August–December 2025)

*51st Regular Meeting of the Latin American Council
10 and 11 December 2025
Caracas, Venezuela
SP/CL/LI.O/DN° 3-25*

Copyright © SELA, December 2025. All rights reserved.
Printed in the Permanent Secretariat of SELA, Caracas, Venezuela

The Press and Publications Department of the Permanent Secretariat of SELA must authorize reproduction of this document, whether totally or partially, through sela@sela.org. The Member States and their government institutions may reproduce this document without prior authorization, provided that the source is mentioned and the Secretariat is aware of said reproduction.

C O N T E N T S

INTRODUCTION	1
I) 50TH ANNIVERSARY OF SELA	3
II) IMPLEMENTATION OF THE WORK PROGRAMME	5
III) SELA DIPLOMATIC MISSION TO THE IV CELAC-EU SUMMIT	19
IV) UNSCHEDULED ACTIVITIES	20
V) INTER-INSTITUTIONAL RELATIONS	
1. PARTNER ORGANISATIONS IN THE IMPLEMENTATION OF SELA'S ACTIVITIES	
VI) PRESS, PUBLICATIONS AND DISSEMINATION	23

2

INTRODUCTION

This report summarises the activities carried out by SELA between August and December 2025,¹ in compliance with the [Panama Convention](#), the organisation's founding document, and specifically with the provisions of the [Work Programme for 2022-2026](#), updated 2025. This period began with the inauguration of Ambassador Lesly David, who was elected by acclamation as Permanent Secretary of the organisation for the period from 1 August 2025 to 31 July 2029, pursuant to [Decision N° 617, Election of the Permanent Secretary](#), issued at the "XVIII Special Meeting of the Latin American Council" (Caracas, Venezuela, 16 June 2025).

This year, the organisation's work programme was developed within the framework of its 50th anniversary, which was commemorated on 17 October, a very auspicious date on which SELA reaffirmed its firm commitment to integration, intra-regional cooperation and the economic and social development of Latin America and the Caribbean (LAC). Indeed, on a day like that in 1975, in Panama City, 25 Latin American and Caribbean countries signed the [Panama Convention](#), through which SELA was created in response to the need to establish a permanent system of consultation, coordination and cooperation among the countries of the region. On that occasion, the signatory countries established the principles of equality, sovereignty, solidarity, non-intervention and mutual respect, which, half a century later, continue to guide the work and direction of the organisation.

On the occasion of this magnificent historical milestone in its development and under the leadership of Permanent Secretary, Ambassador Lesly David, SELA reaffirms its mission to work towards a more integrated Latin American and Caribbean region, where regional cooperation is the driving force for overcoming structural gaps, promoting sustainable development and giving LAC greater visibility on the global stage. To that end, it plans to promote public policies that facilitate the achievement of these goals and continue efforts to foster global regionalism as a strategy for strengthening regional integration.

The activities conducted during the period covered fall within the thematic areas outlined in the work programme, namely: I. Economic Recovery; II. Digitalisation and Infrastructure; and III. Social Development. They are summarised within the framework of the project to which they belong, indicating the respective thematic area, the programme with which each project is associated, and the type of activity, whether in person and/or virtual.

The promotion of international cooperation, regional convergence and synergistic and collaborative work are among the main lines of SELA's multi-year work programme. To that end, and in order to give full meaning to its motto, ***More and Better Integration***, the Permanent Secretariat enlisted, as it has always done, the cooperation and support of more than twenty partner organisations, which participated in the preparation of some of the activities and, in several cases, co-hosted them. These organisations are listed in item 2 of section III, Inter-institutional Relations, in this report. Among them are the **Mexican Agency for International Cooperation (AMEXCID, for its Spanish acronym)**, **ECLAC**, the **Inter-American Committee on Ports (CIP, for its Spanish acronym)**, **UNCTAD**, the **Inter-American Conference on Social Security (CISS, for its Spanish acronym)**, and the **Network for Social Studies for Disaster Prevention in Latin America and the Caribbean (LA RED, for its Spanish acronym)**.

In order to submit it for consideration at the 51st Regular Meeting of the Latin American Council, the Permanent Secretariat has prepared the *Work Programme for 2026-2029*, which reflects the interests, needs, requirements and expectations of Member States in light of current regional and global circumstances, with a

¹ The report for the first half of 2025 is contained in the *Permanent Secretariat Report 2025*, 1 January – 31 July, presented by Ambassador Clarems Endara during the handover of the Permanent Secretariat to Ambassador Lesly David.

gender focus and a strategy based on collaborative efforts, in turn, grounded in cooperation between the public and private sectors and academia, and which also reflects SELA's commitment to contributing to the achievement of the *Sustainable Development Goals* and the organisation's strategic vision for 2030.²

² This vision envisages the construction of a more integrated, equitable, sustainable and innovative Latin America and the Caribbean (LAC), where the well-being of its peoples is at the centre of all policies and actions undertaken by its Member States. Likewise, under this vision, SELA's founding objectives and principles are reconstituted into a new series of initiatives and commitments that integrate the intra-regional and global environments, leading it to balance between open, strategic and flexible regionalism and a more global, complex and interdependent one.

4

I. 50TH ANNIVERSARY OF SELA

The Latin American and Caribbean Economic System (SELA) commemorated its fiftieth anniversary in October, during which the organisation reaffirmed its commitment to integration, intra-regional cooperation and the economic and social development of Latin America and the Caribbean (LAC). Created on 17 October 1975 with the signing of the [Panama Convention](#), SELA was established in response to the need to establish a permanent system of consultation, coordination and cooperation among the countries of the region. That historic agreement, signed by 25 sovereign Latin American and Caribbean States, established the principles of equality, sovereignty, solidarity, non-intervention and mutual respect, which, half a century later, continue to guide the work, direction and progress of the organisation towards the achievement of its overarching objective and strategic goal: **More and better integration**.

Today, SELA is a regional benchmark in the coordination of public policies, the promotion of consensus and the strengthening of integration mechanisms. Its commitment to integration has been expressed in the development of a regional cooperation agenda, currently focused on three main thematic areas, namely: i) Economic Recovery; ii) Digitalisation and Infrastructure; and iii) Social Development, aligned with the *Sustainable Development Goals (SDGs)*. SELA's relevance lies in having become the promoter par excellence of cooperation and coordination among its member countries, thereby facilitating the coordination of joint positions in international forums, promoting regional integration and leveraging the social and economic development of LAC. To that end, it acts as a pillar for growth and stability in the region by promoting policies for economic recovery, inclusion, trade and investment.

The Permanent Secretariat of SELA is the technical engine behind the organisation's work. As such, it has transformed dialogue into action and built bridges for regional development. Under the leadership of 13 permanent secretaries, it has managed to articulate a common voice to the world, generating strategic knowledge for the formulation of public policies, promoting South-South and Triangular Cooperation (SSTC) as a key element for the sustainable development of the region, and leading innovation and adaptation initiatives in the face of the challenges of the 21st century.

One of SELA's pillars has been the generation of technical knowledge. Over five decades, its publications have been an indispensable source of reference for universities, research centres and decision-makers. SELA's books and studies address key issues of regional interest, including, among others, the following: the importance of convergence of institutional and personal efforts and will, regional cooperation, and synergistic and collaborative work among all Latin American and Caribbean countries as essential elements for LAC to advance towards greater and more effective economic, social and human integration, based on constructive and ongoing dialogue that respects the sovereignty of peoples and their economic, social and cultural diversity; the relevance and opportunity that artificial intelligence represents in terms of its impact on the design and implementation of better public policies, technological governance and public procurement. Likewise, greater importance has been given to issues such as digital transformation, cyberdiplomacy, the circular economy, logistics and port communities, comprehensive disaster risk management (CDRM), food security, sustainable development and the strengthening of SMEs, among many others.

In recent years, SELA has intensified its joint work with other regional mechanisms committed to regional integration, promoting and contributing to the consolidation of an inter-secretariat agenda that fosters institutional convergence, synergistic work and technical cooperation. This work has its most comprehensive precedent in the [Forum: Responding to the challenges of integration for the development of Latin America and the Caribbean. Proposals from regional and subregional integration mechanisms](#) (Buenos Aires, 16 December 2022), convened by the Government of Argentina and the Permanent Secretariat of SELA, with the participation of representatives from the Latin American Integration Association (ALADI), the Andean

Community (CAN), the Central American Integration System (SICA), the Common Market of the South (MERCOSUR), the Association of Caribbean States (ACS), and the Argentine Foreign Ministry, as well as delegates from the member countries of CELAC and SELA. This was a highly significant and far-reaching step that enabled progress to be made in consolidating a new space for coordination, harmonisation, complementarity and convergence of the agendas of the various integration bodies. Since then, SELA has continued to vigorously promote regional convergence as a key strategy for strengthening cooperation among the various integration schemes in Latin America and the Caribbean, with the ultimate goal of achieving more efficient integration, avoiding duplication of efforts and optimising resources to respond to the challenges facing the region.

The *Regional Convergence Matrix (MCR)*, resulting from the work undertaken through the inter-secretariat agenda, enabled the identification of key areas for joint work, thereby optimising the use of resources and generating concrete solutions to shared challenges. This tool reflects a commitment to more mature, efficient and humane integration.

Convergent and collaborative work, a fundamental element of SELA's agenda, which has been systematically promoted by the Permanent Secretariat, has given rise to and strengthened close cooperation among organisations such as ALADI, CAN, CARICOM, MERCOSUR, SICA, ACTO, ALBA-TCP, the Pacific Alliance (PA) and CELAC. Likewise, SELA, like other regional entities linked to LAC integration processes, has created synergies with international and extra-regional entities, including research centres, universities and related institutions, through partnerships in initiatives involving some of the organisation's member countries.

Currently, under the leadership of Permanent Secretary Ambassador Lesly David, the organisation continues its strategic renewal process to respond to contemporary challenges in promoting a more resilient, convergent, and united region.

Precisely, during the commemoration of the organisation's 50th anniversary, the Permanent Secretary pointed out that *"Today more than ever, Latin America and the Caribbean need to speak with one voice, and to do so, coordination and convergence are tasks that cannot be postponed."* He also stated that *"in the face of the challenges of the present, we reaffirm our commitment to drive economic recovery; promote productive investment; facilitate trade and interconnectivity; strengthen the SME ecosystem; advance energy integration; foster comprehensive disaster risk management; and promote a more comprehensive vision of human mobility in our region."*

On the occasion of this magnificent historical milestone in its development, SELA reaffirms its mission to work towards a more integrated Latin American and Caribbean region, where regional cooperation is the driving force for overcoming structural gaps, promoting sustainable development and giving the region greater visibility on the global stage. To that end, it continues its efforts to promote global regionalism as a strategy for strengthening integration in Latin America and the Caribbean.

6

II. IMPLEMENTATION OF THE WORK PROGRAMME

The activities conducted during the period covered by this report were framed within the thematic areas set out in the *Work Programme for 2022-2026*, updated in 2025, namely: I. Economic Recovery; II. Digitalisation and Infrastructure; and III. Social Development. The following table shows the projects implemented through the activities conducted during the period, as well as the thematic area and programme to which each project belongs.

THEMATIC AREA	PROGRAMME	PROJECT
I ECONOMIC RECOVERY	Programme I Economic integration	Project A. Institutional convergence and cooperation for integration
	Programme II Trade facilitation	Project A. Network of Digital and Collaborative Ports
		Project B. Trade promotion in Latin America and the Caribbean
	Programme III SMEs	Project A. Productive articulation for stronger SMEs Project B. Seizing the opportunities of the industries of cultural and creative goods and services for economic recovery
II DIGITALISATION AND INFRASTRUCTURE	Programme I Infrastructure	Project A. Information technologies and sustainable energy infrastructure for development
	Programme II Digital transformation	Project A. Leveraging digital technologies to drive development in Latin America and the Caribbean
III SOCIAL DEVELOPMENT	Programme I Sustainable and resilient development	Project A. Technical support for cooperation and sustainable development in Latin America and the Caribbean
		Project B. Capacity building for the regional public sector
	Programme II Comprehensive disaster risk management and climate change	Project A. Comprehensive disaster risk management in Latin America and the Caribbean
	Programme III: Promoting a comprehensive vision of human mobility	Project A. Best practices in migration policies Project B. Social development and migration

Following the sequence of the work programme, the activities conducted are summarised below by thematic area, programme and project, indicating whether they were conducted virtually and/or in person.

THEMATIC AREA I – ECONOMIC RECOVERY

Essentially, this area aims to: i) boost economic growth by strengthening regional integration processes; ii) contribute to the design of public policies that facilitate trade in LAC; and iii) promote the MSME business ecosystem. Likewise, the results derived from the implementation of the activities contemplated in this thematic area are expected to contribute to the achievement of the following *Sustainable Development Goals (SDGs)*.



PROGRAMME I: ECONOMIC INTEGRATION

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 (LAC).

PROJECT A. INSTITUTIONAL CONVERGENCE AND COOPERATION FOR INTEGRATION

[Monitoring trade and progress in regional integration processes.](#) Throughout the year. This activity is conducted on an ongoing basis as part of the technical tasks of the Permanent Secretariat. It consists of updating an interactive dashboard accessible through SELA's portal, which facilitates the monitoring of key economic and trade indicators for Latin American and Caribbean countries. This tool includes variables such as GDP, exports, economic complexity, maritime connectivity and trade preference indices, and represents an instrument for analysing regional integration processes and formulating data-based public policies.

The main objective of this initiative is to provide Member States, regional institutions, the private sector, academia and the general public with access to reliable, up-to-date and comparable statistical information. In a global context characterised by rapidly evolving trade flows, the digitalisation of markets and the challenges of economic integration, having first-hand information is essential for the formulation of public policies, the design of business strategies and the promotion of intra-regional and extra-regional trade.

Furthermore, the project responds to the organisation's ongoing mandate to collect, process and disseminate economic information that contributes to strengthening the analytical capacities of member countries and monitoring international trade trends. The database thus becomes a strategic tool for identifying opportunities for productive diversification, improving competitiveness and promoting regional integration.

8

In addition to activating the platform, the initiative also includes the implementation of a continuous updating mechanism that guarantees the validity, accuracy and consistency of the data presented. This ongoing maintenance is an essential and permanent task for SELA, in line with its commitment to provide high-quality and transparent information to its membership and, in general, to all interested parties in the region. In short, the initiative consolidates the organisation's role as a regional benchmark in the production and dissemination of economic information, strengthening cooperation between member countries and promoting informed, evidence-based decision-making.

PROGRAMME II: TRADE FACILITATION

The objective of this programme is to design public policies that reduce costs and hurdles to trade, open new markets and position Latin American and Caribbean trade in international markets.

PROJECT A. NETWORK OF DIGITAL AND COLLABORATIVE PORTS

[Institutionalisation of the Network of Digital and Collaborative Ports](#). Currently underway, scheduled for completion in 2026. Throughout 2025, the Network continued its work towards institutionalisation, including technical meetings with our counterpart at CAF, updating the representation of its members, reviewing its sustainability model, updating its value proposition and making progress in defining its statutes. This institutionalisation process responds to the mandate contained in *Decision 595 on the Action Committee for the Institutionalization of the Network of Digital and Collaborative Ports* of the XIV Special Meeting of the Latin American Council (Caracas, Venezuela, 5 May 2022), aimed at providing the Network with legal personality and operational autonomy under a strategy with three new pillars: open innovation, digitalisation of processes and data, and environmental and energy sustainability.

Work is currently underway on a roadmap defining the processes to be followed to contribute to the achievement of the *2030 Agenda for Sustainable Development* goals, to be presented at the "IX Annual Regional Meeting of Port Logistics Communities" in 2026. Within the framework of this activity, SELA will assume the Technical Secretariat of the Network and the action committees that will conduct the activities will be defined.

The institutionalisation of the Network is a regular activity that constitutes an ongoing process of at least three years, within the framework of the progressive implementation of the *2024–2030 Action Plan*, which encompasses a series of strategic projects and programmes focused on innovation, collaboration and operational efficiency. It represents a strategic guide for the transformation and strengthening of this important Network and aims towards the transformation and strengthening of port operations in the region.

PROJECT B. TRADE PROMOTION IN LATIN AMERICA AND THE CARIBBEAN

[Panel for the exchange of experiences and academic development of studies on competition.](#) As part of this activity, the First International Workshop on Competition Law was held in Santo Domingo, coordinated by ProCompetencia and the Latin American and Caribbean Economic System (SELA). This event brought together national and international authorities, specialists, multilateral organisations and representatives of the private sector to analyse the profound changes that digital transformation is imposing on markets, business models and the exercise of competition policy. The main objective of the Congress was to strengthen the capacities of competition officials and authorities in the face of the regulatory, economic and legal challenges arising from digital markets, through specialised training in digital platforms, algorithms and artificial intelligence; a better understanding of the risks associated with market power, concentration and barriers to entry; analysis of emerging regulatory frameworks and their application in small economies; and practical reflections for the design of modern, inclusive and effective public policies.

In short, the conference aimed to prepare competition authorities to respond appropriately to growing global concentration, rapid technological change and the need to ensure contestable, transparent and pro-innovation digital markets, addressing issues such as: the rise and reach of large digital platforms and their impact on the competitive landscape; digital platforms and anti-competitive behaviour, including self-preferencing, exclusivity and strategic use of data; artificial intelligence and algorithms, and their relationship to risks of collusion, discrimination and dynamic pricing; legal aspects of the digital economy: compliance, regulation, data protection, intellectual property and cybersecurity; competition and growth in small economies, with an emphasis on the Dominican Republic and the Latin American region, and global regulatory trends.

In a context where only five companies account for 48% of global sales in digital markets, and where seven of the ten most valuable companies in the world belong to the technology sector, UNCTAD emphasises the urgency of applying competition laws more firmly and in a more coordinated manner, strengthening institutional capacities, promoting digital infrastructure and support for start-ups, and reducing asymmetries in the application of competition policy in Latin America. In this context, the Congress provided a space for technical training, political dialogue and international cooperation, aimed at equipping officials and authorities with conceptual, regulatory and operational tools to effectively address the challenges of the digital economy. Its focus on training, regulatory updates and institutional development positions it as a key instrument for advancing towards more competitive, dynamic and inclusive digital markets in the Dominican Republic and the region.

PROGRAMME III: SMEs

The objective of this programme is to formulate public policies that promote productive sectors, strengthen business models and develop new markets for the regional SME business ecosystem.

PROJECT A. PRODUCTIVE ARTICULATION FOR STRONGER SMEs

[Implementation of a methodology for identifying potential productive niches and mapping sectors.](#) Within the framework of the SELA-BANALBA Agreement, the results of the mapping of potential productive niches for the ALBA-TCP countries were updated, specifically for the case of Venezuela, where the corresponding observations were included based on the update of the country's export figures. In this regard, the productive

10

potential of sectors associated with the production of alcoholic beverages, such as *cocuy*, the production of fishery products and their manufacture, as well as the productive capacities identified in sectors linked to the petrochemical industry and iron and steel manufacturing, were highlighted. In this way, SELA strengthens the results obtained in this project, which is scheduled to be presented at the XXV ALBA Summit.

[Second Session of the Network of Best Practices in Policies for SMEs in Latin America and the Caribbean](#). As part of the implementation and follow-up of the recommendations derived from the Public Policy Index for MSMEs in Latin America and the Caribbean (IPPALC), the Network of Best Practices in Policies for MSMEs in Latin America and the Caribbean (RED-PPALC) was established in Montevideo, Uruguay, with the support of the Ministry of Industry, Energy and Mining. The Network is coordinated by SELA, CAF and the OECD, with the participation of Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, Paraguay, Peru and Uruguay. The presidency of the Network was assumed by Uruguay through the Ministry of Industry, Energy and Mining (MIEM) in 2025, and is expected to be transferred to Ecuador, Mexico or Colombia during the Second Meeting of the Network in 2026. It should be noted that among the topics addressed by the Network is the Institutional Framework, which deals with the formality of the business sector, one of the main structural challenges facing LAC countries, which has a direct impact on job insecurity and underemployment.

PROJECT B. SEIZING THE OPPORTUNITIES OF THE INDUSTRIES OF CULTURAL AND CREATIVE GOODS AND SERVICES FOR ECONOMIC RECOVERY

[Panel discussion – The Japanese migration experience in Latin America and the Caribbean: its cultural and economic impact](#). 24 September. Hybrid format. Caracas, Venezuela. This event was organised in collaboration with the company Nuevo Objetivo Film (Venezuela). The main activity was the screening of the film *Nikkei* (Japanese immigrants), a Venezuelan Peruvian co-production that tells the story of the journey from Japan to Peru and Venezuela of the grandparents of its director, Kaori Flores Yonekura, a Venezuelan filmmaker of Japanese descent who has more than 20 credits in works related to identity and immigration. With *Nikkei*, the viewer witnesses a technical-cultural dialogue aimed at identifying contributions, lessons learned and opportunities for cooperation. The film was shot in three countries and in two languages.

The discussion panel aimed to: i) highlight the historical and contemporary contributions of Japanese migration to the cultural and economic fabric of LAC through the projection of *Nikkei* and exchanges with specialists; ii) link human mobility with the development of cultural and creative industries, promoting synergies with the Latin American and Caribbean Directory of Cultural and Creative Industries (DICC), created by SELA, and its associated instruments; and iii) foster informed dialogue among public actors, the cultural community and the diplomatic corps to promote sustainable cultural and economic cooperation initiatives.

The meeting contributed to a multidimensional understanding of human mobility and, at the same time, strengthened the cultural and creative ecosystem as a vector for economic recovery. For their part, the audience showed enthusiasm for the story told in the film and asked questions about the saga of the Japanese in Latin America, with special reference to Peru and Venezuela, which in turn generated great interest and a very pleasant exchange among all those present.

In the same vein as immigration, on 23 September, the Venezuelan Japanese director premiered her film *El Extraordinario Viaje del Dragón* (The Extraordinary Journey of the Dragon), the story of the migration of her great-uncle, Yoshitomi Furuya, from Mount Fuji or Fujiyama, the highest volcanic peak and cone in Japan, located on the island of Honshu, to Venezuela, via Peru. The preview of this film was presented on 2 October by the Permanent Secretariat of SELA as an expression of its commitment to promoting intercultural dialogue in the region.

THEMATIC AREA II – DIGITALISATION AND INFRASTRUCTURE

The objective of this thematic area is to promote spaces for reflection and debate in the countries so that they can share their experiences, knowledge and needs with a view to identifying synergies in areas that are fundamental to economic and social development, such as digitalisation, infrastructure development and energy development. Specifically, the inclusion of this thematic area in the *Work Programme for 2022-2026*, updated 2025, aims to contribute to the achievement of the following goals: i) promoting digital inclusion in the region; ii) fostering regional digital connectivity; iii) promoting the development of sustainable infrastructure; and iv) encouraging the use of green energies. In addition, the results of the activities conducted will be geared towards contributing to the achievement of the following *Sustainable Development Goals of the 2030 Agenda*:



PROGRAMME I: ENERGY SUSTAINABILITY

This programme focuses on promoting energy sustainability, particularly clean energy, as a vital element in protecting the environment, ensuring long-term energy security, boosting economic growth and improving public health.

PROJECT A. INFORMATION TECHNOLOGIES AND SUSTAINABLE ENERGY INFRASTRUCTURE FOR DEVELOPMENT

[SELA's participation in OLADE's X Energy Week](#). 30 September to 3 October. Hybrid format. Santiago, Chile. In keeping with its partnership with the **Latin American Energy Organisation (OLADE)**, SELA participated in this event, through which OLADE sought to: i) analyse the global energy landscape and understand how regional and national actors project the development of the sector in the short, medium and long term; ii) facilitate spaces for exchange and dialogue among multiple actors in the energy sector; iii) generate an environment conducive to the creation of partnerships, agreements and business opportunities; and iv) promote the active participation of the public and private sectors in the discussion on the challenges and advances of energy development in Latin America and the Caribbean. In line with its main objective, this meeting deepened discussions on energy sustainability, energy transition and green hydrogen.

In general, SELA reaffirmed its role as an entity that facilitates spaces for dialogue from which it seeks to promote projects, ideas, programmes and even regional public policy proposals in the most sensitive areas, such as energy, for the promotion of sustainable development in LAC, with a view to achieving greater

12

coherence in the discourse and, at the same time, having an effective impact on economic activities in the region. The organisation's participation in this event was channelled through the following activities:

- 1) Presentation by Ambassador Lesly David, Permanent Secretary of SELA, of the OLADE Award for Excellence, Education Category, Academic Training Subcategory, to the project *Lifelong Learning and Energy: the contribution of the educational model of the INACAP Technical Training Centre (CFT) in Chile*.
- 2) Presentation by Ricardo Michel, SELA Advisor, on the panel *Energy Transition and Resource Governance: A Mining Agenda for Latin America and the Caribbean*, who referred to, among other things, the following aspects: i) mining activity in the region is key to the decarbonisation of the planet; ii) without minerals from Latin America, there would be no global energy transition; iii) LAC accounts for 60% of lithium resources and more than 45% of copper and silver production, as well as nickel and rare earths, all of which are indispensable for electromobility, renewable energies and the green industry; iv) sustainable mining is no longer an aspiration, but an indispensable condition for its legitimacy. To that end, he explained, SELA proposes three strategic axes for regional integration: i) conceiving mining as a pillar of integration, taking advantage of the shared geography of the Andes and the river basins; ii) building joint value chains and logistics corridors to strengthen the region's voice at the global level; and iii) moving towards common regional regulations that harmonise standards on the use of water resources and emissions.

Finally, he invited the audience to commit to value-added mining; to export raw materials and move towards smelting, refining and manufacturing batteries and energy technologies in LAC countries, turning mining into a bridge to economic development, energy sovereignty and a just transition.

- 3) Ricardo Michel's intervention in the panel *Hydrogen roadmap towards 2035*, in which he answered questions from the moderator and highlighted the following aspects: i) green hydrogen is a fundamental vector for the integration of Latin America and the Caribbean (LAC) and an opportunity for the region to develop joint value chains and strengthen its energy security; ii) LAC has vast potential for hydrogen production, and its development requires a cooperative effort and the design of regional public policies that give it a single voice at the global level; iii) instead of prioritising exports to markets such as Europe, the region should first focus on its own domestic market, which is large and has high energy consumption; iv) regional interconnection needs to be strengthened so that countries with energy surpluses, such as Chile, can supply others with deficits, such as Ecuador; v) the use of hydrogen must be promoted to decarbonise and add value to key industries such as mining and agriculture, with special reference to the production of fertilisers (urea) to supply the demand of countries such as Brazil and Argentina; and vi) developing infrastructure is a much-needed long-term investment that will generate employment, innovation and technology, enabling the region to guarantee its own energy security before becoming a global exporter.

The panellists highlighted the following aspects: i) production potential in the region; ii) main obstacles and gaps; iii) strategic opportunities; iv) regional integration as a key factor for the harmonisation of regulatory frameworks; v) the creation of transnational energy corridors; vi) the development of complementary value chains; and vii) the strengthening of the region's international negotiating position.

- 4) Mr. Ricardo Michel also delivered a keynote speech on the importance of critical minerals for energy development in Latin America and the Caribbean. He highlighted key aspects of mining in LAC, referring to the importance of minerals such as lithium, copper, silver and nickel, among others. In this regard, he

stated that, despite having enormous reserves of lithium, copper, silver, molybdenum and nickel, LAC continues to be mainly a supplier of raw materials without significant industrialisation, which, he noted, is essential in global supply but marginal in the technology and energy industry.

At the end of the debate, the experts concluded that: i) critical minerals represent a historic opportunity for Latin America and the Caribbean; ii) they are key to the global energy transition; and iii) they are a tool for the region to move beyond its role as a mere exporter of raw materials. They also warned that for LAC to become a relevant player in the energy future, it must overcome the paradox of abundance without industrialisation, promoting policies that encourage investment, sustainability and, above all, local value added. Only then, they said, will it be possible to transform mineral wealth into economic development, energy security and social welfare.

A document containing best practices and policy recommendations was envisaged as a deliverable, which is expected to facilitate and improve the generation of and access to green energy in the region and also serve as a guide for SELA member countries on their path towards greater energy sustainability.

[Contest of projects for energy solutions in Latin America and the Caribbean](#). 18 July to 6 August 2025. Virtual. SELA, in conjunction with the **European Space Agency (ESA)** and the **CopernicusLAC Panama Centre**, organised the *Second Hackathon on Risk Reduction* with the aim of leveraging Earth observation data from the Copernicus Centre to strengthen disaster risk reduction (DRR), a core issue on SELA's agenda.

Throughout the Hackathon, participants had access to workshops, webinars and sessions led by experts to refine their ideas around the *Sendai Framework for Disaster Risk Reduction* and its impact on Disaster Risk Reduction (DRR), as well as the vision of creating a sustainable space ecosystem in the region.

A total of 314 participants from 30 countries were divided into 53 teams that worked on three regional challenges: i) protecting cities; ii) making communities and environments more resilient; and iii) supporting long-term mitigation and adaptation actions. Fifty per cent of the participants were from LAC countries.

This Second Hackathon is part of Activity 2. Contest of projects for energy solutions in LAC of Programme I: Energy Sustainability, corresponding to Thematic Area II. Digitalisation and Infrastructure and is identified with SELA's commitment in the area of comprehensive disaster risk management, included in Programme II. of Thematic Area III Social Development.

PROGRAMME II: DIGITALISATION AND TELECOMMUNICATIONS

The main challenges identified for achieving greater deployment of digital infrastructure are to stimulate private sector interest in projects with uncertain returns, promote regional and international

14

cooperation to take advantage of technical and financial opportunities, and generate efficient schemes for public-private collaboration. This programme seeks to contribute to overcoming these challenges.

IV Hemispheric seminar on port-city relations, social responsibility and gender equality: designing more humane, sustainable and resilient port cities. 13 and 14 November. Virtual. This event was organised in partnership with the **Inter-American Committee on Ports (CIP)** of the Organisation of American States (OAS) and the **Network of Women Maritime Authorities of Latin America (Red MAMLa)** with the support of the **Network of Digital and Collaborative Ports**, coordinated by SELA.

The seminar succeeded in promoting dialogue and cooperation among port authorities, international organisations, and stakeholders from the private sector and civil society to advance towards more humane, inclusive, and sustainable ports. During the two days of work, participants addressed key issues such as port-city integration, social responsibility, innovation, gender equality, environmental management, and human capital development. It also contributed to promoting the exchange of experiences and best practices, thereby strengthening strategic and institutional partnerships in line with the CIP-OAS mandates on sustainability, inclusion, and port resilience.

On this occasion, the organisation presented the activities of the Network of Digital and Collaborative Ports and highlighted the importance of technology in sustainability, in contrast to the protection of green infrastructure.

THEMATIC AREA III – SOCIAL DEVELOPMENT

The objective of this thematic area is to promote the full exercise of social, environmental and cultural rights for all people in LAC countries with the aim of achieving greater well-being and contributing to equity, social inclusion and equal opportunities through improved living conditions. The goal is to contribute to the optimisation of social development indicators in the region in a sustainable and resilient manner through cooperation initiatives, training, agreements and the exchange of best practices, in order to achieve comprehensive economic and environmental development policies. The activities conducted during the period covered by this report are outlined below, highlighting the respective programme and project. The expected results are aimed at contributing to the achievement of the following *Sustainable Development Goals of the 2030 Agenda*.



PROGRAMME I: SUSTAINABLE AND RESILIENT DEVELOPMENT

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

[III Virtual Seminar “Modernisation and technology for a more sustainable agriculture in Latin America and the Caribbean.”](#) 24 November. Virtual. Organised in collaboration with the **United Nations Food and Agriculture Organisation (FAO)** and with the support of **CELAC**, the **Inter-American Institute for Cooperation on Agriculture (IICA)**, the **International Maize and Wheat Improvement Centre (CIMMYT)**, the **Global Alliance for Improved Nutrition (GAIN)** and the **World Food Programme (WFP)**, this event has established itself as a forum for dialogue and technical cooperation on key innovations in the agricultural sector, with an emphasis on precision agriculture and biotechnology.

This event aimed to: i) identify the main challenges and opportunities for the adoption and implementation of precision agriculture and biotechnology in the region, considering factors such as access to digital technologies, investment in infrastructure, technical training and regulation of genetically modified organisms; ii) promote the exchange of best practices and lessons learned among countries and key actors on the use of precision agriculture and biotechnology, highlighting success stories in crop optimisation, environmental impact reduction and increased agricultural productivity; iii) foster collaboration among governments, research institutions, the private sector and international organisations to advance the development and deployment of agricultural technologies; and iv) enrich the document *Baseline on the vulnerability of agri-food systems in Latin America and the Caribbean*, prepared in 2023, which is currently being updated by academics and students.

[III Seminar on Circular Economy: measurement, monitoring and design of indicators for public policies on circular economy in Latin America and the Caribbean.](#) 28 August. Virtual. As a member of the Circular Economy Coalition for Latin America and the Caribbean³ since July 2024, and in line with its commitment to contribute to the development of 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 to preserve our environment, SELA held this seminar on the circular economy. This is the third time that the organisation has held this seminar in partnership with the **United Nations Conference on Trade and Development (UNCTAD)** and the first with the **Mexican Agency for International Development Cooperation (AMEXICID)**, with the collaboration of the Circular Economy Coalition for LAC and, in general, regional

³ A multisectoral initiative that brings together governments, businesses and civil society organisations to promote and accelerate the transition from a linear economy to a circular model, focused on eliminating waste and pollution, keeping products and materials in use, and regenerating nature.

16

associations and institutions involved in the development of recommendations and strategies aligned with best practices in this area.

This example of institutional collaboration demonstrates a progressive approach towards integrating the circular economy into public policies in LAC. Previous events have moved towards discussing regulatory frameworks and promoting indicators that facilitate the measurement and monitoring of circular policy performance. This evidence-based approach is essential for evaluating the effectiveness of the strategies implemented and for guiding decision-making in the region.

The purpose of the activity was to strengthen the institutional capacities of LAC countries through the exchange of experiences and the development of technical tools to measure and evaluate the effectiveness of public policies aimed at the circular economy. It was attended by 275 civil servants from Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Jamaica, El Salvador and Venezuela, as well as other LAC and European countries.

Specifically, the seminar aimed to: i) analyse regional and international experiences in designing circular economy indicators applied to public policies; ii) discuss cases of circular value chains in strategic sectors, identifying the methodologies used to measure their economic, social, and environmental effects and their linkage to multisectoral public policies; iii) explore models and opportunities in data governance and interoperability based on national statistical systems and digital platforms for monitoring circular strategies; iv) analyse and discuss regulatory and economic frameworks that integrate indicators into decision-making; and v) promote technical cooperation among public institutions, multilateral organisations and actors in the productive sector with the aim of making recommendations for the harmonisation and regionalisation of circular economy indicators.

The participants emphasised the coordination of cooperation initiatives with current efforts in the field of the circular economy, particularly with regard to measurement, monitoring and the design of indicators for public policy. It also provided technical and strategic input aimed at consolidating an evidence-based regional agenda capable of assessing effective progress towards sustainability goals in Latin America and the Caribbean.

PROJECT B. CAPACITY BUILDING FOR THE REGIONAL PUBLIC SECTOR

[Conference: Behavioural economics for better public policies](#). 28 October. Virtual. Organised by SELA and delivered by Carlos Scartascini, Head of the Research Department and Coordinator of the Behavioural Economics Group at the Inter-American Development Bank (IDB), as part of the partnership that SELA has maintained with that institution since 2021, in order to continue providing the necessary tools for the optimal development of public policy intervention proposals using a behavioural approach.

As planned, the conference provided a space for technical and strategic dialogue on the use of behavioural tools in the design, implementation and evaluation of public policies, fostering discussion of experiences, innovative approaches and empirical evidence in this area. This activity served as a conceptual and methodological prelude to the *V Workshop on Behavioural Economics*, to be held in 2026, allowing for the strengthening of institutional capacities, the promotion of critical reflection and the creation of a regional community committed to improving public decision-making in Latin America and the Caribbean.

[Training in integration for the development of Latin America and the Caribbean: Programme on generative AI and digital tools for employees and officials of the Latin American and Caribbean Economic System \(SELA\)](#). July-August. Virtual (synchronous and asynchronous sessions). Google Classroom platform. Instructors:

Maximiliano Campos Ríos and team. Twenty-two officials from different areas of SELA participated in this experience⁴. The purpose of this training initiative was to support the organisation's teams in learning about the processes involved in incorporating generative artificial intelligence (GAI) to strengthen operational efficiency, facilitate routine tasks, foster innovation and advance the modernisation of organisational processes from a collaborative and strategic perspective. In general, it was aimed at training the agency's organisational teams in the use of this technology to optimise institutional management, improve decision-making and promote more efficient and ethical technical cooperation in the Latin American context.

Specifically, the course focused on understanding AI and its application in international organisations and regional integration environments, namely: i) the use of GAI tools to simplify administrative, communication and analytical processes; ii) the development of skills to identify, adapt and implement technological solutions in organisational management; and iii) the promotion of the responsible, ethical and strategic use of GAI within SELA's institutional frameworks.

The following topics were covered in the training: i) nature and current use of GAI; ii) practical applications in the institutional context; iii) AI and the strengthening of institutional and regional communication; and iii) process optimisation and data analysis at SELA.

PROGRAMME II: COMPREHENSIVE DISASTER RISK MANAGEMENT AND CLIMATE CHANGE

The objective of this programme is to establish regional structures that contribute to reducing vulnerabilities, responding effectively to emergency situations and caring for the most vulnerable populations in the face of extreme natural phenomena, through social protection systems.

PROJECT A: COMPREHENSIVE DISASTER RISK MANAGEMENT IN LATIN AMERICA AND THE CARIBBEAN

[Completion - Second Diploma Course on Comprehensive Disaster Risk Management in Latin America and the Caribbean: resilience for adaptation to climate change](#). 30 October. Virtual. Quito, Ecuador. The diploma course was a result of the Framework Agreement on Institutional Cooperation signed between SELA and the Catholic University of Santiago de Guayaquil (UCSG) on 17 June 2024. This training initiative was aimed at LAC officials involved in Comprehensive Disaster Risk Management (CDRM) and climate change (CC).

This activity focuses on comprehensive disaster risk and climate change management to establish regional structures that contribute to reducing vulnerabilities, responding effectively to emergencies, and caring for populations most vulnerable to extreme natural phenomena. With a collaborative and multidisciplinary approach, this training activity contributed to strengthening the capacity of participants, professionals in the identification and management of disaster-related risks, to face current and future challenges associated with

⁴ Specialist in Artificial Intelligence and Digital Transformation at the regional and organisational level. PhD candidate in Public Administration at the University of Buenos Aires, master's degree in administration and public policy from the University of San Andrés (UdeSA).

18

climate change in the region. The 27 participants came from Bolivia, Colombia, Ecuador, El Salvador, Mexico, Honduras, Peru, the Dominican Republic, and Venezuela.

IV Workshop on disaster risk management with a social protection approach. 12 and 13 August. Face-to-face. Quito, Ecuador. Organised in synergy with the **Inter-American Conference on Social Security (CISS)**, with the collaboration of **LA RED (Network of Social Studies for Disaster Prevention in Latin America and the Caribbean)** and **ECLAC**, whose experts delivered the planned contents. This training activity was aimed at promoting the development of skills and knowledge in IDRM, with an emphasis on public social policies for social security and protection systems to promote the sustained recovery of communities and individuals affected by disasters in LAC. Decision-makers from the social security and protection system and risk management, as well as key actors involved in disaster response planning, participated in this workshop. This was the fourth edition of the workshop and demonstrated the consistency of SELA and its allies in contributing to the consolidation of a more effective approach to the problems arising from disasters in LAC. Previous editions were held in Honduras (2022), Belize (2023) and the Dominican Republic (2024).

Among the conclusions and recommendations arising from the various debates, the following are particularly noteworthy: i) risk management must integrate social protection as a highly effective tool for disaster prevention, response and recovery; ii) IDRM must be coordinated with social security and protection policies in order to address the economic and social consequences of disasters; iii) each country should build a social network of assistance programmes focused on health, education and food to protect the most vulnerable populations in the event of disasters; iv) the local level is fundamental in disaster risk management because disasters occur in local communities whose populations are most familiar with their threats, vulnerabilities and resources; v) concerted participation by governments and local communities is essential for identifying risks, developing emergency plans, reducing disasters and implementing prevention and preparedness measures, thereby ensuring a more effective response and greater resilience.

vi) It is necessary to strengthen the mainstreaming of risk management in the security and social protection sectors, ensuring that these systems play an active role in prevention and recovery; vii) LAC should promote ongoing dialogue among public institutions, community organisations, international agencies, and academic actors with the aim of building more robust and sustainable strategies collectively by developing a common language that articulates and facilitates convergence among different social security, social protection, and risk management institutions; viii) IDRM is a multidimensional approach that integrates actions in the different phases of the cycle, namely: prevention, preparedness and response, with an emphasis on recovery and, finally, reconstruction; ix) IDRM recognises the interconnections among risks, natural hazards, social vulnerabilities and institutional capacities, as well as the promotion of multisectoral coordination among institutions, levels of government and civil society that, together, address disasters; and x) countries' planning must include a process of continuous review of legal and regulatory frameworks that promote capacity building and a culture of risk, mainly at the institutional level.

The respective rapporteur's report is being used as input to continue enriching and complementing the document on public policies in disaster risk management with a social protection approach that SELA presented in December 2024.

PROGRAMME III: PROMOTING A COMPREHENSIVE VISION OF HUMAN MOBILITY

This programme aims to 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.

PROJECT A. BEST PRACTICES IN MIGRATION POLICIES

III Virtual training on migration data. 18 and 19 November. Virtual. Organised in conjunction with the International Organisation for Migration (IOM), the course covered the following topics: i) Recent migration trends and regional data products (returns report, Americas section); ii) Study on the exchange of migration data; iii) Strategic outlook: experiences in Latin America; and iv) the Displacement Tracking Matrix (DTM) and its implementation in LAC. This training initiative was linked to the *Global Compact for Safe, Orderly and Regular Migration*, whose second review is scheduled to take place within the framework of the International Migration Review Forum (IMRF) in 2026.

This activity introduced participants to the amortisation of migration data, one of the key topics of IMRF 2026, contributing evidence and best practices that strengthen migration governance processes in Latin America and the Caribbean.

PROJECT B. SOCIAL DEVELOPMENT AND MIGRATION

II Virtual Workshop on strategies for the integration of migrant women and girls: employment and youth. 21 October. Virtual. This activity was conducted in partnership with the following organisations: the **Regional Network of Civil Society Organisations for Migration (RROCM)**, the **International Organisation for Migration (IOM)**, **UN Women**, the **Inter-American Conference on Social Security (CISS)** and the **Office of the United Nations High Commissioner for Human Rights (OHCHR)**.

The workshop aimed to analyse the challenges and opportunities faced by migrant women and young people in their process of socio-economic integration, with an emphasis on access to formal employment, education and professional training. The activity was conducted to promote the development of public policies based on a human rights, gender and intersectionality approach, in order to overcome structural barriers that limit their autonomy.

Participants in this training session continued to address the specific vulnerability faced by women and girls during the migration process in LAC. In line with its overall objective, the workshop provided attending government officials and actors with the technical tools necessary to develop plans for the full integration, empowerment, education, 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.

20

The exchange of ideas and proposals put forward during the workshop will be used to further strengthen the Handbook of Best Practices, launched in 2024, and provide detailed information on the best strategies implemented for the reintegration of migrant women and girls.

[Handbook of best practices: towards the socioeconomic inclusion of migrants and their integration into the social security system. Central America subregion.](#) November-December. This initiative originated in the “III High-Level Dialogues on the socio-economic inclusion of migrants and their integration into the social security system” (7 October 2024) and the IV High-Level Dialogues (24–26 March 2025), an event that featured a panel discussion entitled “Return migration: challenges of reintegration and social reintegration for migrants.” During these sessions, participating experts emphasised the urgency of turning their reflections into concrete actions. Such is the purpose of this manual: to compile and systematise these contributions with a focus on key issues such as migrant children, the gender perspective and the socio-economic and socio-political impact of migration, and to serve as a tool to facilitate the implementation of effective actions that promote fair, equitable and sustainable migration inclusion.

The following organisations participated in the preparation of the handbook's contents: SELA, CISS, IOM, the Guatemalan Social Security Institute (IGSS); the Institute for Women in Migration (IMUMI); the National Institute of Migration (INAMI) of Mexico; the Regional Network of Civil Organisations for Migration (RROCM); the State Distance University (UNED) of Costa Rica, and the Costa Rican Social Security Fund (CCSS). The handbook was developed in partnership with **CISS**, with the collaboration of the **International Labour Organisation (ILO)**, the **Regional Network of Civil Society Organisations for Migration (RROCM)**, and social security institutions in the region.

III) SELA DIPLOMATIC MISSION TO THE IV CELAC-EU SUMMIT

SELA's representation at the **IV CELAC-EU Summit**, held in Santa Marta, Colombia, on 9 November this year, consisted of the Permanent Secretary of the organisation, Ambassador Lesly David, and Dr Yeimy Ramírez, Chief of Staff, who participated as observers.

The mission aimed to: i) strengthen cooperation between SELA and regional and international organisations relevant to the fulfilment of the organisation's mandate and the well-being of Latin America and the Caribbean (LAC); and ii) advance the integration and coordination of the CELAC-SELA agendas for the period 2026-2029.

Results of the mission

Following is a summary of the results of the various efforts undertaken by SELA's representatives during the summit.

- 1) *Agreement to strengthen support for Haiti.* Derived from a meeting with the Secretary General of the OAS, Albert Radmin. This agreement provides for the search for closer ties with Nicaragua and Cuba. An invitation was also announced for SELA to travel to Washington in 2026.

- 2) *Possible reincorporation of Guatemala into SELA.* Result of a conversation between the Permanent Secretary and the Guatemalan Foreign Minister, Carlos Ramiro Martínez, with whom future rapprochement was discussed.
- 3) *Alignment of the CELAC and SELA agendas.* Purpose expressed by Mario Lubetkin, Foreign Minister of Uruguay, the country that will assume the next Presidency Pro Tempore of CELAC. In relation to this matter, Foreign Minister Lubetkin will extend an invitation to Ambassador Lesly David, Permanent Secretary of SELA, to visit Uruguay.
- 4) *SELA support to facilitate rapprochement with Guyana and Belize.* At the request of Sergio Díaz-Granados, Executive President of CAF-Development Bank of Latin America and the Caribbean.
- 5) *Definition of strategies for joint work of SELA-CAN-EULAC.* Preliminary contact with Alberto Lora, Director General of Productive Transformation, Physical Integration and Services of the Andean Community (CAN) and representatives of the EU-LAC Foundation, an international organisation dedicated to promoting strategic partnership between the EU and LAC.
- 6) *Ratification of SELA as the technical arm of CELAC in activities with Member States.* On the same occasion, in a meeting with Daniel Cámara, Director General for American Regional Organisations and Mechanisms of the Mexican Ministry of Foreign Affairs (SER), it was confirmed that the "IX Annual Regional Meeting of Port Logistics Communities," provided for in SELA's *Work Programme for 2026-2029*, would be held in that country in 2026.
- 7) *Possible reinstatement of Brazil as a full member of SELA.* Daniela Benjamín, Director of the Regional Integration Department of Brazil's Foreign Ministry, assessed this possibility. On this occasion, the possible waiver of the South American country's previous debt to SELA was also considered, and its participation in the organisation's activities was highlighted.
- 8) *Possible reactivation of SELA action committees.* In this regard, Ecuador's Deputy Minister of Foreign Affairs, Santiago Apunte, highlighted the importance of reactivating the action committees and promoting joint work in the region.
- 9) *Request for debt forgiveness with SELA from Honduras and the Dominican Republic.* This was proposed by the Deputy Foreign Minister of Honduras, Gerardo Zelaya, and the Deputy Minister of Multilateral Foreign Policy of the Dominican Republic, Rubén Arturo Silié Valdez, who will possibly represent his country at the 51st Regular Meeting of the Latin American Council (Caracas, 10 and 11 December 2025).
- 10) *Confirmation of the Permanent Coffee Forum in 2026.* Proposal made by the Deputy Minister for Multilateral Affairs of Colombia, Mauricio Jaramillo, who also referred to Colombia's participation in the Latin American Council and its contribution to SELA's *Work Programme for 2026-2029*.

Recommendations arising from the mission

- 1) Following up on invitations and joint work agendas, particularly with Uruguay, Mexico, CELAC and the OAS.
- 2) SELA should promote closer ties with Guatemala, Nicaragua and Cuba in order to strengthen regional cohesion and support for Haiti.
- 3) The definition of collaborative strategies with the Andean Community (CAN) and the EU-LAC Foundation should be prioritised in order to expand areas of cooperation.
- 4) Evaluating the feasibility and conditions for debt forgiveness with Brazil, Honduras, the Dominican Republic and other interested countries.

22

- 5) Maintaining ongoing dialogue with CAF-Development Bank of Latin America and the Caribbean to facilitate its relations with Guyana and Belize.

IV) UNSCHEDULED ACTIVITIES

In addition to the activities included in the work programme, always in line with its implementation and with the aim of enhancing the performance of its staff by updating their skills in the use of work tools that increase and strengthen their abilities so that they can contribute more effectively to the organisation serving its member states better and more efficiently, this year, the Permanent Secretariat added to its agenda the training activity associated with the XXXIII Meeting of International Cooperation Directors: opportunities and challenges for Latin America and the Caribbean:

- 1) [Webinar: Towards the XXXIII Meeting of International Cooperation Directors: opportunities and challenges for Latin America and the Caribbean](#). 6 November. Virtual. This event was held as a prelude to the XXXIII Meeting, postponed until 2026. The webinar was attended by those responsible for international cooperation at the Ministries of Foreign Affairs of Argentina, El Salvador and Mexico, who presented an overview of the activities and general work of their areas, in line with SSTC, allowing for the strengthening of capacities and procedures available in each of the countries and specialised organisations for the measurement, assessment and evaluation of cooperation and its alignment with the objectives of the 2030 Agenda for Sustainable Development and national development programmes.
- 2) Permanent Secretary Lesly David also participated in the [XIV China-Latin America High-Level Academic Forum organised by Sun Yat-sen University and ILAS CASS](#), which took place on 23 and 24 November. The Forum aimed to promote actively academic collaboration between China and the region, highlighting China's importance as a strategic extra-regional actor in South-South cooperation and regional development. The Forum reinforces the academic collaboration agreements between SELA and ILAS CASS, focusing on joint research, theoretical promotion and the exchange of talent between both regions.

V) INTER-INSTITUTIONAL RELATIONS

1. Partner organisations in the implementation of SELA's activities

In keeping with its policy of promoting partnerships and collaborative activities with various regional, international and extra-regional entities to participate in the organisation and implementation of some of SELA's activities, during the reported period, the Permanent Secretariat planned and developed a number of activities in synergy with various organisations. Below is a list of the different entities that participated as co-organisers and co-hosts of one or more of the organisation's activities during the period covered by this report:

- 1) **European Space Agency (ESA)**
[Contest of projects for energy solutions in Latin America and the Caribbean](#).
 18 July to 6 August 2025. Virtual.
- 2) **Mexican Agency for International Cooperation (AMEXCID)**

[III Seminar "Circular Economy: measurement, monitoring and design of indicators for public policies on circular economy in Latin America and the Caribbean."](#)

28 August. Virtual.

3) CAF- Development Bank of Latin America and the Caribbean

[Institutionalisation of the Network of Digital and Collaborative Ports](#)

4) CopernicusLAC Panama Centre

[Contest for energy solutions projects in Latin America and the Caribbean.](#)

18 July to 6 August 2025. Virtual.

5) Economic Commission for Latin America and the Caribbean (ECLAC)

[Workshop on Disaster Risk Management \(DRM\) with a social protection approach.](#)

13 August. Face-to-face. Quito, Ecuador.

6) Inter-American Committee on Ports (CIP)

[IV Hemispheric seminar on port-city relations, social responsibility and gender equality: designing more humane, sustainable and resilient port cities.](#)

13 and 14 November. Virtual.

7) Community of Latin American and Caribbean States (CELAC)

[III Virtual Seminar on modernisation and technology to achieve more sustainable agriculture in Latin America and the Caribbean.](#)

24 November. Virtual.

8) United Nations Conference on Trade and Development (UNCTAD)

[III Seminar "Circular Economy: measurement, monitoring and design of indicators for public policies on circular economy in Latin America and the Caribbean."](#)

28 August. Virtual.

9) Inter-American Conference on Social Security (CISS)

[Workshop on Disaster Risk Management \(DRM\) with a social protection approach.](#)

12 and 13 August. Face-to-face. Quito, Ecuador.

10) Gain – Global Alliance for Improved Nutrition

[III Virtual Seminar on modernisation and technology to achieve more sustainable agriculture in Latin America and the Caribbean."](#) 24 November. Virtual.

11) Inter-American Institute for Cooperation on Agriculture (IICA)

[III Virtual Seminar on modernisation and technology to achieve more sustainable agriculture in Latin America and the Caribbean."](#) 24 November. Virtual.

12) [Handbook of best practices: towards the socio-economic inclusion of migrants and their integration into the social security system.](#) Central American subregion.

13) Network for Social Studies on Disaster Prevention in Latin America and the Caribbean.

[Workshop on Disaster Risk Management \(DRM\) with a social protection approach.](#)

12 and 13 August. Face-to-face. Quito, Ecuador.

24

14) Nuevo Objetivo Film (Venezuela)

[Discussion panel – The Japanese migration experience in Latin America and the Caribbean: its cultural and economic impact.](#)

24 September. Hybrid. Caracas, Venezuela.

15) UN Trade and Development

[III Seminar “Circular Economy: measurement, monitoring and design of indicators for public policies on circular economy in Latin America and the Caribbean.”](#)

28 August. Virtual.

16) United Nations Food and Agriculture Organisation (FAO)

[III Virtual Seminar on modernisation and technology to achieve more sustainable agriculture in Latin America and the Caribbean.”](#)

24 November. Virtual.

17) International Labour Organisation (ILO)

[Handbook of best practices: towards the socio-economic inclusion of migrants and their integration into the social security system. Central American subregion.](#)

18) Latin American Energy Organisation (OLADE)

[SELA's participation in OLADE's X Energy Week.](#)

28 September to 3 October. Hybrid. Santiago, Chile.

19) World Food Programme (WFP)

[III Virtual Seminar on modernisation and technology to achieve more sustainable agriculture in Latin America and the Caribbean.”](#)

24 November. Virtual.

20) Network of Women Maritime Authorities of Latin America (Red MAMLa)

[IV Hemispheric seminar on port-city relations, social responsibility and gender equality: designing more humane, sustainable and resilient port cities.](#)

13 and 14 November. Virtual.

21) Regional Network of Civil Organisations for Migration (RROCM)

[Handbook of best practices: towards the socio-economic inclusion of migrants and their integration into the social security system. Central American subregion.](#)

22) University of the Valley of Mexico (UVM)

[Course on public policy implementation and evaluation. Design Thinking methodology.](#)

VI. PRESS, PUBLICATIONS AND DISSEMINATION

The Communications Department maintains as its strategic objective to **reposition SELA as a leading organisation in Latin American and Caribbean integration**, strengthening its presence in the region's media.

Over the last three months, there has been sustained growth in the production and dissemination of content, adapting to digital trends and the expectations of our audiences.

In the digital sphere, it has produced a wide range of materials that consolidate SELA's presence on various platforms. During this period, **41 press releases** were published to communicate institutional activities, reports and achievements. In addition, **9 internal bulletins** and **4 newsletters** were produced for the Foreign Ministries of the Member States.

SELA significantly increased its activity on social media: **311 posts on Instagram, 165 on Twitter, 290 on Facebook and 104 on LinkedIn**. This effort has strengthened interaction with its audiences, promoted debates and disseminated messages in an effective and timely manner.

Furthermore, in the audiovisual area, it produced **three institutional videos** to mark the organisation's **50th anniversary**, highlighting its initiatives, projects, relevance and vision for the future.

1) INTERNAL COMMUNICATION

In this area, various actions and tools were implemented to keep all officials and collaborators informed, ensuring their alignment with institutional objectives and the execution of the work programme.

a) Monthly internal bulletin

An internal newsletter was created to periodically disseminate relevant news, project progress, upcoming events in Latin America and the Caribbean, and other matters of interest to SELA. During the second half of 2025, a total of **nine internal newsletters** were published, which have been a key tool for keeping staff informed about the organisation's activities, meetings, events and progress.

26



MÁS DE 250 FUNCIONARIOS PARTICIPAN EN SEMINARIO SOBRE MEDICIÓN, MONITOREO Y DISEÑO DE INDICADORES DE POLÍTICAS PÚBLICAS EN ECONOMÍA CIRCULAR



Con la participación de 275 funcionarios de la Administración Pública de Argentina, Brasil, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Jamaica, El Salvador, Venezuela, entre otros países de América Latina, el Caribe y Europa, el Sistema Económico Latinoamericano y del Caribe (SELA), en conjunto con la Agencia Mexicana de Cooperación Internacional para el Desarrollo (AMEXCID) y la Conferencia de las Naciones Unidas sobre Comercio y Desarrollo (UNCTAD), llevaron a cabo el III

b) Daily information summary

An informative summary was also implemented, distributed daily via WhatsApp, enabling rapid and effective communication of news from the region. Between August and November 2025, **42 informative summaries were published.**

c) Institutional image

In line with the need to maintain a consistent and professional institutional image in all areas of virtual interaction, SELA's graphic image has been regulated and standardised for use in virtual backgrounds during online meetings and seminars, as well as in presentations, reports and statements related to the activities of the work programme. This effort has contributed to strengthening the visual identity of the organisation and projecting a consistent, high-quality image across all digital media.

d) Anniversary logo

As part of SELA's 50th anniversary, a special logo design was developed, which is currently in use and will remain until 31 December 2025. This design has been key to reinforcing the organisation's history, achievements and vision for the future, generating a sense of pride and belonging among employees and external audiences.

e) Event organisation and protocol

The Communications Department actively participated in the organisation and promotion of institutional and national celebrations and holidays, such as Secretary's Day and the wreath-laying ceremony before Simón Bolívar's sarcophagus at the Liberator's Mausoleum in the National Pantheon in Caracas, on the occasion of the organisation's 50th anniversary. These activities contribute to strengthening the organisational culture and promoting a motivating work environment.



f) Web portal

The redesign of SELA's Web site has made it possible to efficiently organise the organisation's contents into six main sections, namely: SELA, Events, Work Programme, Communications, Publications and Indicators. This structure, together with an improved navigation system, offers more agile and functional user experience.

A key value-added feature is the regular updating of the **Economic Indicators** section, which provides relevant and up-to-date data on the regional economy. There, through a dashboard, essential figures such as exports and imports, connectivity and maritime-port activity, Gross Domestic Product (GDP) and inflation in Latin American and Caribbean countries can be consulted, constituting a useful tool for analysis and decision-making.

The portal also offers interactive access to SELA's entire bibliography: from the Panama Convention establishing the organisation to reports on events (workshops, courses, meetings, seminars), decisions of the Latin American Council and a wide range of recent publications, journals and books. This functionality reaffirms

28

SELA's commitment to disseminating knowledge and contributing to the debate on public policies for regional development and integration.

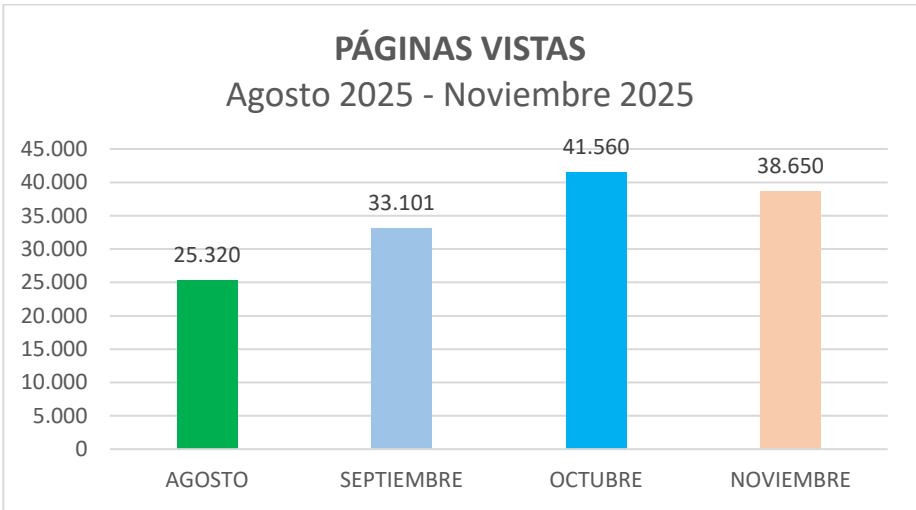
Between August and November 2025, SELA achieved significant expansion in content dissemination: **41 press releases** were published reflecting current events and the impact of our activities. This effort, coupled with improvements in the user experience, drove sustained growth in Web site traffic, reaching **120,000 page views** and **78,000 new users**, mainly from China, Venezuela, Peru, Colombia, Singapore and Mexico.

The new portal not only addressed operational deficiencies but also consolidated a robust and strategic digital platform that strengthens the organisation's capacity to fulfil its mission, amplify its voice and consolidate its role as a key reference point in the convergence and integration of Latin America and the Caribbean.

SELA operates the following additional specialised portals integrated into its official Web site:

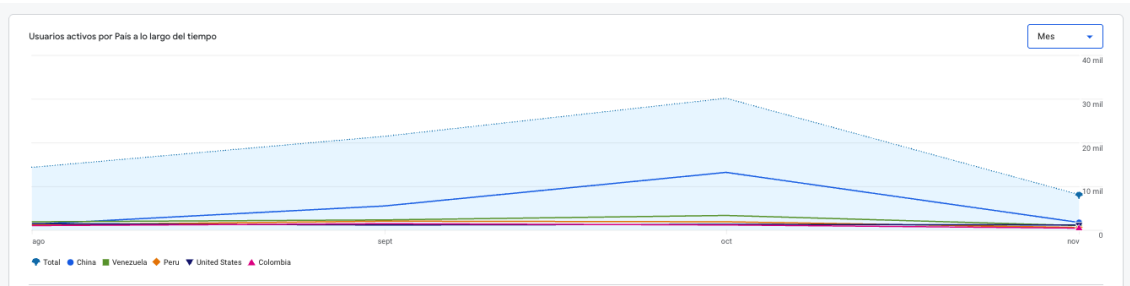
- Network of Digital and Collaborative Ports
<https://www.reddepuertos.org/>
- Directory of Cultural and Creative Industries
<https://directorioicc.sela.org/>
- Migration Observatory
<https://sela.org/observatorio/observatorio-de-migraciones/>
- Community of Latin American and Caribbean States (CELAC)
<https://sela.org/celac/celac/>

CHART 1. Page views on SELA's Web site



Source: Google Analytics

CHART 2. Active Web users, by country and month



Source: Google Analytics

Chart 3. Active Web users, by country



Source: Google Analytics

g) Monthly newsletter to Member States

In order to maintain better communication with Member States and raise awareness of the implementation of the work programme, four monthly newsletters were sent out between August 2025 and November 2025 to keep members informed of progress on the various activities under way.



SELA CONMEMORA 50 ANIVERSARIO CON OFRENDA FLORAL AL LIBERTADOR SIMÓN BOLÍVAR EN EL PANTEÓN NACIONAL DE VENEZUELA



En el marco de la conmemoración del 50º Aniversario de la Firma del Convenio de Panamá, el Sistema Económico Latinoamericano y del Caribe (SELA) realizó una ofrenda floral ante el sarcófago del Libertador Simón Bolívar, en el Panteón Nacional de Venezuela, junto al Cuerpo Diplomático acreditado en el país sede y funcionarios del Organismo.

El Secretario Permanente del SELA, Embajador Lesly David, preside el acto solemne realizado el pasado 17 de octubre, en compañía de Milton Rengifo, Embajador de Colombia en Venezuela, país que preside el Consejo Latinoamericano del SELA; Raul Li Caual, Viceministro para el Caribe de la Cancillería de Venezuela; Cora Romero, Oficial de Trámite y Viajes del SELA, y Alfredo Maronec, Asistente de Servicios Generales del SELA, ambos como los funcionarios con mayor antigüedad en el organismo.

[LEER MÁS](#)



2) SOCIAL NETWORKS

SELA maintains an active presence on four social media platforms with daily updates: Instagram, Facebook, X (Twitter) and LinkedIn. These platforms have experienced sustained growth and significant reach in recent months.

Between August and October 2025, the results were as follows:

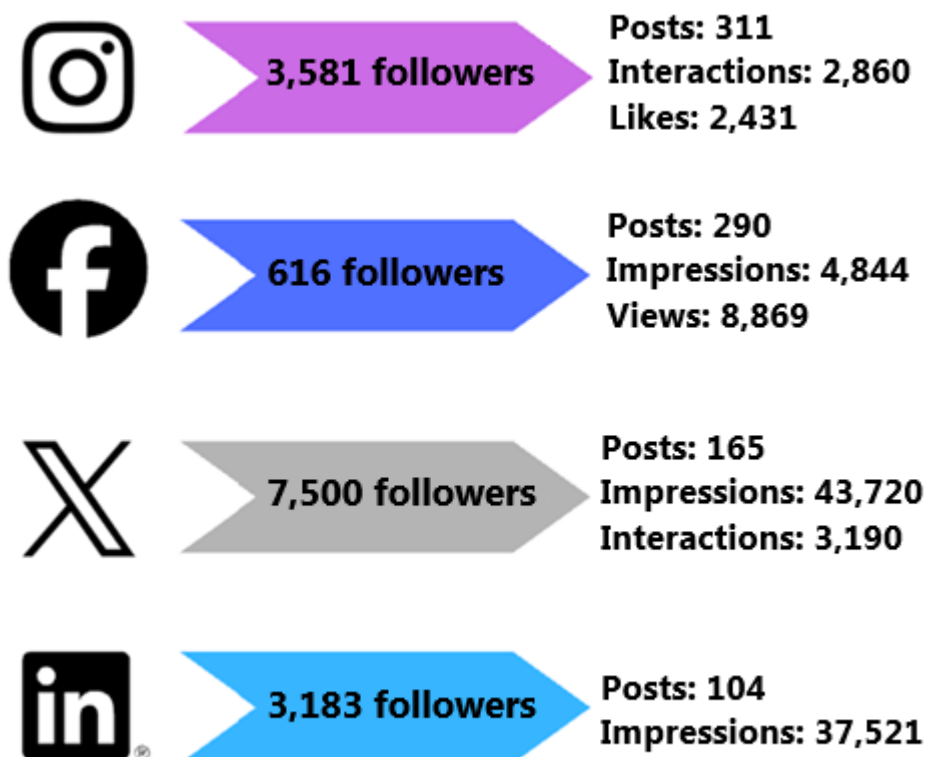
- **Instagram:** 3,585 followers, 311 posts, 2,860 interactions, and 2,431 likes.
- **Facebook:** 616 followers, 290 posts, 4,844 impressions and 8,869 views.
- **X (Twitter):** 7,500 followers, 165 posts and 43,720 impressions.
- **LinkedIn:** 3,183 followers, 104 posts and 37,521 impressions.

In addition, SELA has a YouTube channel through which it broadcasts its events live and has published three institutional videos to mark the organisation's 50th anniversary. It also has channels on Telegram and WhatsApp, aimed at specific audiences who receive regular updates on relevant information about SELA.

The Communications Department has implemented a comprehensive digital communication strategy that has significantly boosted the visibility of SELA's work programme on social media. This strategy is based on the following actions:

- Constant updating of contents.
- Live coverage of activities.
- Renewal of graphic identity.
- Focus on audience loyalty in Latin America and the Caribbean.

Thanks to these actions, we have achieved a strategic repositioning of SELA in the regional communication dialogue, increasing its relevance and reach.



32

3) REFERENCES TO SELA IN THE REGION'S MEDIA

With the aim of ensuring the dissemination of information on SELA's activities and, at the same time, maximising visibility of the organisation's work programme and the tangible impact of its activities in response to the challenges facing the region, we have strengthened our relationship with local and national media in the region. This sustained and effective media penetration has not only enabled SELA to communicate its achievements and perspectives, but has also, crucially, contributed to positioning the organisation as an indispensable reference point and an authoritative voice in the debate and implementation of convergence and integration in Latin America and the Caribbean.

- 1) Ambassador Lesly David is elected as the new Permanent Secretary of SELA for the period 2025-2029
<http://comerciocorporativo.blogspot.com/2025/06/este-lunes-16-de-junio-el-embajador-de.html>
- 2) Ambassador Lesly David is elected as the new Permanent Secretary of SELA for the period 2025-2029
<https://mascontainer.com/lesly-david-es-electo-nuevo-secretario-permanente-del-sela/>
- 3) Lesly David is elected as Permanent Secretary of SELA in Venezuela
<https://www.prensa-latina.cu/2025/06/17/eligen-en-venezuela-a-lesly-david-como-secretario-permanente-del-sela/>
- 4) Ambassador Lesly David is elected as the new Permanent Secretary of SELA for the period 2025-2029
<https://www.eluniversal.com/venezuela/210300/embajador-lesly-david-es-electo-nuevo-secretario-permanente-del-sela-para-el-periodo-20252029>
- 5) Lesly David elected as Permanent Secretary of SELA in Venezuela
<https://www.laradiodelsur.com.ve/electo-en-venezuela-lesly-david-como-secretario-permanente-del-sela/>
- 6) Lesly David is elected as Permanent Secretary of SELA in Venezuela
<https://www.la-epoca.com.bo/2025/06/17/eligen-en-venezuela-a-lesly-david-como-secretario-permanente-del-sela/>
- 7) Ambassador Lesly David is elected as the new Permanent Secretary of SELA for the period 2025-2029
<https://contrapunto.com/economia/macroeconomia/embajador-lesly-david-es-electo-nuevo-secretario-permanente-del-sela-para-el-periodo-2025-2029/>
- 8) Lesly David, élu Secrétaire permanent du Secrétariat permanent du Système Économique Latino-américain et Caribéen
<https://www.gazettehaiti.com/node/12368>
- 9) Ambassador Lesly David is elected as the new Permanent Secretary of SELA for the period 2025-2029
<https://socialite360.com/mundo-diplomatico/embajador-lesly-david-es-electo-nuevo-secretario-permanente-del-sela-para-el-periodo-2025-2029>
- 10) Ambassador Lesly David takes office as Permanent Secretary of SELA
<https://socialite360.com/mundo-diplomatico/embajador-lesly-david-inicia-funciones-como-secretario-permanente-del-sela/>
- 11) Launch of the Network of Best Practices for SME Policies in Latin America and the Caribbean
<https://elpueblodigital.uy/lanzamiento-de-la-red-de-mejores-practicas-de-politicas-para-pymes-de-america-latina-y-el-caribe/>
- 12) UPC renews strategic ties with SELA to promote sustainable development in Latin America and the Caribbean
<https://noticias.upc.edu.pe/2025/07/08/upc-renueva-lazos-estrategicos-con-el-sela-para-impulsar-el-desarrollo-sostenible-en-america-latina-y-el-caribe/>
- 13) Mapping of productive niches
https://www.youtube.com/watch?v=tIN_2rrS-DE
- 14) Ambassador Lesly David takes office as Permanent Secretary of SELA

- <https://prensamercosur.org/2025/08/01/embajador-lesly-david-asume-el-cargo-de-secretario-permanente-del-sela/>
- 15) Ambassador Lesly David takes office as Permanent Secretary of SELA
<https://mppre.gob.ve/publicacion/5517-embajador-lesly-david-inicia-funciones-como-secretario-permanente-del-sela>
 - 16) Ambassador Lesly David takes office as Permanent Secretary of SELA
https://contrapunto.com/nacional/geopolitica-nacional/embajador-lesly-david-inicia-funciones-como-secretario-permanente-del-sela/#google_vignette
 - 17) Ambassador Lesly David takes office as Permanent Secretary of SELA
https://www.instagram.com/p/DNEQVmyx2KX/?utm_source=ig_web_copy_link&igsh=M2phNXJsN3d3dWo5
 - 18) Ambassador Lesly David takes office as Permanent Secretary of SELA
<https://balloonamarillo.prensa.blogspot.com/2025/08/embajador-lesly-david-inicia-funciones.html>
 - 19) Haitian Ambassador Lesly David took office on 1 August as Permanent Secretary of the Latin American and Caribbean Economic System (SELA), based in Caracas
 - 20) <https://www.instagram.com/p/DNHEkWWyPEX>
 - 21) Ambassador Lesly David takes office as Permanent Secretary of SELA
<https://grupormultimedia.com/embajador-lesly-david-inicia-funciones-como-secretario-permanente-del-sela-id169670>
 - 22) Haitian Ambassador Lesly David took office on 1 August as Permanent Secretary of the Latin American and Caribbean Economic System (SELA), based in Caracas
<https://www.instagram.com/p/DNMu1D8Mpu2/>
 - 23) The Permanent Secretary of the Latin American and Caribbean Economic System (SELA), Ambassador Lesly David, met with the Ambassador of Haiti to Venezuela, Jean Mary Vaval, at the organisation's headquarters
<https://www.facebook.com/hashtag/embajadadehaiti>
 - 24) The Ambassador of Guyana to Venezuela paid a courtesy visit to the Permanent Secretary of SELA, His Excellency Ambassador Lesly David
https://www.instagram.com/p/DNQfSQcxrDH/?img_index=1
 - 25) The Metropolitan Cultural Centre is hosting the international workshop "Disaster risk management with a social protection approach," together with @SELAInforma and @CISS_ORG. <https://x.com/SeguridadeQuito/status/1955350537014219259>
 - 26) Haitian Ambassador Lesly David took office on 1 August as Permanent Secretary of the Latin American and Caribbean Economic System (SELA), based in Caracas, Venezuela
<https://www.instagram.com/p/DNQzbtIOGBe/>
 - 27) Venezuela and SELA strengthen plans for economic development and regional integration
<https://avn.info.ve/venezuela-y-sela-afianzan-planes-de-desarrollo-economico-e-integracion-regional/>
 - 28) Meeting between the Deputy Minister for Multilateral Affairs, Rubén Darío Molina, and Ambassador Lesly David, Permanent Secretary of SELA
<https://www.instagram.com/p/DNTiO4BOqoI/?igsh=MXByc2pjZjQxMmphaQ%3D%3D>
 - 29) Ambassador Jean Mary Vaval announced the Republic of Haiti's commitment to strengthening SELA
<https://embajadahaitivenezuela.net/>
 - 30) Venezuela and SELA consolidate agenda for integration and economic development
<https://www.vtv.gob.ve/venezuela-sela-consolidan-agenda-desarrollo-economico>
 - 31) Venezuela and SELA consolidate agenda for integration and economic development
<https://www.vtv.gob.ve/venezuela-sela-consolidan-agenda-desarrollo-economico/>

34

- 32) The Deputy Minister for Multilateral Affairs, Rubén Darío Molina, held a working meeting on Wednesday with Ambassador Lesly David, the new Permanent Secretary of the Latin American and Caribbean Economic System
<https://www.instagram.com/consulvequito/p/DNUMnqeMxZr/>
- 33) Venezuela and SELA consolidate agenda for integration and economic development
<https://ciudadmcy.info.ve/venezuela-y-el-sela-consolidan-agenda-para-la-integracion-y-desarrollo-economico>
- 34) Venezuela and SELA consolidate agenda for integration and economic development
<https://guarico.gob.ve/2025/08/14/venezuela-y-el-sela-consolidan-agenda-para-la-integracion-y-desarrollo-economico/>
- 35) Venezuela and SELA strengthen economic development
<https://primicia.com.ve/economia/venezuela-y-el-sela-fortalecen-desarrollo-economico/>
- 36) SELA and CISS promote risk management with a social protection approach in Quito
<https://ciss-bienestar.org/2025/08/15/sela-y-ciss-promueven-gestion-del-riesgo-con-enfoque-de-proteccion-social-en-quito/>
- 37) Venezuela and SELA strengthen agreements for economic integration and cooperation
<https://www.instagram.com/p/DNWb-IGSFBL/>
- 38) SELA and AMEXCID convene the III Seminar on Circular Economy in Latin America and the Caribbean
<https://socialite360.com/mundo-diplomatico/sela-y-amexcid-convocan-al-iii-seminario-sobre-economia-circular-en-america-latina-y-el-caribe/>
- 39) SELA and AMEXCID convene the III Seminar on Circular Economy in Latin America and the Caribbean
<https://x.com/oscarguaraira1/status/1959237903713808493>
<https://goo.su/sd9Cg>
- 40) SELA and AMEXCID convene the III Seminar on Circular Economy in Latin America and the Caribbean
https://www.instagram.com/p/DNsrf4VdWGh4/?utm_source=ig_web_copy_link&igsh=MXZzd2twND-B6cTdidg==
- 41) Cuban President receives Permanent Secretary of SELA
https://www.lahabana.gob.cu/post_detalle/es/24766/recibio-presidente-cubano-al-secretario-permanente-del-sela
- 42) Cuban President holds talks with Permanent Secretary of SELA
<https://www.cvi.icrt.cu/dialogo-presidente-de-cuba-con-secretario-permanente-del-sela/>
- 43) Cuban President holds talks with Permanent Secretary of SELA
<https://www.prensa-latina.cu/2025/09/19/dialogo-presidente-de-cuba-con-secretario-permanente-del-sela/>
- 44) The Latin American and Caribbean Economic System has Cuba's unconditional support
<http://www.cubadebate.cu/noticias/2025/09/19/el-sistema-economico-latinoamericano-y-del-caribe-tiene-el-apoyo-incondicional-de-cuba/>
- 45) President Miguel Díaz-Canel receives the Permanent Secretary of SELA in Havana
<https://socialite360.com/mundo-diplomatico/presidente-miguel-diaz-canel-recibe-al-secretario-permanente-del-sela-en-la-habana/>
- 46) SELA organises discussion forum on “The Japanese Legacy in Latin America”
<https://socialite360.com/mundo-diplomatico/sela-organiza-conversatorio-la-herencia-japonesa-en-latinoamerica/>
- 47) “The Extraordinary Journey of the Dragon” will premiere in Venezuelan cinemas on 2 October
<https://contrapunto.com/cultura/cine/el-extraordinario-viaje-del-dragon-se-estrenara-en-salas-de-cine-de-venezuela-a-partir-del-02-de-octubre/>
- 48) President Miguel Díaz-Canel receives the Permanent Secretary of SELA in Havana

- <https://socialite360.com/mundo-diplomatico/presidente-miguel-diaz-canel-recibe-al-secretario-permanente-del-sela-en-la-habana/>
- 49) SELA organises discussion forum on “The Japanese Legacy in Latin America”
<https://socialite360.com/mundo-diplomatico/sela-organiza-conversatorio-la-herencia-japonesa-en-latinoamerica/>
- 50) SELA commemorates its 50th anniversary with a wreath laying ceremony honouring Liberator Simón Bolívar
<https://mppre.gob.ve/publicacion/6058-sela-conmemora-su-50-aniversario-con-ofrenda-floral-al-libertador-simon-bolivar>
- 51) Latin American and Caribbean Economic System commemorates its 50th anniversary
<https://avn.info.ve/sistema-economico-latinoamericano-y-del-caribe-conmemora-su-50-aniversario/>
- 52) SELA commemorates its 50th anniversary with a wreath laying ceremony honouring Liberator Simón Bolívar
<https://mazo4f.com/sela-conmemora-su-50-aniversario-con-ofrenda-floral-al-libertador-simon-bolivar>
- 53) With a wreath-laying ceremony for the Liberator: SELA commemorated the 50th anniversary of the signing of the Panama Convention
<https://www.laiguana.tv/articulos/1420618-con-una-ofrenda-floral-al-libertador-sela-conmemora-su-50-aniversario/>
- 54) As part of the 50th anniversary of the signing of the Panama Convention, the Ambassador of Honduras, H.E. Scarleth Romero, participated in the wreath-laying ceremony organised by SELA
https://x.com/EmbHN_Venezuela/status/1979222817372623298
- 55) We congratulate @SELAInforma on its 50th anniversary, recognising its valuable contribution to regional integration and cooperation in Latin America and the Caribbean
<https://x.com/OLADEORG/status/1979195769597964577>
- 56) Promoting the development of SMEs in Latin America and the Caribbean: best practices, challenges and opportunities
<https://www.caf.com/es/blog/impulsando-el-desarrollo-de-las-pymes-en-america-latina-y-el-caribe-buenas-practicas-desafios-y-oportunidades>
- 57) Lesly David: Today more than ever, Latin America and the Caribbean need to speak with one voice
<https://socialite360.com/mundo-diplomatico/lesly-david-hoy-mas-que-nunca-america-latina-y-el-caribe-necesita-hablar-con-una-sola-voz/>
- 58) Meeting between SG-OAS and SP-SELA ref.: support for the Roadmap for Haiti & deeper collaboration on regional economic development
https://x.com/SG_OEA_OAS/status/1982140140362330373
- 59) The Board of Directors of CAVENPORTVE participated in the regular meeting of FEDEUROPA, where it received the SELA delegation
https://www.instagram.com/p/DQKO2DFAKT/?img_index=1
- 60) The Dominican Republic will host Competition Week 2025, focusing on the challenges of the digital economy
<https://m.n.com.do/2025/10/26/rd-sera-sede-de-la-semana-de-la-competencia-2025-enfocada-en-desafios-de-la-economia-digital/#:~:text=Rep%C3%BAblica%20Dominicana%20se%20prepara%20para%20acoger%20la%20Comisi%C3%B3n%20Nacional%20de%20Defensa%20de%20la>
- 61) Competition Week 2025 will address the challenges of the digital economy in the Dominican Republic
<https://eldinero.com.do/340914/semana-de-la-competencia-2025-abordara-los-desafios-de-la-economia-digital-en-republica-dominicana>

