

Permanent Delegation to the OECD: Opportunities and Challenges for Mexico

*Misión Permanente ante la OCDE:
oportunidades y desafíos para México*

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Abstract

In this article, the authors outline Mexico's progress and pending challenges in five areas of recent work with the OECD: social policy, public governance, environment, public finances and economy. They highlight the valuable role of the OECD in addressing public policy challenges and promoting sustainable and inclusive development, as well as the important contributions of the Permanent Delegation and the different Mexican agencies to the substantive work of the organization.



Resumen

En este artículo los autores exponen los avances y retos pendientes de México en cinco áreas de trabajo reciente con la OCDE: política social, gobernanza pública, medio ambiente, finanzas públicas y economía. Destacan el valioso papel de la OCDE en la atención de los desafíos de política pública y en la promoción de un desarrollo sostenible e incluyente, así como las importantes contribuciones de la Misión Permanente y las diferentes dependencias mexicanas en el trabajo sustantivo del organismo.



Keywords

OECD, public policy, finance, economy, public governance, environment, social policy



Palabras clave

OCDE, políticas públicas, hacienda, economía, gobernanza pública, medio ambiente, política social

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Introduction

Mexico joined the Organisation for Economic Co-operation and Development (OECD) 30 years ago. Since then, with its more than 300 committees, expert groups and working groups, which together cover virtually all spheres of government, the OECD has established itself as a valuable instrument in the search for lasting solutions to many of its public policy challenges. The Organisation enables its members to share experiences and use its analyses, evaluations and policy recommendations to establish best practices and set international standards. In doing so, Mexico has been able to benefit from the accumulated knowledge of the most developed nations in a variety of fields, from health and the environment to the fight against corruption.

As the first Latin American and Global South country to join the Organisation, over these 30 years Mexico has successfully developed important synergies with one of the most relevant and prestigious knowledge centers of the international system. In this task, the Permanent Delegation

¹ The authors would like to thank Blanca Guzmán, Cristina Mediero, Fernando Arnábar, Jeannette Hennequin, Marina Rubio and Maxime Nordin for their invaluable support in the research work for this article.

of Mexico to the OECD has played a key role, acting as the main channel of communication with the structure of the Organisation. Given the impossibility of listing all the areas of cooperation and of abbreviating the joint work over these three decades, in this article, Delegation officials highlight Mexico's advances and pending challenges in some of the recent areas of work in the OECD: social policy, public governance, environment, public finances and the economy.

Social policy

Since joining the OECD in 1994, Mexico has made significant progress in health, employment, and reducing inequality and poverty. Its active participation in the Employment, Labour and Social Affairs Committee (ELSAC)² has been a highlight in this endeavor, providing guidance to strengthen its social policies and improve actions aimed at ensuring social cohesion.

The Government of Mexico has participated in the debates of this Committee through various agencies, such as the Ministry of Labor and Social Welfare, the Ministry of Health, and the National Migration Institute. OECD studies in this area have provided recommendations³ for reducing socio-

² The objective of the ELSAC is to promote comprehensive and innovative policies that foster sustainable economic growth, high employment rates and greater social inclusion. Its mission is to assist countries in creating policies that generate quality jobs, develop skills, and effectively manage international migration.

³ Some examples: OECD, *OECD Reviews of Health Systems: Mexico 2005*, Paris, OECD Publishing, 2005, at <https://doi.org/10.1787/9789264008939-en> (date of access: October 11, 2024); Robert W. Fairlie, "Mexican-American Entrepreneurs and their Contribution to the US Economy," in OECD, *Open for Business: Migrant Entrepreneurship in OECD Countries*, Paris, OECD Publishing, 2010, pp. 213-225, at <https://doi.org/10.1787/9789264095830-11-en> (date of access: October 11, 2024); OECD, *Public Procurement Review of the Mexican Institute of Social Security Enhancing Efficiency and Integrity for Better Health Care*, Paris, OECD Publishing (OECD Public Governance Reviews), 2014, at <https://doi.org/10.1787/9789264197480-en> (date of access: October 11, 2024); OECD, *OECD Reviews of Pension Systems: Mexico*, Paris/Mexico, OECD Publishing/National Commission on the Retirement Savings System, 2016, at <https://doi.org/10.1787/9789264245938-en> (date of access: October 11, 2024); OECD, *OECD Reviews of Health Systems: Mexico 2016*, Paris, OECD Publishing, 2016, at <https://doi.org/10.1787/9789264230491-en> (date of access: October 11, 2024); OECD, *Gender Equality*

economic inequalities in the country, increase employment opportunities, and promote universal access to social protection, especially for the most vulnerable groups.

The progress has been remarkable. In 1994, the year Mexico joined the OECD, the country was in the midst of a transition in its economic model, undergoing one of its largest-ever structural transformations to clean up public finances and stabilize macroeconomic variables, in particular the reduction of public debt and containing high inflation. Although these reforms generated positive results in macroeconomic terms, the neoliberal measures left gaps in social indicators.

However, the latest OECD indicators confirm that the change in the economic model implemented by the Mexican government since 2018 has been successful, particularly in areas such as employment, wages, and pensions. According to reviews by the Organisation, in the report *OECD Employment Outlook 2024*,⁴ Mexico has made significant progress in reducing unemployment and increasing real wages. Also, the *OECD Pension at a Glance 2023* highlights that the basic pension in Mexico increased by around 16% in real terms as part of the reform to expand the Universal Pension for Older Adults.⁵ Regarding poverty reduction, the Government of Mexico has implemented numerous effective policies and programs;⁶

in the Pacific Alliance. Promoting Women's Economic Empowerment, Paris, OECD Publishing, 2016, at <https://doi.org/10.1787/9789264262959-en> (date of access: October 11, 2024); OECD, *Towards a Stronger and More Inclusive Mexico. An Assessment of Recent Policy Reforms*, Paris, OECD Publishing, 2017, at <https://doi.org/10.1787/9789264189553-en> (date of access: October 11, 2024); OECD, *Building an Inclusive Mexico: Policies and Good Governance for Gender Equality*, Paris/Mexico: OECD Publishing/Women's Institute, 2018, at <https://doi.org/10.1787/9789264265493-en> (date of access: October 11, 2024); OECD, *Second Public Procurement Review of the Mexican Institute of Social Security (IMSS) Reshaping Strategies for Better Healthcare*, Paris, OECD Publishing (Public Governance Reviews), 2018, at <https://doi.org/10.1787/9789264190191-en> (date of access: October 11, 2024); OECD, *Skills Strategy Tlaxcala (Mexico): Assessment and Recommendations*, Paris, OECD Publishing (OECD Skills Studies), 2021, at <https://doi.org/10.1787/13925818-en> (date of access: October 11, 2024).

⁴ OECD, *Employment Outlook 2024: The Net-Zero Transition and the Labor Market*, Paris, OECD Publishing, 2024, at <https://doi.org/10.1787/678055dd-en> (date of access: October 9, 2024).

⁵ OCDE, *Pensions at a Glance 2023: OECD and G20 Indicators*, Paris, OECD Publishing, 2023, at <https://doi.org/10.1787/678055dd-en> (date of access: October 9, 2024).

⁶ According to the National Council for the Evaluation of Social Development Policy (CONEVAL), these initiatives have reduced multidimensional poverty from 41.9% to 36.3%

between 2018 and 2022, approximately 5.1 million people were lifted out of poverty, despite the difficulties arising from the covid-19 pandemic.⁷

Despite these achievements, Mexico continues to face challenges in inequalities and access to services, especially in public health, a common problem among OECD countries. The report *OECD Health at a Glance 2023* notes that health systems in the OECD community are under severe financial pressure, with healthcare spending expected to fall by 9.2% of GDP in 2022.⁸ Although Mexico has made significant progress in employment, wages and poverty reduction, it still faces substantial challenges in other social areas. For this reason, it is crucial to continue our commitment to policies that promote equity, inclusion, and sustainable development and ensure a more prosperous and fairer future for the Mexican population as a whole.

Public governance

Advances in public governance are also notable. The OECD's most recent work on the subject is part of the Reinforcing Democracy Initiative,⁹ which provides guidance to countries in developing innovative, data-driven public policies and undertaking systemic transformations that strengthen democracy and better address current governance challenges. The project addresses a range of issues, from combating corruption and disinforma-

of the total population. CONEVAL, *Analysis paper on multidimensional poverty measurement, 2022*, Mexico, CONEVAL, August 2023. p. 11, at https://www.coneval.org.mx/Medicion/MP/Documents/MMP_2022/Documento_de_analisis_sobre_la_medicion_multidimensional_de_la_pobreza_2022.pdf (date of access: October 11, 2024).

⁷ Marco Antonio Gómez Lovera and Luis Felipe Munguía Corella, *El impacto del salario mínimo en la pobreza*, Mexico, Comisión Nacional de los Salarios Mínimos (Working Document), October 2023, p. 2, at https://www.gob.mx/cms/uploads/attachment/file/869359/El_impacto_del_salario_m_nimo_en_la_pobreza.pdf (date of access: July 25, 2024).

⁸ OECD, *Health at a Glance 2023: OECD Indicators*, Paris, OECD Publishing, 2023, at <https://doi.org/10.1787/7a7afb35-en> (date of access: October 9, 2024).

⁹ OECD, "Reinforcing Democracy Initiative," at <https://www.oecd.org/en/about/programmes/reinforcing-democracy-initiative.html> (date of access: October 9, 2024).

tion to open government, citizen participation, inclusion, and the green and digital transitions.

In this context, the OECD has devoted significant efforts to measuring citizens' trust in national governments and studying the factors that influence its evolution. In 2021, at the initiative of the Public Governance Committee and with the advice of experts—including from Mexico's National Institute of Statistics and Geography (INEGI)—the first survey on the determinants of trust in public institutions was carried out in 22 countries.¹⁰ This survey measured governments' performance on five factors of trust: reliability, responsiveness, integrity, openness, and impartiality.

In 2023, the OECD coordinated the second survey, the results of which, published in July 2024, provided encouraging data for Mexico: 54% of respondents reported having a high or moderately high level of trust in the federal government, placing Mexico behind only Luxembourg and Switzerland, and significantly above the OECD average of 39%.¹¹ It is worth noting that in 2018, this figure was 29.5%, which reflects that the policies of the Mexican State in recent years have resulted in a significant increase in citizen confidence in the government.¹²

Measuring trust has important implications for public policy: when trust levels are low, citizens are often less willing to support and participate in policies implemented by the Government. Although trust can be affected by specific political, economic and social events, or by specific government actions, exercises such as this one allow its evolution to be monitored by different sectors of the State and provide valuable information on the relationship between citizens and certain key institutions such as the police, Congress, and political parties, among others. Furthermore,

¹⁰ In the case of Mexico, the data is collected by INEGI as part of the National Survey of Government Quality and Impact (ENCIG). See INEGI, "Encuesta Nacional de Calidad e Impacto Gubernamental (ENCIG) 2023," at <https://www.inegi.org.mx/programas/encig/2023/> (date of access: October 9, 2024).

¹¹ OECD, "OECD Survey on Drivers of Trust 2024: Mexico," July 10, 2024, at https://www.oecd.org/en/publications/oecd-survey-on-drivers-of-trust-in-public-institutions-2024-results-country-notes_a8004759-en/mexico_14d321b0-en.html (date of access: October 11, 2024).

¹² OECD, "Trust in Government: Mexico," in OECD Data, at <https://www.oecd.org/en/data/indicators/trust-in-government.html?oecdcontrol-0ad85c6bab-var1=MEX&oecdcontrol-3122613a85-var3=2018> (date of access: July 23, 2024).

comparisons between countries help to identify best practices and areas where improvements are required. This allows countries to learn from each other and adopt strategies to strengthen their institutions and improve public policies.

INEGI's participation in the Survey Advisory Group and its contributions to the development, analysis and supervision of the methodology used help to ensure the study's adaptability to different national contexts and to make a significant international comparison. This work demonstrates our country's commitment to the OECD and the benefits of these initiatives for the participating States and for the Organisation itself. It should be added that the majority of Mexicans trust international organizations (60%, the second highest percentage among OECD countries).¹³ This highlights that cooperation between the State and these organizations can contribute to improving the population's confidence in its public institutions.

Finally, the OECD encourages the exchange of good practices in digital government by disseminating a wide range of work focused on digitalization and the use of artificial intelligence in areas such as public procurement, innovation, integrity and access to justice. As progress in the digital transformation of government functions, including the digitalization of more public services and the development of digital skills, will expand and improve public access to public services, this will help to strengthen trust in Government.

Environment

The OECD has positioned itself as a key player in the fight against climate change. With the 2022 *Declaration on a Resilient and Healthy Environment for All* by the OECD,¹⁴ members committed to implement ambitious environmental and climate strategies with the aim of achieving net-zero emis-

¹³ OECD, "OECD Survey...."

¹⁴ OECD, "Declaration on a Resilient and Healthy Environment for All," OECD/LEGAL/0468, March 31, 2022, at <https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0468> (date of access: October 9, 2024).

sions by 2050, limiting temperature rise to 1.5 °C, promote mitigation and adaptation plans, align financing with environmental objectives, develop comprehensive policies to address plastic pollution, halt biodiversity loss, and promote nature-based solutions.

The OECD has thus adopted a multifaceted approach to addressing climate change, relying on data collection, evidence-based analysis, and fostering dialogue with various stakeholders. This comprehensive approach is also reflected in its efforts to continuously update environmental standards and support countries in implementing their climate goals and strengthening global climate governance.

One of the most notable initiatives in this regard is the Net Zero+ horizontal project,¹⁵ which develops recommendations to promote the integration of climate priorities and the coherence of the policies that are implemented. Within its scope of action, Net Zero+ helps design measures that are economic, fair, comprehensive and socially responsible to achieve net zero emissions at the global, national, and regional levels. In this way, the network offers Mexico the opportunity to strengthen its climate policies, increase its resilience, attract investments, improve transparency, and foster international cooperation to move towards a more sustainable future.

The OECD also hosts one of the most important forums for international cooperation to reduce emissions: the Inclusive Forum on Carbon Mitigation Approaches (IFCMA),¹⁶ which includes the participation of 55 countries. In addition, the International Programme for Action on Climate (IPAC) supports the progress of 51 countries towards achieving greenhouse gas neutrality and a more resilient economy by 2050, through regular monitoring, policy evaluation and feedback on results and best practices.

¹⁵ The project is composed of five areas of action: 1) policy pathways to net-zero emissions; 2) climate change adaptation and resilience; 3) public and private finance, investment and business-led action; 4) monitoring and measuring progress towards climate ambitions; and 5) multilateral and multidisciplinary approaches to build cooperation and drive progress. OECD, “Net Zero+: The OECD Horizontal Project on Climate and Economic Resilience,” at <https://www.oecd.org/en/about/programmes/net-zero-climate-and-economic-resilience-in-a-changing-world.html> (date of access: October 9, 2024).

¹⁶ OECD, “Inclusive Forum on Carbon Mitigation Approaches,” at <https://www.oecd.org/en/about/programmes/inclusive-forum-on-carbon-mitigation-approaches.html> (date of access: October 9, 2024).

Furthermore, the OECD's environmental performance assessment project presents impartial analyses of the progress, challenges and opportunities for each participant. This information enables the development and implementation of policies tailored to each member country. Mexico's most recent assessment was conducted in 2013 and the next one is expected to take place in 2026. The 2013 evaluation¹⁷ showed that the country has responded to the recommendations of previous evaluations, reaffirming its commitment to climate action by strengthening its institutional framework.

Mexico has also continued the efforts of the Special Climate Change Programme 2020-2024, focused on climate resilience and adaptation. In 2020, the country's Nationally Determined Contributions (NDCs) were updated, reiterating the country's commitment to reduce emissions by 22% by 2030. Since 2018, our country has increased its use of non-polluting renewable energy from 24% to 31%, with the goal set in the Energy Transition Law of reaching 35% in 2024. It should be noted that, while Mexico has a firm commitment to combating climate change, it also faces several implementation challenges, due to the high costs and technical complexity of modernizing infrastructure, as well as the need for sustainable financing and the management of environmental and social impacts. Inter-institutional coordination, staff training and the creation of monitoring and evaluation systems are crucial to the success of these projects. The OECD's support in these areas will undoubtedly be very useful in the future.

Public finances

Since its accession, Mexico has collaborated on economic and financial areas with the OECD through the Ministry of Finance and Public Credit (SHCP). Recently, the country has taken advantage of these Organisation platforms to promote social justice, equity and sustainable development through eco-

¹⁷ OECD, "Figure 2.1. Environmental Impact Assessment," in *OECD Environmental Performance Reviews: Mexico 2013*, Paris, OECD Publishing, 2014, p. 52, at <https://doi.org/10.1787/9789264180109-en> (date of access: October 9, 2024).

conomic policies, acting as a bridge between developing and developed countries and highlighting key challenges for the Latin American region.

In 2024, Mexico is participating as a member of the extended bureau of the Economic and Development Review Committee, which gives it greater influence over the priorities and structure of the economic studies by country; these are among the most important tasks of the Organisation, as they include specific recommendations to promote the economic development of the country in question through effective public policies.

The most recent study on Mexico, published in February 2024,¹⁸ highlights its good economic performance, with a GDP growth of 3.2% in 2023¹⁹ and projected to be 2.2% in 2024.²⁰ This growth is based on solid macroeconomic fundamentals, such as a low level of debt, equivalent to 46.8% of GDP at the end of 2023 and estimated at 48.7% for 2024; and adequate fiscal measures to contain annual inflation, which averaged 5.5% throughout the year and closed at 4.7% in December 2023,²¹ approaching the Bank of Mexico's target and falling below the average of the OECD and the countries in the region (see Graph 1 and Table 1).

Recent reforms in the labor market, such as the increase in the minimum wage and the reform of the pension system, have contributed to economic growth and the protection of workers' rights. Public infrastructure projects in the south of the country have also increased productivity and connectivity, encouraging investment, reducing regional inequality, and promoting social inclusion.

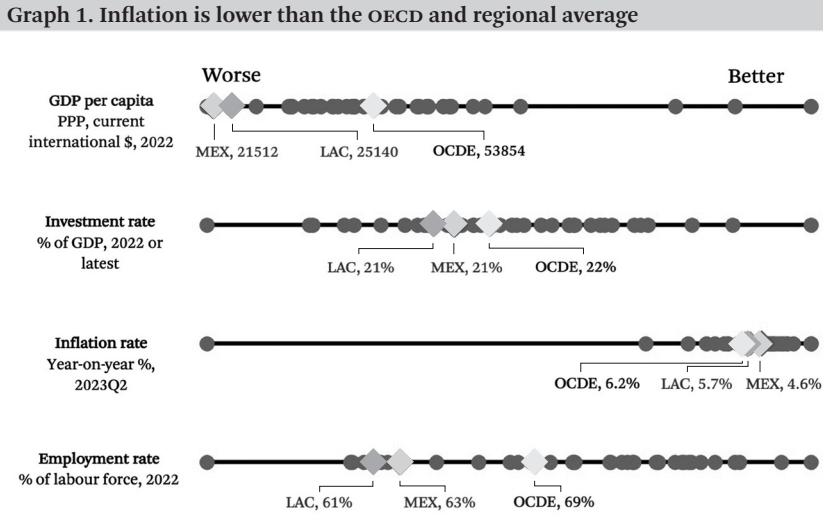
The priority that the Government gives to reducing poverty and inequality through social and infrastructure spending, especially in historically

¹⁸ OECD, *OECD Economic Surveys: Mexico 2024*, Paris, OECD Publishing, 2024, at <https://doi.org/10.1787/b8d974db-en> (date of access: October 9, 2024).

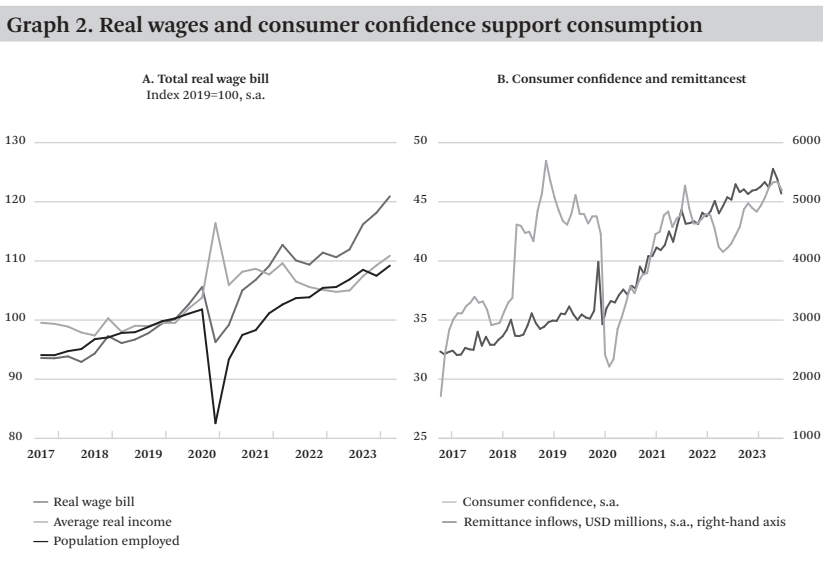
¹⁹ INEGI, "Producto Interno Bruto Trimestral (PIBT). Año base 2018," section "Tabulados", at <https://www.inegi.org.mx/programas/pib/2018/#tabulados> (date of access: August 1, 2024).

²⁰ OECD, *OECD Economic Outlook, Volume 2024 Issue 1*, Paris, OECD Publishing, May 2024, at <https://doi.org/10.1787/69a0c310-en> (date of access: October 9, 2024).

²¹ INEGI, "National Consumer Price Index (INPC)," Press Release No. 8/24, January 9, 2024, at https://www.inegi.org.mx/contenidos/saladeprensa/boletines/2024/inpc_2q/inpc_2q2024_01.pdf (date of access: October 9, 2024).



Source: Taken from *OECD Economic Surveys: Mexico 2024*, Paris, OECD Publishing, 2024, p. 18.



Source: Taken from *OECD Economic Surveys: Mexico 2024...*, p. 23.

marginalized regions and population groups, has achieved significant progress. This development has also been established and consolidated through the responsible use of the public budget and in accordance with OECD recommendations, positioning Mexico as a benchmark in the region and in emerging markets (see Graph 2).

It is also worth mentioning the Sustainable Financing Mobilization Strategy,²² promoted since 2023, and the publication of the Sustainable Taxonomy of Mexico,²³ which have been essential to attract responsible investments and promote green and social projects aligned with the Sustainable Development Goals. Mexico also has great potential for attracting relocation investments by companies (*nearshoring*), which will allow the benefits of trade to be distributed and the links in value chains to be improved (see Graph 3).

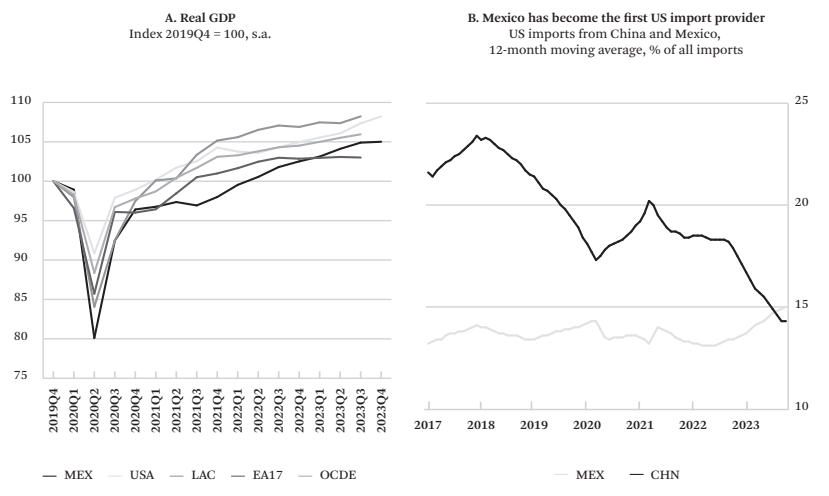
Mexico faces a variety of challenges, such as transport sector connectivity, digitalization, the transition to renewable energy, and social inequality. Furthermore, improving educational outcomes and gender equality, as well as reducing informality, would contribute to further reducing the wage gap and reinforce the country's growth potential.

More importantly, tax collection remains a challenge, as Mexico remains below the OECD average in terms of tax revenues relative to GDP (see Graph 4). However, measures such as combating corruption, facilitating tax payments and reducing tax evasion have increased tax collection by 1.5 percentage points of GDP during the six-year period from 2018 to 2024, according to estimates by the SHCP, without resorting to tax reforms. Furthermore, Mexico is a signatory to important OECD legal instruments on the matter, such as the Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting (BEPS), designed to prevent the abuse of tax treaties and the erosion of the tax base by multinational companies, and the Crypto-Asset Reporting Framework,

²² SHCP, "Estrategia de Movilización de Financiamiento Sostenible," September 18, 2023, at <https://www.gob.mx/shcp/articulos/estrategia-de-mobilacion-de-finamieto-sostenible> (date of access: October 9, 2024).

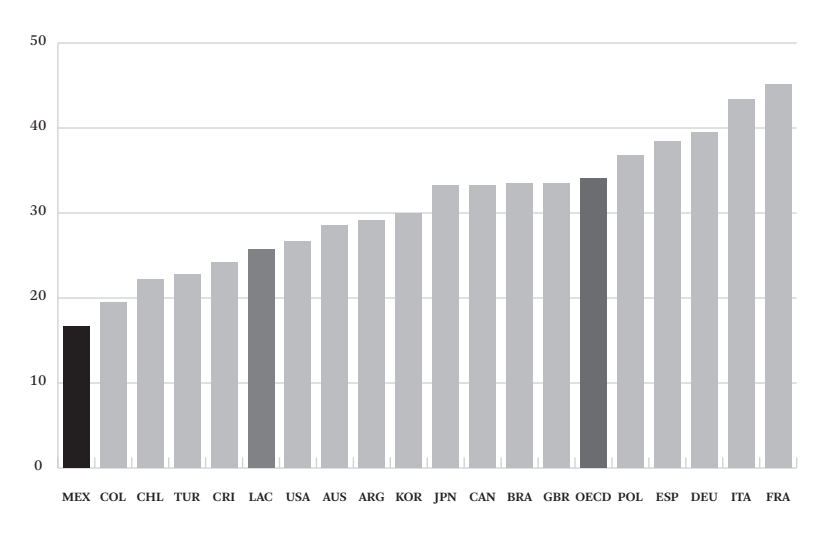
²³ SHCP, "Taxonomía Sostenible de México," March 16, 2023, at <https://www.gob.mx/shcp/documentos/taxonomia-sostenible-de-mexico> (date of access: October 9, 2024).

Graph 3. GDP growth has been resilient, supported by relocation



Source: Taken from *OECD Economic Surveys: Mexico 2024...*, p. 18.

Graph 4. Tax revenue as a percentage of GDP, 2021



Source: Taken from *OECD Economic Surveys: Mexico 2024...*, p. 12.

the provisions of which our country has committed to incorporating into the national system in order to ensure fiscal transparency in this market.

In short, being part of the OECD for the last three decades has brought extensive benefits for Mexico. The recommendations and implementation of economic policies proposed by the OECD have allowed our country to continue on the path of sustainable growth and development, ensuring an equitable distribution of benefits, with special attention to historically disadvantaged social groups, and consolidating its role as a regional and global reference point.

Economics

The OECD has played a key role in identifying the economic and social challenges arising from the covid-19 pandemic and recent global geopolitical tensions. In particular, it has made clear the vulnerability of supply chains and the rapid evolution of emerging technologies, which have opened up new opportunities for the redesign of Mexico's trade and industrial policy. For example, regional production has been promoted, integrating small and medium-sized enterprises (SMES) into global value chains and international trade, prioritizing digital innovation and the training of human capital. The strategy of nearshoring has also been capitalized on, with the aim of promoting industrial growth, boosting economic development, and improving global competitiveness. In these efforts, the OECD has proven to be a key ally.

The Organisation has promoted an inclusive approach to trade that seeks to benefit all and ensure the resilience and security of global value chains through policy diversification and coordination.²⁴ It has also strengthened

²⁴ Of note is the work of the Supply Chain Analysis Network (SCAN) and the Forum on Critical Supply Chains. The OECD has also designed new indicators of trade interdependencies, which provide information on supply chain vulnerabilities and the set of policy tools to address them, such as the Services Trade Restrictiveness Index (STRI) and the OECD Trade Facilitation Indicators (TFI). The recent revision of the OECD Declaration on International Investment and Multinational Enterprises (1976, revised in 2023) is one of the organization's key legal instruments that seeks to improve the current approach to investment policies.

international cooperation among its members, focusing on the assessment, management, and mitigation of economic risks. It heads up initiatives to build sustainable and resilient supply chains across all sectors, including semiconductors,²⁵ protecting the security of investment flows and critical physical and digital infrastructure. The OECD also works to improve investment policies, promoting due diligence to mitigate environmental, labor, technological, and human rights risks in supply chains.²⁶

The OECD also strives to integrate SMES into international trade, increasing the robustness and sustainability of supply chains. Its efforts focus on overcoming challenges such as access to financing, the digital transition of the sector and the inclusion of diverse population groups in the global market, in addition to training the workforce in SMES. This includes initiatives to promote careers in science, technology, engineering and mathematics among girls and to highlight the importance of job skills in SMES.

In the context of the digital transition, the OECD recognizes the challenges presented by innovation, emerging technologies, and artificial intelligence. In response, it has adopted a human-centered approach, respecting human rights and democratic values, and including diverse population groups to address the digital divide.²⁷ In addition, it has promoted the OECD

²⁵ As part of the activities of the OECD Digital Policy Committee (DPC) and the Committee on Industry, Innovation and Entrepreneurship (CIIE), the Semiconductor Informal Expert Network (SIEN) has been developed. The main objective of this initiative is to promote dialogue and exchange of information on the semiconductor ecosystem and contribute to more sustainable global value chains. Mexico, through its Ministry of Economy, has participated in SIEN meetings, highlighting the strategic importance of the semiconductor industry for the global economy, as well as recognizing these components as fundamental pillars of society. In this regard, technology transfer, international cooperation and the exploitation of industry opportunities represent strategic priorities for the country.

²⁶ OECD, *OECD Guidelines for Multinational Enterprises on Responsible Business Conduct*, Paris, OECD Publishing, 2023, at <https://doi.org/10.1787/81f92357-en> (date of access: October 9, 2024).

²⁷ The Declaration on a Trusted, Sustainable and Inclusive Digital Future was adopted during the OECD Ministerial Meeting on the Digital Economy held in Las Palmas de Gran Canaria, 14-15 December 2022. See OECD, Declaration on a Trusted, Sustainable and Inclusive Digital Future," OECD/LEGAL/0488, December 14, 2022, at <https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0488> (date of access: October 9, 2024).

Artificial Intelligence Principles, established intergovernmental guidelines for AI governance, and addressed issues such as privacy and personal data protection. Digital inclusion is a priority for Mexico, ensuring equal access to digital opportunities and tools through improved connectivity, reduced disparities, and the strengthening of inclusive and resilient societies. Recognizing the importance of connectivity in overcoming the digital divide facilitates more inclusive and resilient trade.

In this way, the intersection between Mexico's trade and industrial policies has driven innovation and new technological-scientific trends that require the training of human capital for inclusive economic development. By improving the resilience of its supply chains, fostering technological and digital innovation, and integrating SMEs into international trade, our country can promote sustainable and equitable development in all its sectors. In this way, with its guidance on policy design, the OECD contributes to Mexico's efforts to strengthen its sustainable industries, facilitating the twin green and digital transition, and mitigating poverty and social inequalities.

Conclusions

Recent years have seen extensive collaboration between Mexico and the OECD to address both structural problems (inequality, access to public services, tax collection) and global challenges (climate change, security of global supply chains and investments). This relationship has been reciprocal: while Mexico has been able to adopt policies based on best practices and international standards to strengthen its governance, it has also offered its own experiences, thereby enriching the analysis and putting on the table approaches and issues that benefit developing countries. As a result, Mexico has positioned itself as a country that belongs to multiple spheres and a bridge of communication between developed and emerging economies.

Looking to the future, it is essential to take advantage of the opportunities that the OECD offers to strengthen our country's capabilities in areas such as digital government and artificial intelligence; environmental protection; strengthening global supply chains with the incorporation

of SMEs into international trade and the implementation of nearshoring; as well as strengthening tax raising. It is important to continue the leadership role that Mexico has played in the OECD, ensuring our presence at the ministerial-level meetings organized by this forum,²⁸ and in this way contributing to honoring the OECD's mission to create "better policies for better lives."

²⁸ Three important ministerial meetings will take place in the near future: social policy, to be held in Warsaw on 13-14 February 2025; regional development policy, on 19-20 May 2025; and consumer policy, on 8-9 October 2024.