

Impact of Multilateral Organizations on Mexico's Economic Integration and International Negotiations









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Impacto de los Organismos Multilaterales en la Integración Económica y las Negociaciones Internacionales de México


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ABSTRACT

Globalization and growing economic interdependence have driven Mexico's participation in multilateral organizations such as the WTO, the ALADI, and the OECD. These institutions promote common standards, the reduction of trade barriers, and institutional strengthening, key elements in the process of economic integration. This analysis examines how Mexico's participation in these organizations has influenced its trade policy and the negotiation of international treaties. Based on a documentary review and regulatory analysis, the main national legislation related to international trade is identified, including the Foreign Trade Law, the Customs Law, as well as treaties such as the USMCA and the Trans-Pacific Partnership Agreement (TPPTA). Trends such as open regionalism, global value chains, and the role of dispute settlement mechanisms are also examined. The research concludes that Mexico's membership in these organizations has strengthened its legal framework, increased its negotiating capacity, and generated opportunities for market diversification. However, it has also entailed challenges such as regulatory harmonization and the adaptation of vulnerable sectors. This study seeks to provide elements for understanding the relevance of multilateral organizations in Mexican foreign policy and to foster a culture of critical analysis regarding the international commitments undertaken.

Keywords: Multilateral Organizations; Foreign Trade; Economic Integration; International Treaties; WTO; ALADI; OECD.

RESUMEN

La globalización y la creciente interdependencia económica han impulsado la participación de México en organismos multilaterales como la OMC, la ALADI y la OCDE. Estas instituciones promueven normas comunes, reducción de barreras comerciales y fortalecimiento institucional, elementos clave en los procesos de integración económica. El presente análisis examina cómo la inserción de México en estos organismos ha influido en su política comercial y en la negociación de tratados internacionales. Partiendo de una revisión documental y análisis normativo, se identifican las principales legislaciones nacionales relacionadas con el comercio internacional, incluyendo la Ley de Comercio Exterior, la Ley Aduanera, así como tratados como el T-MEC y el Acuerdo de Asociación Transpacífico (TIPAT). Se examinan además tendencias como el regionalismo abierto, las cadenas globales de valor y el papel de los mecanismos de solución de controversias. La investigación concluye que la pertenencia de México a estos organismos ha fortalecido su marco jurídico, incrementado su capacidad de negociación y generado oportunidades de diversificación de mercados. No obstante, también ha implicado desafíos como la armonización normativa y la adaptación de sectores vulnerables. Este estudio busca aportar elementos para comprender la relevancia de los organismos multilaterales en la política exterior mexicana y fomentar una cultura de análisis crítico frente a los compromisos internacionales adquiridos.

Palabras clave: Organismos Multilaterales; Comercio Exterior; Integración Económica; Tratados Internacionales; OMC; ALADI; OCDE.

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INTRODUCTION

Currently, the dynamics of international trade are deeply influenced by countries' participation in multilateral organizations that promote economic cooperation and regional integration. Mexico, as an emerging economy with an extensive network of trade agreements, has chosen to join various multilateral organizations such as the World Trade Organization (WTO), the Latin American Integration Association (ALADI), and the Organization for Economic Cooperation and Development (OECD). These institutions play a decisive role in shaping international standards, liberalizing trade, and strengthening dispute settlement mechanisms, which are essential for the consolidation of an open and competitive economy.⁽¹⁾

The problem addressed in this research stems from a widespread lack of knowledge, especially among students and emerging entrepreneurs, about how the decisions and guidelines of these organizations directly influence the international negotiations that Mexico engages in. Despite the growing number of trade agreements and the opening of new markets, there are still gaps in understanding the legal, economic, and political implications of joining treaties promoted by these entities. Furthermore, compliance with international regulations sometimes conflicts with national legislation, creating significant challenges for legal harmonization and the defense of national interests in global scenarios.

Therefore, the objective of this research is to analyze the impact of Mexico's participation in multilateral organizations, identify the main national laws related to international trade, and understand how these structures affect the negotiation and signing of treaties. The study will highlight not only the benefits of global economic integration but also the structural challenges.

Mexico faces structural challenges in maintaining a sovereign and strategic position in multilateral negotiations.

The role of multilateral organizations in international trade

Multilateral organizations have been key players in shaping modern international trade, especially since the second half of the 20th century. These entities not only promote trade liberalization and the reduction of tariff barriers, but also establish rules, legal frameworks, and procedures to regulate economic relations between countries. Among the most influential organizations are the World Trade Organization (WTO), the Latin American Integration Association (ALADI), and the Organization for Economic Cooperation and Development (OECD), all of which have strategic members and a direct impact on the economic development of their members.

The importance of these organizations lies in their ability to facilitate international cooperation, resolve trade disputes, improve the competitiveness of emerging economies, and promote transparency in economic policies. In the case of Mexico, joining these organizations has been a strategic tool for increasing exports, attracting foreign direct investment, diversifying markets, and consolidating its position as a global trade player.

World Trade Organization (WTO) and Mexico

The WTO, founded in 1995 as the successor to the General Agreement on Tariffs and Trade (GATT), is the leading institution regulating international trade. Its structure is based on fundamental principles such as non-discriminatory treatment, transparency, predictability, and progressive liberalization.

Mexico is a founding member of the WTO and has been an active participant in its forums, negotiations, and dispute settlement mechanisms. Membership in the WTO has strengthened Mexico's negotiating position by providing an institutional framework that supports its rights as an exporting nation. For example, through the WTO, Mexico has filed complaints against countries for imposing measures that violate the principles of free trade have allowed them to defend their commercial interests.⁽²⁾

In addition, the WTO promotes the harmonization of technical standards, sanitary and phytosanitary measures, and intellectual property rights, which have directly influenced Mexican legislative reforms, such as the Federal Law on Industrial Property Protection (2020), which adapts to the guidelines of the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS).

However, the WTO's role has also been criticized, especially by developing countries, which consider that its structure mainly benefits the strongest economies. In this context, Mexico has faced the challenge of defending vulnerable sectors such as agriculture, whose trade liberalization has had considerable social and economic impacts.

Latin American Integration Association (ALADI)

ALADI was created in 1980 as the successor to the Latin American Free Trade Association (ALALC), to promote regional economic integration. Mexico has been a member since 1980 and has signed numerous partial agreements with Latin American countries within the framework of this organization.

ALADI allows for flexible and gradual agreements, which have been helpful for Mexico in strengthening trade relations with countries such as Argentina, Brazil, Colombia, and Peru. Unlike other more rigid treaties, agreements under ALADI are adapted to the specific contexts of each country, promoting trade without the need for immediate total liberalization.⁽³⁾

These agreements have favored the export of Mexican industrial, agri-food, and pharmaceutical products to South American countries. They have also allowed Mexico to position itself as a key player in shaping new forms of regionalism, especially in response to changes in relations with traditional partners such as the United States.

In legal terms, the treaties under ALADI are backed by Article 133 of the Political Constitution of the United Mexican States,⁽³⁾ which establishes the supremacy of international treaties over national laws. Furthermore, these agreements must comply with the provisions of the Treaty Conclusion Act,⁽⁴⁾ which regulates the procedures for signing, ratifying, and publishing treaties in the Official Gazette of the Federation (DOF).

Organization for Economic Cooperation and Development (OECD)

Mexico joined the OECD in 1994, becoming the first Latin American country to become a member of this organization. The OECD is not exclusively a trade organization, but its recommendations, indicators, and assessments have a significant impact on the public and economic policies of its members.

In the area of international trade, the OECD promotes practices such as transparency in regulatory processes, the elimination of distortive subsidies, trade facilitation, and the protection of competition. Mexico has adopted various policies suggested by the OECD, such as reforms in economic competition, fiscal

transparency (BEPS – Base Erosion and Profit Shifting), and regulatory improvement.⁽⁵⁾

One of the OECD's main contributions has been the development of benchmarking exercises that allow Mexico to identify areas for improvement in its trade infrastructure, customs institutions, and regulatory frameworks. However, some recommendations have been the subject of debate, especially those involving profound structural changes or adjustments in strategic sectors such as energy and fiscal policy.

Mexican legislation related to international trade

Mexico's legal framework for foreign trade is robust and has evolved significantly since the 1990s in response to increasing economic openness and commitments made at the multilateral level. National legislation regulates not only the operation of cross-border trade, but also customs procedures, trade defense mechanisms, consumer protection, intellectual property, and the rights of third parties involved in international operations. The main applicable laws are described below:

Foreign Trade Law (LCE)

Published in 1993 and amended on multiple occasions, the Foreign Trade Law aims primarily to regulate the entry and exit of goods from the country, promoting the competitiveness of the national productive sector and protecting national production from unfair international trade practices. This law empowers the Ministry of Economy to establish measures such as countervailing duties, prior permits, and non-tariff regulations.⁽⁶⁾

One of the most important aspects of the LCE is the incorporation of trade defense measures, such as anti-dumping and anti-subsidy investigations, which allow Mexico to protect vulnerable productive sectors from unfair competition from abroad. These provisions are compatible with WTO agreements, particularly the Agreement on Subsidies and Countervailing Measures (ASCM).

Customs Law

The Customs Law, comprehensively reformed in 2022 with the entry into force of the new National Customs Agency of Mexico (ANAM), establishes the rules for the clearance of goods, customs procedures, the obligations of importers and exporters, and inspection procedures.⁽⁷⁾

This law has been key to facilitating foreign trade, reducing clearance times, and combating smuggling. In addition, its alignment with international instruments such as the WTO Trade Facilitation Agreement (TFA) has contributed to improving infrastructure and digital processes in Mexican customs.

Law on the Conclusion of Treaties

This law, published in 1992, establishes the procedure to be followed by the Mexican State in negotiating, signing, ratifying, and denouncing international treaties. Under this framework, all trade agreements signed by Mexico must be approved by the Senate of the Republic and published in the Official Gazette of the Federation in order to have legal force.⁽⁴⁾

Thanks to this law, transparency and legality are ensured in the country's participation in international agreements, guaranteeing that constitutional principles are respected and that there is democratic oversight in the signing of multilateral commitments.

Political Constitution of the United Mexican States

Article 133 of the Constitution establishes that international treaties signed by the President of the Republic and approved by the Senate form part of the national legal order and have a higher hierarchy than federal laws. This provision has been key to ensuring that multilateral treaties signed by Mexico, such as the USMCA or the TIPAT, are directly applicable and prevail over domestic laws in the event of a conflict.⁽⁸⁾

In addition, Article 89, section X grants the President the power to direct foreign policy, conclude treaties, and submit them to the Senate for approval, which ensures coordination between the executive and legislative branches on international matters.

Federal Law on Industrial Property Protection

Mexican industrial property legislation was recently harmonized with international standards required by treaties such as the USMCA and the WTO Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS). This law protects inventions, trademarks, industrial designs, trade secrets, and other related rights, providing legal certainty to investors and producers in a globalized context.

Federal Economic Competition Law

This law, aligned with OECD recommendations, aims to prevent monopolistic practices and promote free competition, which is essential in international trade. In an environment of economic integration, having solid competition legislation ensures a level playing field for both domestic and foreign companies.

Other relevant laws

Foreign Investment Law: Regulates foreign capital participation in Mexican economic activities.

Consumer Protection Law: Also applies to imported goods and establishes standards for information, quality, and safety.

General Import and Export Tax Law (TIGIE): Defines the tariff classification of goods by international nomenclature.

This regulatory framework reflects Mexico's adaptation to international commitments made in organizations such as the WTO, ALADI, and OECD. Through constant reforms, the country has sought to align its legislation with global standards to promote its integration into international markets and create a reliable environment for foreign investors.

Key international treaties signed by Mexico

Mexico has consolidated one of the most extensive networks of trade agreements in the world, integrating bilateral, regional, and multilateral agreements covering strategic markets in the Americas, Europe, and Asia. These agreements not only promote the elimination of tariff barriers but also standardize technical, environmental, labor, and intellectual property standards, consolidating a legal framework for trade and foreign direct investment.⁽⁹⁾ The most relevant treaties are analyzed below:

- Agreement between Mexico, the United States, and Canada (USMCA). The USMCA, in force since July 1, 2020, replaced the North American Free Trade Agreement (NAFTA) signed in 1994. This treaty updates the rules of trilateral trade in key areas such as digital trade, intellectual property, the environment, and dispute resolution.⁽¹⁰⁾ The main implications for Mexico:

✓ The labor chapter (Chapter 23) was strengthened, requiring Mexico to reform its labor legislation (as it did in 2019) to guarantee freedom of association and collective bargaining.

✓ Stricter rules of origin have been established, especially in the automotive sector, forcing Mexican companies to reorganize their supply chains.

✓ A rapid response labor mechanism was introduced, allowing the United States and Canada to request panels on labor violations in specific Mexican plants.

The USMCA also strengthens trilateral cooperation on e-commerce, customs facilitation, good regulatory practices, and environmental protection, thereby contributing to the modernization of regional trade.

- Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP): The CPTPP, in force for Mexico since December 2018, is a multilateral agreement between 11 countries in the Asia-Pacific region, including Japan, Australia, Vietnam, and Canada. This treaty represents a strategic window for Mexico toward Asian markets, where it has historically had a smaller commercial presence. The key advantages include eliminating more than 95 % of tariffs between member countries, opening new export opportunities for agri-food products, manufacturing, textiles, and services, and establishing high standards in intellectual property, transparency, public procurement, and environmental protection. Thanks to the CPTPP, Mexico has increased its exports to countries such as Japan and Singapore and has diversified its trade destinations beyond its traditional axis with the United States.

- Mexico-European Union Global Agreement (TLCUEM): The Free Trade Agreement between Mexico and the European Union (TLCUEM) was signed in 2000 and updated in 2018, although its entry into force is pending ratification by all member states. This modernization includes chapters on e-commerce, energy, sustainable development, and investor-state dispute settlement. The main benefits are: preferential access to the European market for Mexican products, sanitary and phytosanitary standards harmonized with those of the EU, and European investment opportunities in strategic sectors in Mexico, such as renewable energy, automotive, and pharmaceuticals. The TLCUEM has made Mexico the EU's second-largest trading partner after the United States and has facilitated the transfer of European technology, knowledge, and quality standards to the national productive sector.

- Pacific Alliance: Made up of Mexico, Colombia, Peru, and Chile, this regional integration initiative seeks the free movement of goods, services, capital, and people. Mexico has signed agreements to eliminate tariff barriers with these countries. It has promoted the development of platforms such as the Single Window for Foreign Trade (VUCEM) to facilitate the digital exchange of documents. The Pacific Alliance is distinguished by its pragmatic, h ic approach, its vision of openness toward Asia-Pacific, and its model of deep integration, in contrast to more

ideological models such as ALBA or MERCOSUR.

- Other relevant treaties: Mexico has also signed agreements with:

- ✓ European Free Trade Association (EFTA): Switzerland, Norway, Iceland, and Liechtenstein.

- ✓ Israel: Bilateral free trade agreement since 2000.

- ✓ Central America: Multilateral treaty with Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua.

- ✓ Uruguay and Japan: Bilateral agreements that have strengthened trade and technological exchange.

The diversity of treaties signed by Mexico reflects an economic openness strategy based on the principle of market diversification. This multilateral network allows Mexico to reduce its dependence on the US market, improve its profile as an investment destination, and participate in global value chains. However, it also poses the challenge of harmonizing multiple international commitments with national legislation, ensuring compliance, and defending national interests in legal disputes.

Dispute settlement mechanisms in multilateral treaties

Dispute settlement is an essential element in the design and operation of international treaties. Through these mechanisms, states and, in some cases, private individuals can resolve trade, labor, or investment disputes in an orderly, legal, and peaceful manner, thus avoiding diplomatic or trade escalations. For Mexico, strengthening these mechanisms has been key to protecting its interests against protectionist measures, unfair practices, and violations of international agreements.

The main mechanisms that Mexico has used or in which it actively participates are explained below:

- WTO dispute settlement mechanism. The World Trade Organization has a well-established and legally binding dispute settlement system. When a country believes that another has violated a rule or norm of the multilateral system, it can file a formal complaint with the Dispute Settlement Body (DSB). This procedure includes: bilateral consultations, the formation of a panel of independent experts, the issuance of a report with recommendations, and the possibility of appeal to the Appellate Body. Mexico has been involved in numerous cases, both as a complainant and as a respondent. A notable example is case DS295, in which Mexico challenged the United States' anti-dumping practices against Mexican cement before the WTO.⁽²⁾ The ruling was favorable to Mexico, consolidating its right to export freely under fair conditions. This type of dispute has strengthened the country's legal and institutional capacity in the international arena and served as a precedent for future negotiations.

- USMCA: State panels and labor mechanisms: The USMCA establishes specific and detailed mechanisms for dispute resolution. Chapter 31 regulates procedures between states to resolve disputes over treaty compliance. Arbitration panels resolve disputes, and their decisions are binding. Chapter 23 (Labor): Introduces the innovative rapid response mechanism, which allows

for the investigation of alleged labor rights violations at specific facilities in Mexico. If a violation is found, trade sanctions such as the suspension of tariff benefits may be applied. One of the most emblematic cases was that of the General Motors plant in Silao, where the US government filed a complaint alleging irregularities in collective bargaining. Mexico cooperated with the labor authorities and allowed the panel to proceed, reaffirming its commitment to the labor reforms required by the treaty.

- **Investment and arbitration:** Bilateral treaties and TIPAT: Several treaties signed by Mexico include investor-state dispute settlement (ISDS) clauses. These provisions allow foreign investors to sue the Mexican government in international courts such as the International Centre for Settlement of Investment Disputes (ICSID) or under UNCITRAL rules.⁽¹¹⁾ Although these mechanisms provide legal certainty to investors, they have also created tensions over the regulatory sovereignty of the State. Mexico has faced several lawsuits over changes in energy policies, indirect expropriations, or breaches of contract. The TIPAT and other recent agreements have adjusted these mechanisms to limit abusive lawsuits, protect the right to regulate in the public interest, and encourage the use of domestic courts before resorting to international arbitration.

- **European Union:** Dispute settlement in the EU-Mexico Free Trade Agreement. In modernizing the agreement with the European Union, Mexico accepted both state-to-state and investor-state dispute settlement mechanisms, including rules on transparency, selection of impartial arbitrators, and the possibility of appeal. This system seeks to balance investor protection with the regulatory power of the State. In addition, the new model includes a Permanent Investment Tribunal, an initiative promoted by the EU to avoid conflicts of interest and improve accountability in international arbitration.

- **Institutional strengthening in Mexico.** To effectively comply with its international obligations and robustly participate in these mechanisms, Mexico has strengthened its institutional capacities, notably through the International Trade Practices Unit (UPCI) under the Ministry of Economy, which investigates and defends cases of anti-dumping or subsidies before international organizations. Ministry of Foreign Affairs (SRE): Coordinates diplomatic representation in international litigation and participates in treaty negotiations. Specialized Mexican courts: Case law criteria have been developed that recognize the supremacy of international treaties and allow for their direct application.

Dispute settlement mechanisms have been fundamental in ensuring that the benefits of international trade are realized effectively and fairly. Through these mechanisms, Mexico has defended its exports, promoted respect for its commitments, and also faced consequences for non-compliance. The experience gained positions the country as a player with legal and political capacity in the multilateral system. However, it still faces challenges in terms of domestic compliance, technical training, and access to commercial justice for small and medium-sized enterprises (SMEs).

Global integration trends and their impact on Mexico

The international trade environment has changed radically in the last two decades. Factors such as the technological revolution, the transition to a digital economy, the climate crisis, geopolitical tensions, and the COVID-19 pandemic have altered traditional patterns of economic integration. In this context, Mexico has had to adapt to new global integration trends, which directly influence its international negotiation strategies and the design of its trade policy.⁽¹²⁾

Open regionalism and plurilateralism

Open regionalism refers to integration efforts between countries in the same region that are open to third parties. Mexico has adopted this approach since joining NAFTA in 1994, and more recently with the USMCA and the Pacific Alliance. Unlike closed blocs, such as MERCOSUR was initially, open regionalism promotes rules compatible with the multilateral system and encourages the inclusion of new partners.

Plurilateralism, on the other hand, involves agreements between a select group of countries within multilateral forums such as the WTO, without requiring the participation of all members. Mexico has participated in plurilateral initiatives on e-commerce, services, the environment, and customs facilitation, which have allowed it to remain competitive even when multilateral negotiations are stalled.

Digitalization of trade and the economy 4.0

The rise of digital trade represents one of the most profound changes in international trade. Digital transactions, e-commerce platforms, electronic signatures, blockchain, artificial intelligence, and digital services have transformed the way goods are traded, produced, distributed, and consumed globally.⁽¹³⁾

- Mexico has incorporated chapters on digital trade into agreements such as the USMCA and the TIPAT. These commitments include: Prohibition of tariffs on digital products.
- Protection of personal data and cybersecurity.
- Legal recognition of electronic signatures.
- Facilitation of cross-border data flows.

In addition, the country has developed tools such as the Mexican Single Window for Foreign Trade (VUCEM) and the use of digital platforms in customs, which have reduced clearance times and increased transparency.

However, significant challenges remain, such as the digital divide, limited technological infrastructure in rural areas, and low participation of SMEs in international e-commerce.

Global value chains and nearshoring

Global value chains (GVCs) have been the foundation of international production since the 1990s. Mexico, due to its proximity to the United States and its network of treaties, has become a key link in sectors such as automotive, aerospace, electronics, and advanced manufacturing.⁽¹⁴⁾

With the disruption caused by the pandemic, the trade war between the US and China, and rising logistics costs, multinational companies are reevaluating their supply chains. This has given rise to the phenomenon of nearshoring, i.e., the relocation of production processes to countries close to

consumer markets.

Mexico is an ideal destination for nearshoring, thanks to:

- It is a network of trade agreements.
- Skilled human capital.
- Industrial infrastructure in regions such as the Bajío and the north of the country.
- Geographical proximity to the United States, the world's largest market.

However, taking advantage of this trend requires overcoming structural obstacles such as insecurity, deficiencies in the logistics network, lagging clean energy, and regulatory uncertainty.

Sustainable trade and green agreements

Sustainability has become a cross-cutting dimension of international trade policy. Many current treaties include chapters on trade and the environment, commitments to reduce emissions, energy transition, and labor standards.

Mexico has adopted environmental commitments in treaties such as:

- USMCA (Chapter 24): Protection of marine species, clean air, and control of industrial pollutants.
- Modernized USMCA: Binding provisions on climate change and biodiversity.
- OECD: Recommendations for green fiscal policies, circular economy, and sustainable trade.⁽¹⁴⁾

This trend implies that access to specific markets will depend on compliance with environmental standards, which represents an opportunity for sectors such as renewable energy, but also pressure on carbon-intensive industries.

New geopolitical dynamics: strategic relocation

The new geopolitical order, marked by tensions between the United States and China, has led to greater politicization of trade. Trade decisions are no longer made solely in terms of economic efficiency, but also in terms of national security, technological sovereignty, and control of strategic chains.^(16,17)

As a key partner of the United States in the region, Mexico has indirectly benefited from the US need to diversify its suppliers and strengthen chains with close allies. However, this also places the country in a delicate position vis-à-vis countries such as China, which has shown interest in strengthening bilateral relations. Mexico will need to clearly define its strategic position in this changing environment in order to maintain a balance between regional integration and trade diversification.

CONCLUSIONS

Mexico's participation in multilateral organizations such as the WTO, ALADI, and the OECD has been a strategic component of its foreign and trade policy in the context of globalization. These organizations have had a decisive influence on the transformation of the national regulatory framework, the expansion of the network of international treaties, and the consolidation of the country as a reliable partner in international trade. By adhering to the principles of transparency, non-discrimination, progressive liberalization, and technical cooperation, Mexico has strengthened its negotiating position and expanded its access to key markets.

Throughout this work, it was identified that Mexican legislation—particularly the Foreign Trade Law, the Customs

Law, the Law on the Conclusion of Treaties, and various constitutional provisions—has been harmonized with the country's international commitments. This regulatory convergence has provided greater legal certainty for investors and exporters, although it has also created tensions between national legislation and the standards required by multilateral agreements.

Key treaties such as the USMCA, the TIPAT, and the updated TLCUEM reflect the complexity of current international negotiations, which no longer focus solely on tariffs but also on labor, environmental, technological, and digital issues. Likewise, dispute settlement mechanisms have proven to be an effective tool for defending the country's commercial interests and promoting the rule of law at the international level.

On the other hand, analysis of global trends—such as open regionalism, trade digitization, nearshoring, and sustainable trade—reveals that Mexico faces a changing and challenging environment. Taking advantage of the opportunities arising from these dynamics requires integrated public policies, strategic investments in infrastructure, institutional strengthening, and above all, a long-term vision that combines economic openness with social development and sustainability.

Mexico's participation in multilateral organizations has been key to its integration into the global economic system. However, future success will depend on its ability to adapt to new realities, strengthen its regulatory framework, defend its strategic interests, and consolidate a coherent, inclusive trade policy oriented toward the well-being of the population.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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