



## Digital Government Strategies: Good Practices



The OECD Council adopted on 15 July 2014 the Recommendation on Digital Government Strategies. The Recommendation provides a set of 12 principles structured around 3 pillars. The OECD Secretariat is developing a Digital Government Policy Toolkit to support OECD member countries and non-member adhering countries with the implementation of the Recommendation. This practice was submitted by the government of Mexico to be considered as a good practice in the implementation of one or more of the principles contained in the Recommendation.

### Description of the practice:

<b>Organisation:</b>	Digital Government Unit, Ministry of Public Administration
<b>Name of the practice:</b>	Ministerial agreement for ICT Policy and Manual of ICT and Information Security (MAAGTICSI, by its initials in Spanish), known as ICT Policy.
<b>Principles implemented:</b>	<p><u>Principle 1</u> – Ensure greater transparency, openness and inclusiveness of government processes and operations</p> <p><u>Principle 4</u> - Reflect a risk management approach to addressing digital security and privacy issues, and include the adoption of effective and appropriate security measures, so as to increase confidence on government services.</p> <p><u>Principle 6</u> - Ensure coherent use of digital technologies across policy areas and levels of government</p> <p><u>Principle 9</u> - Develop clear business cases to sustain the funding and focused implementation of digital technologies projects</p> <p><u>Principle 10</u> - Reinforce institutional capacities to manage and monitor projects' implementation</p> <p><u>Principle 11</u> - Procure digital technologies based on assessment of existing assets</p> <p><u>Principle 12</u> - Ensure that general and sector-specific legal and regulatory frameworks allow digital opportunities to be seized.</p>



## Digital government toolkit



**Description:** The National Digital Strategy (EDN, by its initials in Spanish), is the action plan that the government is implementing to encourage the adoption and development of Information and Communication Technologies (ICT) and insert Mexico into the Information and Knowledge Society. The EDN is the result of a collaborative effort, of talks with experts, industry and academics, legislators, civil organizations and citizens.

The Strategy sets out the challenges Mexico faces in the digital context and the way it will cope with them through five major objectives: i) Government Transformation; ii) Digital Economy; iii) Transformation of Education; iv) Universal, Effective Health; and v) Civic Innovation and Citizen Participation.

In this regard, in the frame of the objective “Government Transformation”, the Ministry of the Interior (SEGOB, by its initials in Spanish) and the Ministry of Public Administration (SFP, by its initials in Spanish) published in the Official Gazette of the Federation (DOF, by its initials in Spanish) on May 8, 2014, the “Ministerial agreement for ICT Policy and the Manual of Information and Communication Technologies, and Information Security” (MAAGTICSI), known as ICT Policy.

The mission of the ICT Policy is to create an ecosystem of consolidated, interoperable and secure IT services for a modern and efficient public administration.

The ICT policy is transversal to all Government Agencies, it’s completely aligned to the National Digital Strategy Objectives, and it is reviewed in a yearly basis for updates in its mandate.

The ICT Policy establishes the Strategic Plan of Information and Communication Technologies (PETIC, by its initials in Spanish), which is integrated with the initiatives and ICT projects determined by government agencies. In this regard, government institutions submit to the Government Digital Unit a maximum of 7 initiatives or ICT projects, as strategic, taking into consideration those that provide greater benefits to society or have high impact in the fulfilment of institutional objectives and the National Digital Strategy. Likewise, the ICT Policy establishes an applications inventory of the Federal Public Administration.

Furthermore, it states that for the procurement, and leasing of ICT, government institutions must obtain the assent of the Digital Government Unit.

The ICT Policy also regulates matters concerning security information. In this regard, the Policy states that government institutions should establish an information security government model, which will include the designation of the persona responsible of information security of each institution, and who will be responsible to operate the management system for security information. The said model should have an incident response team on ICT security.

In this regard, the ICT Policy fulfil the above mentioned OECD Recommendations since it promotes transparency and accountability in the use of public spending on ICT; it reflects a risk management approach to address digital security and privacy issues, and include the adoption of security



measures in order to increase confidence on government services. Likewise, the ICT Policy allows the identification of strategic ICT projects and align efforts, as well as to articulate projects to identify economic benefits to justify public investments and to improve project management. Finally, it fosters the procurement of digital technologies based on assessment of existing assets, since it establishes and applications inventory of the Federal Government.

The above mentioned legal framework applies to the Federal Public Administration. Nonetheless, there are some agencies and entities in government in charge of specific duties: the Digital Government Unit is in charge of the legal framework of the ICT Policy, while the Ministry of the Interior on security matters. The National Digital Strategy Coordination of the Office of the President issues opinions.

“Ministerial agreement for ICT Policy and the Manual of Information and Communication Technologies, and Information Security” (MAAGTICSI), available at: [http://www.normateca.gob.mx/Archivos/66\\_D\\_3755\\_12-05-2014.pdf](http://www.normateca.gob.mx/Archivos/66_D_3755_12-05-2014.pdf)

### Results

We have achieved an efficiency spending on ICT of 441,696,113.07 USD (exchange rate of 1 USD = 16.98 Mexican Pesos) -data obtained by considering the differential of the ruled price and the acquired price-; total requests dictated from May 8, 2014 to July 31 2015 is 3,502. We have stopped using paper through the ICT Policy Management Tool, obtaining savings of \$31,761.36 USD for the opinions received.

The evaluation process is done through international statistics and indicators that allow us to measure how are we doing in comparison with other countries, such as the following:

- United Nations e-Government Survey
- Government at a Glance, Organization of Economic Co-operation and Development.
- The Global Information Technology Report, World Economic Forum (WEF).

Likewise, the accomplishment of the objectives set in the National Digital Strategy is done through peer reviews and publications such as the “Towards More Effective and Dynamic Public Management in Mexico” (OECD, 2011).

[https://www.unodc.org/documents/treaties/UNCAC/WorkingGroups/workinggroup4/2011-August-22-24/Replies\\_to\\_CU\\_2011\\_45/20110725\\_Mexico\\_3\\_English.pdf](https://www.unodc.org/documents/treaties/UNCAC/WorkingGroups/workinggroup4/2011-August-22-24/Replies_to_CU_2011_45/20110725_Mexico_3_English.pdf)

Furthermore, we obtain feedback from international organizations’ events such as the World Summit on the Information Society, the United Nations Public Service Forum, E-Leaders, OECD Public



Governance Committee Sessions, Plan of Action of the Information Society in Latin America and the Caribbean (eLAC), among others.

### Development

#### **Design:**

Previously, it was only handled the Administrative Manual of General Application on Information and Communications Technologies, and on Information Security Matters (MAAGTICSI, by its initials in Spanish), which was composed of 29 processes, giving a full turn with the publication of the “Agreement that has as objective to issue the policies and dispositions for the National Digital Strategy, on Information and Communication Technologies, and on Information Security, as well as to establish the Administrative Manual of General Application on such matters”, whose objective is to strengthen the focus on consolidation, Interoperability and Information Security, leaving only 9 processes.

Stakeholders involved: The Digital Government Unit, the National Digital Strategy Coordination and the Ministry of the Interior. Also, the recommendations issued by the Interministerial Commission for the Development of Electronic Government (CIDGE, by its initials in Spanish) were taken into consideration.

#### **Testing:**

According to article 10 of the Federal Law for Transparency and Access to Government Information, any legal document issued must have a period of time of open consultation.

Likewise, it is important to highlight that, currently, the Mexican Government has launched [gob.mx/participa](http://www.gob.mx/participa) (<http://www.gob.mx/participa>), which is a platform for citizen participation that allows, through diverse mechanisms such as forums, surveys and exercises of co-edition to create better public policy proposals for the development of the country.

#### Discovery

All policy regulation starts with a discovery phase, where policy makers responsible for the operation of the initiatives review with the legal team the requirements for new regulation or updates in the current one.

#### Design

According to the review made by the legal team, a working group is established to elaborate a draft project of the regulation, which pass through a series of new reviews, changes and modifications until it fully meets the objectives devised.

#### Consultation



According to article 10 of the Federal Law for Transparency and Access to Government Information, any legal document issued must have a period of time of open consultation.

### Publication

After the consultation process, the regulation is published in the Official Gazette of the Federation (DOF), which makes it mandatory.

### Implementation

Every government agency, according to its own powers, is in charge of implementing the regulation in order to fulfill what is established on it, the objectives set and the work plan.

### Evaluation

This phase consists of a continuous work of the government agencies' policy makers that implement the regulation and its legal areas, as well as the surveillance bodies of each agency. Regulation is updated according to this group's feedback.

Methodologies and practices, national and international such as ITIL, TOGAF

COBIT, BSC, Risk IT, ISO 27001, 27005 y 31000 and others.

**Implementation:** The ICT Policy was published in the DOF on May 8, 2014.

The implementation, according to the established in the ICT Policy Agreement, must have completed in December 23, 2014, where all agencies and entities of the APF should have implemented the MAAGTICSI.

To conduct everything related to the ICT Policy Agreement, we implemented a tool called Management of ICT Policy.

Furthermore, the Mexican Government has established management mechanisms to follow-up the fulfilment of the objectives of the National Digital Strategy.

In this regard, every agency that participates in the development of projects within the Strategy has designated an EDN Focal Point, people responsible for following-up the accomplishment of tasks and duties within the EDN.

Together they form the National Digital Strategy Contact Points Network.

All National Digital Strategy Projects integrates agile methods, to design, test and implement digital policies. Following the principles of openness and co-creation all policies within the EDN has consultative mechanisms like open consultations, experts groups, advisory councils, among others.

## Digital government toolkit

**Resources:** The resources used by the Digital Government Unit, for the implementation of the ICT Policy Agreement, are 4 people who are dedicated to deliver opinions concerning Article 9 of the Agreement and the development of the ICT Policy Management. The Implementation and enforcement of standards is a cost absorbed by each institution.

**Diffusion and scaling:** Spreading the message came through the DOF on May, 8, 2014, and was applicable to the day after its public presentation to the 250 ministries and agencies of the Federal Public Administration.

Also, the Digital Government Unit provides specialized training to public servants in the ICT departments of the Ministries about the mentioned agreement.

Likewise, it provides monthly training sessions, mentoring and supervision of the correct interpretation and implementation of the regulation.

Since the ICT Policy Agreement was published on May 8, 2014, we had given advice to more than 1,280 public servants through workshops offered by the Digital Government Unit; nowadays we have a monthly workshop in which all the questions concerning it are resolved; also, on the website <http://www.cidge.gob.mx> we published the guidelines concerning the use of the ICT Policy Management Tool, as well as diverse support materials for the knowledge of the interested public servants. On a daily basis we attend calls and emails from public servants to resolve all their doubts about the policy.

Likewise, it is important to highlight that the Mexican Government established a Change Management Plan in order to guide agencies in the development of projects within the frame of the National Digital Strategy. In this regard, the plan identified key players and developed and carried out specific communication strategies for each one such as releases and sensitization and high level meetings.

The ICT Policy currently only operates at the Federal Public Administration. For instance, all government agencies must comply with its implementation. Implementation actions are coordinated with all government agencies. The ICT Policy has not been replicated to states and municipalities or private sector.

The main challenge has been to coordinate 18 Ministries and 231 agencies of the Federal Public Administration and productive state enterprises.

**Partnerships:** Civil Society, Public Sector Organizations

Partners: Ministry of the Interior (SEGOB), Civil society & general public, Industry organizations.

The Ministry of the Interior participated with the Ministry of Public Administration (SFP) in the elaboration of the ICT Policy Agreement and MAAAGTICSI, regarding security of information.



Likewise, the civil society, general public and industry organizations are involved since it is mandatory that any legal document issued must have a period of time of open consultation.

### Lessons learned

It is important to design a strong legal framework to assure the legitimacy and trustworthiness of the ICT policies implemented. Good and strong regulations assure the continuation of government programs across leadership changes.

ICT regulation also requires extremely good legislative and regulatory technique since ICT changes exponentially and regulations need to be according to actual trends.

Mexico has a very specialized e-government legal team, which is willing to share and work peer to peer with other countries to share our experience, methods and outcomes.

The ICT Policy Agreement and MAAGTICSI, is a living document that seeks to improve as technology evolves. With this document, the government seeks to buy better technologies that allow making more efficient procedures aimed at improving services to citizens. The government requires innovative and green technologies, and promote security practices.

The ICT Policy Agreement aims to strengthen links between industry and government.

Conditions required: To achieve the successful implementation of the ICT Policy Agreement and MAAGTICSI, is why we did it at a legal level, being mandatory for all institutions of the Federal Public Administration. Also, compliance is observed by monitoring bodies, which report to the Digital Government Unit the advances that have been achieved and if they don't, it could be a grounds for an administrative sanction.

We consider that the main condition to implement this practice is the political leadership and empowerment given to the National Digital Strategy, since it is located at the Office of the President.

This has implied a change in the way public policies on digital government and ICT have been implemented, since the fact to have the National Digital Strategy Coordination at the Office of the President and the transversal powers granted to it, has help accomplished in a very short time many outcomes.

Furthermore, this condition has allowed the alignment of the budget aimed to the development of the projects that are being implemented within the framework of the National Digital Strategy. Resources are well allocated towards clear objectives, action lines and goals.

Finally, another condition to successfully implement the practice is, as it was mentioned before, the creation of follow-up mechanisms in every government agency, through focal points, in order to review the accomplishment of the objectives set, due dates and commitments.



## Digital government toolkit



Additional information: Mexico is willing to share its experience with OECD member countries, as well as observers, academia, private sector and civil society, about its experience in developing and implementing best practices on digital government strategies.

As it was mentioned before, the ICT Policy Agreement and the MAAGTICSI is a live and evolving document, so we currently are working in its update.