Digital government toolkit

Digital Government Strategies: Good Practices

Mexico: National Digital Strategy

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:

Organisation: Digital Government Unit, Ministry of Public Administration

Name of the practice: National Digital Strategy

Principles implemented: Principle 1 – Ensure greater transparency, openness and inclusiveness of government processes and operations

Principle 2 - Encourage engagement and participation of public, private and civil society stakeholders in policy making and public service design and delivery.

Principle 3 - Create a data-driven culture in the public sector.

Principle 4 - 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.

Principle 5 - Secure leadership and political commitment to the strategy, through a combination of efforts aimed to promote inter-ministerial co-ordination and collaboration, set priorities and facilitate engagement and coordination of relevant agencies across levels of government in pursuing the digital government agenda.

Principle 6 - Ensure coherent use of digital technologies across policy areas and levels of government

Principle 7 - Establish effective organisational and governance frameworks to coordinate the implementation of the digital strategy within and across levels of government

Principle 8 - Strengthen international co-operation with other governments

Principle 9 - Develop clear business cases to sustain the funding and focused implementation of digital technologies projects

Principle 10 - Reinforce institutional capacities to manage and monitor projects' implementation

Principle 11 - Procure digital technologies based on assessment of existing assets

Principle 12 - Ensure that general and sector-specific legal and regulatory frameworks allow digital opportunities to be seized.

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.

This document comes under the National Development Plan 2013-2018, as part of the mainstreaming strategy "Near and Modern Government". The main purpose of the Strategy is to achieve a Digital Mexico with the adoption and use of ICT to maximize its economic, social and political impact for the benefit of the quality of life of people.

The EDN is the result of a collaborative effort, of talks with experts, industry and academics, legislators, civil organizations and citizens.

The Telecommunications Amendment, published in the Official Gazette of the Federation (DOF, by its initials in Spanish) on June 11, 2013, is the cornerstone that is allowing Mexico's transformation through ICT, by a complete change of this sector.

Mexico now recognizes access to Internet as a fundamental right, as it has been established in its Constitution. Also, the reform increases competition, promotes the deployment of telecommunications infrastructure, establishes the Universal Digital Inclusion Policy as an obligation of the State, as well as the goal to connect to the internet 70% households and 85% of micro, small and medium enterprises nationwide. Available at: http://www.dof.gob.mx/nota_detalle.php?codigo=5301941&fecha=11/06/2013

Digital government toolkit

A benchmark analysis was presented to the president, justifying the need for a Coordinating Body to articulate all digital initiatives and increase digitization impacts. The proposal was accepted and the Coordination of the National Digital Strategy was created on April 2013.

The National Digital Strategy Coordination reports directly to the Office of the President and is led by Alejandra Lagunes Soto Ruiz. Its mission is to develop, monitor and periodically assess the National Digital Strategy. The coordination encourages the adoption and development of information technology and communication; fosters digital government; promotes innovation, openness, transparency, collaboration and participation to insert Mexico into the knowledge society.

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.

To achieve these objectives, the National Digital Strategy proposes the following five key enablers: i) Open Data; ii) Legal Framework; iii) Interoperability and Digital Identity; iv) Inclusion and Digital Skills; and v) Connectivity.

Results

One of the main results of the National Digital Strategy is that for the first time Mexico has a digital agenda that allows to align projects along the Federal Public Administration in order to promote the use of ICT and bring the population to the Information Society. Likewise, the establishment of a specific office in charge of coordinating this enormous effort, has helped in achieving successful outcomes, as well as the alignment of the budget on ICT.

Among the main results we could highlight the following:

- The National One-Stop Shop gob.mx, the single point of access were citizens may find government services and information, as well as a participation platform.
- We have developed more than 40 apps (m-government) to bring services closer to citizens.
- There is a new ICT policy in place that improves the way federal government acquires technology, allowing a more efficient use of the public financial resources, while accessing to better technology.
- We launched the Fixed-Price Contracts, which facilitate the acquisition of software licenses and the hiring of ICT services and technical support. This mechanism will allow establishing optimization and control programs through the Federal Public Administration, reflecting high quality services and savings for the government.
- Following the principles of Open Government as a new model of governance, we developed an Action Plan for 2013-2015. The fulfilment of its commitments is publicly available at:

http://tablero.gobabiertomx.org/. Mexico also assumed the Presidency of the Open Government Partnership.

- We launched "Innovation Agents" to promote the development of ICT projects that solve public problems.
- We are creating new hiring schemes to foster innovation and entrepreneurship through the democratization of public spending. In this regard, we launched "Public Challenges", through which we invited citizens to solve public problems using ICT.
- On transformation of education, the Digital Inclusion and Literacy Program has delivered 710 thousand tablets for the school year 2014-2015 in 6 states within the Mexican territory.
- We launched the website datos.gob.mx, which currently has 434 datasets from 24 agencies of the Federal Public Administration, 3 States and 4 Municipalities.
- Likewise, we launched the Mexico Open Network, which is a platform that allows different levels of government share their experience with open data, as well as to support them to develop their own open data policy.
- On connectivity, the project "Mexico Conectado" is working to bring internet access to 250,000 public spaces throughout the country, such as hospitals, libraries, schools and government offices, thus enabling internet access for more Mexicans. More than 65,000 sites have been connected. The objective for this year is to reach 100,000 connected sites.

The outcomes of the National digital Strategy are available at: http://www.presidencia.gob.mx/edn/indicadores/

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

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: May 28, 2012. : Digital Agenda for a Connected Mexico. This document was launched during the political campaign of the President of Mexico. Available at: http://www.redpolitica.mx/sites/default/files/plan_digital_pena_nieto.pdf

The strategy is the result of cross-coordination and cooperation of all agencies and institutions that make up the Mexican state. This collaboration has been possible because there is, for the first time, a coordinating body within the Government of the Republic, the National Digital Strategy Coordination of the Presidency of the Republic. The EDN is the result of a collaborative effort, working with experts, industry and academics, legislators, civil organizations and citizens.

Testing: Consultation process since the above mentioned date until the publication of the National Digital Strategy (May 2012-November 2013). During this period we held a consultation process with different sectors such as academia, private industry, civil organizations, etc., as well as with other government and international organizations.

The National Digital Strategy is the outcome of months of study, work and multisectoral reflection on the Digital Mexico we want to achieve, where the exchange of ideas and dialogue were the guiding principles. The strategy comes from clear definitions, to enable all those involved to work to achieve the objectives set forth therein, and which are aligned with the major goals of the National Development Plan 2013-2018 to guide the efforts of the Government of the Republic.

Implementation: November 25, 2013: the National Digital Strategy was presented. November 2014: the National Digital Strategy was updated.

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.

Policies and provisions establish obligations arising from the 2013-2018 National Development Plan (NDP), the Program for Middle and Modern Government (PGCM), the National Digital Strategy, the Decree and their respective guidelines that set out the measures for the efficient, transparent and effective use of public resources, and the actions of budgetary discipline in the exercise of public spending and the modernization of the Federal public Administration ICT.

Resources: Several public servants have been working in the development of the above mentioned framework. As mentioned before they are part of the structure of different government agencies.

Concerning the budget, it has been part of the own budget of the institution(s) that have worked in de development and implementation of the different projects within the National Digital Strategy. That is to say, no additional financial resources were used. Being transversal actions between different sectors and government departments, resources for digitization actions emanate from the budgets of each entity.

The development and implementation of this strategy was entrusted to the National Digital Strategy Coordination which for this purpose has requested a budget in Fiscal Year 2014 of $25'849,136 Mexican pesos and which within the organizational structure of the federal administration it is a technical support unit for the presidency.

In addition to the operating budget, the priority projects that require a substantial investment are Mexico Connected, Entrepreneur Fund and Prosoft.

The National Digital Strategy is not an exercise of spending but of policy of coordination. In the same sense, the National Digital Strategy Coordination is a coordination office, and no runs resources to projects that integrate the Strategy. This does not mean that there is no budget for our action plan, it only means that the Ministries are who exercise resources in specific projects.

For example, the budget for public spaces connectivity is on the Ministry of Communications and Transport (SCT) in Mexico Conectado project. The resources for the provision of digital devices to fifth grade students are in The Ministry of Public Education (SEP). And our strategy of digitization procedures and services is run by the Ministry of Public Administration (SFP). Thus, in all projects that we coordinate, we ensure that agencies that do the work have the funds to meet the established goals.

Diffusion and scaling: Permanent through participation in national and international events; social media, press releases, etc.

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 framework of the National Digital Strategy. In this regard, the plan identified key players and stakeholders, developed and carried out specific communication strategies for each one of them, such as communication releases, high level meetings, training campaigns, and a continuous improvement program for the updates.

All developments are documented, public and are spread through the site: http://www.presidencia.gob.mx/edn/indicadores/

Furthermore, Mexican public servants constantly participate in different national and international events with the aim to inform about the projects that are being implemented within the National Digital Strategy, as well as its main outcomes.

Digital government toolkit

This practice applies to all Federal Government Agencies. For instance, all government agencies must comply with its implementation. Implementation actions are coordinated with all government agencies.

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

Furthermore, the Digital Government Unit works closely with States and Municipalities to support them in the elaboration of their digital agendas. In this regard we have the the "Guide for the Elaboration of the State and Municipal Digital Strategy", available at: http://cidge.gob.mx/menu/ejes-de-trabajo/estados-y-municipios/agendas-digitales/guia-para-la-formulacion-de-la-estrategia-digital-estatal-y-municipal/

Partnerships: Private Sector, Civil Society, Academics and Research Bodies, Public Sector Organizations and other.

Partners:

● President of Mexico
● Government agencies of the Federal Public Administration
● States and Municipalities
● Mexican Congress
● Civil society & general public (consultation process)
● Autonomous organisms, for example, INAI.
● Industry organizations

The partnership involves the joint efforts of academia, industry and government.

Lessons learned

It is very important to have a national framework, in this case the National Digital Strategy, in order to work towards common and aligned objectives concerning the promotion of ICT with the aim to benefit people and help achieve major development goals.

Conditions required: 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 with transversal powers granted to it, to coordinate all government agencies in the implementation of the action lines of the EDN in a very short period of time.

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.

Another successful condition is the governance model for the implementation of the National Digital Strategy. The Interministerial commission for the development digital government (CIDGE) is represented by all ministries and the CIO council, its working groups and subcommittees enhance the collaboration needed to accomplish the National Digital Strategy.

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.

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.

Recommendation	México´s Activities
1. Ensure greater transparency, openness and inclusiveness of government processes and operations.	- gob.mx One-Stop-Shop - Frame Contract - ICT Policy - México Conectado - Jóvenes por un México Digital - Programa de Inclusión y Alfabetización Digital (PIAD) - Programa Piloto de Inclusión Digital - Gobierno Abierto - Reforma en materia de Transparencia - Sistema Nacional de Transparencia y Protección de Datos
2. Encourage engagement and participation of public, private and civil society stakeholders in policy making and public service design and delivery.	- Agentes de Innovación - Retos Públicos - gob.mx/participa - Plan de Acción 2013-2015 de la Alianza para el Gobierno Abierto.
3. Create a data-driven culture in the public sector	- Política Nacional de Datos Abiertos - Portal datos.gob.mx - Guía de Implementación de la Política de Datos Abiertos - Norma Técnica para el acceso y publicación de Datos Abiertos de la Información Estadística y Geográfica de Interés Nacional

4. 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.	● Política TIC (Disposiciones generales para la seguridad de la información; establecimiento por parte de las entidades y dependencias de un modelo de gobierno de seguridad de la información).
5. Secure leadership and political commitment to the strategy, through a combination of efforts aimed to promote inter-ministerial co-ordination and collaboration, set priorities and facilitate engagement and coordination of relevant agencies across levels of government in pursuing the digital government agenda.	● Programa para un Gobierno Cercano y Moderno 2013-2018, objetivo 5 "Establecer una Estrategia Digital Nacional" y sus respectivas líneas de acción. ● Estrategia Digital Nacional ● Coordinación de Estrategia Digital Nacional
6. Ensure coherent use of digital technologies across policy areas and levels of government	● Comisión Intersecretarial para el Desarrollo del Gobierno Electrónico (CIDGE) ● Convenios de coordinación y colaboración con los Estados de Colima y Jalisco ● Guía para la Formulación de la Estrategia Digital Estatal y Municipal ● Política TIC
7. Establish effective organisational and governance frameworks to coordinate the implementation of the digital strategy within and across levels of government	● Programa para un Gobierno Cercano y Moderno (PGCM) ● Estrategia Digital Nacional ● Coordinación de Estrategia Digital Nacional ● Comisión Intersecretarial para el Desarrollo del Gobierno Electrónico (CIDGE).
8. Strengthen international co-operation with other governments to better serve citizens and businesses across borders, and maximise the benefits that can emerge from early knowledge sharing and coordination of digital strategies internationally.	● Red Gealc ● eLAC ● Naciones Unidas ● APEC ● Estados Unidos ● Canadá ● Uruguay ● Chile ● Reino Unido
9. Develop clear business cases to sustain the funding and focused implementation of digital technologies projects	● Política TIC (modelos de negocio, análisis de impacto al negocio; casos de éxito debido a consolidaciones,

	adhesiones y apertura a mayor competencia en adquisiciones).
10. Reinforce institutional capacities to manage and monitor projects' implementation	● Tablero de Avance de la Estrategia Digital Nacional ● Política TIC (Plan Estratégico de Tecnologías de la Información y Comunicaciones, PETIC)
11. Procure digital technologies based on assessment of existing assets including digital skills, job profiles, technologies, contracts, inter-agency agreements to increase efficiency, support innovation, and best sustain objectives stated in the overall public sector modernisation agenda. Procurement and contracting rules should be updated, as appropriate, to make them compatible with modern ways of developing and deploying digital technology.	● Política TIC: inventario de aplicaciones de la APF.
12. Ensure that general and sector-specific legal and regulatory frameworks allow digital opportunities to be seized.	● Reforma de Telecomunicaciones ● Programa para un Gobierno Cercano y Moderno (PGCM) ● Estrategia Digital Nacional (EDN) ● Política TIC ● Reglamento de la Ley de Firma Electrónica Avanzada ● Decreto por el que se establece la Ventanilla Única Nacional para los Trámites e Información del Gobierno ● Decreto que establece la Regulación en materia de Datos Abiertos ● Disposiciones Generales para la Implementación, operación y funcionamiento de la Ventanilla Única Nacional ● Guía de Implementación de la Política de Datos Abiertos

En lo particular, se establece en el Artículo 10 las atribuciones de la Coordinación de Estrategia Digital Nacional, a fin de alinear los objetivos, políticas y acciones de todos los actores de la sociedad, para generar competitividad y equidad basadas en el uso de las TIC.

Artículo 10. Corresponde a la Coordinación de Estrategia Digital Nacional:

I. En coordinación con las dependencias y entidades competentes, elaborar, dar seguimiento y evaluar periódicamente la   Estrategia Digital Nacional; fomentar la adopción y el desarrollo de tecnologías de la información y comunicación; impulsar el gobierno digital; promover la innovación, apertura, transparencia, colaboración y participación ciudadana para insertar a México a la sociedad del conocimiento;

II. Orientar la emisión y ejecución de políticas públicas y lineamientos, así como los mecanismos de implementación, derivados de la Estrategia Digital Nacional en materia de tecnologías de la información y comunicaciones, en coordinación con las dependencias de la Administración Pública Federal competentes;

III. Coordinar acciones con instituciones públicas y privadas, nacionales e internacionales, y la sociedad en general, con la finalidad de impulsar el uso y apropiación de las tecnologías de la información y comunicación;

IV. Emitir recomendaciones, con la participación de las dependencias y entidades de la Administración Pública Federal competentes, respecto de las mejores prácticas susceptibles de desarrollarse e implementarse a través de proyectos e iniciativas estratégicas en materia de tecnologías y seguridad de la información;

V. Participar, en coordinación con las dependencias y entidades de la Administración Pública Federal competentes, en el diseño y formulación de las especificaciones y estándares para las adquisiciones y arrendamientos de bienes o servicios de tecnologías de la información y comunicación;

VI. Coordinar las áreas estratégicas de tecnología y los protocolos de seguridad de la información al interior de la Oficina de la Presidencia;

VII. Asesorar al Jefe de la Oficina de la Presidencia para dirigir la estrategia de comunicación digital de la Oficina de la Presidencia y administrar sus plataformas oficiales, así como impulsar mejores prácticas al interior de la Administración Pública Federal, y

VIII. Las demás inherentes a sus funciones y las que le encomiende el Presidente o el Jefe de la Oficina de la Presidencia.