

ICA 2006 REPORT, MEXICO

Background

The E-Government strategy in Mexico, called Digital Government, did not begin until the year 2000. As the year 2006 is the last year of the administration that started this initiative, we wish to make a brief summary of the progress in e-Government matters.

More than a detail of each progress, this summary is prepared with the purpose of analyzing and weighing how this progress took place, with the purpose of identifying the main aspects which we will face in the future.

How the e-Government happened in Mexico.

Progress in Mexico in e-Government matters has been drastic for most of the institutions. Before having a policy, the IT's were strategically used only by those agencies with the necessary budget to do so, as well as the need to manage huge amounts of information, such as the INEGI (National Institute of Statistics, Geography and Computer Science), the SHCP (Ministry of the Treasury), the IMSS (Mexican Social Security Institute) and the SEP (Ministry of Public Education).

As part of the Presidential Good Government Agenda, the Digital Government became a priority for all agencies, which began to make, for the first part, Strategic Planning of Information Technologies.

Although the starting conditions of all the agencies were very different, in general, we can identify three big stages in the e-Government progress during these last six years:

1st Stage, 2000 to 2001. Infrastructure, equipment and connectivity acquisition.

The first challenge that the people in charge of implementing the IT Strategy in each agency faced was equipment obsolescence and lack of connectivity and infrastructure.

At the beginning of the six-year term, many agencies reported having Internet access via telephone lines, or through only one LAN. Most of the equipments used were 386 and 486 processors. Regarding servers, many of them had an obsolescence of five, ten or fifteen years.

Currently, many agencies have a Public Virtual Network, equipment with Pentium processors and have installed voice and data networks, which represented great savings in telephone matters. The servers have been updated and maintenance standards have been developed for the sites, which in many cases had inappropriate physical conditions.

Also software licensing updating, interrelationship strategies and Database centralization campaigns were undertaken as well as the upgrading of the storage capacities.

2nd Stage, 2002 to 2003. Web Sites and Internal Systems.

Although most of the agencies already had certain Internet presence, during this stage the agencies renewed their existing Web Sites, giving them a citizen approach. These Web Sites helped to spread the agencies' mission, provided information about their procedures and services and were used as a platform for on-line procedures.

When the Public Information Transparency and Access Bill passed in 2002, it constituted a great drive so that the agencies might be bound to report more information about their activities in the Internet. Unfortunately, in almost every case, the information linked to transparency appears organized based on the Law paragraphs, and not on the citizens' search criteria. This is mainly because the IFAI (Federal Information Access Institute) reviews that all the information required under the Law is present in the Internet. Ordering it in this way guarantees that they will achieve a point of approval.

During this stage, the agencies started to implement information systems to facilitate their internal processes as well as their finance, human resources and documentation administrative operations.

The most commonly implemented systems were on-line Training, Control Board Systems or Business Intelligence, Document Management Systems, GRP (ERP), and project follow-up and proceedings status systems, such as INFONAVIT's (National Institute for Housing) Trials Control, Scholarship Application System of the CONADE (National Sports Commission), Integral System of the Civil Society Organizations' Federal Registry of SEDESOL (Ministry of Social Development), Contact Center for Tourists, On-Line, Registration System of Art Creators' Incentive Program of CONACULTA (National Art and Culture Board), Hydrologic-Farming Infrastructure Projects' Management System of the National Water Commission, and the Executive Information System for Citizens' Attention Process Assessment (SIEPEPAC) of the SFP (Ministry of Public Function), among others.

Also sector Information Systems were generated pertaining to crime (fingerprint, ballistic, vehicle, genetic and victim records), environment, agriculture, housing, foreign trade, science and technology, social development, tourism, financial indicators and labor market.

This stage was accompanied by a process reengineering strategy.

3rd Stage, 2004 to 2006. Web Services and initiatives consolidation.

As soon as the internal processes were automated, several agencies took a great step in offering on-line services to the citizens. Congress passed the FEA (Advanced Electronic Signature) in 2003, which in great measure facilitated the automatization; nevertheless, in order to use it, the organizations need to be able to certify that the user is really the person who claims to be. Up to this date, only the SAT (Taxing Agency), IMSS and SFP have

been successful. For the time being, two often used identities have been created: the CURP (Unique Code for People's Registry) for every born citizen and the RUPA (Unique Registry for Accredited People), which is a registry that individuals and corporations obtain to carry out procedures as a company or as economic individuals. Although these initiatives have been useful, there is no unique identity used for all services. Having one is necessary so that all the agencies may benefit from this law.

Congress passed the Electronic Invoice in the year 2004, which also facilitated the transactions. Nevertheless, in spite of these documents validity, a high portion of normativity within the government still demands to keep a printed copy of the transactions. The same is applicable to the electronic documentation managed in each agency. This situation delays the Document Management System initiatives, prevents the accomplishment of the savings expected for the use of paper, and from time to time, constitutes a barrier in offering full on-line procedures.

The greatest impact of these changes might be noticed in the collection of taxes. During the year 2005, 100% of the Corporations submitted their tax returns on-line. 52% of the Individuals submitted it in hardcopy and 48% on-line. For the year 2006, 77% of the individuals submitted their tax return on-line.

Other outstanding initiatives during the last years are Medical Appointments for the ISSSTE (State Workers Social Security and Services Institute) and IMSS, consultation and payment of electric power consumption, agrarian property trials follow-up consultations, Chamanet (Free Job Marketplace), Trabajaen.gob (Civil Service Marketplace), IMSS and ISSSTE affiliation and patient electronic file for IMSS affiliates, which includes each patient's clinical records with prescriptions, tests and X rays.

The IMSS is planning to deliver smart cards to all the affiliates, to identify them in a unique form, trustful, secure and unequivocal. This procedure will facilitate the necessary transactions and money transfer to the affiliate.

It's planned for the first phase, to deliver between 3 and 9 millions smart cards in less than 24 months. The project should conclude by delivering smart cards to all the 45 millions affiliates.

An example of the proposed smart card is shown below.

the citizens, optimizing processes and accomplishing significant savings, they did not achieve the necessary coordination to present a unique window front to the citizens. Almost all the initiatives reported are independent solutions. There are some exceptions, which will be mentioned in the following section, that refer to the Government as a “whole”.

This lack of coordination was identified since the first two years of the present administration and, therefore, an Electronic Government Inter-Ministry Network was created. However, that Commission did not have any legal authority. The Agreement through which such Commission was formally created was approved on December 2005. During this year, the Commission has made progress in the definition of research topics and groups that will achieve agreements around them, which are detailed in the following section.

Government as a “Whole”.

This year’s Conference Topic is the consolidation and centralization of services offered to the citizens in a horizontal way. Instead of the usual vertical, individual pipes of government, what many countries have been experimenting is the consolidation and creation of cross agreements.

As requested in the format, the Government and e-Government structure is presented first, and then the collaboration initiatives and integration of services that have taken place among the agencies in Mexico.

Government Structure.

The Constitution of the United Mexican States, determines that the Mexican state is a representative, democratic and Federal Republic.

The Federal State of Mexico is integrated by 31 states and the Federal District (Mexico City), which is the seat of the federal authorities.

The Federal Government of Mexico is divided into three powers: Executive, Legislative (integrated by deputy representatives and senators) and Judicial.

The government is presidential, meaning that the government’s leadership and management are the responsibility of the Federal Executive Office (President of the Republic) who is also the Chief of State and of the Armed Forces.

The executive power at state level is held by the governors of the 31 states and the Federal District, and at municipal level, by the mayors of a little over 2,400 municipalities.

The cabinet assists the holder of the executive office in carrying out his/her duties, under certain organizational rules, which vary according to each agency and federal government

unit. It also establishes work groups, observing the Organic Law of the Federal Executive and other rulings, in order to facilitate the exercise of the President's responsibilities.

The legal Cabinet is the closest to the President; it is integrated by the following 19 Ministers, including the Attorney General (Procuraduria General de la Republica):

❖ Ministries

- 1) Attorney General "[Procuraduria General de la Republica \(PGR\)](#)"
- 2) Ministry of Agriculture "[Secretaria de Agricultura, Ganaderia, Desarrollo Rural, Pesca y Alimentacion \(SAGARPA\)](#)"
- 3) Ministry of Communications and Transportation "[Secretaria de Comunicaciones y Transportes \(SCT\)](#)"
- 4) Ministry of Social Development "[Secretaria de Desarrollo Social \(SEDESOL\)](#)"
- 5) Ministry of Economy "[Secretaria de Economia \(SE\)](#)"
- 6) Ministry of Public Education "[Secretaria de Educacion Publica \(SEP\)](#)"
- 7) Ministry of Energy "[Secretaria de Energia \(SENER\)](#)"
- 8) Ministry of the Interior "[Secretaria de Gobernacion \(SEGOB\)](#)"
- 9) Ministry of the Treasure "[Secretaria de Hacienda y Credito Publico \(SHCP\)](#)"
- 10) Ministry of Defense "[Secretaria de la Defensa Nacional \(SEDENA\)](#)"
- 11) Ministry of Employment "[Secretaria del Trabajo y Prevision Social \(STPS\)](#)"
- 12) Ministry of Agrarian Reform "[Secretaria de la Reforma Agraria \(SRA\)](#)"
- 13) Ministry of Marines "[Secretaria de Marina Armada de Mexico \(SEMAR\)](#)"
- 14) Ministry of the Environment and Natural Resources "[Secretaria de Medio Ambiente y Recursos Naturales \(SEMARNAT\)](#)"
- 15) Ministry of Foreign Affairs "[Secretaria de Relaciones Exteriores \(SRE\)](#)"
- 16) Ministry of Health "[Secretaria de Salud \(SSA\)](#)"
- 17) Ministry of Public Security "[Secretaria de Seguridad Publica \(SSP\)](#)"
- 18) Ministry of Tourism "[Secretaria de Turismo \(SECTUR\)](#)"
- 19) Ministry of Public Function "[Secretaria de la Funcion Publica \(SFP\)](#)". Seat of the Unit for e-Government and IT policies, which coordinates e-Government throughout the federal government.

Horizontal projects of these Ministries and other decentralized organizations, structures that are based on specific topics or needs, are carried out by the following Offices and Coordination Centers of the Presidency:

- US Border Commission (Comision de Asuntos para la Frontera Norte)
- Federal Citizen Service Network (Coordinacion de la Red Federal de Servicio a la Ciudadania)
- Chiapas Dialogue and Negotiation Commission (Coordinacion para el Dialogo y la Negociacion en Chiapas)
- Citizen Alliance Commission (Coordinacion Presidencial para la Alianza Ciudadana)

- President's Office for Public Policies (Oficina de la Presidencia para las Políticas Publicas)

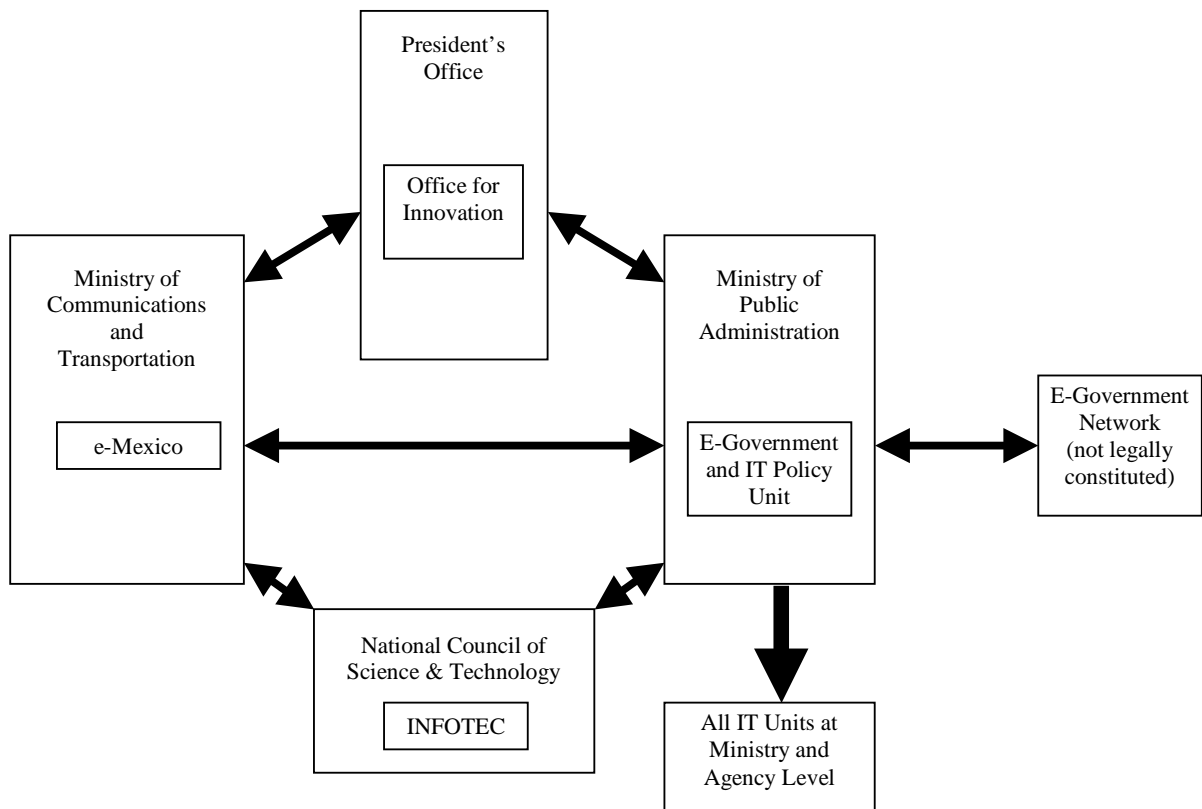
- Office for Social Integration of People with Disabilities (Oficina de Representacion para la Promocion e Integracion Social para Personas con Discapacidad)

- President's Office for Government Innovation (Oficina de la Presidencia para la Innovacion Gubernamental) – In charge of transforming the government into a competitive institution that contributes to the achievement of objectives for economic growth, human and social development, as well as order. This office manages the Innovation and Quality program of the Federal Government and is responsible for the coordination, follow up and evaluation of results of the Presidential Good Government Agenda, which includes the E-Government strategy.

All these ministries and entities are organized in three Cabinets: Growth with Quality, Human and Social Development and Law and Order.

E-Government structure

The e-Government structure has been accurately described in the study conducted by the OECD in the year 2005, which is shown next:



Source: e-Government Studies: Mexico, OECD, 2005

This structure is not the same with which the present administration started. At the beginning, the activity of the Electronic Government was led by the Electronic Government Coordination, which belonged to the President's Office for Government Innovation. At this point, the Electronic Government vision and strategy was created. Because it was a direct initiative from the President, it made sense that it should be part of this structure. Nevertheless, the Federal Public Administration Organic Law only grants dispatch faculties to state ministries, administrative departments, decentralized organizations, state-owned corporations and trusts. Therefore, an administrative unit within the Federal Public Administration was created in 2004: the Electronic Government and Information Technologies Policy Unit (UGEPTI), which belongs to the Ministry of Public Function.

The E-Government and IT Policy Unit in the Ministry of Public Administration leads the strategic line of e-government in the entire Federal Public Administration in Mexico. Its mandate is formalized in the internal legal framework of the Ministry of Public Administration.

The National e-Mexico System was formally constituted in 2001 and launched in 2002. Since the beginning, it had been assigned the mission of "Leading Mexico towards the Information and Knowledge Society, integrating the efforts of all the social parties to be incorporated to this process, with technologies at the service of society". Among its main activities are: to provide access to the ICT's (connectivity); to provide specialized contents through a Web Site and to provide the basic skills to the people for the use of the ICT's. It has four main pillars: e-Health, e-Learning, e-Economy and e-Government.

INFOTEC is a trust of CONACYT (Science and Technology National Council), which plays a role of adviser mainly for the SFP through the UGEPTI in Electronic Government matters. It assisted in the preparation of the Digital Government strategy. It has been contracted to design and implement Web Sites and systems as important as the GobMx Web Site (which compiles all the Federal Government services) the e-Mexico Web Site, the Compranet System (e-Procurement), Declaranet (public servants patrimonial statement) and to give advice in the e-Services platform definition that the Federal Government is implementing.

The e-Government Network was created since 2001 but it was not until 2005 that it was formalized through an Agreement. One of the most significant developments in inter-ministry collaboration matters during the last year has been the activity of the Inter-Ministry Commission, which is detailed next.

Inter-Ministry Commission for the Development of Electronic Government

The e-Government Network has been legally constituted, as the Inter-Ministry Commission for Electronic Government Development. This creation Agreement states, among the Good Government Agenda priorities set in the National Development Plan, to foster a Digital Government.

The justification for its creation is the need of an orderly participation of all the sectors through the collaboration, coordination and harmonizing of actions and it is created in order to look for synergies and to optimize the use of the resources invested to strengthen the Federal Public Administration making that its benefits expand to all the population.

The Commission's purpose is to foster and consolidate the use and enjoyment of the Information and Communication Technologies by means of the appropriate coordination of the actions proposed, for such purpose, by the Ministry of Public Function with the Federal Public Administration agencies and, through them, with the state-owned entities.

The Commission is integrated by the agencies' holders and, as guests, the Holder of the President's Office for Government Innovation, the Holder of the SAT and the holders of Comision Federal de Electricidad (Federal Electric Power Commission), the National Science and Technology Council, the Mexican Social Security Institute and Petroleos Mexicanos (Mexican Oil Company).

The Commission members shall have voice and voting rights; the permanent guests shall only have voice rights.

Under the assumption of fully justified absence of the holders, they shall appoint their corresponding alternates for each specific meeting, who shall have the level or hierarchical position immediately below them.

The Commission might invite to their meetings, at the request of any of its members:

- I.** The holders of other Entities;
- II.** The Attorney General;
- III.** Autonomous constitutional organizations;
- IV.** Authorities from federal entities and municipality governments;
- V.** Members of the Federal Judicial Branch and of the H. National Legislating Body Commissions, and
- VI.** Representatives of the social and private sectors.

The guests might participate in the meetings with voice right but without voting right.

The Commission shall be presided by the holder of the Ministry of Public Function. The Commission shall meet, on a regular basis, at least twice a year, without any prejudice to hold special meetings prior call by the Executive Secretary, as instructed by its Chairman, upon the request of any of its members. The Executive Secretary shall be the holder of the Electronic Government and Information Technologies Policy Unit (UGEPTI).

Such Commission has, among its main activities, the following:

- To get acquainted with and vote the annual activities program that the Electronic Government and Information Technologies Policy Unit (UGEPTI) shall prepare, for the Electronic Government development;
- To support the search for financial resources to carry out IT projects

- To foster the establishment of coordination and collaboration mechanisms with the federal branches, the Attorney General, the federative entities and municipality governments, as well as with public and private institutions, either national or international
- To propose the establishment of the Federal Public Administration's (FPA) technologic architecture, with a vision oriented to ICT services strategic management in order to define and align the Federal Government processes
- To foster the establishment of inter-operability mechanisms
- To foster in the Agencies and Entities, according to the results and actions that the Advanced Electronic Signature Sub-commission informs, the mechanisms to facilitate the implementation, operation and homologation of such signature procedures and technology.
- To foster among the Agencies and Entities, according to the results and actions that the Automated Management Control Systems Sub-commission informs, the mechanisms for the application of inter-operability criteria and the guidelines for the standardization of automated management control systems and their communication through the use of electronic means.

For its enhanced organization and performance, the Commission shall be integrated by:

- I.** The Executive Board;
- II.** The Technical Boards;
- III.** The Sub-commissions, and
- IV.** The Consulting Group.

The communication among these groups is in charge of the Ministry of Public Function.

The Executive Board is a group of support, guidance and execution for the development of the ruling topics that shall be set in the matter. The Executive Board shall be integrated by the people in charge of the UTICS (Information Technologies Units) who are appointed by the Agencies' holders. It shall be presided by the UGEPTI holder, and its main activity is to analyze, approve and apply the works of the Technical Boards. The Technical Boards shall be integrated as work teams in charge of conducting the surveys and projects needed to perform the specific tasks related to their object. As many as needed might be created. The Boards integrated, as of this date (during the last seven months), are:

- Knowledge Management in the Public Service, whose objective is to document and spread the best practices in the institutions, including "know-how" knowledge.
- ICT Strategic Management, whose focus is to document strategic planning, architecture management, portfolio priority, business cases and DAS – IT operating and manual planning processes.
- ICT goods and services acquisition, contracting and management, whose objective is to design corporate contracts and service models.
- Government Architecture.
- Citizen Mail Auditing, with the objective of defining and creating an electronic mail for each Mexican citizen.

- Public Registries and Synergy integration and homologation and technologic transfer.
- Internet and on-line government sites, whose objective is to set the guidelines for better practices regarding the use of the Internet and Government Institutions' Web Sites.
- Inter-operability and Government Electronic Services
- ICT Organization and Human Resources, whose objective is to certify the cross technical capacities.
- Citizen Participation
- Budget and Financing
- ICT Security and Privacy and Confidentiality, whose objective is to set the guidelines for Information Security in the FPA.
- Systems' software, whose objective is to lead a neutrality policy in the use of software.

The Sub-commissions were created with the purpose of having an appropriate coordination among the Agencies and the Entities, as the case may be, regarding the electronic processes established or those that might be implemented during the Electronic Government execution and development. As of this date, the Advanced Electronic Signature (FEA) Sub-commission and the Automated Management Control Systems Sub-commission have been created.

The chairmanship of the Advanced Electronic Signature Sub-commission is in charge of the Public Function (SFP), SAT and SE (Ministry of Economy) representatives. Among its main activities it has to perform the actions to establish the technical conditions that will allow the recognition of the Advanced Electronic Signature digital certificates and the inter-operability among the Agencies that integrate the Sub-commission, through the execution of the corresponding agreements among the holders; and to propose and foster the mechanisms to facilitate the implementation and operation of the Advanced Electronic Signature in Agencies and Entities.

The representatives designated for such purpose by the holders of the SHCP and the Public Function shall integrate the Automated Management Control Systems Sub-commission, who shall adopt their decisions by consensus. Among its main activities, this sub-commission has to issue the guidelines and criteria for the systems' inter-operability, functionality and security that guarantee the validity, authenticity, confidentiality, integrity and availability of government electronic documents.

The Consulting Group offers advice and recommendations in the matter, and is integrated by one representative of the Public Function, one of the SHCP and one of the SE and by those deemed convenient by such agencies of the private and academic sectors related to the ICT's.

Inter-Ministry Commission Progress.

Up to date, the Inter-Ministry Commission and the Consulting Group have held one meeting. The Executive Board has held four meetings during which it has given follow-up

to the Technical Boards' activities. The sub-commissions have already been integrated and they have only held one meeting.

During the meeting of the Automated Management Control Systems Sub-commission it issued the Guidelines for the operation, functionality, communication and security of the Automated Management Control Systems. On the other hand, the Advanced Electronic Signature Sub-commission approved the guidelines for the homologation, implementation and use of the Advanced Electronic Signature in the Federal Public Administration, which are undergoing the process to obtain the corresponding signatures for their publication.

The ICT and Privacy and Confidentiality Technical Board approved the guidelines for Information Security in the Federal Public Administration, which are undergoing the revision process in the legal areas.

The main benefits identified with the creation of this Commission are:

- The shielding and institutionalization of a work scheme that will allow continuity to the Digital Government strategic line.
- To establish a structural model to assure the operability and success feasibility of the Electronic Government projects in the Federal Public Administration.
- To guarantee the continuity and sustained development of the topics related to the Electronic Government in the next administration, supported by the developments and achievements of the last five years.

Strategic Approach, Organizational and Operational Issues.

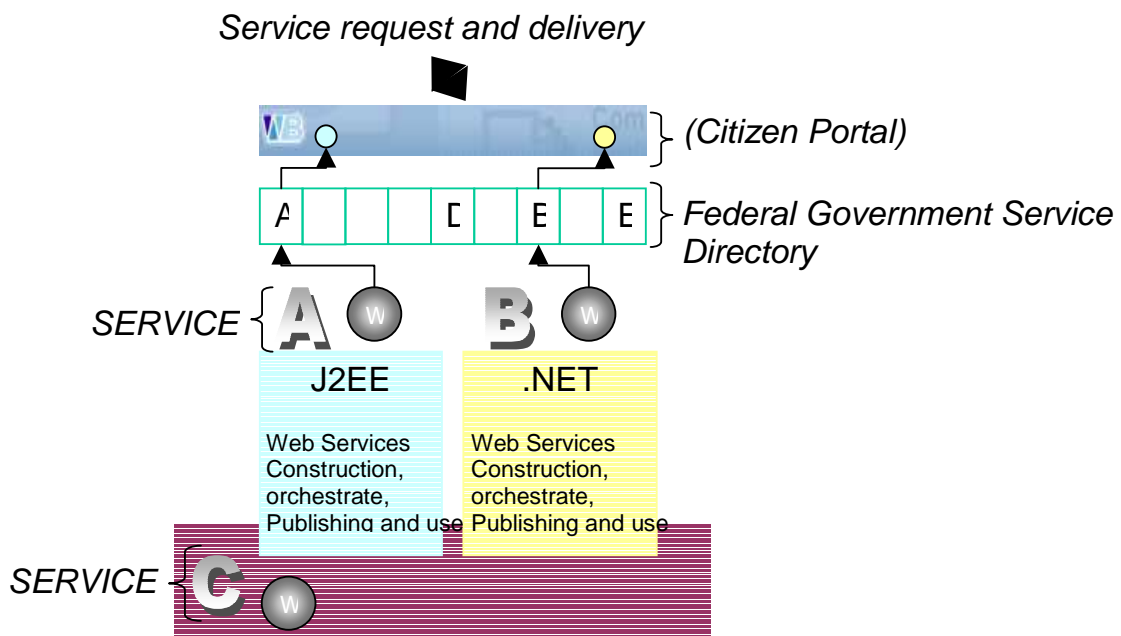
The Digital Government Strategic Plan has not changed since it was first prepared in 2002. Notwithstanding that the creation of the Inter-Ministry Commission grants to the UGEPTI holder several faculties to supervise and approve the e-Government guidelines, it cannot be said that it has been granted a Federal Government CIO role. This means that it does not have authority over the IT responsible in each agency. This is due to the Mexican legislation, under which no officer of another agency might be above the immediate superior of the agency to which those officers belong. The exceptions are the Internal Control Agencies (OIC) and the SHCP units in each agency, which report directly to the SFP and the SHCP respectively, although they operate within each agency, and have faculties to bound other agencies to comply with budgetary matters, administrative performance, comptrollership and bribery combat issues.

The UGEPTI has provided guidance in e-Government matters to all the agencies. The Information Technologies and Communication Strategic Program (PETIC) contributes to the compliance and gives follow-up to the electronic government strategy therefore allowing the alignment of the institutional policies through a work program, which results are reported on a quarterly basis to the Ministry of Public Function.

Also, the UGEPTI has been leading the Strategy of Interoperability by implementing a dual Architecture based in the SOA concept (Service Oriented Architecture) enabled with the use of Web Services. Each platform (J2EE and .NET) will enable to orchestrate, publish and use Web Services.

The benefits for such architecture are: 1- A fast, ordinate, and low cost growth of Information Systems developed in the different government entities; 2- Integral services delivery to the Citizen; One unique service window to the Citizen.

Interoperability functional Model



The initiatives with more collaboration among agencies are those related to transparency and to the citizens' unique identity. These initiatives have been led by the SFP and SHCP, which are agencies that, as it has already been mentioned, have cross faculties under the law. The Ministry of Economy has also played an important role due to the significance of on-line procedures on the economy.

The Compranet initiative (www.compranet.gob.mx) is the Web Site that concentrates all the Federal Government bids and calls for bid. It has been operating for over six years and required the collaboration of the agencies' Acquisition Head Office. The main arguments expressed were about transparency and purchase savings.

The Federal Public Information Access Law required from the agencies the creation of Information Access Systems that will allow meeting the demands of the SISI (www.sisi.org.mx), Information Application System.

The CURP is the unique identity code that all Mexican citizens have. Since the beginning of the present administration, several agencies such as the IMSS and the ISSSTE, which provide health services to the population in general and to the public servants, substituted their own identity numbers by the CURP as a unique identification means.

As these agencies developed on-line services, the need to consult the RENAPO (National Registry of the Population, which issues the CURP) database was evident, in order to obtain an immediate authentication. That is why Web Services were implemented for the e-Curp in the RENAPO in order to have access from the different Government agencies.

Nevertheless, there are certain cases of CURP duplication; i. e. one person having more than one. Therefore, the SAT (Tax Administration System of the SHCP) uses the CURP as well as the RFC (Federal Taxpayers' Registry) for the procedures. During this year, the SAT implemented the use of the FEA, accompanied by biometric records of the taxpayers. In this way the CURP is associated to a unique fingerprint. Unfortunately, we only have this information for taxpayers, who represent a small percentage of the population.

Gradually, and through the Advanced Electronic Signature Sub-commission, these databases will be consolidating to achieve a reliable unique registry of all the citizens, which may be used for on-line procedures.

Regarding the integration of services, the SARE (Corporations' Fast Opening System) is a good example. It is a project initiated by the Ministry of Economy since the year 2002 under which it is allowed to open a corporation in only one day by complying with certain minimum requirements and allowing an additional three month term to comply with other procedures. This is applicable to low risk corporations. Basically, the procedures would be registration of name for corporation incorporation before the SRE (Ministry of Foreign Affairs), registration in the Federal Taxpayers' Registry, notice of operation to the Ministry of Health and notice to the Ministry of the Environment and Natural Resources regarding hazardous wastes generating companies. Currently, work is still carried out in the electronic integration.

All the states and municipalities use the SARE very often, where also local procedures have been added.

Other collaboration projects related to procedures include the COFEMER (Federal Regulating Commission) Services and Procedures Registry, which has a system through which each agency can input on-line the list and changes made to the procedures. COFEMER has also collaborated in projects with the Ministry of Public Function by linking Tramitanet (www.tramitanet.gob.mx) to the Federal Procedures and Services Registry (RFTS) (www.cofemer.gob.mx).

Finally, we have the inter-ministry collaboration projects in information exchange matters. Among them we have the Unique Information Warehouse of the SHCP; which has already exchanged 100% of the information with the INEGI and 50% with Banco de Mexico (Central Bank)

The INEGI (National Institute of Statistics, Geography and Computer Science) has played an important role in the exchange of information with all the agencies. In order to exchange data and statistical metadata more efficiently and in the least time, a “Web Site Group for Information Exchange” was integrated in the Institute, with representatives from the IT Head Offices and the Link Office with the President’s Office. Among the developments of this group we can mention that we already have a proposal from the exchange site. Such site is divided in two parts:

1. Comprises data in original formats that may be Excel spreadsheets, PDF or any other format. This information structure is organized according to the OECD Statistical Work Program. At present, it only has INEGI data, but work is being carried out to incorporate to the site the statistical information generated by other agencies.
2. The site second part is the proposal that is being developed with web services under SDMX standards.

E-Mexico Coordination has collaborated in different initiatives contributing with experience and financial support to the IMSS and the CONAGUA (National Water Commission), among others.

Conclusions

The last six years in Mexico have been crucial for the strategic use of ICT’s in Mexico. If an e-Government initiative, coming directly from the President’s Office, had not been created, many agencies would still be triggering their efforts in different directions. The e-Government initiative helped all the agencies to gain consciousness about the need to align the ICT’s with the strategic objectives of each agency.

Automation and on-line commissioning of several services became true for almost every agency. Nevertheless, the collaboration required to integrate the services took more time to consolidate. But the table is set for the next administration, because in addition to having a platform for FPA e-Services, we now have an Inter-Ministry Commission to guarantee the continuity of the e-Government strategy. The collaboration topics have already been identified and next year we will have the main guidelines so that all the agencies may start working hand in hand in the implementation of integrated services for the citizens, which will get them closer to the unique window dream.

ANNEX

Glosary of Acronyms

INEGI (National Institute of Statistics, Geography and Computer Science),

SHCP (Ministry of the Treasure)

IMSS (Mexican Social Security Institute)

SEP (Ministry of Public Education)

INFONAVIT's (National Institute for Housing)

CONADE (National Sports Commission)

SEDESOL (Ministry of Social Development)

CONACULTA (National Art and Culture Board)

SFP (Ministry of Public Function)

FEA (Advanced Electronic Signature)

SAT (Taxing Agency)

CURP (Unique Code for People's Registry)

RUPA (Unique Registry for Accredited People),

ISSSTE (State Workers Social Security and Services Institute)

UGEPTI (Electronic Government and Information Technologies Policy Unit)

CONACYT (Science and Technology National Council)

OIC (Internal Control and Audit Agencies)

SE (Ministry of Economy)

RENAPO (National Registry of the Population)

RFC (Federal Taxpayers' Registry)

SARE (Corporations' Fast Opening System)

COFEMER (Federal Regulating Commission)

CONAGUA (National Water Commission)

Interesting URLs

- Digital Government Strategy Web Page, www.gobierno-digital.gob.mx
- Inter-Ministry Commission for the Development of Electronic Government, www.cidge.gob.mx
- GobMx, www.gob.mx
- E-Mexico, www.emexico.gob.mx
- Tramitanet, www.tramitanet.gob.mx
- Compranet (eProcurement), www.compranet.gob.mx
- Declaranet (Patrimonial Declaration of Public Servants), www.declaranet.gob.mx
- COFEMER and SARE (www.cofemer.gob.mx, and <http://www.cofemer.gob.mx/portal.asp?seleccionID=66&padreID=10>)
- Federal Information Access Institute Petition Service , www.sisi.org.mx/
- National Institute of Housing (www.infonavit.org.mx)
- Taxing Authority, www.sat.gob.mx
- State Workers Social Security and Services Institute appointment system, <http://www.issste.gob.mx/issstenet/citamed04.html>
- Registration Service in Mexican Social Security Institute for Businesses, <http://idse.imss.gob.mx/imss/>
- Inter-Ministry Commission for the Development of Electronic Government, www.cidge.gob.mx
- Advanced Electronic Signature, www.sat.gob.mx/sitio_internet/e_sat/tu_firma/