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EXPERIENCE AND PROGRESS IN MEXICO

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1. Organization of the Mexican State

Three different levels exist within the government, according to the Political Constitution of the Mexican United States.

➤ Federal:

- Legislative
- Executive
- Judicial

➤ Local: 31 States and 1 Federal District

➤ Municipal: 2,463 municipalities

2. National Planning System

In Mexico, planning has a constitutional rank as established in Article 26 of the Political Constitution of the Mexican United States.

According to this regulation, the National System on Democratic Planning (*Sistema Nacional de Planeación Democrática*, SNPD) is established. This system defines the State's attributions related to the national economy planning, conduction and coordination.

2. National Planning System

The basis of the *SNPD* structure is established in the Planning Law. Within this regulation, three functional levels are linked:

- Global level
- Sectoral level
- Institutional level

2. National Planning System

GLOBAL LEVEL:

National Development Plan (*Plan Nacional de Desarrollo, PND*)

- This Plan is a mid-term planning tool, prepared by the federal government for six-year periods.
- The *PND* defines the main national goals as well as the national priorities.

2. National Planning System

SECTORAL LEVEL:

- It encompasses programs at the level of each governmental specialized area, namely: energy, agriculture, education, communications and transport, etc.
- The sectors' objectives, goals and action lines are defined within these programs.

2. National Planning System

INSTITUTIONAL LEVEL:

- The annual programming and budgeting plan is prepared in order to implement the main planning objectives.
- Within this level, the actions and projects are defined.
- The objectives, goals, indicators and budget for each program are outlined, as well as those responsible for their implementation.

3. Accountability

Accountability is one of the most valuable elements of democracy, and it is defined as:

- Government officers' obligation to account for the mandate bestowed upon them.
- The assessment of government officers' performance and the public disclosure of the respective outcomes.

3.Accountability

Accountability instruments are:

- Quarterly report on the economic situation and public finances.
- Government report.
- Implementation report on the National Development Plan.
- Institutional Reports.
- Public Account.

- The Federal Law on Budget and Treasury Responsibility (LFPRH, *Ley Federal de Presupuesto y Responsabilidad Hacendaria*) was put into force in 2006. Its Article 110 establishes:

Performance auditing will be carried out through the assessment of the compliance level of objectives and goals, based on strategic and management indicators, allowing the identification of outcomes resulting from federal public resources allocation.

The Federal Law on Budget and Treasury Responsibility (LFPRH) establishes the obligations of:

- Carrying out performance assessment (SED, Performance Assessment System)
- Identifying the efficiency, economy, effectiveness and quality of Federal Public Administration, as well as the social impact related to the exercise of federal government programs' public expenditure.
- Allocating budget resources according to obtained outcomes.

Public Management has evolved, through the last decades, from a traditional bureaucratic model to a outcome-oriented model.

The new model focuses on the impacts of public actions implemented for the benefit of society.

The most important aspect to consider is the assessment on the compliance of goals, outcomes, performance indicators and benchmarking standards.

4. National Key Indicators

The following indicators are used as part of the outcomes assessment:

- Outcome-oriented or strategic indicators: effectiveness
- Management or process indicators: efficiency
- Cost indicators: economy.
- Quality indicators.
- Citizen–user’s satisfaction indicators.
- Indicator on the actors’ competence.

Mexico subscribed the Millennium Declaration in 2000, thus committing itself to fight against poverty and hunger, to improve health and education coverage, quality and equity and education, to revert environmental deterioration and to promote gender equality.

This commitment comprises 18 specific goals related to the eight Millennium Development Objectives, to be attained in 2015.

Mexico is committed to provide a progress report on the compliance of the Development Objectives.

4. National Key Indicators a) Example of Indicators: Millennium Goals

- Education:

2015 GOAL: To ensure children's opportunities to complete the elementary education.

- ✓ Total net ratio of enrollment in elementary education

1995: 95.8%	2000: 98.6%	2005: 100.0%	2007: 95.1%	CURRENT STATUS ✓
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- ✓ Completion efficiency in elementary education.

1995: 80.0%	2000: 86.3%	2005: 91.8%	2007: 92.2%	CURRENT STATUS ✓
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- Health:

2015 GOAL: To reduce by two thirds the mortality rate of children under 5 years.

✓ Mortality rate of children under 5 years per 1000 live births.

1995: 33.7%	2000: 28.5%	2004: 24.0%	2008: 19.0%	CURRENT STATUS ✓
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2015 GOAL : To halt and revert AIDS spreading

✓ Mortality caused by HIV / AIDS per 100,000 inhabitants.

1995: 4.3%	2000: 4.2%	2004: 4.5%	2008: 3.3%	CURRENT STATUS ✓
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- Environment:

2015 GOAL: To revert waste of environmental resources.

- ✓ Carbon dioxide emissions per capita.

1995: 3.7 tons per capita	2000: 4.0 tons per capita	2002: 3.8 tons per capita	2005: 3.8 tons per capita	CURRENT STATUS ✓
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- ✓ Proportion of land and marine protected areas.

1995: 5.5%	2000: 8.7%	2005: 9.6%	2007: 11.6%	CURRENT STATUS ✓
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- ✓ Stratospheric ozone-depleting substances per capita.

1995: 0.07 kilos per capita	2000: 0.06 kilos per capita	2005: 0.04 kilos per capita	2007: 0.13 kilos per capita	CURRENT STATUS ✓
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5. Challenges and Perspectives

In Mexico, the programming related to the allocation of federal public resources has evolved from purpose-oriented expenditure to an outcome-oriented approach.

According to this new approach, the core axis is the fulfillment of goals and objectives outlined in the National Development Plan and in sectoral programs.

5. Challenges and Perspectives

The implementation of the entities' programs and budgets is carried out based on a performance assessment system (*SED*), which is aimed at appraising the programs results under the principles of goals and objectives' compliance verification.

5. Challenges and Perspectives

The results must be measured objectively based on indicators related to the effectiveness, efficiency, economy and quality of Federal Public Administration, as well as on the social impact of public expenditure.

5. Challenges and Perspectives

According to the Federal Law on Budget and Treasury Responsibility (*LFPRH*), the Performance Assessment System (*SED*) must be fully implemented during fiscal year 2008.

The results-oriented budget and the Performance Assessment System need to be implemented and executed through a gradual approach allowing to progressively consolidate fundamental elements determined in the regulations.

5. Challenges and Perspectives

The Performance Assessment System design has been completed in 2008. Its implementation and operation is under process.