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*THE LOCAL AGENDA IN  
FORGING “MEXICO’S  
AUTHENTIC FEDERALISM”*

*by*

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AN  
AUTHENTIC FEDERALISM MEANS:

*Shifting from:*

An historic situation of parallel governments competing unequally in the same geographical territory, before the same population,

*to:*

A scene of a coherent architecture of governments centered on the citizens.

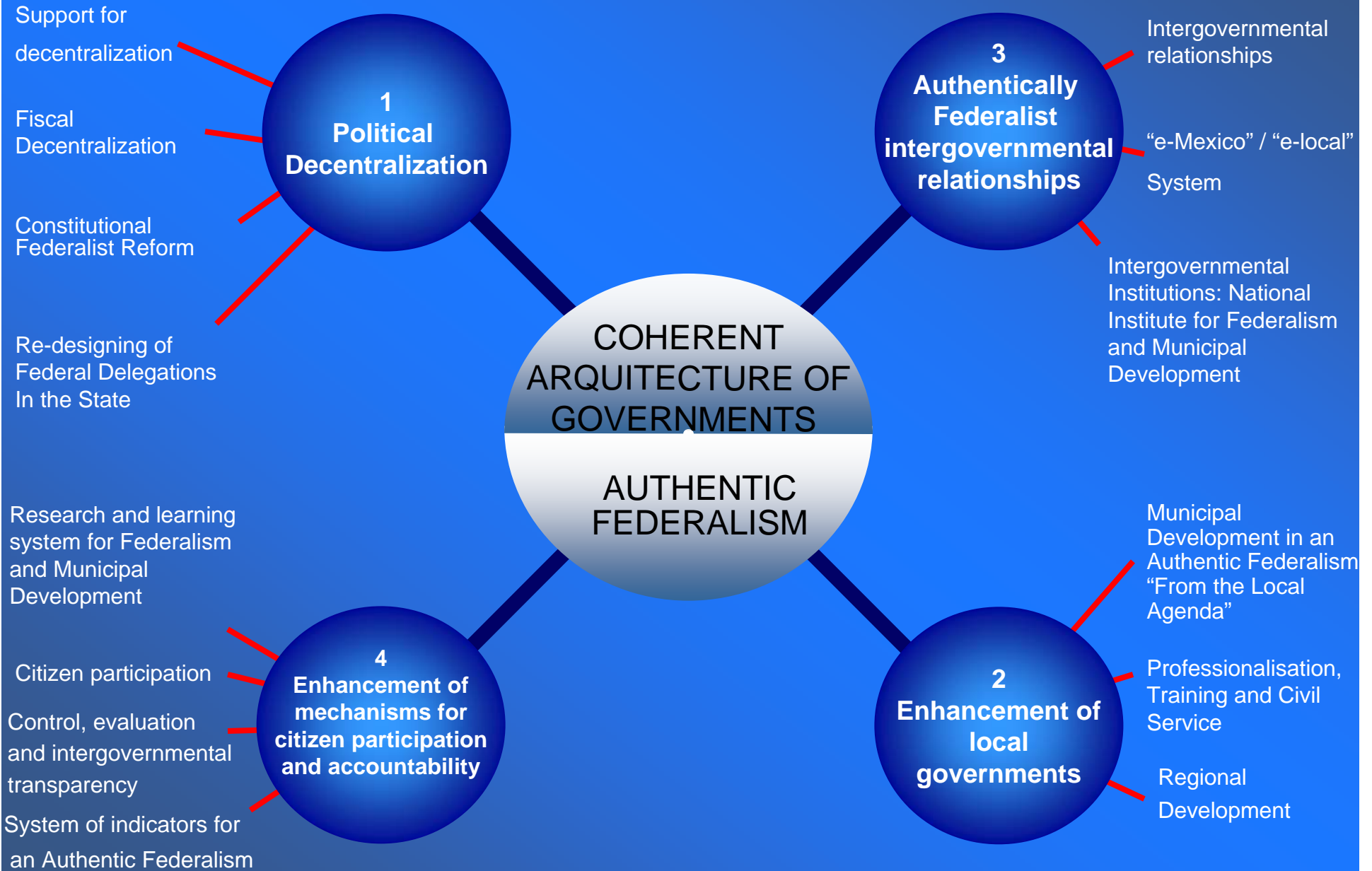
**THIS IS THE HEART OF THE STATE REFORM IN MEXICO.**

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## **VISION FOR THE AUTHENTIC FEDERALISM**

- **Autonomous and strong municipal governments well backed by the States and Federal governments;**
- **Sovereign and prosperous cooperative states,**
- **Federal powers able to guarantee both unity and a minimum equity among Mexican people in all the country, in every town.**
- **Governmental authorities committed to the legitimate aspirations of the citizenship.**
- **A Mexican State governed by the Rule of Law, Federalist, democratically and socially oriented.**

# Strategic Design for Federalism



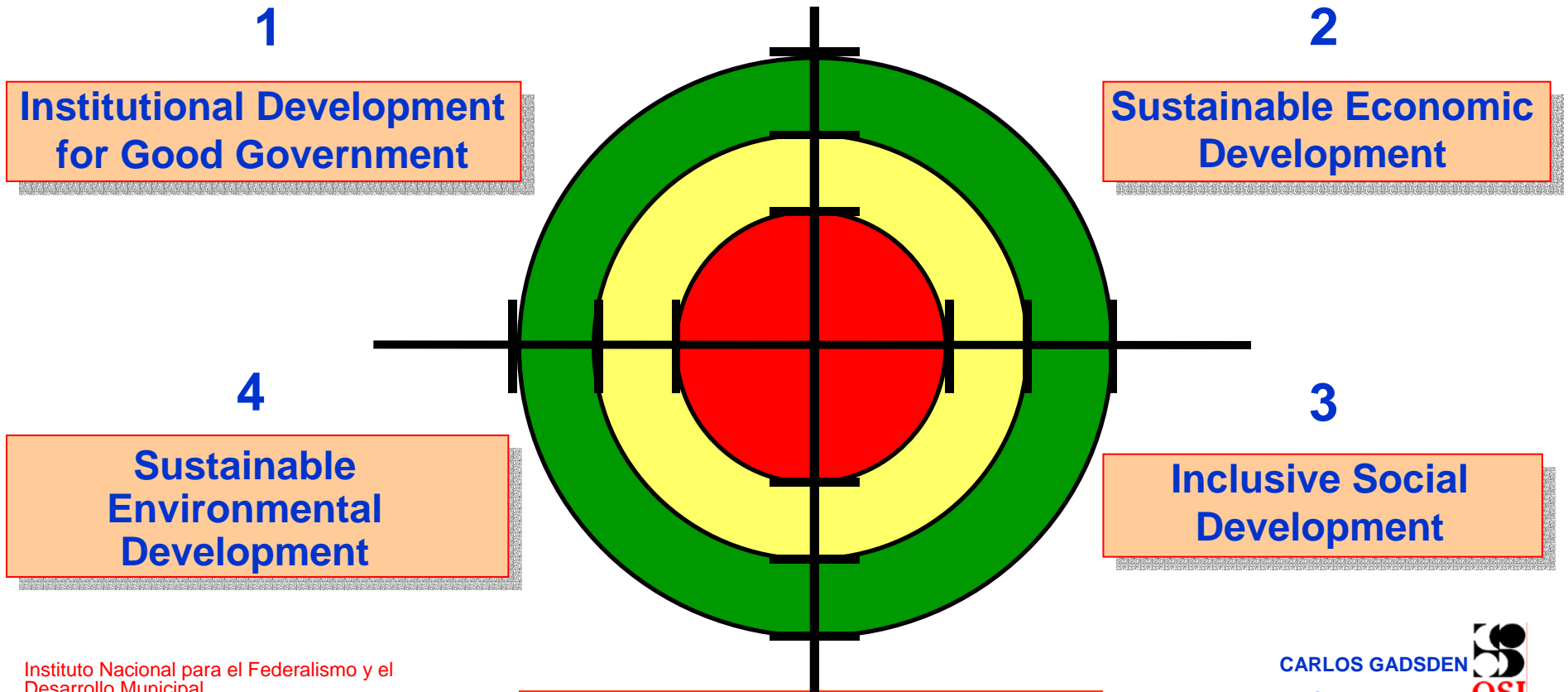
# DESDE LO LOCAL AGENDA

## Strategic DeCentralization for Development at Local Level

GREEN = Minimum Acceptable local quality achievements

YELLOW = Municipal practices below acceptable levels

RED = Unacceptable Municipal Practices



# Integral System of Municipal Quality Management

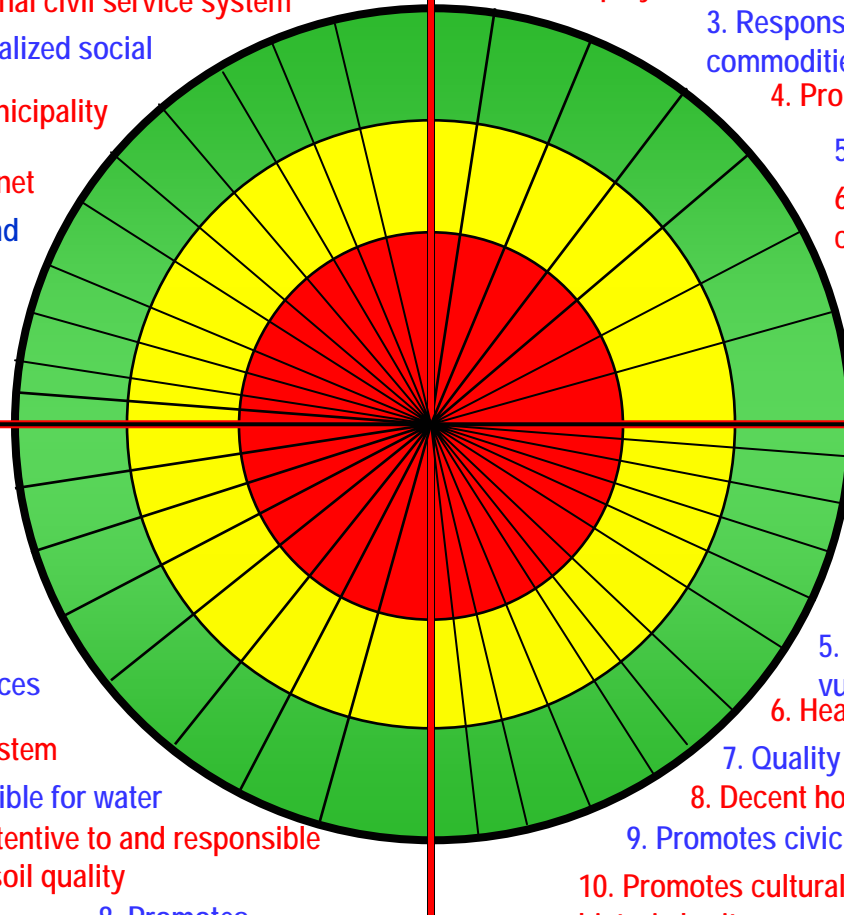
## Municipality at an Acceptable Level (using 39 indicators)

### 1. Institutional Development for Good Government

1. Responsible, quality management
2. Partnerships and links established
3. Professional civil service system
4. Institutionalized social participation
5. Fiscally responsible municipality
6. Promotes of civil defense
7. User of Technology and internet
8. Municipality with its own laws and regulations
9. Rule of law prevails
10. Transparent
11. Sound finances
12. Safe

### 2. Sustainable Economic Development

1. Innovator of economic options
2. Promotes productive employment
3. Responsible for supplying basic commodities
4. Promotes local job training
5. Promotes tourism
6. A system of internal and external communications
7. Promotes the agricultural sector
8. Promotes industry, trade, and services



### 4. Sustainable Environmental Development

1. Air quality monitored
2. Responsible for garbage and waste disposal
3. Conscious of its image
4. Protector of natural resources
5. Land management system
6. Responsible for water
7. Attentive to and responsible for soil quality
8. Promotes environmental education

1. Provides public services
2. Sports and recreation
3. Ethnically and socially inclusive
4. Promotes gender equity
5. Responsible for the at-risk and vulnerable sectors of the population
6. Healthy municipality
7. Quality primary education
8. Decent housing
9. Promotes civic responsibility
10. Promotes cultural and historic heritage
11. Responsible for combating poverty

### 3. Inclusive Social Development

# DESDE LO LOCAL AGENDA

## Indicators of Institutional Development for Good Government (1)



Categories	Red	Yellow	Green
1. Municipality with a quality, responsible management system	There are no mechanisms for planning, programming, control and evaluation of municipal operations.	There are plans and programs, but they are not subject to control and evaluation.	Management is based on organization manuals and management procedures.
2. Municipality with established partnerships and link	No activities have been developed with other government levels and/or municipal governments to handle matters of mutual interest.	There are some isolated cooperative activities with other levels of government and/or municipal governments.	There are cooperation strategies with other levels of government and/or municipal governments that have achieved a regional impact.
3. Municipality with a professional civil service system	There are no professional criteria for personnel recruitment.	The personnel hired by the municipality must conform to a job profile.	The municipality has regulations specifying job profiles.
4. Institutionalized social participation	The municipality has no mechanisms for citizen participation.	The municipality has regulations governing citizen participation.	The municipality has "Coplademum" or another mechanism for representative citizen participation.
5. Fiscally responsible municipality	There are no revenue collection and land registration systems.	Land registration is not up to date, and collection of taxes, duties, and other levies is insufficient.	There is an up-to-date land registration system, with real unitary values.
6. Municipality promoting civil defense	The municipality has not included civil defense on its agenda.	The municipality has included this item on its agenda, and is carrying out some activities in this area.	The municipality has a chart of risks and periodically carries out inspections and preventive activities.
7. Municipality using technology and Internet	The municipal government does not use computers in performing its work.	There are not enough computers and most of the personnel are not trained in this area.	The municipality has Internet access, its own web page, and performs most of its work using computers.
8. Municipality with its own laws and regulations	There is not police corps, government, or municipal council bylaws.	There is a police corps and government and municipal council bylaws, but they are not up to date.	There is a police corps and government, bylaws governing the municipal council, and other regulations.
9. Municipality where the rule of law prevails	There is not access to the Office of the Attorney General, Justice of the Peace, or to Criminal or Administrative Courts or Courts of Mediation.	Inhabitants must travel long distances to have access to these mechanisms for imparting justice.	Inhabitants have easy, rapid access to these mechanisms for imparting justice.
10. Transparent municipality	There is no information provided to the people on management of budget resources.	There is a municipal accounting office and a monthly income and expenditure statement is published.	The people are informed of budgeted programs and of how money is spent.
11. Municipality with sound finances	It is highly dependent on federal and state resources for financing municipal programs.	It is dependent to a great extent on federal and state resources for municipal financing.	It is largely autonomous in financing municipal activities.
12. Safe municipality	There is a high crime rate and the municipal authorities are not acting to prevent and punish crime.	The citizens know that the municipal authorities are making efforts .	There is a low incidence of crimes and municipal authorities have the necessary resources and are taking action to prevent crime.

## DESDE LO LOCAL AGENDA

### Indicators of Sustainable Development (2)



Categories	Red	Yellow	Green
1. Creates economic options	It maintains a focus on existing economic activities. There are no programs for exploring economic options.	Certain potential activities have been identified, but they have not been developed.	There are programs producing significant documented results on creation of economic options.
2. Promotes productive jobs	The productive job potential of the municipality is not known, nor is there a program promoting and expanding productive employment.	There are some activities to promote the principal productive potential, but they have not been developed.	There are programs with significant, documented results for promotion of various productive jobs.
3. Responsible for supplying basic goods	There is no supply of basic goods to meet the needs of the communities comprising the municipality.	There is an irregular supply of basic goods to the communities comprising the municipality.	There is sufficient supply to meet the basic needs of the municipality's communities.
4. Promotes local job training	There are no training programs or skilled labor.	There are training programs, but they do not suffice to meet demand.	There are ongoing training programs for local employment with significant, documented results.
5. Promotes tourism	At least three tourist attractions, and their potential, have not been identified.	At least three tourist attractions have been identified, but there are no strategies to develop the sector.	There is an integral diagnosis, and responsible programs and agencies, producing significant, documented results, to develop the potential of this sector.
6. System of internal and external communications	There is no communication between the communities and the town center, and the municipality does not have roads connecting it with the outside.	Some of the communities have roads or means of communication, and the municipality has access to a medium-sized urban center.	The municipality has internal communication among its communities and it has roads connecting it with the outside.
7. Promotes the agricultural sector	There is no diagnosis of agricultural resources, producer associations, and the sector's potential.	There is a partial diagnosis of producers, products, and potential, but there are no strategies to develop the sector.	There are programs with significant, documented results and agencies responsible for development of the sector.
8. Promotes industry, trade, and services	There is no diagnosis of the sectors, or of the sectors involved.	There is a partial diagnosis, but it is not sufficient to devise strategies for development of the sectors.	There are programs with significant, documented results and agencies responsible for development of the sectors and new enterprises.

## DESDE LO LOCAL AGENDA

### Indicators of Inclusive Social Development (3)



Categories	Red	Yellow	Green
1. Municipality provides public services	Most of the housing and the communities in the municipality do not have basic public services.	Most of the housing and communities in the municipality have basic public services, but they are insufficient.	Almost all the communities and housing are provided with basic services, which operate continuously, permanently, and are of good quality.
2. Municipality promotes sports and recreation	There are no facilities or programs to foster recreation and sports.	There is a recreational and sports infrastructure, but it is not in good condition. There are isolated activities to develop it.	The sports and recreational infrastructure is maintained. The government has programs to promote sports and recreation with significant, documented results.
3. Ethnically and socially inclusive municipality	There is no action to incorporate traditionally excluded groups in the public decision-making process.	The government occasionally organizes consultation forums and establishes committees in an effort to include these groups.	There is a permanent space in which citizens from all ethnic and social groups can participate in the affairs of the government.
4. Municipality promotes gender equity	There is discrimination against women in the municipality in economic, political, and social activities.	Isolated steps have been taken to promote gender equity.	The municipality has programs to promote gender equity that are producing significant, documented results, and there is an agency responsible for this area.
5. Municipality responsible for the vulnerable and at-risk population	The municipality does not have programs or services geared to the vulnerable, at-risk population.	There are some isolated activities to attend to the vulnerable, at-risk population.	The government has institutions and programs, producing significant, documented results, to provide social services to vulnerable, at-risk groups.
6. Healthy municipality	<b>50% of the communities over 500 inhabitants do not have participatory health programs. The municipality does not have its own programs in this area, and it is not part of the National Healthy Communities Program.</b>	At least 50% of the communities in the municipality with more than 500 inhabitants have an active local health committee and the city council for the municipality has legislated its inclusion in the National Healthy Communities Program and it has a registered municipal health committee.	Over 80% of the communities with more than 500 inhabitants have an active local health committee. There is a municipal health promotion program, legislated by the city council.
7. Municipality promotes quality primary education	Educational coverage is insufficient. School registration is low, and school drop-out rates are high.	There are enough schools, but the quality of education is deficient.	There are enough schools and the municipal government promotes improvements in quality.
8. Municipality with decent housing	The number of inhabitants without decent housing in the municipality is not known, and most housing is in poor condition.	Less than 50% of the inhabitants have decent housing, and there is a municipal program producing significant, documented results to handle this problem.	Most of the inhabitants have decent housing and there are programs to deal with this problem producing significant, documented results.
9. Municipality promotes civic responsibility	There are no activities to promote democratic values and familiarity with the institutions.	There are some activities to heighten citizen awareness and promote community spirit, but there is not responsible institution.	There are regular activities to promote citizen awareness and community spirit, there are permanent programs and an institution responsible for promoting them.
10. Municipality promotes the cultural and historic heritage	There are no activities to promote democratic values and familiarity with the institutions, or local identity and community spirit.	There is an infrastructure, but it is in poor condition. There are no promotion and preservation programs.	The cultural infrastructure is maintained. The government has programs to promote the historical and cultural heritage, with significant, documented results.
11. Municipality responsible for combating poverty	The municipality does not have programs to combat poverty, not is it linked to public or private institutions involved in this effort.	There are some isolated activities to combat poverty, but they are not linked to activities of the municipal government. The municipal government does not have an anti-poverty program.	It has a program with documented results, and it has links and projects with other public and private institutions.

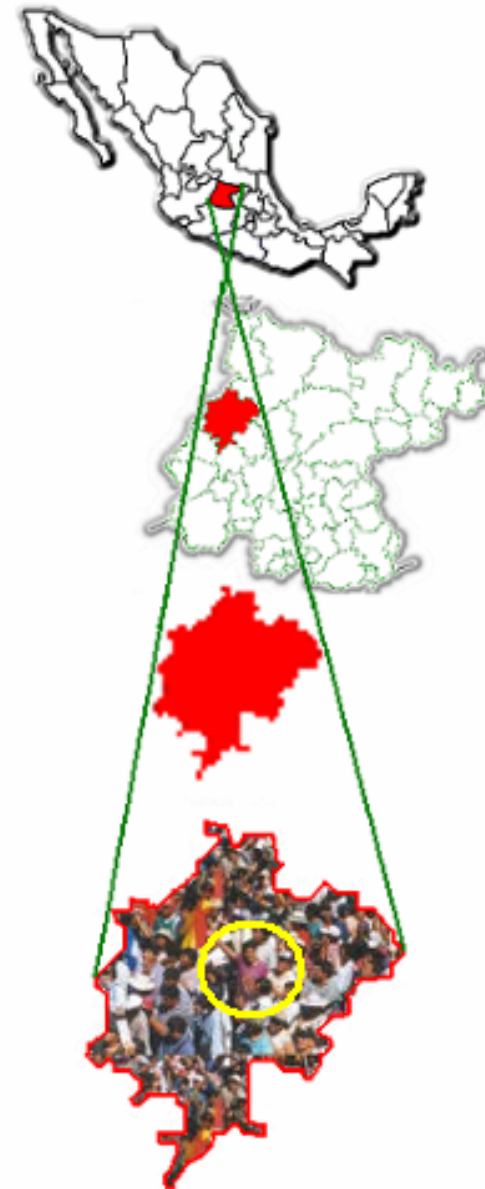
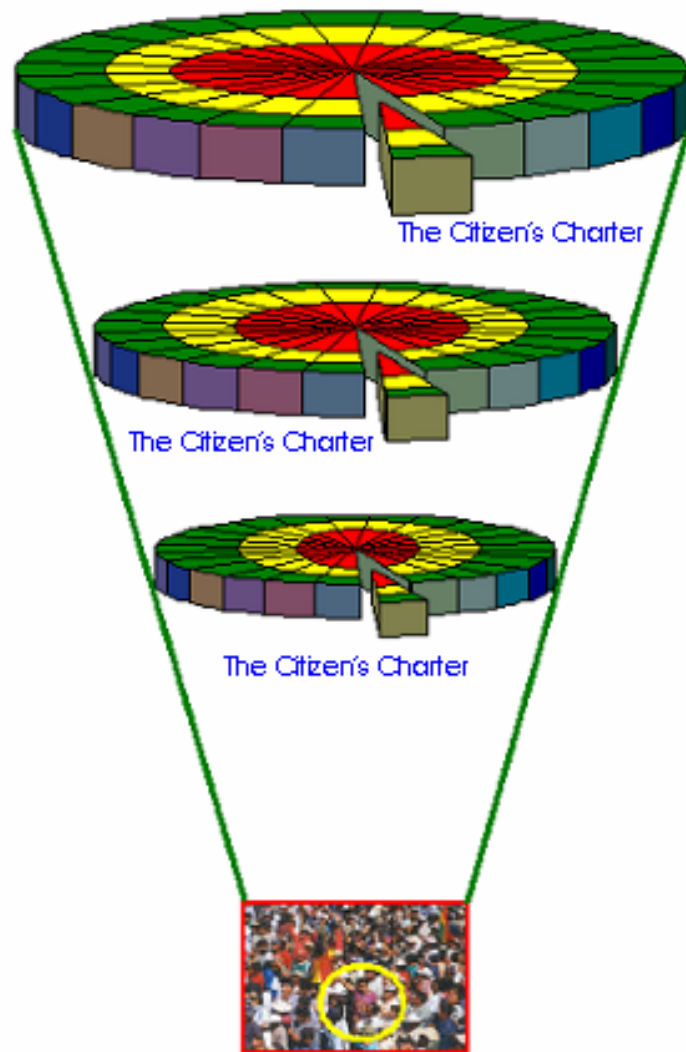
# DESDE LO LOCAL AGENDA

## Indicators of Sustainable Environmental Development (4)



Categories	Red	Yellow	Green
1. Municipality monitors air quality	There is no municipal authority exercising and any control over air polluting activities, such a burning pastureland and waste materials.	There is a mechanism to prevent burning of pastureland and waste materials, and there are periodic inspections of polluting emissions.	There are regulations and programs for mobile and fixed pollutant emission inspections.
2. Clean municipality responsible for garbage and other waste	There is no garbage collection service and waste disposal areas are open to the elements.	There are some garbage collection routes. Waste disposal is controlled (the entry of materials/waste is supervised, and there is a guard.)	There is a garbage collection system covering most of the municipality. There is a sanitary landfill with protection for the air and ground water.
3. Municipality conscious of its image	There are no activities to care for the surroundings.	There are periodic activities, every 6 months to a year, to improve the esthetics of the municipality's surroundings.	There are programs to improve the municipal environment with significant and documented results, including a budget item.
4. Municipality protective of its natural resources	There is no inventory of the natural resources of the municipality, nor are there any protective activities.	There is an up-to-date documented diagnosis, at least every 3 years, on matters related to the municipality's natural resources.	There is a program for conservation and use of natural resources, with significant results and personnel responsible for implementing it.
5. Municipality with land management	The municipality is growing without any urban planning or regulations.	There is an inoperative, obsolete, and/or unapproved land management plan.	There is an accessible land management plan, updated at least every 5 years, and the municipal authorities supervise its implementation.
6. Municipality responsible for water	The sources of water supply are unprotected, there are no consumption and supply forecasts, and waste waters are discharged untreated and uncontrolled.	The only protection in place pertains to contamination of water supply sources; waste waters are collected and discharged at a point.	There are programs for the conservation and maintenance of water supply sources, both underground and surface waters, and most of the waste waters are treated. There are also regulations and a financially sound water operating agency, authorized by the municipality.
7. Municipality that monitors and is responsible for its soils	There is no diagnosis for erosion problems, loss of plant cover, and acidification of the soil.	There is a documented diagnosis performed at least every 3 years. There are periodic activities for control of erosion, deforestation, and use of fertilizers destructive to the soil.	There are programs, with significant, documented results, for control of erosion, conservation, soil recovery, and reforestation.
8. Municipality promoting environmental education	There is no municipal program on environmental education.	Only a few community programs on environmental education have been conducted in specific areas of the municipality (cleaning of river basins, with community participation). World environment day.	There is an official environmental education program in force, in the schools and the community, including activities contributing to improvement and conservation of the environment.

# Quality Management System on Intergubernamental Policy Networks



# Integral Municipal Quality Management System

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