

# Digital Transformation

Mexico City Success Story



LOCAL GOVERNMENT  
**HISPANIC  
NETWORK**

LGHN

Conference

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Mesa Convention Center  
**MESA, ARIZONA**



Government Finance Officers Association

# Agenda

- Mexico City Case Study:
  - Chatbots – “Victoria” and “SMS COVID-19”
  - Single Sign-On – “Llave CDMX”
  - Crime Reporting – “Denuncia Digital”
- Challenges for Modernization and Digitization Efforts
- Principles to Guide Modernization in Your Community
- Questions

# About Me

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# Mexico City: Case Study

# Background

- Worked in Mexico City from 2018 to 2022 during Claudia Sheinbaum's tenure.
- Budget reductions as a result of unwise expenditure by previous administrations.
- Centralized strategy for IT across the City: the majority of internal systems were created by the City's technology agency (ADIP).





# Chatbots: Victoria and SMS COVID-19

# Issues

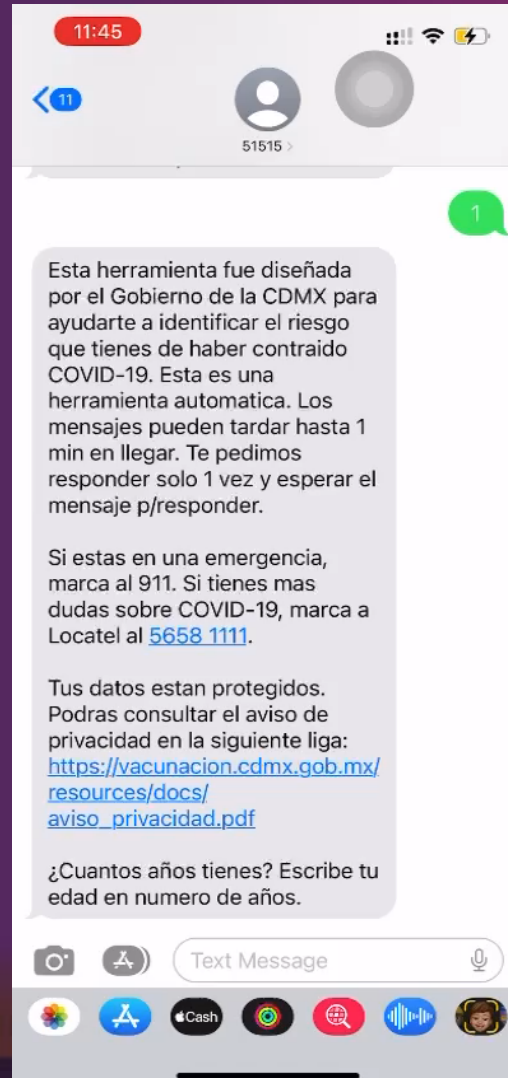
- Service complaints from residents on social media were unresolved.
- Clinics and hospitals were overwhelmed due to a surge in COVID-19 cases.
- Main problem: government's limited capacity to provide services caused saturation and dissatisfaction.

# Solution

- **Victoria:** 311 service access via the City's Facebook and Twitter accounts.
- **SMS COVID-19:** remote screening via SMS to assess COVID-19 risk.
- Automated tools that are cost/time efficient and capable of massive initial service filtering.



# SMS COVID-19



# Results

- Around **40,000 311 service requests** generated via Facebook and Twitter in first two years.
- **500,000 people** found right COVID-19 treatment.



# Lessons Learned

- For high-demand services, consider areas that could benefit from automation.
- Use available tools and build on your knowledge to automate processes.







# Single Sign-On: Llave CDMX

# Issues

- Security and **authentication** issues prevented online access to certain services.
- Longer wait times for government services due to in-person visits.
- Managing multiple user accounts for different government systems.



# Solution

- **Single sign-on (SSO)** for online access to various government services.
- Federated identity system to verify personal data via trusted **third-party services**.
- Leverage validated data to pre-fill forms.
- Employ validated contact info for **two-factor authentication (2FA)** in high-security services.



# Llave CDMX

The screenshot shows the Llave CDMX website interface. At the top, there are navigation links for 'Residentes Negocios', 'Visitantes', and 'Gobierno', along with a language selector set to 'Español'. The main heading is 'Ingresa con tu cuenta Llave CDMX'. Below this, there are input fields for 'Correo electrónico o teléfono' and 'Contraseña', with an 'Ingresar' button. A 'Crear cuenta' button is also present for users who do not have an account. Below the login section, there is a search bar for digital services with the text '¿Qué trámite estás buscando?' and a 'Buscar' button. The search results display a grid of service tiles, including 'Renovación licencia Tipo A', 'Refrendo de Tarjeta de Circulación', 'Fotocólicas', 'Solicitud de Copias Certificadas de Actas Digitales', 'Constancia de Antecedentes No Penales y constancia de no antecedentes registrales', 'Denuncia Digital', 'Hoy no circula', and 'Ventanilla de Control Vehicular'. A small video player is overlaid in the bottom left corner of the screenshot, showing a person in a hallway with a '0:04' timer.

# Results

- Enabled online access for **40 government services** for more than **3 million residents**.



# Lessons Learned

- You don't need to start from scratch.
- Include all stakeholders in the solution design process.





# Crime Reporting: Denuncia Digital

# Issues

- Few crime reports due to distrust in prosecution.
- Long wait times for in-person crime reporting at busy locations.
- Many petty crimes needing reports for insurance, like car and cellphone theft.
- Limited understanding of reporting procedures leads to rejections or lack of prosecution.



# Solution

- Online tool for reporting crimes to enhance residents' access to prosecutor reports.
- Questionnaire that identifies the crime type and requests relevant details.
- Completely online process that minimizes wait times and corruption risks.



# Results

- **Reporting time** decreased from **3 hours to 10 minutes**.
- **Wait time** for the prosecutor's report shortened from **one week to one day**.
- Nearly **400,000 crime reports** were filed in the first two years following implementation.

# Lessons Learned

- Prioritize automating processes to free up time for tasks that cannot be automated.
- Beginning with partial digitization is beneficial.



# Challenges For Modernization And Digitization Efforts

# Resistance to Change

- Some public servants resist adopting new technologies or changing existing processes. “This is how things have been done in the past.”
- Resistance may stem from policies that limit technology implementation or from misunderstandings about the policies themselves.





# Solutions

- Include all stakeholders (especially critics).
- Conduct thorough research on policies impacting your services/processes.



# Scarce Resources

- Local governments often aim to enhance their processes but lack sufficient resources to invest in expensive technology.
- Small IT teams with limited developers for in-house projects.
- Budgets for purchasing software and tools are also constrained.

# Solutions

- **Narrow scope:** focus on the most relevant or frequently encountered issues.
- Consult the IT Team before purchasing software.
- Evaluate market offerings to ensure they meet your needs.

# Implementation Issues

- Residents and government users expressing frustrations about the solution's usability or functionality.
- Residents unaware of the solution's existence.



# Solutions

- **User experience:** engage all potential users during user research and apply accessibility and design principles.
- **Training:** provide training for all back-end users (public servants).
- **Marketing strategy:** clearly communicate your new solution to your community.



# Principles To Guide Modernization In Your Community

# Identify Services

- Identify services where digitization can be beneficial (benefits > costs).
- Evaluate where to allocate resources and where to maintain existing processes for future improvement.
  - Will the new solution require more time than the current one?
  - Are extra resources (time, personnel, budget) needed for the new solution?
  - How do these resource needs compare to those of the current solution?

# Avoid Recreating the Wheel

- Affordable technology can address many of our challenges without needing to create new solutions.
- Utilize existing tools within your organization to enhance your services.





# Invite Everyone To The Table

- Improving service quality requires the involvement of everyone who's part of the delivery process.
- Includes **public servants** delivering the services as well as the **residents** who use them.



# Questions

# Thank You Panelists, Attendees and Sponsors

