

PROFEPA'S STRATEGIC INFORMATION SYSTEM

GOYENECHEA, ALEJANDRA

Director for International Affairs, PROFEPA

1 BACKGROUND

Three years ago, when Vicente Fox, the President of Mexico, published the "National Development Plan 2000 – 2006," he instructed all the federal agencies to start working in what shall become "the National Indicators System."

At Procuraduría Federal de Protección al Ambiente (Mexico's Environmental Agency, referred to as PROFEPA), we went to work on the design of a system that will allow us not only to better exploit the data generated from our operation throughout the country, but most of all, to offer a tool that will help and support our executives in their planning, monitoring and decision making process.

With PROFEPA's Strategic Information System (PSIS), the entire government, from the Procurator to the General Directors, can constantly check on the progress of the main strategies to achieve our objectives and goals committed by the President.

The challenge was not only to integrate and to use the latest business intelligence technology, but also to build and offer a true and useful resource to those users that have little or no technical skills, but are experts in the field of protecting the environment and enforcing the law.

2 BRIEF DESCRIPTION OF THE SYSTEM

The collection of indicators that can be analyzed on the PSIS have been defined by each and every one of the main areas of PROFEPA. This was perhaps the most important and biggest key for success. Of course, in the beginning, it took a lot of learning and analysis to reach the deep understanding necessary to come up with true useful indicators. In the first three months of this process, the total number of indicators grew to well above 300, a number impossible to deal with in real life. We found, however, that we were mistaking simple data or numbers for indicators. After eight months, the number of indicators was reduced to 40. Today, we have 50 hard indicators measuring everything from our execution in the field, to the productivity of our personnel in the field and offices, all the way to the presidential commitments that define our mission as a public institution.

As I said, involving all the functional areas of the PROFEPA was the key for success. In the end, it is not only a matter of technology, but a matter of controlling the business, that is putting the right information in the right hands and the right time.

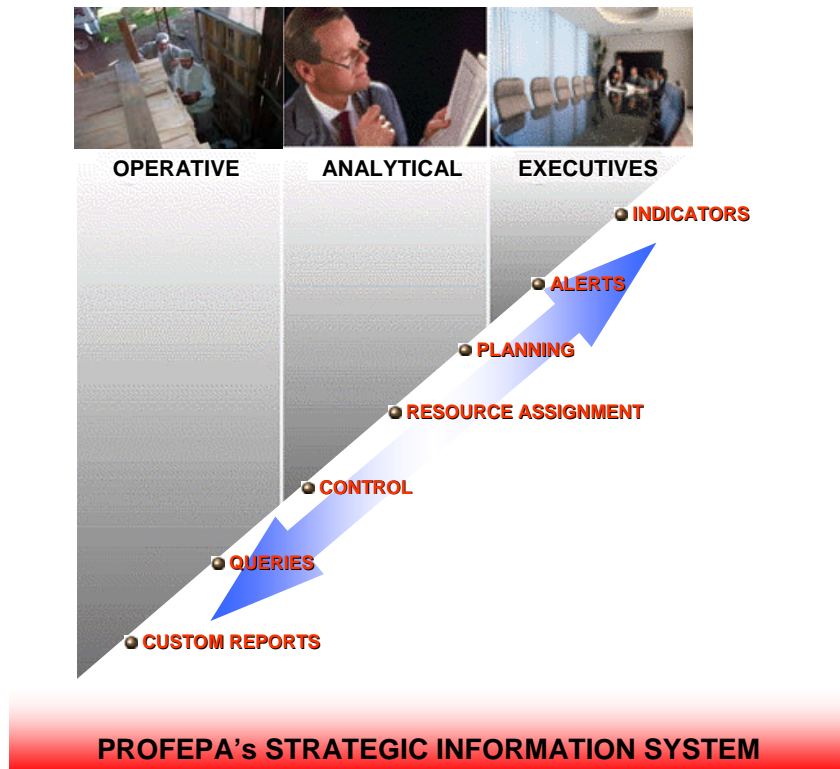
Nevertheless, the cultural resistance we faced was significant; many people had to leave the organization because they were not willing to accept this transparency and open culture. This is exactly what President Fox is pushing for in his government.

The PSIS has been recognized as the best product of its nature by private companies such as Microsoft, and was recently recognized with the "Innova Award 2003" as the best information technology project in the Federal Government.

3 BENEFITS

- With the PSIS we have been able to compare the efficiency and performance of our offices and representations in each one of the 32 states, allowing us to reassign human and material resources to those zones and territories that need them the most.

- We have been able to detect deviations and threats before they occur or before they become an emergency, allowing us to implement contingency plans on time.
- By drilling through the information and reports on the PSIS, we can easily isolate conflict points within a state or detect bottlenecks in some procedures.
- The fact that the whole chain of command has access to exactly the same information and reports allows us to establish a level of communication and coordination never before seen in the PROFEPA.
- By using the “productivity indicators,” we can identify which inspectors and lawyers are the best, allowing us to motivate them and use their experience to teach others.
- We have been able to promote the cultural change that was much needed in order to become more transparent and efficient in our work.



- The value of having only one version of the truth -

ANNEX 1: SOME OF PSIS MAIN INDICATORS:

AREA	INDICATORS
Industrial Inspection	<ul style="list-style-type: none">- Efficiency rating on the usefulness of resources.- Industries with dictated measures and with a current administrative process.
Natural Resources	<ul style="list-style-type: none">- Level of accomplishment in the environment legislation.- % of inspection visits in critical areas.- % of operatives aimed to stop illegal deforestation with special funding.- Number of citizen participation committees in critic zones.
Environmental Auditing	<ul style="list-style-type: none">- % of high risk industries enrolled.- % of high risk vertical industries enrolled.
Denunciations and Complaints	<ul style="list-style-type: none">- Citizen participation increase factor.- Efficiency rating in the attention to denunciations.- % of denunciations with and installed procedures
Administration	<ul style="list-style-type: none">- Spent budget against programmed budget for Inspectors in critical zones.- Cost of inspections per zone, per inspector, per state.
Productivity	<ul style="list-style-type: none">- Attended denunciations against attended denunciations on time.- Number of inspections per state against number of inspectors and territorial extension.- Number of resolutions per state against number of lawyers.

ANNEX 2: IMPACT ON THE ACTIONS.

Achievement	Year 2000	Years 2001 - 2003
Critical Forest Zones Rescued	0	11 out of 100
Forest zones with “lawless” problems	9	4
Number of rescued wildlife specimens	37,000	324,000
Permanent vigilance program in priority natural protected areas	0	29 out of 52
Permanent vigilance programs in routes and roads used for traffic of illegal species and precious woods	0	4 out of 6
% of “high risk industries” inspected	2%	57%
Number of “high risk industries” enrolled in the “National Environment Auditing Program”	930	1,179