

## *Chapter 9*

### **Towards open government: Promoting transparency in public procurement in ISSSTE**

*This chapter describes how the State's Employees' Social Security and Social Services Institute's (ISSSTE) discloses procurement information proactively through web-based tools as well as through requests for information. It also describes how social society scrutiny of its procurement activities is facilitated through the use of "social witnesses".*

The statistical data for Israel are supplied by and under the responsibility of the relevant Israeli authorities. The use of such data by the OECD is without prejudice to the status of the Golan Heights, East Jerusalem and Israeli settlements in the West bank under the terms of international law.

## Introduction

Promoting an open and inclusive government is a prerequisite for building trust between citizens and governments and promoting a transparent and accountable government. An open government also promotes a level playing field for businesses, thus contributing to economic development. Similarly, there is a growing global interest and effort to improve the norms, practices and methodologies for increased transparency and monitoring in public procurement in order to improve governance and service delivery. This is evidenced, among others, through the launch of the Open Contracting initiative ([www.open-contracting.org](http://www.open-contracting.org)) in 2012.

As part of their efforts to promote an open government, OECD countries adopted *Guiding Principles on Open and Inclusive Policy Making* in 2008. These principles recognised that citizens' engagement in policy making contributes to further transparency and accountability of governments and leads to building trust between citizens and governments. However, to strengthen this relationship, governments need to ensure that:

- complete, objective, reliable, relevant and easy to understand information is made available in order for governments to be exposed to public scrutiny;
- information is accessible to anyone, anytime, anywhere;
- citizens are actively involved in policy making;
- responsiveness to new ideas and demands is promoted within the government.

Mexico is one of the most advanced countries in enhancing access to information and promoting an open government. Recognising the importance of access to information as a key condition for promoting an open and inclusive government, Mexico adopted the Federal Transparency and Access to Government Public Information Act in 2002. This law applies to the three central government branches (executive, legislative and judicial) and to all public entities using federal funding, whether total or partial, including the State's Employees' Social Security and Social Services Institute (*Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado*, ISSSTE). The law makes the proactive disclosure of information mandatory for a wide range of areas including on the structure of the entity and its procurement. In 2007, Mexico entrenched access to information as a fundamental right through constitutional amendments.

The Federal Institute of Access to Information and Data Protection (*Instituto Federal de Acceso a la Información y Protección de Datos*, IFAI) was established by law to effectively guarantee citizens' access to information. IFAI also ensures that information is proactively published and disseminated. A number of online portals have been developed to facilitate the dissemination of information namely: *i*) Compranet (the federal government's e-procurement website); *ii*) the Transparency Obligation Portal (*Portal de Obligaciones de Transparencia*); and more recently *iii*) *ciudadano* ([www.gob.mx](http://www.gob.mx)), the Ministry of Public Administration's website (*Secretaría de la Función Pública*, SFP), on which it is possible to search for information on a particular topic and to be redirected to the relevant online portal(s).

According to Mexico's Open Government Partnership Action Plan, this legal framework is also complemented by a number of national policies to promote

transparency in the public administration, improve public services, increase public integrity, manage public resources more effectively and improve corporate accountability, namely:

- The National Development Plan 2007-2012, which defines mechanisms for strengthening transparency, accountability and the prevention of corruption. One of the key achievements of this plan has been the establishment of Compranet.
- The National Initiative for Government Accountability, Transparency and Fight Against Corruption.
- The Programme to Improve Government Management.

To consolidate its efforts for promoting transparency and accountability in government, Mexico recently embedded these reforms in an Open Government Agenda by joining the Open Government Partnership (OGP). This partnership is a global effort which strives for “more transparent, effective and accountable governments – with institutions that empower citizens and are responsive to their aspirations”.<sup>1</sup> As part of its commitment to the OGP, Mexico designed an Action Plan<sup>2</sup> to sequence its transparency and accountability related reforms in a realistic and feasible manner. These efforts are reflected at the organisational and sectoral levels as well.

ISSSTE’s current administration has identified promoting transparency and accountability as one of the guiding principles of its ongoing reform agenda. From this perspective, ISSSTE has been implementing a number of measures to promote proactive disclosure of information, including in the area of public procurement. This chapter examines the progress made in implementing transparency related measures in ISSSTE’s public procurement.

## Enhancing transparency in public procurement

### *ISSSTE is still facing challenges in enforcing transparency policies in procurement*

Government procurement is amongst the most vulnerable areas to corruption. Ensuring an adequate degree of transparency in procurement supports the prevention of fraud, waste and corruption. Recent procurement reforms in most OECD countries have focused on enhancing transparency through access to consistent information and clear public procurement rules (Figure 9.1).

Similarly, the Mexican federal government has put particular emphasis on enhancing transparency in public procurement to promote a level playing field for suppliers and achieving value for money in government operations. As such, a large range of procurement information at the central level of government is publicly available (Annex 9.A1). Among others, the Law of Acquisitions, Leasing and Services of the Public Sector (*Ley de Adquisiciones, Arrendamientos y Servicios del Sector Público*, LAASSP) makes it mandatory for federal institutions to publish information related to procurement on Compranet. This website gathers information such as annual procurement programmes, tender procedures (solicitation documents, minutes of the clarification meetings and of the opening of tenders), contract awards history and formal complaints (*inconformidades*).

**Figure 9.1. Primary objective of public procurement reforms in OECD countries**

Source: OECD (2011b), “OECD 2011 Survey on Reporting Back on the OECD Recommendation on Enhancing Integrity in Public Procurement” (Unpublished internal document).

Mexico’s commitment in the framework of the OGP in the area of procurement is to consolidate the new version of Compranet as a fundamental component for achieving better and more efficient administration of public resources. As such, once the corresponding legal reforms have been implemented, the federal government will seek to strengthen the scope and impact of its new public bidding policy with improvements to Compranet and the consolidation of new procurement mechanisms. The qualifications and competencies of officials in charge of CompraNet will be revised to better fit the needs of the electronic platform and promote their professionalisation. In this regard, the federal government will develop clearer responsibility chains along with control mechanisms that empower civil society organisations, the media and society to scrutinise government procurements.<sup>3</sup>

As mentioned above, promoting transparency and accountability is at the heart of ISSSTE’s reforms, including to its procurement procedures. In light of this, ISSSTE has been promoting access to information on procurement, and more generally, on the institution itself. ISSSTE has been proactively disclosing very little information on Compranet, its own website and the Transparency Obligation Portal.

## Disclosure of information

### *Information on ISSSTE is not streamlined across web-based tools*

Although ISSSTE has been disclosing information, the quality and availability of data on its procurement remains uneven, therefore making access to easily understandable, up-to-date and complete information difficult for citizens and suppliers.

For example, ISSSTE’s website contains very little information on its structure and almost none on its procurement, with the exception of pre-solicitation documents which are open to comments from potential suppliers.<sup>4</sup> Similarly, Compranet provides

comprehensive information on ISSSTE's procurement but none on the institution itself as that is not its primary goal. The Transparency Obligation Portal also provides some information on procurement such as the annual procurement plans and a database on past performance (Table 9.1). However, information on ISSSTE's structure, performance and budget are very difficult to access, which makes it difficult for the society at large to monitor its functioning. Information on procurement seems to be scattered between various portals, none of them providing aggregate data on the type and total value of contracts awarded by ISSSTE.

**Table 9.1. Proactive disclosure of information by ISSSTE**

	ISSSTE's website	Compranet	Transparency Portal	Obligation
Website	<a href="http://www.issste.gob.mx/prebases/index.html">www.issste.gob.mx/prebases/index.html</a>	<a href="https://compranet.funcionpublica.gob.mx">https://compranet.funcionpublica.gob.mx</a>	<a href="http://portaltransparencia.gob.mx/pot">http://portaltransparencia.gob.mx/pot</a>	
Entity responsible for publishing the information	ISSSTE	ISSSTE		ISSSTE
Entity responsible for overseeing the publication of information	ISSSTE	SFP		IFAI
Information on the entity's structure				✓
Procurement legal framework		✓		
Manuals and guidelines for suppliers				
Annual procurement plans		✓		✓
Long-term procurement plan				
Pre-solicitation documents	✓	✓		
Solicitation documents		✓		
Minutes resulting from the clarification meetings		✓		
Electronic submission of bids		✓		
Award decisions and supporting information		✓		
Contract modifications				
Statistics and database related to past procurement		✓		✓
Payment information				
Registry of suppliers not allowed to be awarded contracts		✓		
Social witness testimony		✓		
Possibility to file a formal complaint against ISSSTE's procurement procedures		✓		
Documentation associated with formal complaints				

An effort to streamline the information on ISSSTE and its procurement available on different portals is essential to facilitating the access to the information. The procurement platform developed by the Mexican Institute of Social Security (*Instituto Mexicano del Seguro Social*, IMSS) provides a good example of an easily accessible one-stop shop for citizens and suppliers to access information. In fact, IMSS' website provides information on all of the necessary requirements and information on its procurement processes and on how to track their outcomes (Box 9.1).

### Box 9.1. IMSS' procurement platform

In 2011, IMSS created a new online portal <http://compras.imss.gob.mx> with the intention of enhancing public accountability and transparency and improving the understanding of IMSS' expenditures. The IMSS portal includes a database which sorts and provides specific information (e.g. price paid and quantity procured) based on the type of acquisition, service or public work. It also includes procurement planning and solicitation documents, as well as other relevant information. Information concerning suppliers, such as the value of contracts and non-performance, will also be available in the future.

In addition to providing important information to suppliers and the wider public, the portal functions as a knowledge tool for internal stakeholders such as local entities and hospitals. Its intention is to provide them with useful information, such as reference prices and past procurement conditions, in order to enhance the efficiency of the process and increase competition. Future plans include the live transmission of key stages of the bidding process as well as the possibility for any citizen to subscribe to and receive automatic email alerts on public procurement. The goal is to strengthen the use of social media networks in connection with the IMSS portal in order to share relevant information on its overall procurement process, such as information on savings achieved.

*Source:* OECD (2012), *Public Procurement Review of the Mexican Institute of Social Security: Enhancing Efficiency and Integrity for Better Health Care: Highlights*, OECD Publishing, Paris, [www.oecd.org/gov/ethics/49408711.pdf](http://www.oecd.org/gov/ethics/49408711.pdf), accessed 4 October 2013.

As stressed in the OECD Guidelines for Fighting Bid Rigging in Public Procurement (OECD, 2009) and an associated OECD report on ISSSTE (OECD, 2013), some information may facilitate collusion, if made public, as it can be used by dishonest bidders to reach a collusive agreement. As such, ISSSTE should disseminate information to bidders and the public in a balanced and timely manner, carefully assessing the necessity, benefits and risks.

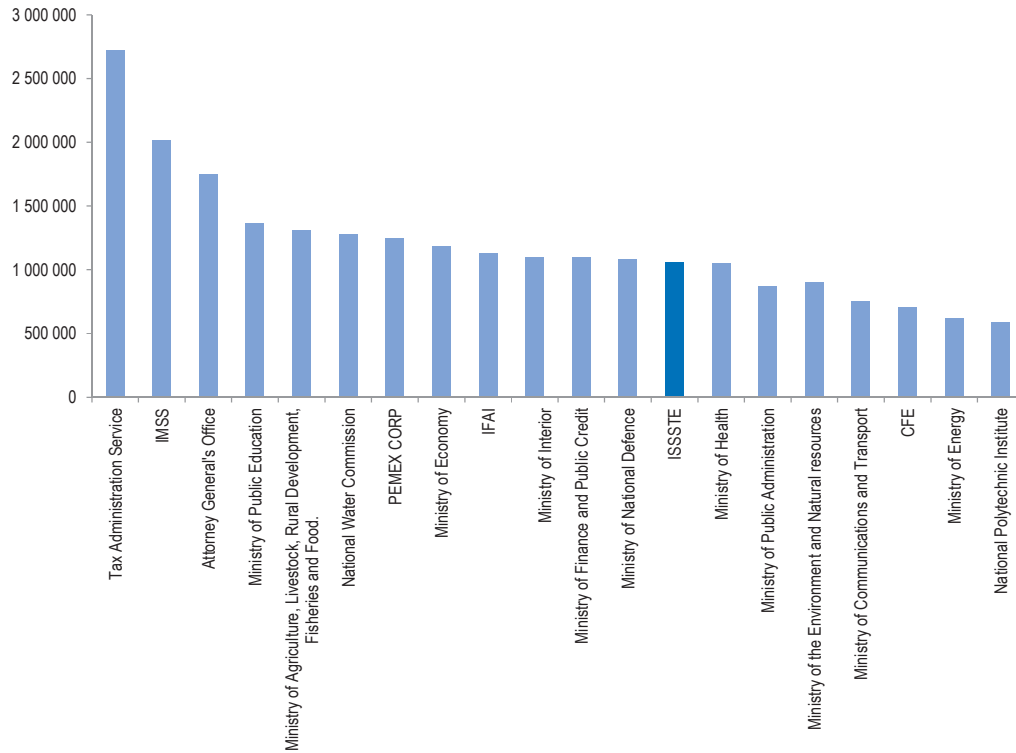
### Request for information

***ISSSTE process to request information is not easily accessible by the public and the response rate to these request is low***

Based on information on the Transparency Obligation Portal, ISSSTE generates a significant level of interest. In fact, ISSSTE only covers 10% of the population but is amongst the 20 federal entities with the most visits on the Transparency Obligation Portal (Figure 9.2).

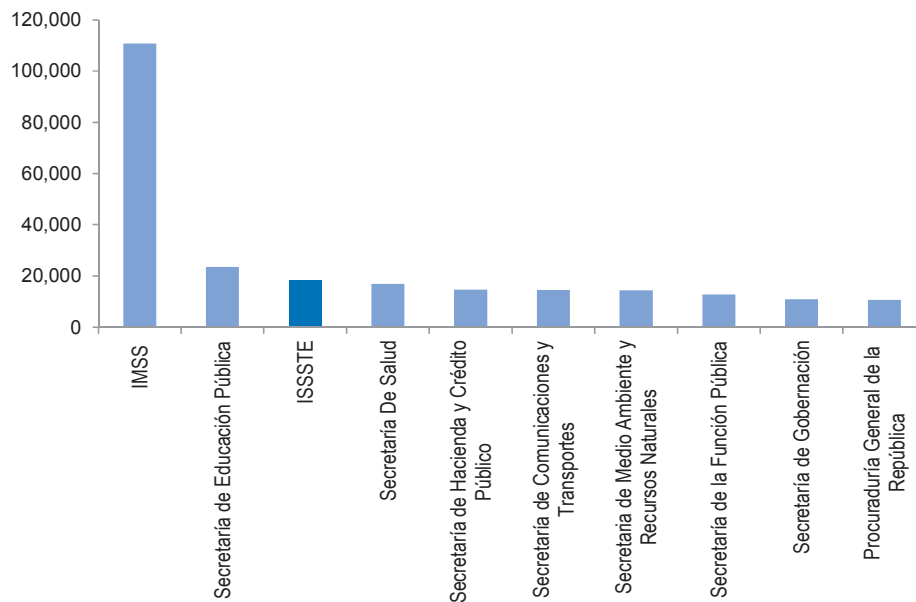
From 2008 to July 2012, ISSSTE was the federal entity with the third highest number of requests for information. This demonstrates that civil society organisations (CSO) and citizens are paying particular interest to the operations and performance of the Institute (Figure 9.3).

**Figure 9.2. Federal entities with the most visits on the Transparency Obligation Portal (2008 to 5 July 2012)**



Source: IFAI, [www.ifai.org.mx/Estadisticas/#indicadores](http://www.ifai.org.mx/Estadisticas/#indicadores), accessed 27 July 2012.

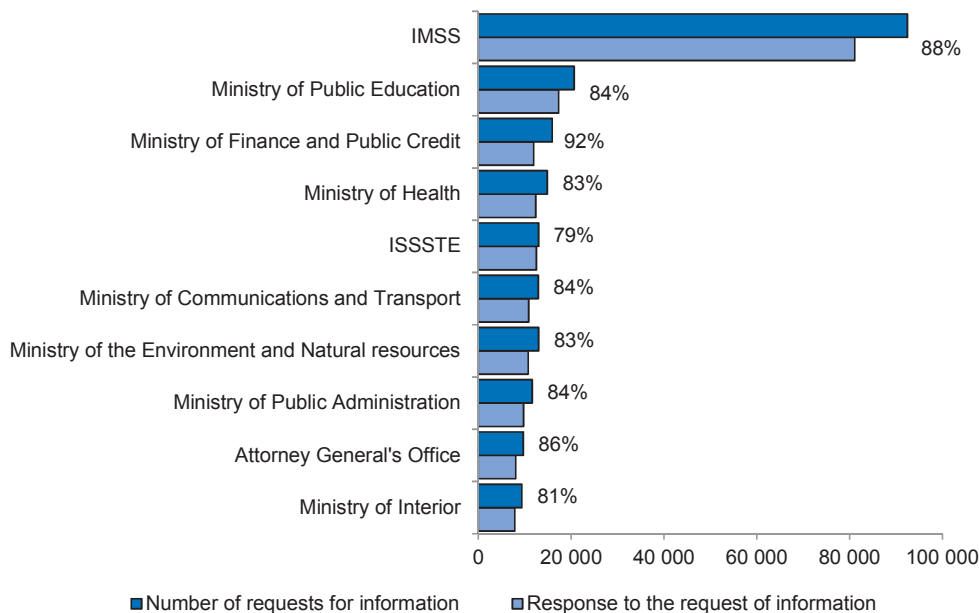
**Figure 9.3. Federal entities with the highest number of requests for information (2008 to 5 July 2012)**



Source: IFAI, [www.ifai.org.mx/Estadisticas/#indicadores](http://www.ifai.org.mx/Estadisticas/#indicadores), accessed 27 July 2012.

However, ISSSTE only provided a response to 79% of all requests for information between 2008 and 2011. This is the lowest response rate amongst the ten federal entities with the highest number of requests for information. The Ministry of Finance and Public Credit, for instance, responded to 92% of the requests for information it received during the same period, while IMSS' response rate reached 88% (Figure 9.4)

**Figure 9.4. Rate of response to requests for information among the federal entities with the highest number of requests for information (2008-2011)**

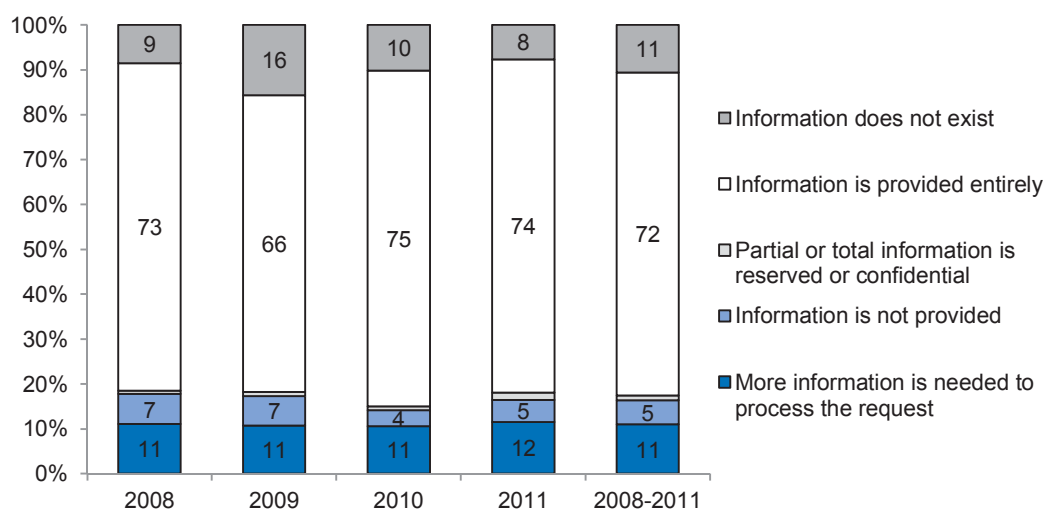


Source: Mexican federal government 's system Infomex, [www.infomex.org.mx](http://www.infomex.org.mx) accessed 27 July 2012.

According to ISSSTE,<sup>5</sup> the main reasons behind this low response rate are: *i*) the unavailability of the information; *ii*) the need to gather complementary information in order to process the request (Figure 9.5).

Various channels are available in Mexico to file a request for information (in writing, online and in person) and the associated fees are limited to reproducing and sending the information (OECD, 2011a). However, the procedure for requesting information is not easily accessible by the public. Although ISSSTE has dedicated a department to respond to requests for information, the process for submitting requests (online or by mail) is not clear. This may confuse citizens, CSOs, and suppliers that are requesting specific information. ISSSTE needs to provide a quick and user-friendly process for submitting requests for information.



**Figure 9.5. ISSSTE's responses to requests for information, by type of response (2008-2011)**

Source: Mexican federal government 's system Infomex, [www.infomex.org.mx](http://www.infomex.org.mx), accessed 27 July 2012.

### Strengthening the information management system

#### ***ISSSTE's information management system is not integrated and automatic, thus hindering its ability to generate data and information on its operations***

One of the most important obstacles hindering ISSSTE from responding to citizens', CSOs' or suppliers' requests for information may be its incapacity to generate the information requested due to lack of an efficient information management system (see Chapter 4 for further details on data management). Furthermore, ISSSTE needs to develop an integrated automatic information system which generates data centrally rather than at the delegation level. Presently, the information provided by ISSSTE to the public is generated by the delegations through Excel sheets, as there is no automatic system, thus no real-time, accurate disclosure of information. Implementing an integrated and automatic information management system is a prerequisite for the disclosure of timely, accurate and reliable information.

To remedy this, ISSSTE is improving its information management system to facilitate the internal collection of information in order to easily provide information to the public. The Supply Control Board (*Tablero de Control de Abasto*) and the Budget Control Board (*Tablero de Control de Presupuesto*) are two important tools that support ISSSTE in achieving this goal. In addition, ISSSTE is currently designing a programme with *Transparencia Mexicana* to promote transparency in several of its processes, including in public procurement, through the systematic use of the Supply Control Board.

The Supply Control Board, developed early 2012, provides timely information on elements such as the availability of medicine and medical products, the status of purchasing procedures in process and their prices (see Box 4.3 for further details). Some information -such as unit prices, planned national demand and availability by medical units- is now made public on a product basis through the website <http://isssteapache.issste.gob.mx/transparenciaproactiva/>. By providing this information, the Supply Control Board contributes greatly to promoting the transparency of the stock management.

A similar tool was also developed to manage ISSSTE's budget. The Budget Control Board provides a snapshot of ISSSTE's budget at the central level and by unit (delegations, hospitals), as well as by type of expenditure. This tool will be integrated to the Exercise System Programming and Budget (SPEP), which allows for automatic registration and procession of programme budget operations, unliquidated certified accounts, control of discharge and budget reports as well as other key functions for managing the budget.

The use of control boards for various functions will significantly increase ISSSTE's capacity to generate accurate and timely information on its budget, its stock and its purchasing procedures, thus contributing to enhancing transparency in the management of its procurement.

Other systems have also been developed to promote efficiency and the accessibility of information. Amongst them is the SIEDI, which was developed in 2009 by ISSSTE to measure performance. Although the data generated by that system is not public, ISSSTE has included its main conclusions based on information in SIEDI in publicly available annual reports in order to provide information to the public on the overall performance of the Institute.

Amongst the remaining challenges for making the data generated by these systems available to the public is defining clear criteria for the declassification of information. ISSSTE needs to define these criteria with the Federal Competition Commission (*Comision Federal de Competencia*, CFC) rapidly in order to ensure an adequate level of transparency while maintaining confidentiality requirements when necessary.

### **Monitoring transparency: getting feedback from users**

#### ***ISSSTE has not developed mechanisms to gather feedback from the market place or citizens on the level of transparency in its procurement procedures***

The above-mentioned conditions are necessary for ISSSTE to effectively disclose information (i.e. streamlining information on web-based tools, defining a clear and user-friendly process to request information and implementing an efficient information management system). However, in order to monitor the transparency measures it has implemented and readjust them if necessary, ISSSTE also needs to obtain feedback from targeted stakeholders on these measures.

Surveys on the level of transparency in procurement procedures would allow ISSSTE to better understand suppliers' or even citizens' experiences when engaging with ISSSTE. Such an instrument is not yet being used by ISSSTE. In response to a survey of the OECD Secretariat, however, more than half of the delegations indicated performing a transparency survey with bidders on the procurement process, usually as part of the solicitation documentation. Some of the other delegations mentioned not undertaking surveys due to a lack of resources. However, delegations that do carry out surveys receive few responses. Furthermore, there is no evidence of any substantial assessment of the responses received or of the procurement units using them to improve the procurement process.

Looking closely at one of these surveys, assessing the transparency of the procurement process does not seem to be the main objective. In fact, most of the questions focus on the clarity of the process, the users' interactions with the delegation and compliance with the regulations (Table 9.2).

**Table 9.2. Example of a transparency survey for public tendering and restrictive invitations by the Puebla Delegation**

Event	Statement	Totally agree	Generally agree	Generally disagree	Totally disagree
Clarification meetings	The content of the solicitation documents were clear on the requirement to be procured.				
	Technical questions were answered clearly at the clarification meetings.				
Presentation of the proposals and opening of the technical proposals	The event presented excellent possibilities based on the proposals received.				
Resolution of the technical proposals and opening of economic proposals	The technical evaluation was carried out in accordance with the solicitation documents and the clarification meetings.				
Contract award decision	The contract award decision provided clear justification for the bidders declared non-compliant and for the selection of the winning bidder(s).				
Generalities	Access to the building was rapid.				
	All the events started on schedule.				
	ISSSTE's public servants during the events were respectful and kind.				
	You would participate again in another solicitation from ISSSTE.				
	The solicitation process was in accordance with the applicable law.				

Source: Information provided by the Puebla Delegation

In addition, these surveys only target bidders already engaged in a procurement process with ISSSTE and its delegations, and do not cover other suppliers and citizens. Building on this experience, ISSSTE should consider using surveys that gather feedback from the market place (for e.g. through chambers of commerce and associations) and citizens in general on the transparency of its procurement process. Most importantly, these surveys should be conducted by an independent entity to ensure the impartiality and confidentiality in the use of the information collected. In fact, the low response rate to these surveys mentioned above could be explained by a lack of trust from the bidders, who may fear the risks of retaliation by ISSSTE if they respond freely to the survey (e.g. being excluded from subsequent procedures or contracts).

### Transparency in the procurement of public works

#### *ISSSTE's portal on the procurement of public works is a good practice that could be used by other sectors and institutions*

Amongst the most successful transparency initiatives implemented by ISSSTE is the portal on the procurement of public works. This portal was developed by the Control and Supervision of Works at a Distance (COSODI), which was created within ISSSTE as a new model of control and audit for public works. COSODI carries out risk analyses and internal assessments and develops monitoring tools throughout the procurement cycle (planning to execution) to ensure the proper completion of works and detect risks of fraud and corruption. Its portal provides real-time, accurate information on the awarded public

works procurement, thus providing an opportunity for the society at large to monitor the progress made in conducting the works. The website provides information on the type of contract awarded, the period during which it should be implemented, the geographic location and the status of implementation and the financial payments. The portal also provides comparative data on the total value of works contracted by the state. ISSSTE could consider extending it to provide information for procurement of selected services and goods such as medicines.

Beyond providing information on the status of the project's implementation and financial payments against the projections, the portal could provide an opportunity for citizens to give their feedback on the progress made or report risks of fraud or corruption. The United States' Recovery portal ([www.recovery.org](http://www.recovery.org)), for instance, provides information on the progress made in implementing projects and promotes interactive and live discussions with citizens on these projects (Box 9.2).

#### Box 9.2. The United States' Recovery.gov portal

The United States has a state-of-the-art model for public transparency: the portal for the Recovery Board. The Recovery Board oversees the stimulus funds created by the Recovery Act of 2009 following the economic crisis. The portal provides a detailed overview of all expenditure under the act: grants, loans and contracts. It also has an interactive map that allows the user to look at contracts by state, by zip code or to actually zoom down to the street level. The user controls the amount of information available. Each project is marked with a pin that tells users who benefited from the grant, how much was allocated, what the project is and its scheduled completion date.

Furthermore, it facilitates participation through two-way communication; for example, citizens can report waste, fraud or abuse on the website. All of the data is easily accessible, presented in a clear and compact form that is attractive and easy to process for the average citizen. It offers ways to drill deeper in the data and provides "live" responses to queries. At the same time, the very sophisticated analytical tools available to the Recovery Board allow it to quickly obtain indicators of potential fraud or corruption. The only limitation is that the website is not as well known as it could be.

*Source:* OECD (forthcoming), *United States Federal Procurement Review: Technical Assessment for Peer Review*, OECD Publishing, Paris.

## Social witnesses

### ***Although ISSSTE has been increasingly involving social witnesses' in its procurement, does not sufficiently take their feedback into account***

OECD countries are striving to create an interactive relationship with citizens through which they can take part in policy making and carry out a "direct social control" on government activities.

Mexico is one of the first OECD countries to have introduced such controls through the involvement of social witness in procurement processes. In fact, following the 2009 amendments to the LAASSP, social witnesses are now legally required to participate in all stages of public tendering procedures above certain thresholds as a way to promote public scrutiny. In 2012, these thresholds are MXN 311 million (approximately USD 24 million) for goods and services and MXN 623 million (approximately USD 48 million) for public works.

Social witnesses may also participate in low-value public tendering procedures, direct award procedures and invitations if it is considered appropriate by SFP. Social witnesses are selected by SFP through public tendering. SFP keeps a registry of the approved social witnesses and evaluates their performance; unsatisfactory performance potentially results in their removal from the registry.<sup>6</sup> When a federal entity requires the involvement of a social witness, it informs SFP who designates one from the registry. During the period 2009-2011, 30 social witnesses were appointed to participate in ISSSTE's procurement activities.

Following their participation in procurement procedures, social witnesses issue a final report providing comments and recommendations on the process. Some of these reports are subsequently published on CompraNet. However, there are no formal mechanisms that oblige ISSSTE to respond to the comments or questions raised in these reports. While ISSSTE has increased the involvement of social witness in its procurement since 2009 (Table 9.3), it could involve social witnesses in procurement below the thresholds above, when economically sound, as to further increase transparency.

**Table 9.3. Use of social witnesses by Mexican federal entities under public tendering procedures for goods, services and public works**

Entity	2009		2010		2011		2009-2011	
	Number of appointments	Contracts value (millions USD)	Number of appointments	Contracts value (millions USD)	Number of appointments	Contracts value (millions USD)	Number of appointments	Contracts value (millions USD)
Total federal government	127	23,375	123	14 218	116	16 132	366	53 726
CFE	11	1 313	22	3 594	14	1 241	47	6 148
IMSS	8	2 795	33	4 755	22	2 262	63	9 812
PEMEX, excluding PEMEX Petroquímica	62	15 406	26	2 983	25	6 356	113	24 745
<b>ISSSTE</b>	<b>9</b>	<b>1 018</b>	<b>8</b>	<b>849</b>	<b>13</b>	<b>1 049</b>	<b>30</b>	<b>2 917</b>
Other federal entities	37	2 843	34	2 037	42	5 224	113	10 104

*Source:* SFP (2011), Quinto informe de labores, [www.funcionpublica.gob.mx/web/doctos/temas/informes/informes-de-labores-y-de-ejecucion/5to\\_informe\\_labores\\_sfp.pdf](http://www.funcionpublica.gob.mx/web/doctos/temas/informes/informes-de-labores-y-de-ejecucion/5to_informe_labores_sfp.pdf), accessed 6 November 2011.

In ISSSTE's procurement, social witnesses are mainly involved in the solicitation process. ISSSTE could consider involving social witnesses in other early stages of the procurement process, such as requirement planning, specification development and market research, to ensure further involvement of relevant stakeholders in making the business case for specific procurements.

In addition, ISSSTE should ensure it provides timely and reliable feedback to social witnesses' comments. While social witnesses can make comments and recommendations during the process and include them in their reports, ISSSTE does not seem to be responsive to them. ISSSTE could make the social witness role more influential and reinforce witness oversight during the procurement process by providing a written response to every suggestion or comment received from social witnesses and allowing their inclusion in the final public reports. It could even amend its internal procurement guidelines to reflect that obligation.

## Proposals for action

To improve transparency and strengthen public scrutiny in public procurement, ISSSTE could consider the following proposals for action:

1. Balancing the necessity and benefits of disclosing public procurement information against the resulting risks (for example as it relates to bid rigging), and streamlining information disclosed to ensure it is reliable, up-to-date and easily understandable.
2. Providing a clear and user-friendly process for submitting requests for information.
3. Reinforcing the information management system to make it more integrated and automatic to foster the disclosure of timely, accurate and reliable information.
4. Using more focussed surveys on transparency in ISSSTE's procurement process to gather feedback not only from bidders, but also from citizens and potential suppliers. These surveys should be conducted by an independent entity to ensure the impartiality and confidentiality in the use of the information collected.
5. Involving social witnesses, when economically sound, in early stages of the procurement cycle for procedures for which their involvement is not mandatory by law.
6. Providing formal and written responses to comments and recommendations received from social witnesses and make these responses publicly available (for e.g. by allowing their inclusion in the final report of the social witnesses).

## Notes

1. Open Government Partnership, [www.opengovpartnership.org/about](http://www.opengovpartnership.org/about), accessed 4 October 2013.
2. Mexico OGP Action Plan available at: [www.opengovpartnership.org/countries/mexico](http://www.opengovpartnership.org/countries/mexico), accessed 4 October 2013.
3. Mexico's Open Government Partnership Action Plan – launched in September 2011 [www.opengovpartnership.org/sites/www.opengovpartnership.org/files/country\\_action\\_plans/Mexico\\_Action\\_Plan.pdf](http://www.opengovpartnership.org/sites/www.opengovpartnership.org/files/country_action_plans/Mexico_Action_Plan.pdf), accessed 4 October 2013.
4. ISSSTE's website [www.issste.gob.mx/prebales/index.html](http://www.issste.gob.mx/prebales/index.html), accessed 4 October 2013.
5. ISSSTE's quarterly report on its responses to requests for information which are submitted to the IFAI.
6. LAASSP, Article 66.

Annex 9.A1

Public availability of procurement information at the central level of government (2010)

	Laws and policies	General information for potential bidders	Selection and evaluation criteria	Contract award	Specific guidance on application procedures	Tender documents	Procurement plan of anticipated tenders	Justification for awarding contract to selected contractor	Contract modifications	Tracking procurement spending
Australia	●	□	□	●	□	□	●	■	□	○
Austria	●	□	□	□	□	□	□	○	□	○
Belgium	●	●	●	●	●	●	●	●	●	○
Canada	●	●	■	●	●	■	○	■	●	○
Chile	●	●	□	●	●	●	●	□	□	●
Czech Republic	●	●	●	●	●	●	□	□	□	■
Denmark	●	□	□	□	□	□	●	□	□	○
Estonia	●	●	●	●	●	■	●	●	■	●
Finland	●	●	●	●	□	■	□	■	○	○
France	●	●	●	□	●	□	□	■	●	■
Germany	●	□	□	□	○	□	○	○	○	○
Greece	●	●	●	●	□	●	□	●	○	○
Hungary	●	●	●	●	●	●	●	●	●	●
Iceland	●	●	●	●	●	●	●	●	●	●
Ireland	●	●	●	□	□	●	●	□	□	○
Israel	●	□	●	□	□	●	□	■	●	○
Italy	●	●	●	●	●	●	●	■	●	■
Japan	●	●	●	●	●	●	●	●	●	■
Korea	●	●	●	●	●	●	●	●	●	●
Luxembourg	●	●	●	□	□	●	□	■	■	□
Mexico	●	●	●	●	●	●	●	●	□	●
Netherlands	●	□	□	□	□	□	□	□	□	○
New Zealand	●	■	●	□	■	●	●	■	■	○
Norway	●	□	□	□	□	■	●	■	■	■
Poland	●	●	●	●	●	●	●	■	■	○
Portugal	●	□	□	□	□	□	□	□	□	□
Slovak Republic	●	□	□	□	□	□	□	○	●	○
Slovenia	●	□	□	□	□	□	□	■	□	■
Spain	●	●	●	●	●	●	●	●	●	○

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	Laws and policies	General information for potential bidders	Selection and evaluation criteria	Contract award	Specific guidance on application procedures	Tender documents	Procurement plan of anticipated tenders	Justification for awarding contract to selected contractor	Contract modifications	Tracking procurement spending
Sweden	●	●	□	□	●	□	□	□	○	○
Switzerland	●	●	●	●	●	●	○	●	○	□
Turkey	●	●	●	●	●	●	□	■	■	●
United Kingdom	●	●	○	●	●	○	●	□	○	○
United States	●	●	□	□	□	□	□	○	■	□
Brazil	●	●	●	●	■	●	○	■	●	●
Egypt	●	●	●	□	●	●	○	○	□	○
Ukraine	●	●	●	●	●	●	●	■	○	○
Total OECD34	34	26	21	21	19	18	17	13	11	6
● Always	0	1	1	0	1	5	0	10	7	6
■ Upon request	0	7	11	13	13	10	14	7	10	5
□ Sometimes	0	0	1	0	1	1	3	4	6	17
○ Not available										

Source: OECD (2011), *Government at a Glance 2011*, OECD Publishing, Paris, [http://dx.doi.org/10.1787/gov\\_glance-2011-en](http://dx.doi.org/10.1787/gov_glance-2011-en), accessed 4 October 2013.



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