

# State Government of Veracruz, Mexico Enhances Citizen Service with Integrated IT Infrastructure



State Government of Veracruz  
Xalapa, Veracruz, Mexico  
[www.veracruz.gob.mx](http://www.veracruz.gob.mx)

**Industry:**

Public Sector

**Annual Budget:**

US\$4.8 billion

**Employees:**

222,000

**Oracle Products and Services:**

Siebel Contact Center and Service  
Oracle Business Intelligence Enterprise Edition  
Oracle Discoverer  
Oracle Database  
Oracle Warehouse Builder  
Oracle Spatial  
Oracle Advanced Security  
Oracle Financials  
Oracle Assets  
Oracle Grants  
Oracle Real Application Clusters  
Oracle Application Server  
Oracle Internet Developer  
Oracle Portal

*“With Oracle applications, we have established financial standards for all departments, establishing ourselves as a leader in creating administrative transparency in Mexico’s public sector.” – Juan Octavio Pavón, General Director of Technological Innovation, State Government of Veracruz*

The State Government of Veracruz, Mexico, is carrying out a systematic planning effort designed to optimize use of its initiatives and resources and avoid organizational redundancies to better serve the needs of its citizens. As part of this initiative, the state government, aided by the General Directorate of Technical Information, launched an electronic government project in 2005.

The electronic government project is intended to place citizens at the center of all government actions. The state’s geographic complexity and lack of an internal communication infrastructure between localities impeded communication and interaction between government entities and citizens. The governor of Veracruz, aware of these challenges, mandated the creation of strategies designed to facilitate effective and rapid communication between citizens and the state’s various departments.

The state required a flexible and robust IT infrastructure to support this initiative. Veracruz looked to Oracle and its Oracle E-Business Suite and Siebel product lines to help it integrate public accounts optimize administration of finances and assets, accelerate the accounting process, and better manage interactions with citizens. The state also implemented online payment and public transaction services using Oracle Internet Application Server and Oracle Portal as a foundation.

With the new system, the State of Veracruz has placed itself at the vanguard of Mexico’s public sector by establishing online tax payment through a Virtual Treasury Office (VTO), backed up by a unique technological platform. Through the VTO, citizens can pay auto license fees, payroll and housing taxes, and payments for affidavits. Also, Veracruz is one of the first Mexican states to achieve high levels of transparency in its administrative processes.

**Key Benefits:**

- Achieved total administrative transparency
- Reduced online tax payment time
- Established 75 portals, improving service to government employees and citizens
- Centralized information among the different departments of the state's executive branch
- Standardized administrative processes

“Veracruz is the only state in the country with Oracle technology standards in its infrastructure and technological platform. We are the first Mexican state to use Oracle Business Intelligence Enterprise Edition, which has allowed us to provide reliable information for timely decision making,” said Juan Octavio Pavón, general director of Technological Innovation of the State of Veracruz.

**Accelerating Tax Collection**

“Since launching the electronic government project, our services of attention to citizens have improved in almost 10,000 localities within the state. Citizens can now carry out a large number of transactions online, which avoids lines, waiting time, and unnecessary trips,” Pavón said.

The state's 84 treasury offices are now connected online and in real time via Oracle Internet Application Server, enabling citizens to gain rapid access to the tax system via the Virtual Treasury Office (VTO). In 2004, the state averaged 1,500 to 2,000 Internet-based collection actions per year. Now, on average, it processes 10,000 collection transactions per month, with a peak of 35,000 operations in some months.

Also, with Oracle Portal, 75 portals of the executive branch have been implemented. There are now 206 portals among the state's 212 municipalities. The portals disseminate the content of centralized information, which facilitates the speed with which it can be published online for users and for citizens in general. Citizens can get up-to-date information about financial regulations, payment schedules, and the locations of treasury offices, and can receive online help through virtual chat rooms.

**Standardizing Administrative Processes**

The state government implemented Oracle E-Business Suite applications to standardize administrative processes throughout all the departments and to improve control of decision making in the public administration sector. For example, in the past, the state tracked budget and public works initiatives in different systems. With Oracle Financials, the state integrated these functions to achieve an internal relationship between them, speeding up administrative and accounting operations. Another key benefit is that the state now has total visibility of financial and accounting information and can share it online throughout its 15 departments.

**“Oracle not only has given us tools to improve the operational efficiency of the state government, it has also introduced a positive cultural change.”**

Juan Octavio Pavón  
General Director of  
Technological Innovation,  
State Government of  
Veracruz

To centralize information among its various departments, the state migrated all data to Oracle Database. Now, system users can count on high-availability financial information and real-time access, driving improved decision making relating to budgeting matters.

“By unifying our information systems into one platform and centralizing the content and technology of all state departments on one database, we’ve standardized our administrative processes. This way, we established a unified normative structure throughout the organization,” said Miyoki Homma, strategic consultant for Innovation Technology for the State of Veracruz.

### **Delivering Improved Service to Citizens**

To enhance communication with citizens and streamline interaction with the government, the state deployed the Siebel Contact Center and Service applications. For example, the 60,000 citizen requests that were previously received each year were processed by a system that was totally disconnected from the government’s various departments. In the first year of implementation, the government handled more than 70,000 citizen inquiries. It now attends to more than 100,000 citizen requests annually, accelerating response time and citizen service.

The benefits have been so notable that the state government plans to implement the marketing modules next, including Siebel Campaign/Dialogue Management, in an effort to accelerate social action and service delivery.

### **Improving Fiscal Management**

By implementing Oracle Grants, the state streamlined administration of public works projects, enabling new visibility into costs, budget status, and progress. For example, it has complete visibility of billing processes, the budget, and accounting and payments, which allows it, in a simple and orderly manner, to manage works and projects with funds from multiple sources (municipal, state, and federal), as well as to achieve budgetary control by fund, project and organization. In addition, Oracle Grants allows “multi-fund control,” which helps the state to determine if a single fund can finance more than one project, facilitating control of available resources.

The system also allows the state to define the physical and financial status of projects—suspension, approval, or cancellation—as well as tasks related to their progress.

Furthermore, the state can now generate reports that facilitate the operation and tracking of the execution of works, providing accurate and timely information in the proper form and driving better decision making regarding the use of state funds.

To extend the value of its integrated data, the state has implemented Oracle Business Intelligence Enterprise Edition. It allows the state to establish indicators that facilitate control of revenues and expenditures, management of the budget cycle, and attention to citizens' needs.

"The tools are perfectly integrated. Oracle's integrated applications allow us to achieve greater operational functionality," said José David González Barradas, assistant director of Electronic Government for the State of Veracruz. "This was very important when it came to choosing Oracle's solutions."

### **Why Oracle?**

The state of Veracruz selected Oracle over competing solutions because its flexible and extensive product offerings met the state's needs for scalability and an integrated infrastructure.

### **Implementation Process**

The government of the state of Veracruz began implementing Oracle solutions in 2002. Later, as part of the development of the electronic government project, the technological platform was updated, along with the implementation of Oracle E-Business Suite, adding Siebel CRM modules.

"Oracle's technological vision in all its tools has contributed to the successful implementation of the state of Veracruz's electronic government strategy," said Pavón.

*Veracruz de Ignacio de la Llave is a Mexican state with an area of 27,683 square miles and a population of 7,110,214. The Veracruz State Government executive branch is composed of 15 departments.*