

# Mobile Tax challenge

Reto SAT Móvil



**Published On:** 05 June 2014

**Organisation:** Mexican Federal Government, Office of the President

**Country:**

**Level of government:** Central government

**Sector:** Economic affairs

**Type:** Digital, Methods, Partnerships

**Launched in:** 2013

**Link to the innovation's website**

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# Description

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The National Digital Strategy Unit within the Office of the President and the Revenue Service launched the first public innovation challenge, #RetoSATmovil, to set a new standard for collaboration between the government and civic entrepreneurs. In the pursuit of an efficient and responsive government, #RetoSATmovil sought digital innovation through civic engagement in order to improve services for taxpayers "anytime, anywhere and on any device." The Revenue Service opened the design of its mobile application and managed a public contest through social networks and [sat.codeandomexico.org](http://sat.codeandomexico.org), in partnership with a challenge platform developed by "Codeando México," a local NGO.

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## Why the innovation was developed

This innovation was developed as a response to the Revenue Service's call to action as one of the sponsors of the National Institute for Entrepreneurs' week of challenges. This was used as an opportunity for the Revenue Service to launch an open and participatory project aimed at involving talent in the population to better serve the citizens.

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## Objectives

Improve access, Improve efficiency, Improve service quality, Improve user satisfaction

- Improve services for taxpayers and enable them to do their transactions "anytime, anywhere, on any device" to encourage voluntary compliance.
  - Promote civic innovation through co-creation of digital services.
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## Main beneficiaries

Businesses, Civil Society, General population, Government bodies, Government staff

- The taxpayers are the main beneficiaries.
  - The Revenue Service is also a beneficiary in that it has a pool of applicants with ideas to improve its services.
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## Existing similar practices

### Challenge.gov

In other countries' public administrations

U.S. Government

Challenge.gov is an on-going platform through which different government agencies seek innovative solutions to challenges in collaboration with the public.

<https://challenge.gov/>

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# Results

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## Service quality

### Accessibility:

In one week, more than 100 participants signed up and 25 proposals were submitted. Of these, 11 finalists were selected to present their projects on stage in front of a distinguished panel of judges at the Entrepreneur Week, the public event ran by the Ministry of Economy. The winning proposal was supported by the Revenue Service for its full development and implementation.

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## Other improvements

The Internal Revenue was able to identify barriers and areas of opportunity within their own agency by changing the way public officials exchanged dialogue with citizens and between each other.

# Development

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## Design

The idea for the innovation was collaborative. There was an opportunity to promote the citizen challenge with the National Institute for Entrepreneurs' week of events and challenges. Frontline and policy planning staff were involved in both the Coordination for the National Digital Strategy of the Office of the President as well as the Revenue Service. Three prize awards were given to the top three innovations and a contract was also made for the development of the winner's innovation.

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## Testing

The innovation for this particular challenge would come from civil society, so there was no piloting or prototyping on our part.

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## Implementation

### Tools used:

- The challenge was set up on an online platform for a week. This was provided by Codeando, an NGO specialized in technology.
- Management was involved in the design and execution of the awards event, and in organizing the multi-sector judging panel.

### Resources used:

- Staff time from both agencies was used.
  - Budgeting for the use of Codeando's platform and staff time.
  - Budget was also allocated for the prizes and award event.
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## Challenges and solutions

Making this a public event was key. One challenge involved finding the right communication channel to reach the people with the necessary skills and knowledge to develop the innovations. This was solved by involving an NGO from the start with appropriate communication skills to attract this specific audience, and that resulted in a successful rate of response and applications.

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## Partnerships

### CodeandoMéxico

Civil Society

Codeando, an NGO specialized in technology, provided the online platform for a week.

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# Lessons Learned

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## Lessons Learned

The Office of the President accomplished a significant milestone in its open government efforts by reengineering traditional procurement processes and creating new collaboration mechanisms for creative entrepreneurs that previously encountered significant barriers to working with the public sector in order to co-create solutions to one of the most representative channels of communication between government and society.

Another important lesson was the need to make proofs of concept to promote a wider acceptance of open and collaborative initiatives between government and civil society to solve public challenges. In this case, the Revenue Service was able to identify barriers and areas of opportunity within their own agency through a dialogue and exchange both internally and with the citizens.

Sustained government contests are a great way to find talent outside the contractors' circle and to expedite the feedback process of product development.

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## Conditions for success

To engage entrepreneurs in government challenges, we found out that RFP norms need to be simplified and made more transparent, keeping constant and insightful communication through multiple channels and with key stakeholders.

Furthermore, a formal and public commitment from high-ranking officials will draw the attention of the media, which will snowball into a positive media coverage and a viral campaign.

Finally, civic-minded entrepreneurs are not driven solely by economic incentives, most of them are looking for opportunities to make an impact in society, and governments should lower entry barriers to collaborate with these creative allies. The opportunity for them to have this impact through the commitment of an agency to deliver and implement their solutions is a necessary condition.

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