

Querétaro 2021

Municipal Economic Yearbook

Axis 5:
Open government and results



QUERÉTARO
— MUNICIPIO —



La DIFERENCIA
se siente
Municipio de Querétaro

Axis 5

Open government and results



5. Open government and results



ZERO IMPUNITY

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5.1 Municipal structure

The configuration of the territorial division and the political and administrative organization of the states depends on each of them given they have their own legal personality and assets in order to establish their structural guidelines.

The Municipality of Querétaro has a process of selection, hiring and training for public officials and recruits with the aim of providing a quality service to citizens.

The structure consists of 9 levels.

1. Municipal presidency
2. Ministries
3. Regencies
4. Addresses
5. Coordination offices
6. Department headquarters
7. Administrative personnel
8. Operational personnel
9. Police

On the other hand, the city council comprises 27 agencies:

- 1 Municipal Council
- 7 Coordination Offices
- 1 General Directorate
- 1 Trust
- 1 Institute
- 1 Internal Control Body
- 14 Ministries and
- 1 Municipal DIF System



HUMAN RESOURCES

The Municipality of Querétaro had a workforce of 5,727 public officers during 2020, 60 positions more compared to the previous year, that is, it slightly increased its enrollment by 1.1%. It is worth mentioning that 39.2% of the personnel was made up of women and 60.8% of men.

In this sense, the first record dates back to 2004 when the workforce of the 18 agencies amounted to 4,358 workers. For 2020 the figure grew 31.4% thanks to the incorporation of 9 more ministries and the increase of 50.0% of workplaces, that is, the growth in number of positions in 16 years was of 1,369.

The registration of working women in the municipal workforce is 2,246 in 2020, a figure that corresponds to 39.2% of the total. The Ministry of Public Security along with Public Services concentrate 41.2% of the female workforce.



HUMAN RESOURCES BY AGENCY, 2020.

AGENCY	WOMEN	MEN	TOTAL
Municipal Council	44	25	69
Coordination of Agenda	1	1	2
Coordination of Districts and Decentralized Institutes ¹	132	193	325
Coordination of Cabinet	13	8	21
Coordination of Tours	6	19	25
Coordination of the Office of the Municipal Presidency	2	7	9
Coordination of Public Relations and Inter-institutional Linkage	7	8	15
General Coordination of Social Communication	14	22	36
General Directorate of the Bicentenario Park	24	30	54
Trust of Querétaro for the Conservation of the Environment	2	11	13
Municipal Planning Institute	8	5	13
Internal Control Body	29	23	52
Deputy Ministry	5	4	9
Ministry of Administration	191	154	345
Ministry of Culture	69	59	128
Ministry for Human and Social Development	103	167	270
Ministry of Sustainable Development	74	53	127
Ministry of Finance	140	135	275
Ministry of Citizen Management	46	28	74
Ministry of Mobility	48	80	128
Ministry of Municipal Public Works	33	150	183
Ministry of Public Security	578	995	1,573
Ministry of Municipal Public Services	347	1,021	1,368
Ministry of Tourism	10	4	14
Secretary of the City Council	27	27	54
General Ministry of Municipal Government	142	186	328
Municipal System for the Integral Development of the Family	151	66	217
TOTAL	2,246	3,481	5,727

Source: Municipality of Querétaro. Department of Human Resources, 2021.
¹Includes the 7 municipal districts.

29 public officers with disabilities work in the 9 municipal agencies. The following table details the information:

PERSONNEL WITH DISABILITIES BY AGENCY, 2020.

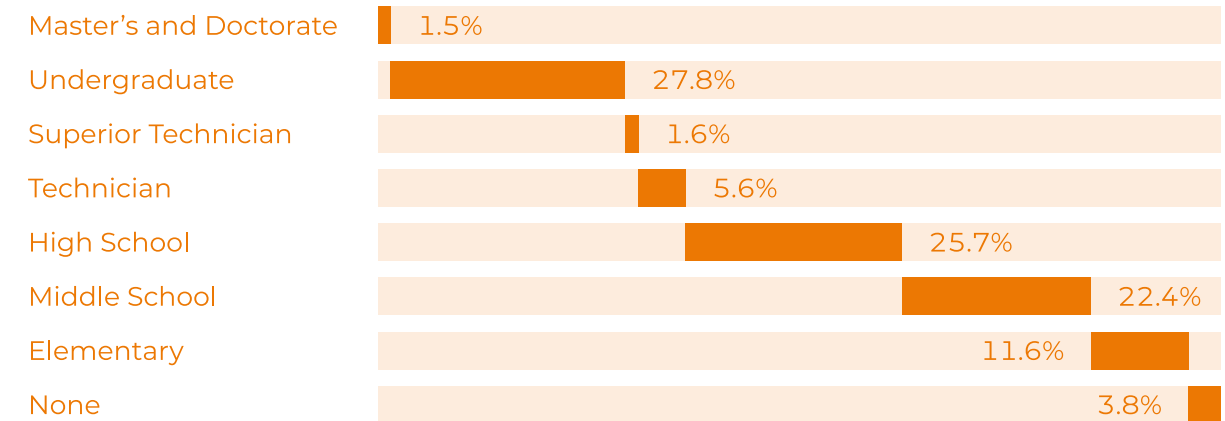


Source: Municipality of Querétaro. Department of Human Resources, 2021.

The percentage of employees according to their educational level is:

- 11.6% elementary
- 22.4% middle school
- 25.7% high school
- 27.8% undergraduate
- 7.2% technician and superior technician
- 1.5% master's and doctorate

HUMAN RESOURCES BY EDUCATIONAL LEVEL, 2020.

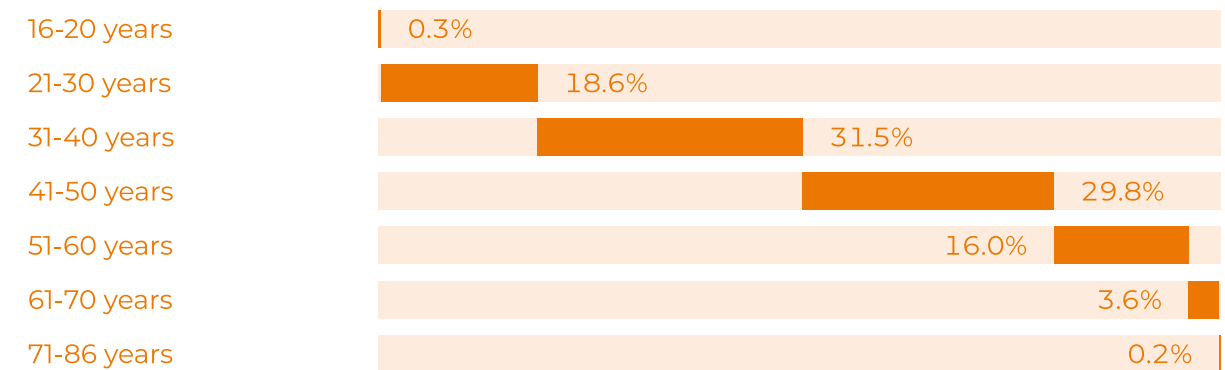


Source: Municipality of Querétaro. Department of Human Resources, 2021.

The employees of the Municipality are distributed in four age ranges: young people from 16 to 20 years old, young adults from 21 to 40, middle-age adults from 41 to 60 and seniors from 61 to 86 years old.

95.9% of the total are young and middle-age adults, 0.3% are young and 3.8% are seniors.

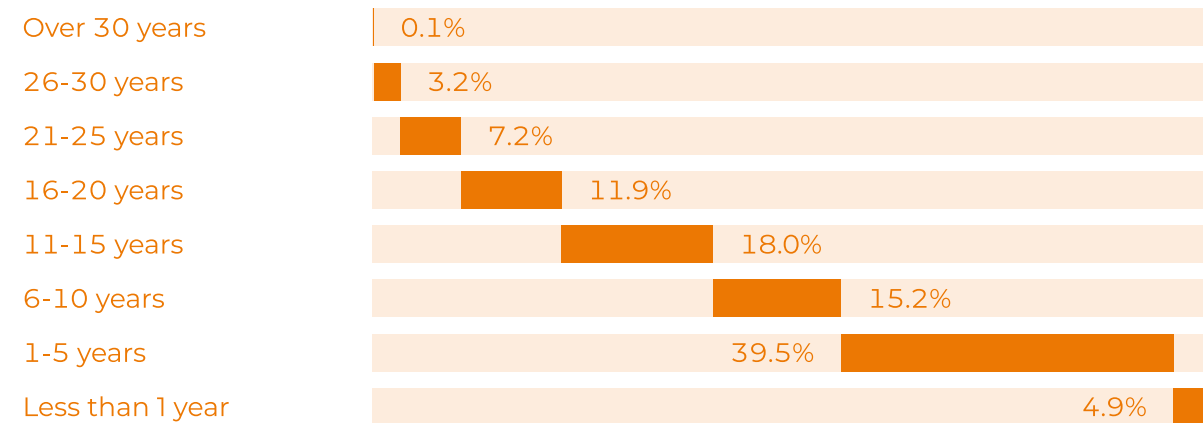
EMPLOYEES BY AGE RANGE, 2020.



Source: Municipality of Querétaro. Human Resources Management, 2021.

The average seniority of municipal employees is 9.2 years. It should be noted that 280 employees performed their work function in less than a year; 2,262 worked for 1 to 5 years; 873 did so between 6 and 10 years; 1,028 from 11 to 15 years; 683 from 16 to 20 years; 413 from 21 to 25 years, 181 from 26 to 30 years, and only 7 people exceed 31 years working for the Municipal Public Service.

SENIORITY OF OFFICIALS IN THE MUNICIPAL ADMINISTRATION, 2020.



Source: Municipality of Querétaro. Department of Human Resources, 2021.



The Ministry of Administration, through the Department of Human Resources, provides constant training to the entire municipal workforce in order to improve their work performance and increase the quality of public service. To achieve these objectives, 4 activities were carried out in 2020:

1. Training for public officers: 319 events related to the Municipal Public Administration were held, adding a total of 65,857 hours of training. 36.8% of the activities were taught by internal instructors and 63.2% by external instructors.

TRAINING GIVEN TO MUNICIPAL PUBLIC OFFICIALS, 2020.			
CONCEPT	BY INTERNAL INSTRUCTORS	BY EXTERNAL INSTRUCTORS	TOTAL
Hours of training	684	1,735	2,419
Number of training events	190	129	319
Trained personnel	4,206	7,232	11,438
Total hours	18,277	47,580	65,857

Source: Municipality of Querétaro. Department of Human Resources, 2021.

2. Comprehensive training program: 11,438 officials from all levels were trained through 3 subprograms with the aim of strengthening organizational culture and institutional development through continuous education.

COMPREHENSIVE TRAINING PROGRAM, 2020.			
SUBPROGRAM	EVENTS	PARTICIPATIONS	PERCENTAGE (%)
Development and Continuous Education	8	22	1.0
Training, Updating and Specialization	102	1,529	13.0
Institutional	209	9,887	86.0
TOTAL	319	11,438	100.0

Source: Municipality of Querétaro. Department of Human Resources, 2021.

3. Diploma courses: Looking for diversity and a variety of themes, 6 diploma courses were offered, from which 21 participants profited during 610 hours of work.

DIPLOMA COURSES CONDUCTED, 2020.		
DIPLOMA COURSE	HOURS	PARTICIPANTS
Diploma Course in Community Manager	60	1
Diploma Course in Grammar Culture of the Hñãñho Language	120	1
Diploma Course in Digital Law	130	1
Diploma Course in Editing in Final Cut Pro	60	1
Diploma Course in Measurement	120	4
Diploma Course in Results-Based Budgeting	120	13
TOTAL	610	21

Source: Municipality of Querétaro. Department of Human Resources, 2021.

4. Survey of "Organizational Climate": The survey applied to public officers, both at the operational and administrative level, demonstrated that their institutional feeling reaches an average rating of 86.4 out of 100.

RESULTS OF THE "ORGANIZATIONAL CLIMATE" SURVEY, 2020.	
FACTOR	RATING
Collaboration and team work	86.0
Trust	86.0
Improvement dynamics	88.0
Management with vision and values	85.9
Facilitating change	86.7
Strengthening performance	85.2
Identity	90.5
Facilities	80.3
Achieving commitment	87.4
Value-added organization	92.1
Service-oriented	85.1
Passion and sense of urgency	89.1
Acknowledgment and satisfaction	80.9
AVERAGE RATING	86.4

Source: Municipality of Querétaro. Department of Human Resources, 2021.

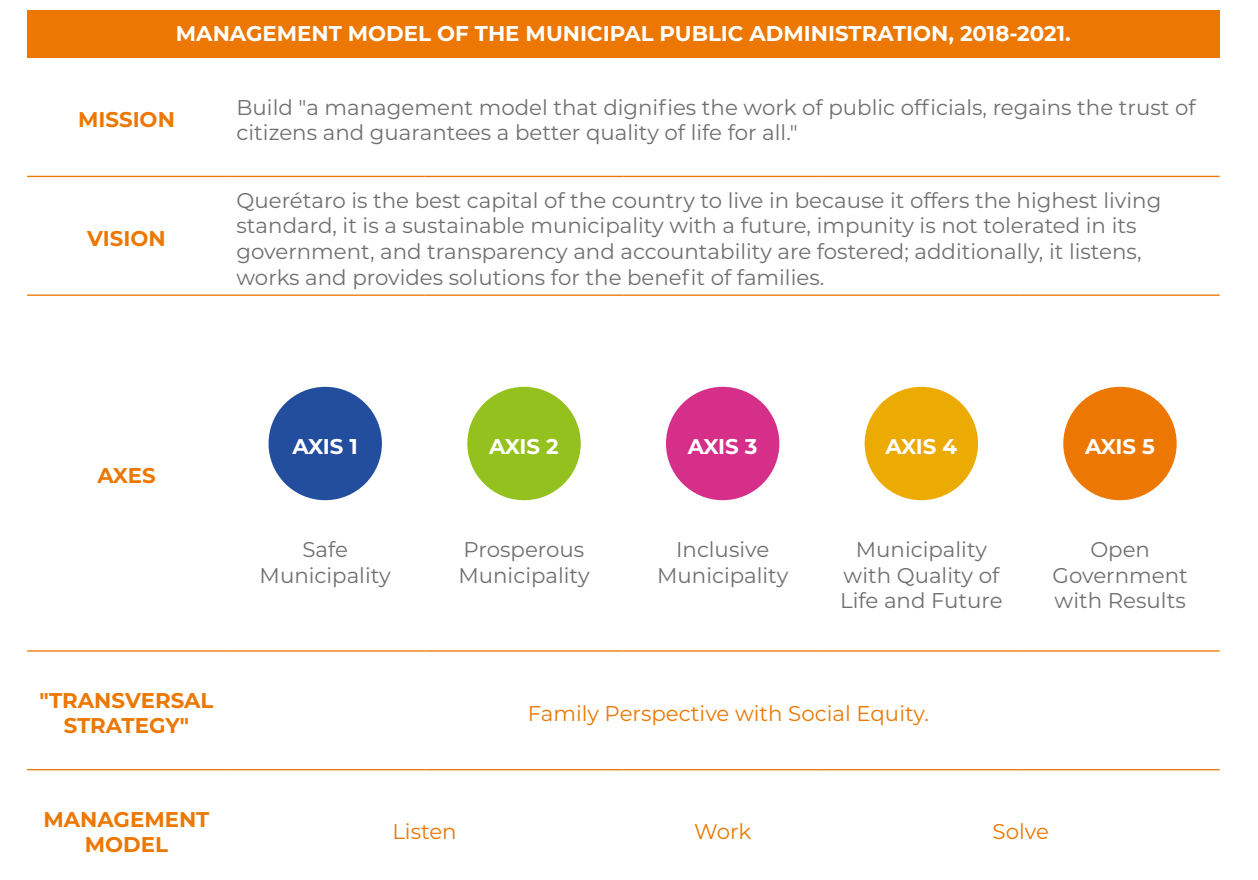
5.2 New public management

Open dialogue with citizens has been a primary condition for maintaining maximum effectiveness in the performance of government functions. The actions of the administration encourage social participation and the management of positive results with public value through programs, strategies, projects and work focused on it.

In this sense, the mission of the municipal government has been "To build a management model that dignifies the work of public officials, regains the trust of citizens and guarantees a better quality of life for all."

2018-2021 MUNICIPAL DEVELOPMENT PLAN (PMD for its Spanish acronym)

Designed through a result-oriented management model, the PMD will help meet the demands of the population, attend the recommendations of experts and the municipal diagnosis.



Source: Municipality of Querétaro. Board Coordination, 2021.

The transversal axis of Family Perspective with Social Equity stimulates the municipal authority to maintain an environment of opportunities, equality and respect for all, thus strengthening the social fabric in order to generate a culture of community, solidarity and mutual support.

The 5 axes that govern the administrative work of the 2018-2021 period are shown in the following table, as well as the programs that each one develops:

GUIDING AXES, 2018-2021.		
AXIS	PROGRAMS TO BE DEVELOPED	
<p>AXIS 1</p> <p>Safe Municipality</p>	Everybody Safe	Culture of Peace
<p>AXIS 2</p> <p>Prosperous Municipality</p>	Orderly City	Economic Development
<p>AXIS 3</p> <p>Inclusive Municipality</p>	Friendly Querétaro	Mayor on your Street
<p>AXIS 4</p> <p>Municipality with Quality of Life and Future</p>	Land of Wellness	Infrastructure for the Future
<p>AXIS 5</p> <p>Open Government with Results</p>	Zero Impunity	Optimal Management and Healthy Finances

Source: Municipality of Querétaro. Board Coordination, 2021.

REGULATORY IMPROVEMENT

Continuing with the practices that lead the municipality towards a stable and prosperous future, the administration of the 2018-2021 period carried out the following actions within its 2020 annual program:

- **Revision of regulations:** To reduce response times to procedures related to construction and operating licenses, 8 legislations were reformed, eliminating requirements and impacting 50 municipal procedures.
- **Streamlining of the delivery receipt process of housing developments:** In coordination with the National Chamber of the Housing Development and Promotion Industry (CANADEVI for its Spanish acronym), a pilot program was implemented to reduce the procedure time from 90 to 40 days to fast-track the implementation of public services in new housing developments.
- **Design and approval of the new regulation for the simplification of procedures:** It reduced the delivery times of construction and operating licenses from 9 to 2 business days for the former, and 24 hours for the latter, from the submission of the application.
- **Implementation of the regulatory impact analysis mechanism:** Its goal is to ensure that the new regulations issued guarantee benefits exceeding their compliance costs.

The actions and programs implemented by the Municipality of Querétaro earned it the 3rd place in the Annual Evaluation of the National Observatory for Regulatory Improvement. The exam specifically assesses the performance of policies, institutions and government tools, as well as their level of implementation and impact on citizens.

The results obtained by the 88 participating demarcations were announced on June 23, 2020. With this achievement, the Municipality of Querétaro is positioned nationally as one of the most competitive and attractive entities for investment.

The efforts of the Municipality of Querétaro were also acknowledged by the Asociación Nacional de Alcaldes, A.C. (ANAC for its Spanish acronym, meaning National Association of Mayors) with the Francisco Villarreal Torres award. The award recognizes the achievements of the administration in relation to its strategy to effectively implement the Public Policy for Regulatory Improvement and the simplification of municipal procedures.

MUNICIPAL SYSTEM FOR PERFORMANCE EVALUATION (SEDMQRO for its Spanish acronym)

The current administration and all its agencies work under the Management for Results model in accordance with the Performance Evaluation System (SED for its Spanish acronym), with objectives and goals that are aligned with the 2018-2021 PMD, guaranteeing efficiency, effectiveness and success in the use of public resources, aiming them directly towards the attention to the needs of citizens.

The programs are evaluated on a quarterly basis by the SEDMQRO to update the information generated by the municipal agencies and to monitor the performance indicators (strategic and management) that were established based on the objectives and goals established in the Matrix of Indicators (MIR) for Results established in the planning process for the 2019-2020 fiscal year.

During 2020, 6 specific performance evaluations were carried out based on strategic and management indicators. The reports are published on the transparency portal of the website of the Municipality of Querétaro and can be consulted at the following address: <https://municipiodequeretaro.gob.mx/blindaje-anticorrupcion/>.

PERFORMANCE INDICATOR SYSTEM (SINDES for its Spanish acronym)

Thanks to the good work and practices carried out in adherence to the SINDES, the Municipality of Querétaro was granted the "Advanced Level" by the International City/County Management Association (ICMA) on July 5th, 2020. In this way, the prestige of the demarcation is projected not only nationally, but also abroad.

2018-2021 CITIZEN AGENDA

The Municipality of Querétaro works in coordination with the academic and economic sectors and with civil society, in order to proactively and positively address public issues, thus building a new relationship between society and government.

Stemming from the signing of the commitment letter of the 2018-2021 Citizen Agenda together with the Citizen Observatory, 5 main themes were established aimed at diagnosing both the institutional strength and the operational and financial performance of government programs:

1. Integrity in public service
2. Public safety
3. Gender equity
4. Combating poverty and meeting the sustainable development goals
5. Collection and exercise of public expenditure.

In accordance with the established methodology, 3 follow-up evaluations were carried out to the Municipal Citizen Agenda in the months of March and December 2019 and January 2020.

The Municipality of Querétaro has a platform where citizens participate in a permanent and orderly manner to monitor compliance with issues related to transparency and accountability, in order to achieve an environment which is free of corruption.

The slogan to develop and implement an anti-corruption shield that promotes transparency and accountability is established in the 2018-2021 PMD, in its Axis 5 Open Government with Results, within Program 9, Zero Impunity, Action Line 9.2.

The Anti-Corruption Shielding Regulation and the reform of the Regulations of the Citizen Commission for Accountability were approved on June 25th, 2019 at the Regular Meeting of the Municipal Council of the Municipality of Querétaro. The following table provides the details of the development of the actions:

ELEMENTS THAT MAKE UP THE ANTI-CORRUPTION SHIELD OF THE MUNICIPALITY OF QUERÉTARO, 2020.	
ELEMENTS	MEETINGS
General Coordination	4
Citizen Commission for Accountability	12
Citizen Councils by Axis	20
Transparency Committee	3
Regulatory Improvement Council	2
TOTAL	41

Source: Municipality of Querétaro. Board Coordination, 2021.

It is important to highlight the participation of the Citizen Commission for Accountability that followed up on the quarterly evaluations of the Municipal Performance Evaluation System (SED). The 35 people involved verified the progress of the 5 axes, the 10 Budget Programs and the 130 Lines of Action to be fulfilled by the 2018-2021 PDM.

5.3 Internal Municipal Control body (OIC)

Pursuant to the Law of Administrative Responsibilities of the State of Querétaro, the OIC (for its acronym in Spanish Órgano Interno de Control) are administrative units that foster, evaluate and strengthen the functioning of public entities, as well as those other instances of the autonomous constitutional bodies that, according to their corresponding laws, are competent to apply the laws regarding the responsibilities of public officials.

The OIC is governed as a Decentralized Public Organism of the City Council with technical autonomy and its saying; is to apply the Municipal System of Prevention, Surveillance, Control, Inspection and Evaluation. Its purpose is that human, material and financial resources are managed and exercised properly in accordance with the approved plans, programs and budget, taking into account their scope of competence and safeguarding the principles of discipline, legality, objectivity, professionalism, honesty, loyalty, impartiality, integrity, accountability, effectiveness and efficiency that must be observed in the public service.

The main attributions of the OIC are:

1. Verify, monitor, evaluate and verify the exercise of the expenditure of the different dependencies, entities and organisms that make up the Municipal Public Administration; observe that they comply with their obligations derived from the provisions regarding planning, budget, income, financing, investment, debt, equity, securities and financial discipline; and to issue an opinion about its performance on the projects of accounting and control systems in terms of programming, budgeting, human, material and financial resource management, debt contracting and management of funds and securities.
2. Monitor, advise and instruct on the application of the procedures and controls manuals related to the purpose of the audit, following up on the observations derived from the applicable legal regulations.
3. Participate in the committees of acquisitions, disposals, leases and contracting of services, in accordance with the provisions of the law and regulations on the matter, as well as managing the list of contractors in accordance with legal regulations.

4. Comply with the functions established by the Public Works Law of the State of Querétaro regarding the Committee for the Selection of Contractors for Public Works to verify that the works executed with municipal public resources, directly or with the participation of third parties, are adjusted to the projects, technical specifications and applicable regulations.
5. Support and resolve incidents within the scope of its competency, determining the existence or not of responsibility and, where appropriate, apply the corresponding sanctions according to the general law and responsibilities.
6. Investigate and qualify the administrative offenses committed by the public officials of the Municipality of Querétaro and its individuals in the terms ordered by the provisions of the National and State Anticorruption Systems.
7. Implement the necessary mechanisms to prevent acts and omissions that could constitute administrative responsibilities, in the terms established by the National and State Anticorruption Systems.
8. Issue and keep in force the Code of Ethics of the Municipality of Querétaro in accordance with the guidelines issued by the National Anti-Corruption System, giving it maximum publicity so that it is known by public officials, suppliers, concessionaires, builders and the general public.
9. Communicate and update the Code of Conduct of the Municipality of Querétaro in accordance with the guidelines of the National Anticorruption System XXV. Order verification visits within the procedures for investigation and qualification of administrative offenses, in accordance with the applicable regulations.

The following table specifies the actions covered and carried out by the OIC during the 2020 financial year:

PUBLICATION OF RESOLUTIONS IN THE MUNICIPALITY, 2019 AND 2020.		
CATEGORY	2019	2020
Issued resolutions	2461	2034
Issued lists	228	230
Average of resolutions per day ¹	10.75	8.4

Source: Municipality of Querétaro. Department of Responsibilities of Internal Control Body, 2021.

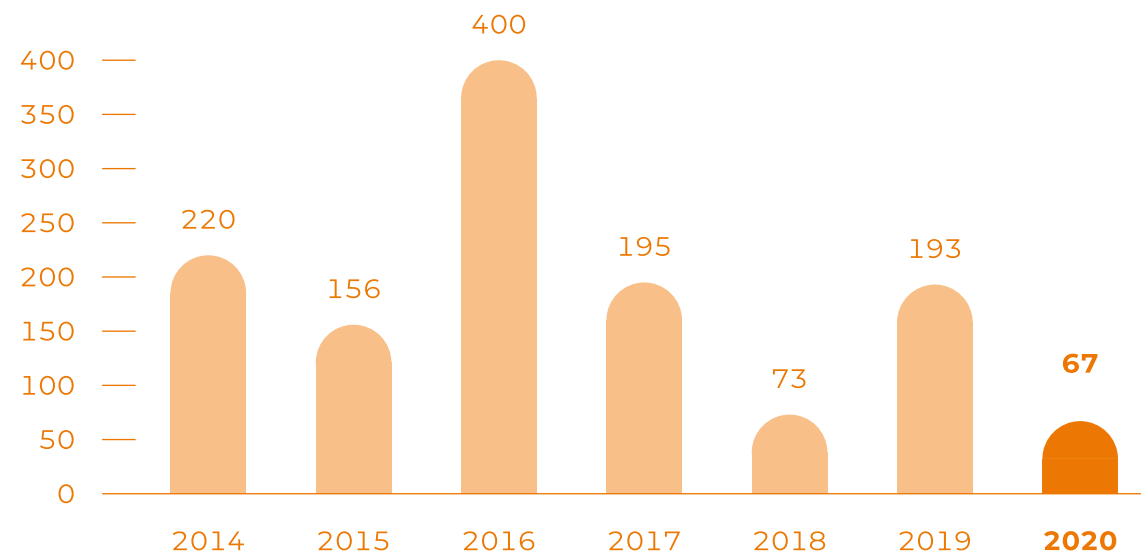
¹The information of resolutions per day is obtained from the Integral System of Administrative Processes Follow up (SISPA for its acronym in Spanish).

In the same year, the work established in the 5 lines of action of the Municipal Development Plan 2018-2021 continued, which are:

1. Procedural activity
2. Citizen participation
3. Information to public officials
4. Professionalization
5. Quality certification

In 2020, 22 administrative investigation files were opened and 67 administrative proceedings against a public official took effect, both cases represented decreases with respect to the previous year: 47.6% and 65.3% less, correspondingly. It is worth noting that, of the last 7 years, in 2020 the fewest complaints were received: only 5.1% of the 1,304 in total.

INITIATED ADMINISTRATIVE RESPONSIBILITY PROCESSES, 2014-2020.



Total: 1,304

Source: Municipality of Querétaro. Department of Responsibilities of Internal Control Body, 2021.

There are 3 types of administrative responsibility that public officials can incur:

1. Disciplinary
2. Disciplinary and compensation
3. Proprietary

In the year of analysis, 45 disciplinary procedures and 22 proprietary procedures were registered, as shown by the following graph:

ADMINISTRATIVE PROCESSES PER TYPE OF RESPONSIBILITY, 2020.



Source: Municipality of Querétaro. Department of Responsibilities of Internal Control Body, 2021.

The agencies with the most procedures in the year were the Ministry of Public Security, with 47.1%, and the Ministry of Public Services, 13.2%. The remaining 39.7% was divided between the different areas that make up the municipal registration, the detail is shown in the following table:

PUBLIC OFFICIALS SUBJECT TO ADMINISTRATIVE PROCESSES, 2020.		
AGENCY	PUBLIC OFFICIALS	PERCENTAGE (%)
Coordination of Decentralized Institutions	1	1.5
Coordination of Projects and Continuous Improvement	1	1.5
Department of Social Communication	1	1.5
Department of Income	1	1.5
Department of Human Resources	1	1.5
Department of Sports and Recreation	1	1.5
Civic Court	4	5.8
Ministry of Finances	6	8.8
Ministry of District Management	1	1.5
Ministry of Government	3	4.4
Ministry of Public Works	3	4.4
Private Secretary	1	1.5
Ministry of Municipal Public Services	9	13.2
Ministry of Municipal Public Safety	32	47.0
Other agencies	3	4.4
TOTAL	68	100.0

Source: Municipality of Querétaro. Department of Responsibilities of Internal Control Body, 2021.

The sanctions for the appropriate cases may result in reprimand, dismissal, disqualification or suspension of the employee's functions. The following table shows the detail of the resolutions in the year of observance:

ISSUED SANCTIONS AND RESOLUTIONS, 2020.	
SANCTION	EMPLOYEES
Reprimand	82
Dismissal	1
Disqualification	2
Suspension	19
TOTAL	104

Source: Municipality of Querétaro. Department of Responsibilities of Internal Control Body, 2021.



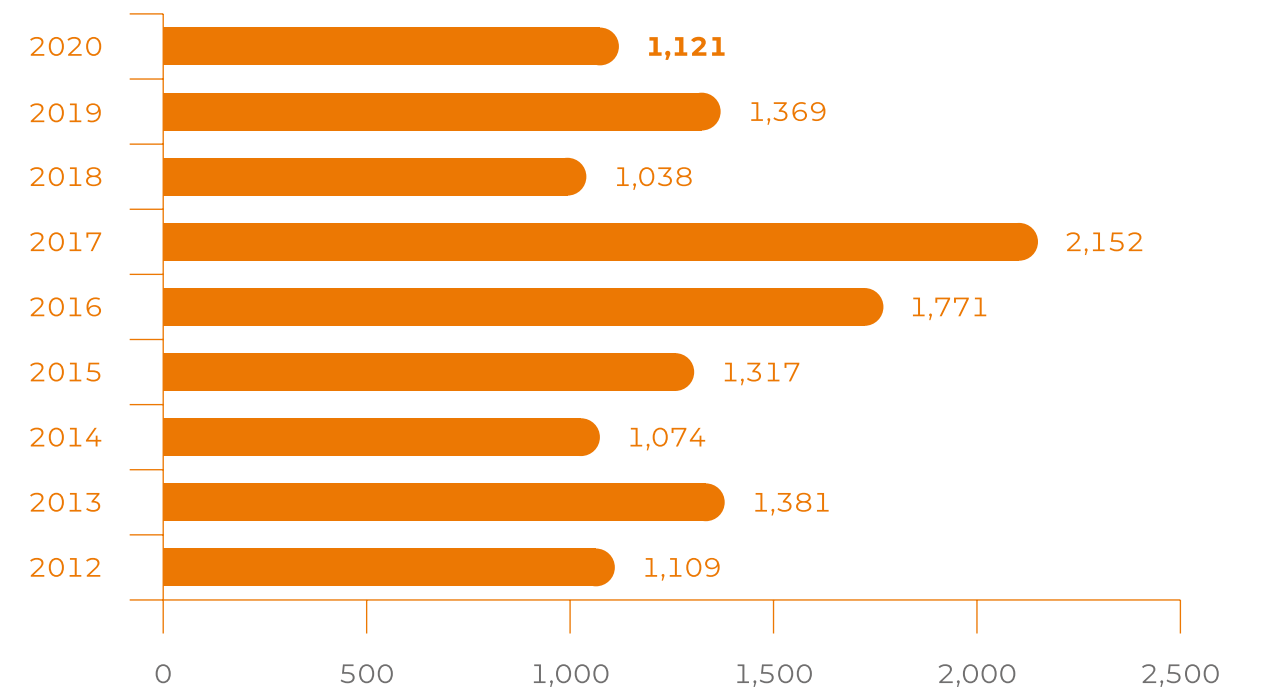
5.4 Transparency and access to public information unit

It is the organization in charge of receiving and channeling the requests and concerns of the citizens of Querétaro to the corresponding areas. It also handles the appeals for review presented to the State Commission for Transparency and Access to Public Information of the State of Querétaro.

The Transparency and Access to Public Information Unit depends on the Cabinet Coordination within the municipal structure and is in charge of providing training to public officials on the matter.

During 2020 the agency received 1,121 requests for access to information, an amount that was reduced 18.1% compared to the previous year. This is shown in the following table:

REQUESTS RECEIVED BY THE TRANSPARENCY AND ACCESS TO PUBLIC INFORMATION UNIT, 2012-2020.



Source: Municipality of Querétaro. Transparency and Access to Public Information Unit, 2021.

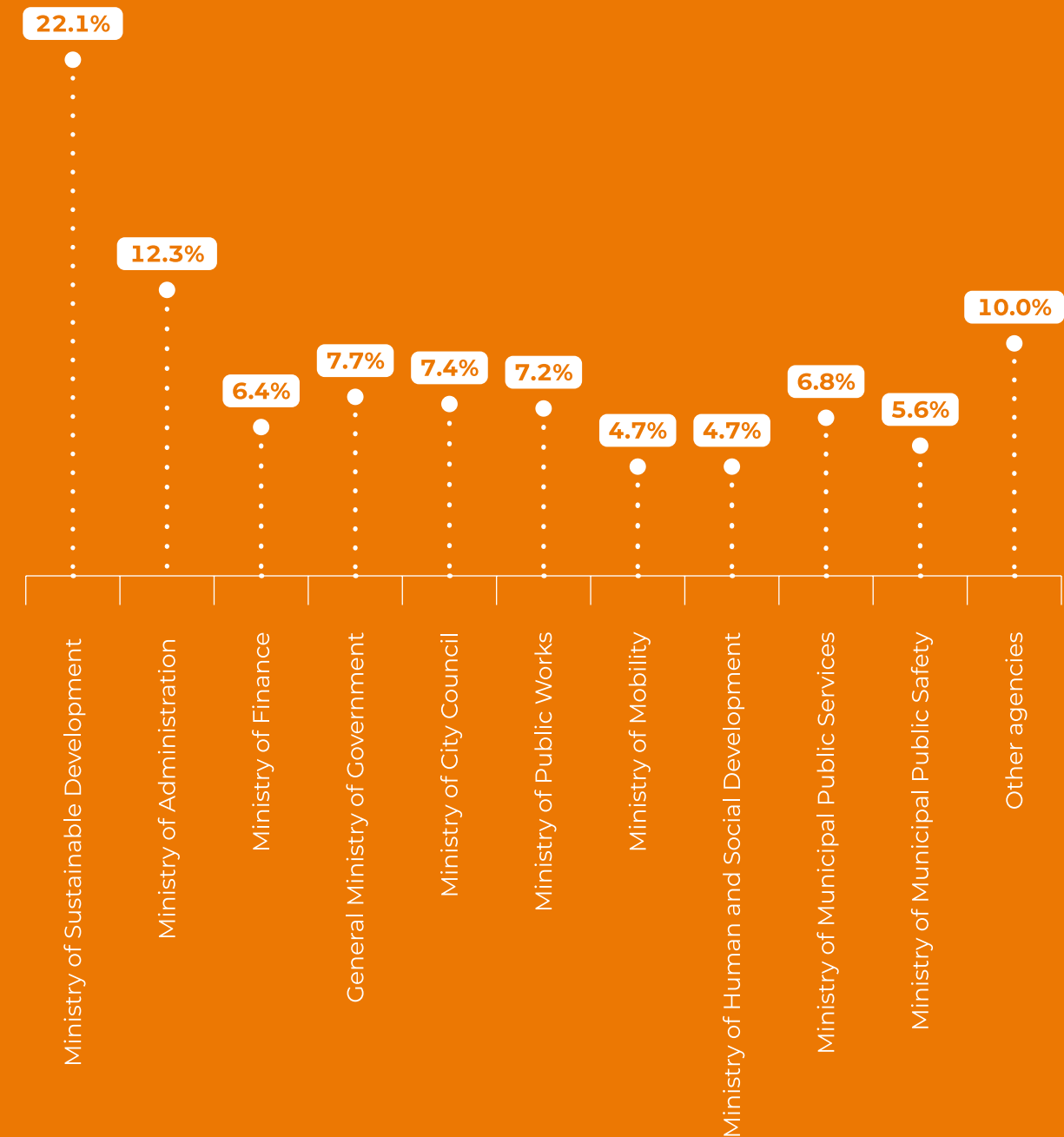
The process to request the information is through the National Government Information Platform (INFOMEX), once processed, the system automatically generates a single entry number that guarantees its follow-up. The response to the request has a maximum period of 20 business days.

The agencies that received the highest number of requests for information were the Ministry of Sustainable Development with 387 requests, followed by the Ministry of Administration, which responded to 227 requests. Between the two they obtained 34.3% of the total, 22.1% and 12.2% correspondingly.

REQUIREMENTS OF INFORMATION REQUESTS, 2020 ¹ .		
AGENCY	RECEIVED REQUESTS	PERCENTAGE (%)
Ministry of Sustainable Development	387	22.1
Ministry of Administration	214	12.3
Ministry of Finance	111	6.4
General Ministry of Government	135	7.7
Ministry of City Council	130	7.4
Ministry of Public Works	125	7.2
Ministry of Mobility	82	4.7
Ministry of Human and Social Development	82	4.7
Ministry of Municipal Public Services	119	6.8
Ministry of Municipal Public Safety	98	5.6
Other agencies	175	10.0
Cancelled	4	0.2
Non competition	86	4.9
TOTAL	1,748	100.0

Source: Municipality of Querétaro. Transparency and Access to Public Information Unit, 2021.
¹Requests are counted for one instance and requirements may be from more than one agency in the same request.

AGENCIES WITH THE MOST NUMBER OF INFORMATION REQUESTS, 2020.



Source: Transparency and Access to Public Information Unit of the Municipality of Querétaro, 2021.

5.5 City council

It is the administrative body of the municipal government that bases its guidelines on the Political Constitution of the United Mexican States and is represented by a mayor who personifies the highest institutional command.

The entity is directed at the state level by a governor who has the support of 18 municipal presidents. On its part, the city council of Querétaro is legally represented by 13 "agreement" city counselors and 2 "trustees".

The other municipalities establish their number of legal representatives (counselors) in accordance with Article 115 of the Political Constitution of the United Mexican States: "The states will adopt for their internal regime the republican, representative, democratic, secular and popular form of government, based on their territorial division and their political and administrative organization, in the free municipality."

Counselors have the obligation to participate and represent as presidents in 2—and up to a maximum of 6— Permanent and Transitory Opinion Commissions, according to the Municipal Organic Law of the State of Querétaro.

The City Council of Querétaro conducts different meetings of the Municipal Council according to the nature of their interests:

- Regular, 2 times a month.
- Special, as many times as necessary.
- Solemn, when the members of the new City Council take an oath; government reporting; and visits by the President of the Republic, Governor, representatives of the Executive, Legislative or Judicial Branch and, in general, important individuals.

The meetings are mostly public, led by the municipal president and held in the City Hall Meeting Room. In 2020, 32 meetings took place, increasing the number by 10.3% compared to the previous year.

MEETINGS HELD BY THE CITY COUNCIL, 2019 AND 2020.

TYPE OF MEETING	2019	2020
Regular	25	24
Special	2	6
Solemn	2	2
TOTAL	29	32

Source: Municipality of Querétaro. Ministry of City Council, 2021.

During the same year, 4 new municipal regulations were implemented and 9 reforms were made to the existing ones. The details of the information are described in the following tables:

NEW MUNICIPAL REGULATIONS, 2020.

No.	REGULATION	GAZETTE	DATE
1	Organic Regulations of the Ministry of Public Safety and Security of the Municipality of Querétaro	No. 37 Tome II	February 25
2	Regulations for the Simplification of Procedures of the Municipality of Querétaro	No. 58	July 29
3	Regulations for the Operation of Commercial Establishments	No. 58	July 29
4	Internal Regulations of the Ministry of Administration of the Municipality of Querétaro	No. 69 Tome II	September 15

Source: Municipality of Querétaro. Ministry of City Council, 2021.



5.6 Public resources

AGREEMENTS REGARDING MUNICIPAL REGULATIONS, 2020.			
No.	AGREEMENTS	MUNICIPAL GAZETTE	DATE
1	Agreement that reforms Art. 29 of the Regulations of Administrative Justice of the Municipality of Querétaro	No. 38 Tome I	March 2
2	Agreement that reforms sundry provisions of the Regulations for Mobility and Traffic of the Municipality of Querétaro	No. 39 Tome II	March 3
3	Agreement that reforms sundry provisions of the Municipal Code of Querétaro and the Regulations of Civil Protection of the Municipality of Querétaro	No. 41	March 20
4	Agreement that reforms the Regulations for the Granting of Medals and the Celebration of Posthumous Tributes in the Municipality of Querétaro	No. 42	March 25
5	Agreement that reforms sundry provisions of the Internal Regulations of the City Council of Querétaro		
6	Agreement that reforms sundry provisions of the Transitional Third Article of the Regulations for Mobility and Traffic of the Municipality of Querétaro	No. 56	July 14
7	Agreement that reforms sundry provisions of the Regulations of Civil Protection of the Municipality of Querétaro		
8	Agreement that reforms sundry provisions of the Regulations for Public Performances of the Municipality of Querétaro		
9	Agreement that reforms sundry provisions of the Regulations for Inspection and Verification for the Municipality of Querétaro		
10	Agreement that reforms Art. 9 and 22 of the Regulations for storage, sale, transportation and consumption of alcoholic beverages in the Municipality of Querétaro	No. 58	July 29
11	Agreement that reforms sundry provisions of the Regulations for the Development of Commercial Activities in Public Spaces of the Municipality of Querétaro		
12	Agreement that reforms sundry provisions of the Regulations for Construction for the Municipality of Querétaro		
13	Agreement that reforms sundry articles of the Regulations for Parking Lots and Services of Vehicle Reception and Drop-off of the Municipality of Querétaro	No. 62 Tome III	September 15
14	Agreement that reforms sundry provisions of the Regulations of the Professional Service of Police Career of the Municipality of Querétaro	No. 65 Tome I	October 20

Source: Municipality of Querétaro. Ministry of City Council, 2021.

The 2018-2021 Municipal Public Administration is committed to maintaining a balanced budget through healthy public finances that preserve economic stability through an open, transparent and strictly accountable government exercise, to guarantee the participation of civil society and compliance with the rule of law.

The Expenditure Budget Project, together with the other documents of the public bodies that establish legal regulations, is publicly announced for citizens to become aware of it in accordance with the provisions of article 60 of the General Law of Government Accounting within its Income Law initiative.

Clear and accurate accounting of its revenues is essential for any government administration. In compliance with this guideline, the Municipality of Querétaro detailed the following comparative information between the 2019 and 2020 fiscal years, showing a total decrease of 3.5%:

INCOME OF THE MUNICIPALITY OF QUERÉTARO 2019 AND 2020.				
CONCEPT	2019 INCOME	PERCENTAGE (%)	2020 INCOME	PERCENTAGE (%)
OWN INCOME + HOLDINGS AND CONTRIBUTIONS	6,116,592,874.48	100.0	5,903,579,305.85	100.0
TOTAL OWN INCOME	3,931,798,381.26	64.3	3,484,024,369.29	59.0
Taxes	2,929,720,168.62	74.5	2,643,224,648.74	75.9
Fees	603,014,240.42	15.3	547,521,853.09	15.7
Products	216,312,206.06	5.5	121,035,788.74	3.5
Public use taxes	182,751,766.16	4.7	172,242,078.72	4.9
TOTAL FEDERAL HOLDINGS	1,304,484,905.00	21.3	1,352,759,538.00	23.0
TOTAL FEDERAL CONTRIBUTIONS	703,131,755.00	11.5	716,037,159.94	12.1
AGREEMENTS	172,348,328.64	2.8	348,493,450.32	5.9
TOTAL INCENTIVES ARISING FROM TAX COLLABORATION	4,829,504.58	0.1	2,264,788.30	0.0

Source: Municipality of Querétaro, Ministry of Finance, 2021.

With the goal of meeting the commitments established in the 2018-2021 Municipal Development Plan, the 2020 expenditure budget concentrated its efforts to prioritize social spending over administrative spending, an action that resulted in the satisfaction of the needs and demands of the inhabitants of the municipality, allocating more resources to the areas of public security and infrastructure development.

The following table specifies the breakdown of the concepts and their participation percentages, comparing the 2019 and 2020 fiscal years:

EXPENSES OF THE MUNICIPALITY PER EXPENDITURE CONCEPT 2019 AND 2020.				
CONCEPT	2019 EXPENSES (PESOS)	PERCENTAGE DISTRIBUTION (%)	2020 EXPENSES (PESOS)	PERCENTAGE DISTRIBUTION (%)
Individual services	1,559,571,453.27	30.1	1,628,834,779.06	23.9
Materials and supplies	330,148,564.52	6.4	404,571,866.50	5.9
General services	1,635,924,900.38	31.5	1,457,964,818.74	21.4
Transfers, allowances, subsidies and other aids	464,525,100.37	9.0	566,480,016.83	8.3
Movable, immovable and intangible property	300,648,915.52	5.8	248,381,292.84	3.8
Public investment	823,514,138.49	15.8	2,368,634,014.35	34.8
Public debt	73,874,736.61	1.4	128,815,278.71	1.9
TOTAL	5,188,207,809.16	100.0	6,803,682,067.03	100.0

Source: Municipality of Querétaro, Ministry of Finance, 2021.

The deterioration of the economy in 2020 derived from the public health contingency due to the COVID-19 disease and the fall in oil prices hampered the growth of income, causing negative credit pressures throughout the country.

The credit profile of the Municipality of Querétaro—according to data from Moody's Investors Service, provided by the Ministry of Finance— maintained a stable outlook thanks to its good management, high levels of own income and excellent operating margins. This even allowed the municipality to maintain the Baa1/Aa1.mx denomination issued by the aforementioned rating agency.

The high operating balances have allowed the municipality to self-finance its capital expenditure almost entirely with its own resources. Free debt and high levels of liquidity support its credit quality thanks to prudent administrative practices that allow it to easily overcome external economic shocks, making of Querétaro a clear example of healthy and efficient tax collection.

Credit strengths:

- Economic dynamism and high generation of own income
- Solid operating and financial results
- Strong levels of liquidity and debt-free position
- Good internal government and administration practices

Credit challenges:

- Unfunded pension liabilities

Querétaro currently holds the highest position in the national scale of municipalities that Standard & Poor's (S&P) offers in Mexico. On January 17, 2020 the rating agency confirmed that the municipality accredited the 'BBB' registration on a long-term global scale and 'mxA A +' at the national level, both representative of a stable outlook.

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