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Presidential message.

AND he general objective of the Government of the Republic is to take Mexico to its maximum potential. Its achievement corresponds to all the actors, all the sectors and all the people of the country.

To achieve the above, five National Goals were established in the 2013-2018 National Development Plan: a Mexico at Peace, an inclusive Mexico, a Mexico with Quality Education, a Prosperous Mexico, and a Mexico with global responsibility. Likewise, it promotes an articulated federalism and promotes transversally in all public policies, three strategies: Democratize productivity, consolidate a Close and Modern Government; as well as to strengthen the Gender Perspective.

As part of this national effort, the Ministry of National Defense plays an essential role within the context of the Federation's Foreign Defense, in order to preserve the integrity, independence, and sovereignty of the nation; as well as assist in the country's Internal Security to maintain the constitutional order and the strengthening of democratic government institutions.

In this sense, the Mexican Army and Air Force have acted permanently with courage and loyalty in the service of the Homeland within the historical evolution of the nation, where they have been pillars in maintaining the integrity, stability and permanence of the Mexican State. .

The social nature of the Armed Forces identifies them as an Army of peace, due to their dedication and commitment to the people of Mexico in cases of public need. Likewise, for the immediate support to the population in cases of disasters, which has earned them the full recognition and appreciation of the citizenry.

Mexico has faced unprecedented problems in recent years due to the insecurity generated by organized crime organizations, a situation that has a negative impact on national development.

Due to this scourge, the Armed Forces have remained permanently deployed throughout the national territory and with greater density in the most critical areas of the country, in collaboration with the authorities responsible for public security of the three levels of government.

In such a way, that the National Defense Sector Program 2013-2018 projects for the next six years, to strengthen and modernize the operational, logistical and administrative capacities of its agencies.

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Highlighting the transformation of the Military Education System towards academic excellence, and strengthening Military Training and Doctrine, scientific research, innovation and technological development, which will aim to renew the Army and Air Force.

It is important to emphasize that the aforementioned public policy instrument resumes the need to promote the legal framework that provides legal certainty to the activities carried out by the Mexican Army and Air Force to help contain criminal groups and reduce the rates of violence in the country, in order to harmonize the efforts of the Mexican State and take advantage of the strengths and opportunities of the institution.

In this sense, in coordination with other departments of my administration, the mechanisms tending to privilege the generation of intelligence will be generated, which will allow obtaining reliable results to achieve a Mexico in Peace.

Enrique Pena Nieto
President of the United Mexican States and
Supreme Commander of the Armed Forces

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Message from C. General Secretary of National Defense.

AND

he present-day Mexico faces great challenges and the Government of the Republic has defined a series of guidelines that will help the country advance until it consolidates itself as a democratic power of the 21st century. To achieve the above, it established five National Goals, in order to achieve a Mexico in Peace, more Inclusive, with Quality Education, Prosperous and with Global Responsibility; Likewise, it promotes transversally, in all public policies, the strategies of Democratizing Productivity, consolidating a Close and Modern Government, as well as incorporating the Gender Perspective.

I am convinced, like our Supreme Commander, that it is time to move Mexico to take it to its maximum potential and that one of the key pieces are the women and men that make up the Mexican Army and Air Force.

The main challenge that I have observed throughout my military career is to have leaders at the level of the best armies in the world, with ethical and moral values, capable of resolving complex scenarios and contributing to national development.

For the above, I intend to transform military education with a national vanguard approach, update our doctrine by providing it with a functional vision and direct training to the primary mission of National Defense, but adapted to the situation of support for the public security function, avoiding that the members of the institution lose their identity as soldiers, supported at all times with an adequate system of human resources.

I have also observed that it is imperative to modernize the Army and Air Force, so that they are in line with the nation that we currently intend to forge, always keeping in view a clear direction of projection and national and global development.

For this, it is necessary to plan and exercise a budget with a defined direction, based on an effective balance in the distribution of defense spending, in long-term force capacity claims and infrastructure generation.

Another relevant aspect is the operations currently carried out by the troops in support of the civil authorities. On this subject I have received precise instructions from the Supreme Commander whose ultimate goal is to achieve a Mexico in peace, placing the citizenry as the center of attention of the State.

To achieve this, it is necessary to adapt the current deployment to the security strategy, considering intelligence as the center of gravity of operations, including the strategic use of cyberspace; promoting the regulatory framework that gives us legal certainty and adopting unrestricted respect for Human Rights as a first, in order to maintain the trust that citizens have placed in their soldiers.

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In this sense, the Ministry of National Defense will undertake five General Lines of Action: Education and Training; Moral and Discipline; Respect for the Rule of Law; Institutional Image; as well as Transparency and Accountability. From this general framework, 10 substantive areas of development for the Mexican Army and Air Force are derived, which will materialize during the present administration.

General Salvador Cienfuegos Zepeda
Secretary of National Defense

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“THE PROCESS OF MODERNIZATION OF THE ARMY AND AIR FORCE MEXICANOS HAS THE FIRM WILL TO SERVE MEXICO BETTER”

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Regulatory framework.

The National Defense Sector Program 2013-2018, was carried out in accordance with the provisions of article 26 subparagraph A of the Political Constitution of the United States of Mexico, which establishes that the State will organize a system of democratic planning of national development that provides solidity , dynamism, competitiveness, permanence and equity to the growth of the economy for the independence and the political, social and cultural democratization of the nation; supported by a National Development Plan to which the programs of the Federal Public Administration will be compulsorily subject.

Based on the foregoing, this program was prepared in accordance with the provisions of articles 22, 23, 27, 29 second paragraph, 31 and 32 of the Planning Law, which establish the guidelines that must be observed for its implementation. .

This program will conduct its activities in an organized manner based on the 2013-2018 National Development Plan, mainly with regard to Goal 1. "Mexico in Peace", which will contribute to preserving the integrity, stability, independence and sovereignty of the Mexican State, to strengthen the Military Intelligence System, helping to strengthen the National Identity and providing support to the civilian population in cases of disaster in an efficient and effective manner; in accordance with the powers of the Ministry of National Defense.

Likewise, it is supported by the provisions of articles 89, section VI and 134 of the Political Constitution of the United Mexican States, among others.

Likewise, this document was consolidated contemplating the powers conferred in articles 1/ o. of the Organic Law of the Army and Air Force, 9/o. and 29 of the Organic Law of the Federal Public Administration, 4/o. of the Internal Regulations of the National Defense Secretariat.

Also, with regard to the objectives of this program, they were based on articles 3/o. and 12 of the National Security Law; 2/o. of the Federal Law on Firearms and Explosives; 1/o., 2/o. and 3/o. of the Military Service Law; as well as articles 14, 16, 21, 27, 73 and 85 of the General Civil Protection Law.

Importantly, it is noteworthy that the Ministry of National Defense actively adheres to consolidate the culture of gender equality within its ranks and guarantee the exercise of the rights of women and men that make up this Armed Institute, attending to the provisions of the General Law on Equality between Women and Men, the General Law on Women's Access to a Free Life without Violence and international commitments on gender.

Finally, in terms of programming, budget, approval, exercise, control and evaluation of federal public income and expenses, the National Defense Sector Program 2013-2018, was formed taking into account the provisions of articles 16, 24 sections I and II, 25 sections I and III and 27 sections I, II and III of the Federal Budget and Fiscal Responsibility Law.

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“THE PROCESS OF MODERNIZATION OF THE ARMY AND AIR FORCE MEXICANOS HAS THE FIRM WILL TO SERVE MEXICO BETTER”

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I. Diagnosis.

Regulatory situation.

The Political Constitution of the United Mexican States establishes the rights and freedoms of citizenship and the ways to make them effective, within which the right to security of its inhabitants is enshrined.

The reality of our country needs to identify and measure the effects of the various internal and external factors that may constitute a risk or threat to National Security. The foregoing is intended to outline strategies to prevent them or propose coordination mechanisms, measures and public policies that neutralize or minimize their effects in a timely and effective manner.

National Security is an essential condition to preserve the integrity, stability and permanence of the Mexican State, whose essential aspects are Internal Security and External Defense of the Federation; which are the unavoidable responsibility of all State entities, with an important participation of the Armed Forces.

Currently, in our Constitution there are provisions related to legitimate defense and National Security, in addition to mentioning facts that motivate resorting to the legitimate use of force, in the event of a situation that puts society in serious danger or conflict.

Therefore, it is considered that the Defense National is the set of actions, resources and means adopted and provided by the State to guarantee the integrity, independence and sovereignty of the Nation, as well as prevent or eliminate traditional and emerging threats, risks and challenges that come from the external and internal sphere, and in this way contribute to stability and national development.

In this way, National Defense is constituted as a public good, of a permanent nature, which must be assumed by all components of the State.

In this context, it is extremely important to review the organization and operation of the Secretariat of National Defense, due to its dual functions: the first, as a Political Administrative Organism of the Federal Executive Branch and the second, as Superior General Headquarters of the Army and Mexican Air Force.

For this, it is necessary to carry out its reorganization, strengthening and development, to make the planning, direction and control of the defense function more efficient, in its strategic, operational, logistical and administrative aspects.

As part of this modernization process, the regulations applicable to the Armed Forces should be examined, in order to promote the updating of the legal framework; and strengthen infrastructure, generating the his necessary capacities to fulfill its general missions.

Besides; Internal Security, a branch of National Security, is the necessary condition provided by the

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State for the development of the nation, by maintaining the rule of law. Internal Security protects democratic institutions and the constitutional order.

Both functions, National Defense and Internal Security, need to be legally conceptualized, since neither is specifically defined in any legal system.

Having the framework that legitimizes them will give legal and administrative certainty to military and civilian institutions.

In recent years, a complex reality motivated by the presence of criminal groups has arisen in some regions of the country, for which the rates of violence and insecurity that affect the population in general have risen; For this reason, the participation of the Armed Forces has been required to help reduce it and guarantee social peace.

For these reasons, it is essential to promote an Internal Security Law and a National Defense Law, to give legal certainty to the actions of the Armed Forces and other instances of the Mexican State responsible for these functions.

Likewise, it will be necessary to promote the creation of legal mechanisms to strengthen the Military Intelligence System, to integrate it with other security instances of the APF, and to promote an Intelligence Law of the Mexican State, which is in full harmony with current legislation.

Military jurisdiction.

Derived from the constitutional reform of June 18, 2008, which establishes the implementation of the Penal System Accusatory within a peremptory period of eight years, a new legal perspective was established, which implies the granting of greater guarantees to the victims of the crime and the accused.

Military justice enters a new stage of updating, through the harmonization of its legal framework with the new criminal justice scheme, through the training of the personnel of the Military Justice Service, and in the restructuring of its facilities.

Based on the foregoing, various actions have been undertaken to streamline the procurement and administration of military justice, promoting the updating of the Military Justice Code with this new System and structurally reorganizing the administrative and jurisdictional bodies that make up the Military Justice Service; as well as, the training of all personnel related to this matter has been promoted.

Article 13 of the Constitution indicates that the jurisdiction of war subsists for crimes and offenses against military discipline. The clarity of this provision makes it possible to establish that military personnel are subject to the Common, Federal, and Military jurisdictions that make up the Mexican Criminal Justice System.

Military jurisdiction does not imply prebends or privileges for members of the Armed Forces, it constitutes a specialized jurisdiction; that is to say, the competence or autonomous and exclusive power that the military courts have, to judge the members of the Armed Institute for the crimes they commit in acts of service or because of them.

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The legal asset that protects the military jurisdiction is military discipline, the backbone that embodies the values of a military man from his formation, so that the institution works with rectitude, honesty and integrity.

In the Mexican Legal System, civil jurisdiction prevails over military jurisdiction, since the resolutions issued by the military justice administration and procurement bodies are appealable in all their procedural stages before the courts of the federation, through the Amparo Trial. .

Because of this, the structure, organization and cohesion of the Army and FAM, is based on the discipline of its members; For this reason, it is essential for the military to have a legal framework that guarantees the subsistence of this value.

The bodies of the Military Jurisdiction are not unrelated to the existence and functioning of international organizations that protect human rights, as is the case of the Inter-American Court of Human Rights, whose competence was accepted by the Mexican State on December 16, 1998, regarding the events that take place after its entry into force.

In this context, on November 23, 2009, that international court issued a judgment against the Mexican State in a case whose events took place in 1974, where the textual resolution was the following: “[...] the State shall adopt, within a reasonable time, the pertinent legislative reforms to make Article 57 of the Code of Military Justice compatible with international standards on the matter and the American Convention on Human Rights [...]”.

In this way, the Ministry of National Defense has participated in inter-institutional efforts to analyze the scope of the aforementioned sentence and define the terms of the corresponding reform initiative.

The limitation of the military jurisdiction threatens the Armed Forces, since the lack of solid military discipline works to the detriment of full compliance with their legal powers, and would reduce their effectiveness.

That is why, in order to strengthen the maintenance of military discipline and the prevention of illegal conduct, on November 16, 2011, a reform to the Code of Military Justice was published in the Official Gazette of the Federation, which adds two articles to include the crime of "Treason against the Armed Forces", in order to dissuade and punish military acts that threaten their existence and security.

During this administration, the necessary efforts will continue to be made to strengthen this legal framework.

Human rights.

In recent years, it has been possible to promote the Culture of respect for Human Rights and International Humanitarian Law, through a platform of strategic objectives and lines of action to guarantee human rights, as well as the strengthening of capacities to expand opportunities of the women and men of the Army and FAM.

This agency will continue to promote the following actions:

ÿ Training of military personnel in Human Rights and International Humanitarian Law.

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ÿ Hold work meetings with the National Human Rights Commission and the International Committee of the Red Cross.

ÿ Follow up on the Joint Work Plan signed by the Mexican State with the Office of the United Nations High Commissioner for Human Rights in Mexico.

ÿ Attention and follow-up to the complaints and recommendations that the National Human Rights Commission has issued to SEDENA, for alleged violations of Human Rights attributable to military personnel.

ÿ Actions with a gender perspective, to fully develop human resources.

Military Social Security.

The fundamental factor of the Armed Institute is the human being; and it is a priority that they are motivated to efficiently fulfill the tasks entrusted to them.

This item will continue to be a substantive premise; for which, it is intended to promote the review and update of the Law of the Institute of Social Security for the Mexican Armed Forces, in order that the troops and their successors have socioeconomic and medical care benefits, which allow them to have a dignified life active, and retired. with

The management to promote a new Savings Fund scheme provided for in the aforementioned Law is highlighted, in order to update it so that it is standardized with other APF agencies.

Likewise, promote the improvement of perceptions and boost the social security benefits of active military personnel, in a situation of retirement, pensioners and beneficiaries.

SEDENA budget.

Defense spending in Mexico is one of the lowest in the world, fluctuating at 0.5% of GDP, well below that of most Latin American countries, which fluctuates around 1.31%1.

The budget assigned to SEDENA in recent years has been allocated mainly to current spending and a smaller percentage to investment spending, highlighting that its amount has been the minimum necessary to maintain the operation of the Army and FAM.

The Armed Forces require adequate and modern infrastructure and supplies to effectively carry out the multiple tasks they perform.

In order to continue carrying out actions focused on renewing and modernizing the Institution in an integral way, it is necessary to strengthen and promote the budget, considering fundamental aspects: four

ÿ **First:** improve the resources materials.

ÿ **Second:** strengthen education and military training.

ÿ **Third:** raise the quality of life of military personnel.

1 Security and Defense Network of Latin America, *Comparative Atlas of Defense in Latin America and the Caribbean,* Argentina, RESDAL, 2012, pp. 132-271.

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ÿ **Fourth:** promote legal reforms, update military doctrine and develop innovation, scientific and technological research.

Considering the most pressing needs cannot be postponed, such as: renewing automobiles, aircraft, communications and intelligence equipment, technological systems, among other military supplies.

The renewal and modernization of material resources has a well-founded and coherent justification, with the wear and tear of the means, and with the threats and risks that the State faces.

Consequently, SEDENA's budget forecast, in order to be consistent with the modernization needs of the institution, requires sustained and gradual growth, so that at the end of the administration a ratio of 1% is achieved with respect to the GDP; scheduling the resources according to the institutional needs for the best fulfillment of the objectives of the budgetary programs.

Infrastructure.

Physical infrastructure.

The real estate register of the Ministry of National Defense corresponds to 769 properties, of which 475 are regularized, 139 in process, 75 on loan with individuals, 71 on loan with various authorities, nine made available to the Ministry of Public Administration (pending their withdrawal from SEDENA service).

Within this register, 179 Military Camps are identified where the largest number of Military Units, Dependencies and Facilities are located, which require permanent maintenance, and in some cases major repairs or complete remodeling; Likewise, in compliance with gender equality policies, it is necessary to adapt the facilities to have appropriate spaces to meet the needs of women and men.

The need to expand the military deployment of troops to have greater coverage is identified, which implies the construction of military installations.

Likewise, there is a high demand for a house-room for rent by active military personnel, mainly in the Valley of Mexico; Therefore, it will be promoted to cover this benefit to the maximum, through the construction of Military Housing Units.

Health infrastructure.

The facilities of 1/st. Level correspond to squads, platoons and health sections attached to Operational Units that care for active military personnel; and six Outpatient Medical Units belonging to other Organizations.

Those that correspond to 2/o. Level, they attend to all the personnel who have their right in force; and it is integrated with a Regional Military Hospital of Specialties, 16 Regional Military Hospitals, 17 Zone Hospitals and a Hospital of the Presidential General Staff, distributed throughout the national territory.

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The facilities of 3/er. Level, correspond to the Central Military Hospital; Military Hospital of Medical Specialties; Military Hospital of Dental Specialties; Military Hospital for Women's Specialties and Neonatology, and the Children's Rehabilitation Center, located in the Federal District.

The census of personnel with the right to medical attention, through the facilities of 1/o., 2/o. and 3/ st. Level are: 209,716 active military;2 64,089 retired military; 567,690 beneficiaries and 2,765 pensioners.

For this administration, it is contemplated to "Regionalize Medical Care", to bring specialized medical services closer to different areas of the national territory, providing them with sufficient personnel, modern medical equipment, expansion of the infrastructure and construction of new regional and specialty hospitals.

With this new medical infrastructure deployment project, five Medical Care Regions will be created: North, Northwest, West, South and Center, to prevent users from traveling to Mexico City.

A strengthening of the Central Region will be promoted through the creation of new hospitals, such as the Breast Cancer Timely Detection Center (DOCMA), a Pediatric Hospital, a Gerontology Center, in order to promote greater specialization in certain areas of health . Likewise, efforts will be made to strengthen the Rehabilitation Units, distributed in the five Regions of Medical Attention.

In the same way, an Educational Health Complex will be materialized where the Military Facilities of said service are concentrated, in order to optimize their facilities and strengthen research and technological development.

Within the general framework to improve medical care, other actions to be carried out for the present administration were considered, being the following:

ÿ Cover the budgetary and vacancies of the recently created health facilities, including civilian specialists.

ÿ Annually cover 100% of the basic medication schedule.

ÿ Implement medical air transport a System in each Region of medical attention.

ÿ Comply with the certification standards of the General Health Council in medical care hospitals of 2/o. and 3/st. Level.

ÿ Acquire, implement, operate and maintain a Military Health Information System, using ICT, in order to support the registration and operation of the Health Service.

Finally, within this item it is contemplated that through inter-institutional agreements for the exchange of medical services between SEDENA-SEMAR and with other Health Institutions, medical care is provided to military personnel, in places where there are no hospitals of the Military Health System. .

2 Presidency of the Republic, Sixth Government Report, (Statistical Annex), Graphic Workshops of Mexico, Mexico, 2012, p. 81.

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Vehicular infrastructure.

The vehicle park has 18,221 transport units of various types. The average service time of the units is 20 years, and they are 80% operational. This age of the vehicles generates high maintenance and operation expenses.

During the last years, vehicle maintenance has become difficult due to the lack of personnel, facilities, specialized tool equipment; and consequently, in to solve this task, 12 Regional Transport Companies and 46 Transport Sections will be created in the various Territorial Commands; with which, the programming of preventive maintenance will be privileged over corrective, so that it is staggered, timely and effective.

The tactical mobility of the troops, as well as the expected results, depend to a large extent on the proper functioning of the vehicles, so in order to renew and modernize them, the acquisition of different types of units is contemplated.

Infrastructure of the Mexican Air Force.

Not having a national aeronautical infrastructure for the manufacture of aircraft and their components, results in the technological dependence of other countries for the processes of acquisition, modernization and repair of air material, radars and navigation systems.

To guarantee the safety of the national airspace, maintain adequate crew training, as well as be able to carry out operations to reduce violence, surveillance, aerial interception, operations against drug trafficking, logistics and personnel transportation, and support for the civilian population in case of disasters; FAM currently has a fleet of 346 aircraft, of which 204 are operational and 142 are out of service.

In this regard, 55% of the aircraft have more than 21 years of service.
To reverse this situation, the acquisition of various flight material has been considered, including 91 helicopters, 81 airplanes and three unmanned aerial systems. For this, it is essential to complete two crews per rotary wing aircraft (currently there are 1.5 crews on average) and maintain the proportion as the air fleet increases, with a deficit of 66 aviator pilots.

For their part, the SIVA components that have been in service for more than 10 years need to be modernized and renewed. To this end, it is contemplated that during the present administration the coverage of the national airspace will be increased from 32% to 72%.

Among the main priority actions are the following:

ÿ Acquisition of a new Command and Control System (C4I) and relocate the current one to the North of the country.

ÿ Implementation of a Tactical Data Link System, for the exchange of information in real time (DATALINK).

ÿ Update sensor equipment in three Embraer aerial platforms.

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ÿ Various flight material to support intelligence, surveillance and reconnaissance operations.

ÿ Acquisition of five long-range tactical radars and a regional control center.

Other actions considered necessary to strengthen the infrastructure of the Air Force are:

ÿ Modernize military aeronautical infrastructure, through the construction, maintenance and adaptation of support facilities land.

ÿ Maintain an operational percentage of flight material greater than 80%.

ÿ Manage that the activities of the General Directorate of Civil Aeronautics are evaluated by the Ministry of National Defense.

Military Industry.

There are three industrial complexes, two of which are intended for the industry for the manufacture of war material, assembly and maintenance of armored vehicles; and one for the manufacture of clothing and equipment; which need to be strengthened, based on better scientific and technological development.

The military industry has 2,112 machines of which 85.18% are older than 10 years and only 14.82% are equal to or less than 10 years old, coexisting from conventional machines to modern automated centers. 6.45% of the machinery and equipment has completed its useful life and 14.49% is in the process of deregistration.

Likewise, to satisfy the ammunition needs demanded by the supply, a greater productivity of the industry will be sought for its manufacture.

Derived from the above, the following actions will be promoted:

ÿ Modernization of the machinery, equipment and infrastructure of the factories of the military industry.

ÿ Increase the productivity of the industry to meet the needs of the Military Logistics System, in terms of weapons, ammunition, grenades and spare parts.

ÿ Complete the total replacement of the individual weapons of the troops, with the production of FX05 rifles, caliber 5.56 mm.

ÿ Develop the project for the manufacture of DN-XI Armored Tactical Vehicles.

ÿ Carry out various technological research and development projects, as well as continuous improvement projects.

ÿ Promote the filling of budgetary positions and necessary vacancies.

Regarding the production of military clothing and equipment, the main requirement is to keep the machinery and equipment in optimal maintenance conditions; as well as the renovation of mills in poor condition, with cutting-edge technological material.

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The implementation of systems and use of ICT is decisive for better planning, organization, management and control of production processes.

Likewise, research and technological development will be strengthened, as a source to generate better innovation processes and continuous improvement in the goods and services that are produced.

Infrastructure of Information and Communication Technologies.

At the beginning of the current administration, it was found that approximately 50% of all IT assets have completed their useful life; In addition, there is a deficit in the development of Information Systems to make administrative processes more efficient.

In such a way, that it is intended to reduce the lag in terms of Information Technology Information, replacing at least 10,000 computers in six years and installing computer networks in all the Zone Headquarters

Military and in 50 corporation type units.

The Digital Government Policy will continue to be promoted, systematizing activities in this Secretariat, through the development of Information Systems, highlighting the implementation of the Military Health Information System and the Document Management System.

Likewise, improvement of the administrative processes of attention to the public will be promoted, through the use of ICT, in order to facilitate access to information and reduce waiting times for citizens in general.

Institutional Image.

The Secretary of National Defense is an institution that enjoys the highest levels of trust by society.

The foregoing has been achieved with the implementation of the Social Communication Program that emphasizes the communication concept "La Gran Fuerza de México", which has allowed the dissemination of honor, loyalty, professionalism, education and training through various activities. military personnel, as well as the commitment that this Armed Institute has with the people of Mexico.

Another of the aspects that have managed to disseminate the activities carried out by the Mexican Army and Air Force, favoring a good image, is the openness that it has with the media, who through reports and interview capsules, informative, make known the out for the actions that They are carried benefit of Mexican men and women.

Communication campaigns have also been carried out inland, with the purpose of promoting equality between women and men, and the sense of identity and belonging of the members of the Armed Institute.

However, there are sensitive issues that when presented, either due to ignorance or lack of information, can negatively influence the opinion of the public, in some cases having an impact on the institutional image.

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In order to increase the level of confidence of the population, it is necessary to project the daily work and effort of its members, so that they identify this Secretariat as an institution of social cohesion and contributor to the security of our country.

The communication concept "The Great Force of Mexico" will continue to be consolidated under a strategic approach, maintaining the openness of this Unit with the various media.

Likewise, it is necessary to strengthen civil-military relations in order to establish close and continuous contact with organized civil society, through companies, foundations and educational institutions, carrying out joint activities for the benefit of the population in general, or to assist it in disasters and/or public needs.

SEDENA seeks to help strengthen the presence and image of Mexico in the international community, through the representation that this Unit has abroad; through the increase of military attachés abroad.

For this purpose, the ties of friendship with the Armed Forces of other countries, through academic exchange, military training, participation in regional mechanisms and forums, and reciprocal visits.

Protection and surveillance of the National Territory.

Military Territorial Division.

The coverage of the national territory is carried out through a Territorial Division Military who in peacetime responds mainly to internal order needs and is based on factors of a political, economic and social nature; also attending to the need to create probable Theaters of Operations, with a view to National Defense.

Currently our country is divided into 12 Military Regions, which group 46 Military Zones, which in turn are divided into Military Sectors and Subsectors, in order to maintain permanent coverage of the entire National territory.

In the same way, the Protection and Surveillance of the National Territory implies the coverage of the Air Space, which is achieved through air operations using the FAM flight material, which is deployed in four Air Regions and 18 Military Air Bases.

The current problems of the Country demand a greater presence of troops in the national territory, for continue to carry out various operations, provide aid to the civilian population in the event of a disaster, and continue to assist civil authorities in the function of public security; Therefore, it is necessary to reorganize and relocate some units, in order to optimize their human and material resources; to make them lighter, with great mobility, flexible, with greater power and volume of fire, exploiting the benefits of technology.

Security and Internal Order.

The operational deployment maintained by the Mexican Army and Air Force responds to the strategic need to maintain a permanent presence in the national territory, to fulfill the protection and surveillance missions of the country; and conjuncturally to support the three orders of government in various activities.

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Faced with this situation and given the strengths of the Armed Forces, the civil authorities have requested their participation to carry out support tasks in Public Security functions.

For this reason, based on the current military deployment, support activities are carried out to reduce the rates of violence in the country through the establishment of Mixed Operations Bases, integrated with troops from the Units and Dependencies of the Territorial Commands, Agents of the Public Ministry Federal and Common, elements of the Federal Ministerial Police and State Preventive Agents.

These same strengths of the Armed Forces, have been taken into consideration to constitute the first containment barrier of the criminal phenomenon, in order to provide the necessary time and space so that the governmental instances of the three orders of government are in a position to confront the problem under a holistic approach.

Security to Strategic Installations.

As part of the activities of protection and surveillance of the national territory, security is provided to strategic installations of state-owned companies, through the establishment of Military Security Detachments and land and air patrols, an aspect that will continue to materialize as a priority.

Security in the Border Strip.

Another item addressed through operational deployment is border security; which is intended to be reinforced during the present government management due to the vulnerability and porosity that occurs, mainly on the southern border, character with of multidimensional problems that demand the cooperation and coordination of the civil and military authorities of neighboring countries to carry out coincident operations between the Mexican Armed Forces and the Armed Forces of Belize and Guatemala.

To this end, the following actions will be promoted:

Provide to the units, ÿ dependencies and installations of the Mexican Army and Air Force with the human, material and financial resources for the fulfillment of their missions according to the existing real needs.

ÿ Guarantee the surveillance of the national airspace.

ÿ Efficient military territorial division and military deployment.

ÿ Cooperate with the authorities responsible for the public security function.

ÿ To support the authorities responsible for public service, an average operational deployment of 30,000 troops will be maintained permanently.

ÿ To help contain violence in the country, it is considered to continue carrying out four types of actions:

1. Operations to reduce violence, coordinating efforts jointly with other agencies.

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2. Intensive eradication operations in the areas with the highest cultivation of narcotics.

3. Interception operations, to inhibit the trafficking of arms and all kinds of drugs.

4. Security to the facilities strategies that provide the development and operation of the country.

Social work activities.

In relation to this general mission of the Mexican Army and Air Force, derived from its Organic Law; At SEDENA, in coordination with the three levels of government, social work activities are currently carried out to benefit the civilian population, an aspect that will be strengthened during the present administration, in order to support the population that lives in the most vulnerable areas. from the country.

Application of the Plan DN-III-E.

Based on this general mission of the Mexican Army and Air Force derived from its Organic Law; the military deployment is constantly updated, to respond in a timely manner to the damages caused by the natural disasters that affect the country, applying the DN-III-E Plan in its prevention, relief and recovery phases within the framework of the National Civil Protection System; aspect that will be reliably strengthened through greater equipment and training of the troops; as well as, in the promotion of the culture of prevention.

Intelligence and Cyberspace.

In recent years, the theme of "Information and Intelligence" in the Mexican State has been oriented to Public Security, seeking articulate an Approval System for the exchange of criminal information on the criminal phenomenon. With the use of technological tools and the establishment of cooperation agreements and mechanisms at the national and international level, the bases were laid to advance in coordination towards the generation of intelligence that allows preserving the integrity, stability and permanence of the Mexican State.

It is necessary to consolidate planning mechanisms that coordinate all the instances that generate intelligence, in order to guarantee coordination through an effective exchange of information, with strict controls on its secrecy, dissemination and exploitation. Taking into consideration that each instance uses different processes for the generation of intelligence and its use, seeking at the same time to unify said processes and create a national doctrine that guides this activity.

The National Development Plan 2013-2018 establishes as a strategy "Strengthening the Intelligence of the Mexican State", which constitutes a great challenge and an opportunity. In this sense, as a fundamental step, it is necessary to promote the modification or creation of legal instruments that reinforce these activities, giving legal certainty and support to the legitimate capacities of the civil and military authorities, such as an Intelligence Law of the Mexican State. .

Likewise, it is necessary to privilege the generation of intelligence oriented towards results, avoiding disproportionate use of force, with a high risk of confrontation that generates violent acts and strengthening the Security System.
Military Intelligence with human resources in sufficient quantity and quality, as well

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such as having the infrastructure and ICT, which allow each phase of the information cycle to materialize in an agile and secure manner.

It is necessary to continue promoting mechanisms for the exchange of information with military organizations of friendly countries, in an environment of respect to generate trust and mutual security.

As part of the development of the organizational structure, and in order to foster a sense of belonging and identity with the Military Intelligence System itself, it is necessary to promote the definition of a professional path, in which the creation of the Specialty of Intelligence is considered. Military Intelligence in the Mexican Army and Air Force, giving it legal support in the Organic Law itself.

On the other hand, security in cyberspace in Mexico has not been addressed from the point of view of national defense, since it has only been addressed from the field of institutional security and crime prosecution, despite the fact that on the national agenda of risks 2012, it was stated that cyber vulnerability can impact the defense of the Mexican State.

Currently, SEDENA has two General Directorates that manage Information and Communication Technologies, but it does not have an organization that, in a centralized manner, with trained personnel and adequate material, generates the defense and security bases for the activities. that takes place through cyberspace.

Thus, it is necessary to develop defense and security capabilities in the operations quarter dimension.

called "Cyberspace", through the creation of an organization, with adequate facilities, equipment and personnel, in order to protect and ensure the Information and Communication Technologies of SEDENA and, where appropriate, the national critical infrastructure network.

The foregoing will allow the creation of a doctrine that includes issues related to cyberspace, in addition to promoting actions to promote a public policy and regulatory harmonization that provides legal support to activities in this area.

Human Resources.

Human Resources are the most important asset in the Armed Institute; Therefore, the foresight, planning and organization for the designation of operational, logistical and administrative positions and commissions must be based on an adequate "Personnel Management Policy of the Mexican Army and Air Force".

Ensuring that the living conditions of military men and women are improved is a constant concern of the Supreme Command of the Armed Forces and of the High Command itself.

In recent years, the tasks for the Institution have multiplied; This is not the case with the members of the Mexican Army and Air Force, who have only generally covered the positions generated by graduates of the Military Education System.

It is necessary to increase the number of budget places, which allow the creation of new operational units, in order to have greater coverage within the national territory.

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For this reason, for the present administration, the personnel management policy will be strengthened, the quality of life of the military will be increased, improving socioeconomic benefits; for which, the following actions will be carried out:

ÿ Manage staff growth military.

ÿ Carry out actions to strengthen the morale of military men and women, increasing the times for healthy coexistence and family union.

ÿ Develop actions that tend to optimal management of human resources.

ÿ Promote actions so that the Regional Training Centers add the recruitment function, with the purpose of centralizing this activity to cover the vacancies that are generated in the various agencies of the Armed Institute.

ÿ Strengthen the granting of scholarships and maintenance.

ÿ Increase the trust for the relatives of military members who have died or have been disabled in acts of service.

ÿ Promote an increase in perceptions of military personnel and their socioeconomic benefits.

ÿ Arrange for the granting of a Technical Assignment proportional to the professional preparation of military personnel who have postgraduate studies.

ÿ Hire specialists in disciplines not taught by the Military Education System, for temporary work at SEDENA.

ÿ Promote a new scheme for the Savings Fund, so that it is proportional to the total of the gross perceptions and another similar one, by the Federal Government.

ÿ Manage a fair leveling of the salary and compensation tabulator of military men and women, so that it is equated to the salary curve of the Federal Public Administration.

Military Training.

Due to the increase in levels of insecurity and widespread violence in some parts of the country, motivated by the presence of various criminal groups; In recent years, the largest number of operational units have been permanently engaged in support tasks for the authorities responsible for Public Safety.

This caused the training, both the one designed to fulfill the Foreign Defense mission and the one corresponding to missions of a social nature, to be HE interrupted; focusing on materializing the instruction to units at the platoon, section and company or squad level; For this reason, military training was focused on the general mission of guaranteeing Internal Security, particularly in operations in urban areas.

For the present administration, this Secretariat has set the goal of training and retraining its corporate level units in matters of National Defense.

To complement this instruction, there will be simultaneous training regarding the "Directive on the Legitimate Use of Force" in support of

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civil authorities; as well as, in the passage of the urban reaction track for units of section level.

The training of corporate-type units, reinforced with specific training on Human Rights and International Humanitarian Law, will allow operations to be conducted in strict adherence to the law and reduce Human Rights complaints.

On the other hand, the Virtual Laser Electromechanical Training System has allowed the use of technological means to execute and evaluate military exercises virtually, reproducing combat conditions; however, this system has not been used to its maximum potential, which is why during the present administration the training of company-level units is planned.

Currently, the Mexican Army and Air Force carry out various activities simultaneously, in various fields of action, therefore, the execution of the training requires an exact programming, in order not to affect the operations that are carried out throughout the national territory and to develop the training required by the needs of these armed forces.

As part of the coordination and cooperation agreements between SEDENA and SEMAR, joint training schemes will be promoted to harmonize doctrine, techniques and strategic procedures.

Likewise, an exchange of training between national and foreign military personnel is considered necessary.

Another fundamental activity is the training of conscripts of the National Military Service.

Therefore, during the present administration, this indoctrination will be strengthened, through the creation of 12 National Military Service Companies at the rate of one for each Military Region, in order to contribute to the national effort to rebuild the social fabric, instilling in the youth: discipline, civic values and military virtues.

Each company will be integrated, so that within a period of three months, they conclude their Military Service and obtain the release of their Military Identity Card.

Military Education.

Currently, the Military Education System is made up of 31 military establishments, six Units-Schools and 12 Course Headquarters, where higher level courses, officer training, classes, specialization, training, application and improvement are taught.

For the 2013-2018 administration, the teaching-learning process will be strengthened in the axiological training of the teaching staff; implementing the Basic Military Training Course (Common Core), for the military training schools for officers, with the purpose of preparing disciplined women and men, with good physical resistance, social awareness and institutional loyalty.

As a fair gender equity action, and in accordance with greater openness, women will be allowed to take the Training Course for Artillery Weapons and Sappers Officers at the Heroic Military College.

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In the same way, an adaptation to the curricula of the study plans and programs of the command schools (National Defense College, Superior War College, Heroic Military College and the Air College) will be carried out, in order to achieve the academic excellence and updating methodologies that in the Military Education System exist

The national and foreign scholarship program for military personnel will continue, in order to increase their professional preparation and update their knowledge on the use and operation of various material acquired abroad.

Military Doctrine.

The Mexican Army and Air Force have a Military Doctrine as a product of their historical formation and in accordance with the foreign policy of our country; which guides individual behaviors and behaviors and the collective operation in the fulfillment of constitutional missions.

However, currently an updating process is required, based on the political, economic, social, technological, scientific and military changes of the last decades; which have occurred in a dizzying manner.

For this reason, it is required that the Doctrine Military is framed taking into account the specific needs of a people, to meet this demand, it is necessary to have an organization for this function; therefore, the creation of a Institute for Strategic Studies in National Security and Defense, as well as of a Research and Development Center of the Mexican Army and Air Force.

By instructions of the Supreme Commander of the Armed Forces, and in order to strengthen national loyalty, identity and unity in matters of National Defense, to preserve sovereignty and independence and safeguard the national territory, the following will be carried out: jobs:

ÿ Elaboration of a policy proposal Defense National.

ÿ Review and update of the Joint National Defense Military Plan, to articulate the capabilities of the Mexican Army, Navy and Air Force.

In this sense, it is contemplated to create an Inter-Institutional Commission of the Armed Forces, as a technical body for the study and development of the Mexican Navy, Army and Air Force, whose objective will be to carry out studies on doctrine, training and joint research and development.

Through this effort, the results must conclude in a general doctrine that results in laws, regulations, agreements, manuals, and directives, among other dissemination and application mechanisms that will provide legal certainty and promote the development and strengthening of the Armed Forces, taking advantage of the information and communication technologies, in order to make the Military Doctrine available to all members of the Armed Institute.

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II. Alignment to the National Goals.

The Ministry of National Defense is responsible for organizing, managing and preparing the Mexican Army and Air Force, in order to defend the integrity, independence and sovereignty of the nation, this responsibility corresponds to the mission par excellence of the Armed Forces. and the reason for its existence.

It corresponds to the Mexican State to guarantee the support of the Mexican Army, Navy and Air Force, in congruence with the permanent and short-term national objectives that are projected to be achieved and based on the antagonisms that affect National Security. With this premise, the Armed Forces must be oriented in peacetime to the permanent preparation of the Foreign Defense of the national territory and to contribute to the maintenance of the constitutional order of the Institutions and Democratic Governments.

Despite being simple institutions and austere in means, they constitute a determining actor of the country's National Security.

In this order of ideas, for the next six years, the Ministry of National Defense will undertake a comprehensive process of internal reengineering, which will allow it to make its planning, organization, direction and control activities more efficient.

Likewise, having an Army and a Force Strengthened, renewed and better trained Air Force, enrichfoperational, logistic and administrative capacities; as well as, undertake actions aimed at strengthening the esprit de corps, morale, physical abilities and quality of life of its members. This development is conceived in harmonious proportion with the current needs of our country.

These companies have only one purpose, to be a military organization up to our times and challenges; have the appropriate capacities to actively participate with the institutions and with society, in order to achieve the transformation proposed by the Government of the Republic through its five National Goals.

Consequently, the Ministry of National Defense aligns its institutional work with the "Mexico in Peace" Goal; however, within the scope of its competence and the actions carried out throughout the national territory, they indirectly contribute to the rest of the goals aimed at achieving an Inclusive Mexico, with Quality Education, Prosperous and with Global Responsibility. Actions that will help bring Mexico to its full potential.

In this regard, the President of the Republic and Supreme Commander of the Armed Forces, issued the following directives:

- ÿ In matters of Foreign Defense, strengthen national identity and unity, preserve sovereignty and independence, and safeguard the national territory; Through a joint planning of the three Armed Forces, prepare the National Defense Policy and update the National Defense Military Plan.

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ÿ In relation to Internal Security, work with honor, loyalty, patriotism and courage, to achieve the Mexico in Peace and with tranquility that we all want to contribute to the transformation of Mexico and be a factor of stability and social trust.

ÿ Promote, improve and update the professionalization and training of its troops, with greater development count opportunities and continue with the modernization of military schools.

ÿ Strengthen research and technological development within the Armed Forces to promote innovation.

ÿ Improve the working conditions and quality of life of its troops.

Strengthen social security benefits. Improve the attention of the military health service, with the modernization of equipment and the expansion of human resources.

ÿ Build lodging facilities for entitled personnel. military and their

ÿ Have the infrastructure, state-of-the-art technology and equipment, for the defense of national sovereignty and Internal Security actions.

ÿ In the performance of functions and services, act with integrity, order and strict respect for human rights.

ÿ Continue working to support citizen security, while the process of consolidation and total restructuring of the state police concludes.

In accordance with these guidelines and to contribute to the achievement of the goals of the Government of the Republic, the Ministry of National Defense developed five General Guidelines for the development of the Armed Forces.

ÿ **Morale and discipline:** to strengthen the family, morale and economic integration of military personnel, various actions will be carried out to improve the well-being of military personnel; among other actions, the strengthening of the scholarship program for children of active military personnel, the Regionalization of Medical Care, construction of various works to improve the Institution's infrastructure, as well as optimal personnel management.

ÿ **Education and training:** the modernization of the Military Education System will be carried out, in order to improve the processes and infrastructure, which will allow educational excellence to be achieved; likewise, undertake actions for the reorganization and training of military units, dependencies and installations; other aspects are the updating of military doctrine, scientific research and technological development, and the strengthening of the scholarship program for military personnel.

ÿ **Transparency and Accountability:** the culture of transparency will be promoted in all the members of the military organizations, in order that the bidding and contracting processes are carried out in accordance with the regulations; as well as, render accounts of the results obtained.

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ÿ **Human rights:** for this administration, the culture of respect for human rights will be strengthened, to continue guaranteeing respect for life, integrity and security of citizens.

ÿ **Institutional image:** a National Defense Policy and a joint National Defense Military Plan will be developed for the development and strengthening of the armed forces; likewise, the inter-institutional relationship with all dependencies and entities of the Federal Public Administration and with the three orders of government will be strengthened; these actions will be reinforced with the strategic concept "The great strength of Mexico", as well as the exhibition "Armed Forces... passion to serve Mexico".

With this frame of reference, 10 areas of military development are derived, in order to specify the main actions to be developed, being the following:

ÿ Legal Framework.

ÿ SEDENA budget.

ÿ Infrastructure.

ÿ Institutional image.

ÿ Protection and surveillance of the National Territory.

ÿ Intelligence and cyberspace.

ÿ Human resources.

ÿ Military training.

ÿ Military education.

military doctrine.

For this purpose, a firm course was outlined, with medium and long-term goals and objectives; based on the priorities indicated in the National Development Plan 2013-2018; as well as, in the strengths and opportunities that are presented for the Armed Forces; The way in which the objectives will be met is detailed in the strategies and lines of action that were designed for the integral fulfillment of this Sectorial Program.

Therefore, for this strategic planning effort, the

"Vision 2018" of the Secretariat of the National Defense, in order to build the scenario desired by the institution, and close the gap, of the current situation with what it intends to achieve:

"...To be the Unit of the Federal Executive Power that through institutional cooperation, commitment to democracy and supporting National Development, with becomes the pillar of the institutions; with a renewed Mexican Army and Air Force, axiologically strengthened, organized, equipped and trained to successfully confront, in the tactical, operational and strategic spheres, traditional or multidimensional threats of internal or external origin coming from state or non-state agents, which constitute a obstacle to the achievement of national objectives…"

To achieve this vision, five Sector Objectives, aligned to the Goal "Mexico in Peace" of the National Plan for Development 2013-2018; and merge, on the one hand, the legal attributions of the Secretariat of National Defense and on the other, the priority actions and areas of military development of interest to the

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Institution. These objectives cover the institutional work of the Dependency and in its execution contribute to the fulfillment of the five National Goals so that Mexico achieves its greatest potential.

In this sense, the Sectorial Program of National Defense 2013-2018, includes two areas of development, which arise from the nature of the Dependency, as described below:

INTERNAL SCOPE: the set of actions aimed at the strengthening, modernization and intrinsic improvement of the Institution are grouped, in aspects of personnel, infrastructure, science, technology, doctrine, education, training, military supplies and administration.

EXTERNAL SCOPE: they include, on the one hand, those of an operational and logistical nature, through the materialization of military activities for the preservation of National Security; and on the other, those of a civic-military nature, aimed at contributing to the strengthening of national identity; national development tasks; and support tasks in cases of public needs and disasters.

In this last area, the actions of inter-institutional coordination with the Dependencies and Entities of the Federal Public Administration are included; with the Legislative and Judicial Powers; with the Business Sector; with the National Educational Institutions and social and private organizations of all kinds; and mainly, with civil society, to whom the Institution is owed.

The aforementioned Sector Objectives are:

ÿ **Objective 1.** Contribute to preserve the integrity, stability, independence and sovereignty of the Mexican State.

ÿ **Objective 2.** Strengthen the Military Intelligence System.

ÿ **Objective 3.** Renew the operational response capabilities of the Mexican Army and Air Force.

ÿ **Objective 4.** Strengthen the Military Education System, research and technological development, military doctrine and quality of life of military personnel.

ÿ **Objective 5.** Provide support to the civilian population in cases of disaster effectively.

To achieve these Sector Objectives, 21 Strategies and 121 Lines of Action will be implemented; Likewise, actions will be carried out to assist in the three transversal strategies "Democratize productivity", "Close and modern government" and "Gender perspective".

This 2013-2018 National Defense Sector Program represents a strategic level document, flexible in its application. In this regard, it cannot be ignored that national and international events that are always dynamic and dizzying can generate unforeseen changes in government planning and programming.

The Sectoral Program is an instrument that serves as a guide to associate current and investment spending with the objectives, strategies and priorities established for this Secretariat. In this

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In this sense, the achievement of the proposed goals depends on the allocation of budgetary resources.

The estimation of the resources for the execution will be programmed, determined, budgeted in the draft expenditure this Secretary of State formulates annually, and will be subject to the availability of federal resources.

The instruments and those responsible for the execution of the Sectoral Program are determined in accordance with the powers and attributions of the Administrative Units indicated in the Internal Regulations of the Ministry of National Defense and in its General Organization Manual.

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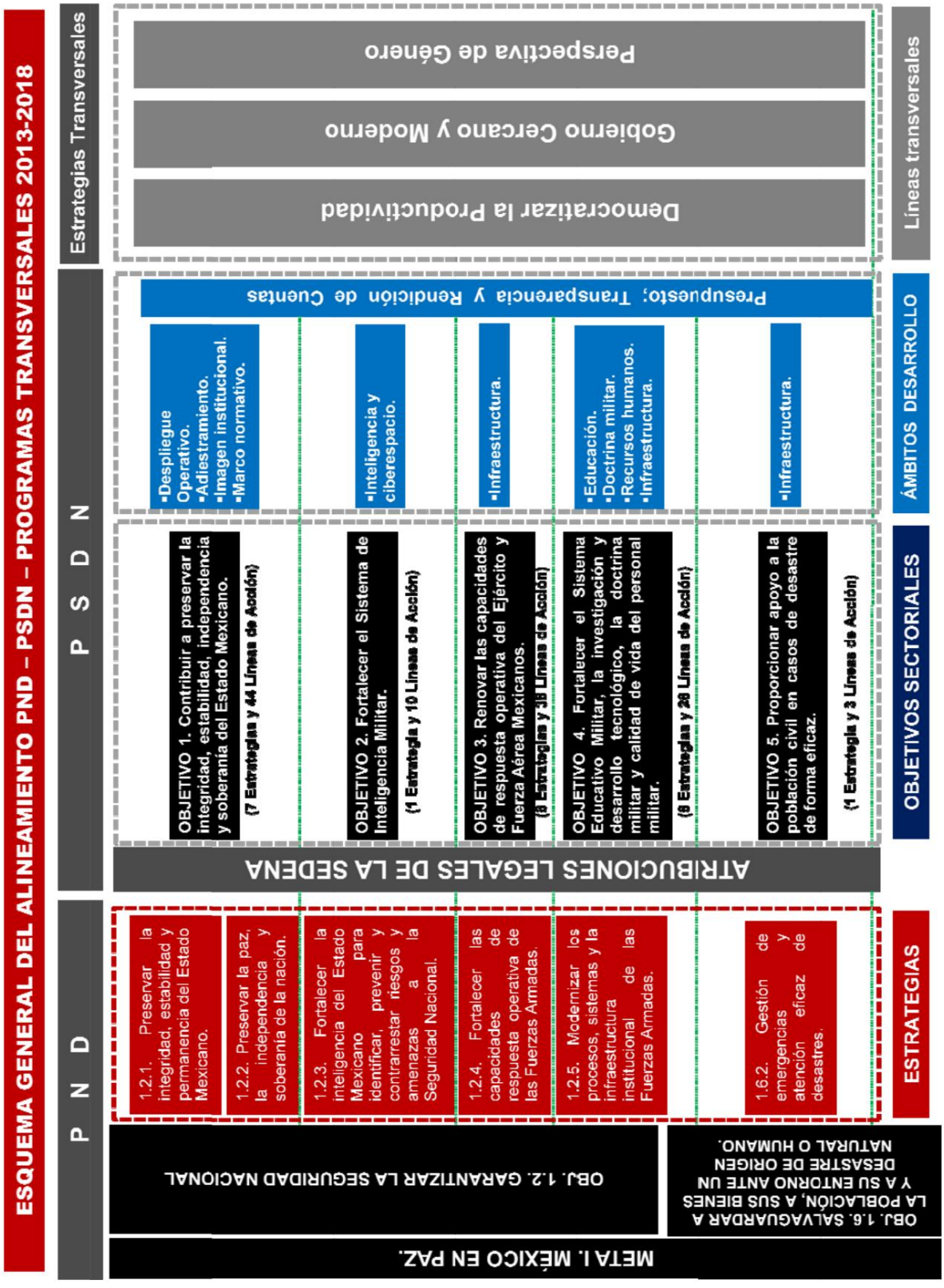

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III. Objectives, Strategies and Lines of Action.

Objective 1. Contribute to preserving the integrity, stability, independence and sovereignty of the Mexican State.3

This objective will allow contributing to the efforts of the Mexican State of National preserving the Security, specifically the External Defense and Internal Security of the Nation.

Within the framework of these two general missions, the Armed Institute permanently collaborates to maintain constitutional order and contain the violence generated by criminal organizations.

Faced with this current challenge, the need to promote the legal framework that meets the operational reality of the Mexican Army and Air Force naturally arises, in order to take advantage of the strengths of the institution, and make its performance more efficient and effective.

Coordination, cooperation and inter-institutional collaboration between the three Powers of the Union, the three orders of Government and society in general, is in itself a strategy to achieve the objectives of the Mexican State. A substantial task is to define the General National Security Policy, which must structure and articulate all national instances, in such a way that it defines levels, concepts, powers and responsibilities, for the defense and security of the Mexican nation and its citizens. .

Strategy 1.1. Strengthen operations, military deployment and surveillance of the national airspace.

Lines of action:

1.1.1. Adapt the Territorial Division and the Military operational deployment, according to security requirements and internal order priorities.

1.1.2. Develop coordinated operations in key points of the country to address their problems based on the attributions of the Dependencies.

1.1.3. Strengthen coordination and cooperation with National and International security agencies, to prevent and neutralize violent actions.

1.1.4. Participate and cooperate in the attention to events that alter public peace, coordination of the the within inter-institutional framework.

1.1.5. Guarantee the surveillance of the national airspace.

1.1.6. Strengthen security at the borders, through cooperation and coordination with the three orders of Government.

Strategy 1.2. Assist with the function of Public Safety.

Lines of action:

1.2.1. Carry out joint regional operations, integrating land, air or amphibious components aimed at containing and reducing the rates of violence.

3 This Sector Objective contributes to Objective 1.2 "Guarantee National Security", in the Strategies: 1.2.1 Preserve the integrity, stability and permanence of the Mexican State and 1.2.2 Preserve the peace, independence and sovereignty of the nation, of the Plan National Development 2013-2018.

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1.2.2. Provide security to the country collaboration agreements with parastatal companies.

Strategic Facilities through

1.2.3. Support the public security function of the police forces, while concluding its consolidation and restructuring process.

1.2.4. Promote the activities of eradication and interception of narcotics with greater technological means.

1.2.5. Materialize a deployment of Fixed and Strategic Military Security Posts, based on containment lines.

1.2.6. Participate in Firearms Exchange Campaigns that are carried out in the 32 federal entities.

Strategy 1.3. Military Training towards substantive aspects of the Armed Forces related to National Defense and Internal Security.

Focus

Lines of action:

1.3.1. Develop military training as a fundamental activity for the Armed Institute, focused on the fulfillment of general missions.

1.3.2. Train troops in the "Legitimate Use of Force" Directive, in support of civil authorities.

1.3.3. Boost the 3/a. Unit Training Phase, in the Mexican Army and Air Force.

1.3.4. Use modern equipment and technological means for training, which increases efficiency and security for military operations.

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1.3.5. Strengthen and develop FAM training by maintaining an operational percentage of flight material greater than 80%.

1.3.6. Conduct military activities with strict adherence to the Rule of Law to reduce Human Rights complaints.

1.3.7. Strengthen the training of Human Rights and International Law through Humanitarian, actions aimed at education and training.

1.3.8. Promote the training and specialization of the personnel of the Military Justice Service.

Strategy 1.4. Strengthen interoperability with the Secretariat of the Navy – Navy of Mexico to improve coordination and cooperation.

Lines of action:

1.4.1. Promote joint training through the military training system, to harmonize doctrine, techniques and strategic procedures.

schematics

1.4.2. Hold meetings of National Defense, Air and Navy General Staffs, to coordinate institutional work.

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Strategy 1.5. Strengthen the policy of social communication and public relations, with the public sector and various sectors of society.

Lines of action:

1.5.1. Consolidate the strategic communication concept of "The Great Force of Mexico".

1.5.2. Strengthen civil-military relations with events such as “La Gran México”, Fuerza of “Fuerzas Armed Forces...Passion to serve Mexico”.

1.5.3. Establish a relationship with the media in order to disseminate information of national interest about the Armed Forces.

1.5.4. Strengthen the capacities of the General Directorate of Social Communication, within the framework of the positive development of the institutional image.

Strategy 1.6. Strengthen the legal framework of the Armed Forces and military jurisdiction.

Lines of action:

1.6.1. Promote coordination with National Security Instances, to define the general policy on this matter and its legal framework.

1.6.2. Promote the draft decrees of the Foreign Defense Law and the Internal Security Law.

1.6.3. Promote reforms to the Organic Law of the Mexican Army and Air Force.

1.6.4. Promote legal creation of instruments that give legal support to the intelligence activities of the Armed Forces.

1.6.5. Promote the legal framework for the development of the fourth dimension of operations called "cyberspace".

1.6.6. Implement the Accusatory Criminal Justice System, for a prompt and expeditious administration of Military Justice.

1.6.7. Coordinate and promote legal and regulatory reforms that strengthen the development, operation and benefits for the Armed Forces.

1.6.8. Keep the Internal Regulations of the National Defense Secretariat and its General Organization Manual updated.

1.6.9. Strengthen the institutional relationship with the Congress of the Union, through the dissemination of activities carried out by this Secretariat.

1.6.10. Strengthen the link between this Secretariat, with the legislative commissions that address issues inherent to the Armed Forces.

Strategy 1.7. Strengthen bilateral and multilateral coordination mechanisms with the armed forces of other nations representations with diplomats of the Mexican State.

Lines of action:

1.7.1. Participate in humanitarian aid activities in aid of other nations, as determined by the Federal Government.

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1.7.2. Strengthen bilateral relations, with military forces from other nations, to achieve common Security and Defense objectives.

1.7.3. Promote Mexico as a host country in regional mechanisms of the Armed Forces.

1.7.4. Support the actions undertaken by the Federal Government abroad, to strengthen the image of Mexico.

1.7.5. Provide advice to Mexican delegations of the Ministry of Foreign Affairs, in negotiations on agreements, treaties and other international mechanisms.

1.7.6. Participate in diplomatic actions in forums derived from the UN, to advise on Defense and Security matters.

1.7.7. Attend to invitations to participate in military political forums and meetings, to strengthen the presence of Mexico abroad.

1.7.8. Attend international activities related to peace operations, to study the possible participation in this type of operations.

Objective 2. Strengthen the Military Intelligence System.[4]

The Federal Government considers it essential to strengthen the intelligence of the Mexican State, in order to be able to identify, prevent and counteract risks and threats that affect National Security.

It is necessary to arrange information exchange mechanisms that are efficient and timely so that the decision-making process yields successful and economic results. Coordination between the three levels of Government must be improved through standardized procedures, taking advantage of technological advances that allow the constant and timely flow of information, strictly adhering to the law.

The action of the Military Intelligence System helps to identify national and international threats and risks that threaten national objectives; hence the importance of promoting a common intelligence doctrine that unifies the procedures of the National Security instances of the Mexican State; as well as legal instruments that support, strengthen and regulate their performance. An alternative could be through promoting an Intelligence Law of the Mexican State.

The Development of the Fourth Dimension of Military Operations "Cyberspace" is based on the interest of contributing to the protection of computer communications and assets from attacks that intend to violate strategic control centers.

Strategy 2.1. Improve the organization, technological infrastructure, training of human resources and inter-institutional coordination.

Lines of action:

2.1.1. Strengthen the Military Intelligence System, through technological modernization, in order to carry out effective operations.

4 This Sector Objective contributes to Objective 1.2 “Guarantee National Security”, in the Strategy: 1.2.3 Strengthen the intelligence of the Mexican State to identify, prevent and counter risks and threats to National Security.

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2.1.2. Coordinate with the intelligence instances of the Federal Public Administration to obtain better institutional results.

2.1.3. Create military specialty of intelligence in the Mexican Army and Air Force.

2.1.4. Help promote with Federal Government instances an Intelligence Doctrine to unify procedures of National Security instances.

2.1.5. Promote information exchange mechanisms with national intelligence agencies and friendly countries, to achieve efficiency in the results.

2.1.6. Strengthen the development of the intelligence infrastructure, with modern technological systems and means, for efficient data processing.

2.1.7. Strengthen the Military School for training, and training of military personnel in intelligence, counterintelligence and cyberspace.

2.1.8. Strengthen the capabilities of the Comprehensive Air Surveillance System in support of military operations.

2.1.9. Strengthen the Military Intelligence System by implementing a tactical data link for the exchange of information in real time.

2.1.10. Promote the development of the fourth dimension of operations called "cyberspace", with human, material and technological resources.

Objective 3. Renew the operational response capabilities of the Mexican Army and Air Force.[5]

The strengthening and development of the Mexican Army and Air Force attends to the need to maintain the infrastructure and supplies in optimal conditions of service and operation.

Maintaining optimal levels of operation guarantees that the Units, Dependencies and Facilities of the Armed Institute promptly attend to the fulfillment of their constitutional missions and to support the civilian population in cases of emergencies, public needs and natural or other disasters.

Strengthening the National Identity is an intrinsic responsibility of the Armed Forces, which is added to the actions of the Mexican State to strengthen the integral development of the nation.
Likewise, cooperation in the protection of the environment is a permanent task.

Strategy 3.1. Strengthen the organic structure and the operational and administrative functioning of the Armed Institute.

Lines of action:

3.1.1. Modify the organization and training of troops, to make them faster, more flexible and efficient.

3.1.2. Align the organization and functioning of the Ministry of National Defense, in accordance with the Federal Public Administration.

5 This Sector Objective contributes to Objective 1.2 “Guarantee National Security”, in the Strategy: 1.2.4 Strengthen the operational response capabilities of the Armed Forces.

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3.1.3. Review, adapt and authorize the Organic Forms of the Units, Dependencies and Installations of the Mexican Army and Air Force.

3.1.4. Reorganize the Regional Training Centers by adding the recruitment function, in order to cover the vacancies of the Armed Institute.

3.1.5. Hire specialists in disciplines in not taught by the Military Education System, for temporary work in the Ministry of National Defense.

3.1.6. Manage with competent Dependencies, so that the budgets of Expenditures of the Federation include the creation of places according to needs.

3.1.7. Improve the Institutional Internal Control System.

Strategy 3.2. Strengthen and modernize infrastructure and supplies military.

Lines of action:

3.2.1. Create Units, Dependencies and Installations in the Mexican Army and Air Force, to guarantee stability, peace and security.

3.2.2. Strengthen the capabilities of the Comprehensive Air Surveillance System, to guarantee the sovereignty of the national territory.

3.2.3. Create 12 Regional Companies and a transport section in the 46 Military Zones.

3.2.4. Provide the Units, Dependencies and Facilities with an adequate infrastructure to carry out their operational, logistical and training functions.

3.2.5. Renovate, modernize and provide optimal maintenance to the vehicle fleet for the benefit of the security of the Troops.

3.2.6. Renew and increase the Air Force's flight material to develop air operations and provide them with comprehensive maintenance.

3.2.7. Modernize the military aeronautical infrastructure in accordance with the requirements of the Air Force.

3.2.8. Manage that the activities of the DGAC concerning National Security are evaluated by SEDENA as a factor of National Defense.

3.2.9. Provide military organizations with the means and supplies required to fulfill their operational, logistical, and administrative functions.

Strategy 3.3. Strengthen the logistical functions of the Technical Services for the benefit of the Armed Institute and its successors.

Lines of action:

3.3.1. Strengthen the infrastructure aimed at health promotion, disease prevention and medical care.

3.3.2. Provide the Army and FAM agencies with means of communication, to achieve a coordinated deployment in operations.

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3.3.3. Provide maintenance and modernize heavy machinery, vehicles, bridges and specialized team of engineers.

3.3.4. Optimize the production of biological assets (dogs, horses, donkeys and hybrids).

3.3.5. Keep the equipment and technological means of the Military Cartography Service.

3.3.6. Renew and modernize SEDENA's information and communications technology infrastructure.

Strategy 3.4. assist in the Strengthening of the National Identity as a determining factor for the integral development of the Mexican State.

Lines of action:

3.4.1. To exalt the patriotic feeling in society, increasing the love for the patriotic symbols, through civic-military ceremonies and parades.

3.4.2. Provide training to conscripts and women volunteers of the National Military Service, reinforcing moral, ethical, civic and patriotic values.

3.4.3. Create companies of the National Military Service, at the rate of one for each Military Region.

3.4.4. Promote civic values in the schools of the National Educational System and public and private institutions.

3.4.5. Actively participate in the organization of activities for the celebrations of the Centennial of the Constitution of 1917.

3.4.6. Carry out activities inter-institutional, public and social within the framework of the celebrations of the Centennial of the Mexican Army.

Strategy 3.5. Actively participate in programs aimed at the protection and restoration of the environment and natural resources.

Lines of action:

3.5.1. Participate in the planting of trees in determined areas.

3.5.2. Produce trees in military forestry nurseries, in coordination with CONAFOR and SEMARNAT.

3.5.3. Strengthen the sanitation of wastewater generated in the Units, Dependencies and Facilities of the Mexican Army and Air Force.

3.5.4. Contribute to the enrichment or regeneration of soils, through the production of compost or organic fertilizer in military camps.

3.5.5. Establish sustainable actions for the rational use of water, electricity, paper and fuel.

3.5.6. Implement the use of alternative energies in the Units, Dependencies and Installations of the Mexican Army and Air Force.

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Strategy 3.6. Collaborate with authorities of the three orders of Government and with society in general.

Lines of action:

3.6.1. Assist the civilian population in cases of public needs and national tasks, raising their standard of living and well-being.

3.6.2. Assist with the three orders of Government to carry out infrastructure works that promote the development of the country.

3.6.3. Increase civil-military relations with the business sector, for the benefit of society and the Armed Institute.

3.6.4. Strengthen the inter-institutional relationship with the agencies and entities of the APF and with local and municipal governments.

Objective 4. Strengthen the Military Education System, research and technological development, military doctrine and quality of life of military personnel.[6]

The Military Education System, takes as a reference the projection of the Government of the Republic to achieve a Mexico with Quality Education, for this, it demands to make substantive changes in the General Plan of Military Education.

Promote scientific research and technological development around the Foreign Defense, Internal Security and missions of a social nature, is an unavoidable condition to maintain the competitiveness and innovation of the Armed Forces.

The vertiginous changes in the national and international environment demand an effort to keep the Military Doctrine updated under the procedures of action of the best armies in the world within a framework of respect for Human Rights.

Within the modernization of processes and systems, it is contemplated to strengthen the Federal Registry of Firearms and control of Explosives.

Likewise, the care of human resources is a determining condition to maintain a solid morale, esprit de corps and sacrifice of military personnel; This strategic factor constitutes the main asset of the Armed Institute, through whom the most demanding national tasks are conducted and materialized. For this reason, it is proposed to improve the working conditions and quality of life of its members, as well as to strengthen socioeconomic benefits, among other actions with a high impact on their personal and family well-being.

Strategy 4.1. Restructure and strengthen the Military Education System, to promote educational quality and make professional practice more competitive.

Lines of action:

4.1.1. Promote the quality of Military Education, to train competitive military professionals, with solid values, respectful of human rights.

6 This Sector Objective contributes to Objective 1.2 “Guarantee National Security”, in the Strategy: 1.2.5 Modernize the processes, systems and institutional infrastructure of the Armed Forces.

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4.1.2. Strengthen the use of ICT in educational management and administration and teaching to improve the educational process.

4.1.3. Promote research activities on the art and science of scientific, war, technological aspects. in humanistic and

4.1.4. Raise the educational level of the Educational Institutions of upper secondary and higher level.

4.1.5. Expand the coverage of the program of academic, scientific, and cultural events and exchanges with national, foreign, public, and private educational institutions.

4.1.6. Optimize national and foreign scholarships for professional training, training and military training of the Army and FAM.

Strategy 4.2. Generate and update the military doctrine of the Mexican Army and Air Force according to the national and international context.

Lines of action:

4.2.1. Create the Mexican Institute for Strategic Studies in National Security and Defense.

4.2.2. Create the Research and Development Center of the Mexican Army and Air Force.

4.2.3. Update the Strategic Planning of this Secretariat, aimed at guaranteeing the National Defense and Internal Security of the Country.

4.2.4. Prepare and propose a National Defense Policy.

4.2.5. Carry out projects to update military doctrine to guide the preparation and conduct of the Army and FAM.

Strategy 4.3. Strengthen development, he innovation and technological research of the Military Industry.

Lines of action:

4.3.1. Strengthen the investigation technology, develop and modernize the production and maintenance of war material, armored vehicles and equipment.

4.3.2. Increase the training and qualification of the Human Resources of the Military Industry.

4.3.3. Develop and manufacture clothing and equipment for the Army and Air Force, applying technology and innovation in their production processes.

Strategy 4.4. Improve the administrative control of National Military Service personnel and the registry of firearms and explosives.

Lines of action:

4.4.1. Provide an additional credential to the release sheet for conscripts who comply with the SMN companies.

4.4.2. Strengthen the campaigns of the Federal Registry of Firearms, in coordination with the 32 Federal entities and Municipal Headquarters.

4.4.3. Increase extraordinary inspections of those who have General Permits for the purchase, sale, storage and consumption of explosive material.

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Strategy 4.5. Improve the quality of life and morale of military personnel.

Lines of action:

4.5.1. Carry out actions to strengthen the morale of military personnel.

4.5.2. Process with the competent units, in order to promote the improvement of the perceptions of military personnel.

4.5.3. Institutionally manage professionalization through allocations of 70% for Master's or postgraduate and 90% for Doctorate.

4.5.4. Promote the modification of the savings fund to contribute monthly 2%, 4%, 5% or 10% of gross perceptions.

4.5.5. Strengthen the granting of school scholarships and support for military children in specific situations.

4.5.6. Promote the increase in financial support granted by the trust to the relatives of deceased or incapacitated soldiers in 1/a. category.

4.5.7. Manage with competent Dependencies, to equate the salary curve of Military Public Servants in similarity to the Centralized Public Administration.

Strategy 4.6. Strengthen the social security benefits of active military personnel, in retirement, pensioners and beneficiaries.

Lines of action:

4.6.1. Manage improvement of socioeconomic benefits of military personnel, in coordination with the ISSFAM.

4.6.2. Manage with the ISSFAM, the improvement of the medical service to retired military personnel, pensioners and beneficiaries.

Objective 5. Provide support to the civilian population in cases of disaster in an effective manner.[7]

The Ministry of National Defense assists with the National Civil Protection System through the application of the DN-III-E Plan, a support mechanism for the civilian population, which has allowed the acquisition of vast experience to promptly attend to the affected areas. by natural and man-made disasters.

Strategy 5.1. Availability of suitable material resources to make aid to the civilian population more efficient in cases of disasters or emergencies.

Lines of action:

5.1.1. Strengthen the material capacities during the prevention phase, tending to the application of Plan DN-III-E.

5.1.2. Carry out relief activities civilian population in cases of disasters throughout the national territory.

5.1.3. Assist in strengthening the response capacity to face any radiological emergency at the Laguna Verde Nuclear Power Plant.

7 This Sector Objective contributes to Objective 1.6 "Safeguarding the population, their assets and their environment in the face of a disaster of natural or human origin", in Strategy: 1.6.2 Emergency management and effective disaster response, through the Line of Action “Strengthen the capacities of the Armed Forces to provide support to the civilian population in cases of natural disasters”.

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Section III.1 Transversal Strategies.

Democratize 6.1 the Productivity.

The Ministry of National Defense guides and harmonizes its Institutional Planning towards the achievement of the goals established by the Federal Government.

The Program to Democratize Productivity 2013-2018, assigned this Unit to contribute from the scope of its competence to boost productivity, that is, to produce goods and services with greater efficiency; carry out actions to maintain macroeconomic and financial stability in order to generate a framework of certainty; and guide public spending programs towards the goal of raising and democratizing productivity.

For this, actions will be programmed to protect the public finances of the Institution; and it will be sought that all military activities make efficient use of resources, that is, do more with less. Likewise, through the budgetary process of the Dependency, evaluate productivity.

It is necessary to invest in the professionalization and training of human resources, as well as in machinery, equipment and infrastructure. In addition, to review the organization of the structure of Organisms of the Armed Institute. These actions will make it possible to take advantage of the capabilities and strengths of the Institution, to optimize and make all Military activities more efficient.

Lines of action:

1.1.3. Comprehensively analyze government programs and public policies so that government strategies and programs induce formality.

Carry out actions tending to analyze and review the budgetary programs based on their established objectives.

3.1.1. Protect public finances against macroeconomic risks. around

It will be reviewed that 100% of the amounts are exercised annually as scheduled, based on contracts that favor the exchange rate in force at the time of acquisition and the variations considered during

the period of execution of the contract.

3.1.2. Strengthen the income of the public sector.

Recover 95% of the possible income annually based on the analysis and monitoring of all the services provided by SEDENA.

Keep the annual quotas 100% updated, based on the preparation of analytical cost-benefit studies.

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3.1.3. Promote responsible management of public debt that translates into low financing costs and prudent risk levels.

Achieve that 100% of annual acquisitions are based on appraisals or market studies.

Incorporate metrics from **5.2.3.** productivity orientation as an element of the Performance Evaluation System.

Carry out 20 work meetings to analyze and review the budgetary programs based on their established objectives.

Carry out 20 meetings in order to evaluate the indicators of the MIR's of the budgetary programs at each level (activity, component, purpose and end).

6.2 Close and Modern Government.

The transversal lines of action corresponding to the Program for a Close and Modern Government, will be addressed through the instrument signed between the coordinator of the National Defense Sector, the Ministry of Finance and Public Credit and the Ministry of Public Administration.

6.3 Gender Perspective.

Within the framework of the National Program for the Equal Opportunities and No Discrimination Against Women 2013-2018, the Federal Government contemplates generate a cultural change and carry out actions that make it possible to achieve equality between men and women, the foregoing in search of women having access to decent and equitably paid work; They also have safe environments in the social and family environment.

In this sense, SEDENA actively adheres to consolidate the culture of gender equality within its ranks and guarantee the exercise of the rights of women and men that make up this Armed Institute.

Externally, SEDENA also plans to carry out actions to guarantee respect for the rights of women and men in the various activities in which this Unit interacts with the population.

The foregoing will be achieved with efforts to promote the evolution of regulations, adaptation of facilities, training of military personnel in this specific area, and dynamic dissemination of the culture of gender equality.

Lines of action:

1.2.5. Develop protocols and codes of conduct so that service providers serve women without discrimination or misogyny.

Prepare an action protocol for SEDENA public servants to care for women without discrimination or misogyny, as well as its corresponding update and dissemination.

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1.3.3. Promote parity in the allocation of management positions in federal, state and municipal governments.

Assign women to managerial positions according to their rank, weapon, service and/or specialty.

1.3.4. Promote parity in the allocation of managerial positions in the Federal Public Administration or autonomous bodies.

Assign women to managerial positions according to their rank, weapon, service and/or specialty.

1.3.9. Promote the transversality of gender equality in statutes, procedures, rules, political and platforms of the parties.

Revisions will be made to the military bibliography, in order to include in a transversal way the terms related to gender equality.

1.4.6. Increase the participation of women in the definition, execution and evaluation of programs and projects of which they are beneficiaries.

Assign female personnel to participate in the planning of the SEDENA equality program between women and men.

1.5.3. Eliminate sexist and exclusionary language in written and daily government communication.

Prepare a non-sexist language manual, as well as its corresponding dissemination.

1.5.4. Promote the substantive participation of women in images and public events.

Carry out internal dissemination campaigns.

1.5.5. Disseminate in the APF codes of conduct against discrimination against women and in favor of inclusive language.

Have a code of conduct that avoids discrimination against women and in favor of language, as well as its updating inclusiveness, and the corresponding dissemination.

3.1.10. Promote equal pay and the promotion of female cadres in the public sector.

Military personnel have approved perceptions, according to their hierarchical rank.

3.2.8. Promote affirmative actions to increase the participation of women in work spaces that are traditionally highly masculinized.

Entry of women into artillery and engineering weapons.

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3.5.5. Promote the issuance of paternity licenses for the care of girls and boys.

That 100% of annual paternity leaves requested be authorized.

3.5.6. Disseminate in the workplace the rights of men to paternity leave and their domestic and care responsibilities.

Dissemination to all staff of paternity leave.

3.5.7. Promote work schedules and schedules that facilitate the reconciliation of work responsibilities with personal and family life.

Verify that military personnel work during the hours authorized by the present administration.

5.2.6. Ensure the integrity and human rights of women and girls, in shelters and shelters for people affected by disasters.

Prepare a document that establishes the norms and procedures that contribute to the observance of the human rights of women and girls in shelters and shelters during the application of the DN-III-E plan.

5.2.7. Respect the right to privacy of women during evacuation, care and emergency.

Prepare a document that establishes the norms and procedures that contribute to the observance of the human rights of women and girls in shelters and refuges during the application of the Plan DN-III-E.

6.2.1. Develop measures and actions in favor of gender parity in public office.

Assign women to managerial positions according to their rank, weapon, service and/or specialty.

6.3.1. Promote affirmative actions in the sectorial, regional, institutional and special programs, in accordance with PROIGUALDAD.

Develop equality programs between women and men at SEDENA.

6.7.1. Guarantee the comprehensive application of the Institutional Culture Program.

Carry out actions aligned with the Institutional Culture Program.

6.7.3. Promote the use of inclusive language in official reports and documents.

Have a PSO on the use of inclusive language.

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IV. Indicators.

Introduction.

The institutional work of the Ministry of National Defense, which specifies the **2013-2018 National Defense Sector Program,** is made up of five sector objectives, 21 strategies and 121 lines of action.

Sector Objective No. 1. "Contribute to preserving the integrity, stability, independence and sovereignty of the Mexican State", considers seven strategies and 44 lines of action; To assess its compliance, three result indicators were selected where the efforts of the actions carried out within the framework of this objective converge.

Consequently, the indicators designed will measure the following aspects:

1. The coverage of the national territory with the presence of troops, through the deployment of operational units, in order to preserve the integrity, stability, independence and sovereignty of the Mexican State.
   Likewise, contribute to Internal Security, in order to maintain constitutional order.

2. Guarantee the surveillance of the national airspace, by monitoring the flight hours carried out in the national territory and seas.

3. Develop coordinated operations with the Secretary of the Navy / Navy of Mexico, Federal Police and the Attorney General's Office, at points nerve centers of the country to address the specific problems of each region.

Sectoral Objective No. 2. "Strengthen the Military Intelligence System", comprises a strategy and 10 lines of action, which includes strengthening the capabilities of the Comprehensive Air Surveillance System, developing inter-institutional mechanisms for the coordination exchange of information and reinforce security on the Southern Border, among other specific aspects, typical of the Military Intelligence System.

For this purpose, three indicators were established, which will have the purpose of measuring the following items:

1. Strengthening of the Comprehensive Air Surveillance System, to increase the capacities to obtain information, for timely decision-making; likewise, develop a Tactical Data Link System.

2. Carry out operations on the Southern Border, so that in coordination with the three orders of Government, inhibit the illegal activities of criminal organizations.

3. Promote the development of the fourth dimension of military operations called “cyberspace”, through the creation of a Cyberspace Operations Center.

Sector Objective No. 3. "Renew the capabilities of the Mexican Army and Air Force", describes six strategies and 38

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lines of action. This objective generally contemplates the improvement of the organic structure and the operational and administrative functioning of the Armed Institute, the renewal of military supplies and infrastructure, as well as the fortification of logistical functions.

On the other hand, this objective considers the actions carried out by this Unit to strengthen the national identity, and the participation in programs aimed at meeting priority social needs.

For the purposes of measuring this Sector Objective No. 3, three representative indicators were structured that comprise the following topics:

1. Increase the coverage of the national airspace, through the acquisition and modernization of components of the Comprehensive Air Surveillance System.

2. Increase the tactical and strategic mobility capabilities of the troops, through the acquisition of ground vehicles and aircraft.

3. Have 5 Medical Care Regions with High Specialty Hospitals.

Sector Objective No. 4. "Strengthen the Military Education System, research and technological development, military doctrine and quality of life of military personnel", includes six strategies and 26 lines of action. This objective takes as a central referent three substantive aspects; on the one hand, professional development and scientific research, military and technological doctrine, on the other, the strengthening of the Military Industry, and finally, improving the conditions of the human resources of the institution.

To measure compliance with this priority objective, three strategic indicators were designed, which deal with the following topics:

1. Promote "Military Educational Quality" in the Military Educational System (SEM), and implement the application of ICT in the educational process.

2. Strengthen the development of military doctrine and research and development of the Mexican Army and Air Force, through the creation of two centers.

3. Modernize all the individual weapons of the troops, in order to increase the volume of fire and reduce operating expenses, through the replacement of G-3 rifles by FX-05 rifles.

Sectoral Objective No. 5. "Provide efficient support to the civilian population in cases of disasters" includes a strategy and three lines of action. For its compliance, two high-level indicators were defined, with which, it is intended to achieve the goals set, which include the following arguments:

1. Strengthen the equipment for the application of Plan DN-III-E, through the acquisition of various material resources.

2. Continue with the training of three infantry battalions for the application of the External Radiological Emergency Program, through the practice of reaction exercises and displacement to the assembly areas.

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Sector Objective No. 1. Contribute to preserve the integrity, stability, independence and sovereignty of the Mexican State.

Goal 1. Annually maintain 182 units with the military sector.

Indicator IV.1.1. Number of Units with responsibility for the military sector for coverage of the national territory.

Element	Characteristic
Indicator.	Corporation type units with military sector to cover the national territory.
Sector Objective.	Contribute to preserve the integrity, stability and permanence of the Mexican state.
General description.	Maintain 182 corporation-type units with the military sector to cover the national territory. The unit of measurement will be the number of units with a military sector.
Observations.	The number of corporation-type units that have a military sector assigned to cover the national territory will be counted.
Periodicity.	Quarterly.
Fountain.	S-3 (OPS.) EMDN
Additional references.	111 Headquarters of the National Defense General Staff.

Baseline 2013	Goal 2018
type corporation with sector assigned to the military.	Maintain 182 Units type 182 units of corporation with sector responsibility coverage of the national territory.

goal tracking						
2013	2014	2015	2016	2017	2018	Goal six-year
Units with military sector 182 182						
182 182		182	182			182

Considerations for the calculation of the goals and the applied method.

The six-year goal considers the minimum number of corporation-type units that are required to cover 182 military sectors that cover the entire national territory.

The military sectors are a territorial subdivision of the military zones, which facilitate the exercise of command, assigned to corporation-type units; same that are submitted to evaluation annually to determine their modification or continuity.

The Calculation Method is: Unit Allocation Percentage =

"

quarrel

Goal 2. Carry out 467,500 flight hours in surveillance operations.

Indicator IV.1.2. Number of flight hours for surveillance of the national airspace.

Element	Characteristic
Indicator.	Number of flight hours for surveillance of the national airspace.
Sector Objective.	Contribute to preserve the integrity, stability, independence and sovereignty of the Mexican State.
General description.	Sufficient capacity to maintain surveillance of the national airspace and the operation of the Air Force Mexicana, since through the flight hours performed it is possible to quantify the results obtained in air operations developed during the year and subsequent. The unit of measurement is the number of flight hours.
Observations.	Count the number of flight hours performed.

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Element	Characteristic
Periodicity.	Quarterly.
Fountain.	Reports made by the Unit Responsible for Expenditure.
Additional references.	132 Air Force Command Mexican.

Baseline 2013 Goal 2018	During the year 2012,
Carry out 467,500 hours of the estimated goal was flight in operations of 63,000 hours. surveillance.	

Goal tracking (thousands)						
2013	2014	2015	2016	2017	2018	Goal six-year
Flight hours 74.5						
69.0	78.0	81.0	87.0	78.0	467.5	

Considerations for the calculation of the goals and the applied method.

The number of flight hours to be performed was estimated based on statistics from previous years and accordingly an additional percentage was calculated gradually, in order to reach the goal of 467,500 hours during the present administration.

The goal will be determined by the scheduled flight hours / completed flight hours.

Goal 3. Carry out 36 operations to reduce violence, to address the problem in various regions of the country.

Indicator IV. 1.3. Number of operations to reduce violence.

Element	Characteristic
Indicator.	Number of operations to reduce violence.
Sector Objective.	Contribute to preserve the integrity, stability, independence and sovereignty of the Mexican State.

Element	Characteristic
General description.	Through coordination and cooperation between federal and state agencies, they will implement operations to reduce violence in the regions of the country with a high crime rate to achieve the safety and tranquility of the civilian population. The unit of measurement will be the number of operations implemented to reduce violence.
Observations.	Count the number of operations to reduce violence implemented.
Periodicity.	Quarterly.
Fountain.	S-3 (OPS.) EMDN
Additional references.	111 Headquarters of the National Defense General Staff.

Baseline 2013	Goal 2018
1 Dec. 2012, Implement 36 operations.	operations counted 6 to reduce violence

goal tracking					
2013	2014	2015	2016	2017	2018	Goal six-year
Coordinated operations 6					
6	6	6	6	6	36

Considerations for the calculation of the goals and the applied method.

The six-year goal was determined taking into account the average number of operations implemented in the years 2000-2012.
In the concept that the number of operations implemented annually varies according to the security and internal order needs that prevail in the country.

Calculation Method:
Annual Advance %

= ÿ .ÿ

100

Six- Year Progress %=

100

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Sector Objective No. 2. Strengthen the Military Intelligence System.

Goal 4. Installation and operation of a new Command and Control Center of the Comprehensive Air Surveillance System, and implementation of the Tactical Data Link System.

Indicator IV.2.1. Percentage of restructuring of the Command and Control Centers in the Comprehensive Air Surveillance System and of the implementation of the Tactical Data Link System.

Element	Characteristic
Indicator.	Percentage of restructuring of the Command and Control Centers in the Integrated Air Surveillance System and of the implementation of the Tactical Data Link System.
Sector Objective.	Strengthen the Military Intelligence System.
General description.	The purpose of the indicator is to measure the progress in the installation and operation of a new Command, Control, Computer Communications, and Intelligence (C4I) Center that has the possibility of obtaining information through a tactical data link, to provide the various commands the real-time visualization of the situation of the operations in which the Integral Air Surveillance System participates to cover part of the national airspace, for a better and timely decision-making, and to integrate the communications, computing and intelligence equipment that be replaced, to constitute a Regional Command Center in the northern portion of the country. The unit of measurement will be the percentage of installation of the parts.
Observations.	Percentage of progress corresponding to the acquisition of the Command System and the relocation of the System that is currently available.
Periodicity.	Quarterly.
Fountain.	Reports made by the Unit Responsible for Expenditure.
Additional references.	111 Headquarters of the National Defense General Staff.

Baseline 2013	Goal 2018
1 2012, the new Command and Control Center, it had a Communications, Command, Control, Computing and Intelligence and Communications Center, implementation of the Computing and Intelligence System, Tactical Data Link. (C4I), 10 years old and lacking Relocation of the C4I with which a data link is provided to the northern portion of the tactical. National territory.	Installation and operation of a Dec.

goal tracking							
2013	2014	2015	2016	2017	2018	Six-Year
Goal Installation of the new C4I and restructuring.						
0	0	20%	40%	70%	100%	100%
Implement Tactical Data Link System. 0						
0	10%	30%	70%	100%	100%	

Considerations for the calculation of the goals and the applied method.

SEDENA, in order to have greater airspace surveillance coverage, requires tools that allow it to detect events and aircraft of a dubious nature earlier, as well as the integration of signals generated by modern detection components such as Unmanned Aerial Systems. , Long Range Detection Radars, Satellite Communications and new Aerial Platforms, in order to react in a timely manner.

Taking into consideration that the current C4I is already insufficient for such activities, the acquisition of a new generation one complemented with a Tactical Data Link System has been set as a goal. Whose materialization will be reflected in a percentage way from the year 2015, according to the development of the following phases:

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Restructuring new C4I and installation.

1. Phase "A" (2015) 20%.
   Development of the system architecture.
   Preparation of the database.
   Applications development.
   Integration of signals (terrestrial radars, aerial platforms, unmanned aerial systems and communication systems).

2. Phase "B" (2016) 40%.
   Installation of four work stations.

   Initial application of the software.
   Delivery of test database.
3. Phase "C" (2017) 70%.
   Delivery of the Command and Control, Communications, Computing and Intelligence Center (C4I).
4. Phase "D" (2018) 100%.
   Relocation of the current Command and Control, Communications, Computing and Intelligence (C4I) Center in the north of the country.

Implement Tactical Data Link System.

1. Phase "A" (2015) 10%.
   Protocol design.
   Encryption system design.
2. Phase "B" (2016) 30%.
   Installation of a development laboratory.

3. Phase "C" (2017) 70%.
   Development and installation of link interfaces on three C-26A platforms, three EMB-145 platforms and twelve interceptor aircraft.

4. Phase "D" (2018) 100%.
   Development and installation of link interfaces in 20 land vehicles.

Goal 5. Carry out six operations to protect the southern border.

Indicator IV.2.2. Number of operations carried out to protect the southern border.

Element	Characteristic
Indicator.	Number of operations carried out to protect the southern border.
Sector Objective.	Strengthen the Military Intelligence System.
General description.	Implement operations to strengthen security on the southern border with the cooperation and coordination of the three levels of Government, in order to maintain control of merchandise and migratory flows, as well as inhibit the activities of criminal organizations, drug and arms trafficking, thus helping to guarantee the rule of law in the border region with an impact at the national level. The unit of measurement is the number of operations implemented.
Observations.	Count the number of operations implemented on the southern border.
Periodicity.	Quarterly.
Fountain.	S-3 (OPS.) EMDN
Additional references.	111 Headquarters of the National Defense General Staff.

Baseline 2013 Dec.	Goal 2018
1, 2012, had carried out 6 a operation.	operations to protect the southern border.

goal tracking							
2013	2014	2015	2016	2017	2018		Goal six-year
Operations to strengthen security on the Southern Border							
1	1	1	1	1	1		6

Considerations for the calculation of the goals and the applied method.

Due to the prevailing situation on the southern border, it is necessary to permanently maintain an operation

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coordinated, with the three orders of government, which is evaluated annually in order to streamline results.

Calculation Method:

Annual Advance % =

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———— 100

Six-Year Progress %=

———— 100

Goal 6. Have a Cyberspace Operations Center (COC), in which the fourth dimension of military operations, called "cyberspace", is developed.

Indicator IV.2.3. Percentage of progress in the development of the fourth dimension of military operations called "cyberspace".

Element	Characteristic
Indicator.	Development of the fourth dimension of military operations called "cyberspace".
Sector Objective.	Renew the capabilities of the Mexican Army and Air Force.
General description.	For the development of the fourth dimension of military operations, it is necessary to measure the progress of the creation of an Operations Center in Cyberspace with the necessary materials and resources technology and human resources trained in cyber defense aspects to protect SEDENA's information and communications technology assets.
Observations.	The percentage progress to measure the indicator is based on the activities for the creation of the Operations Center in Cyberspace.
Periodicity.	Quarterly.

Element	Characteristic
Fountain.	Reports made by the Unit Responsible for Expenditure.
Additional references.	Headquarters of the General Staff of National Defense.

Baseline 2013	Goal 2018
As of Dec. 1, 2012, there was no Cyberspace Operations Center.	Have a Center with Operations (COC), in which said center is developed. the fourth dimension called "cyberspace".

goal tracking						
2013	2014	2015	2016	2017	2018	Goal six-year
Develop the fourth dimension "Cyberspace"						
4%	8%	50%	70%	80%	100%	100%

Considerations for the calculation of the goals and the applied method.

The design and implementation of the aforementioned project is based on a projection of allocation of budgetary resources until 2018, and on the gradual training of human resources to build said center, which is calculated in a percentage variation derived from the same project.

The goal will be determined according to:

ÿÿ%
———— 100
% ÿÿÿ

Sector Objective No. 3. Renew the capabilities of the Mexican Army and Air Force.

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Goal 7. Increase the coverage of the airspace of the national territory to 72%.

Indicator IV.3.1.

Percentage increase in the coverage of the national airspace.

Element	Characteristic
Indicator.	Percentage increase in the coverage of the national airspace.
Sector Objective.	Renew the capabilities of the Mexican Army and Air Force.
General description.	Strengthen and renew the capabilities of the Comprehensive Air Surveillance System (SIVA), through the acquisition of: -1 Command and Control Center (2016). -5 Long-range radars (2016 and 2017).
General description.	-1 Aerial platform, with air-to-air radar (2016). -3 Unmanned aerial systems (2016 and 2017). -3 Platforms with ISR sensors (2016 and 2017). -Update of sensors of 3 aerial platforms (2014 and 2015).
Observations.	The percentage progress to measure the indicator is based on the acquisitions of the SIVA components.
Periodicity.	Quarterly.
Fountain.	Reports made by the Unit Responsible for Expenditure.
Additional references.	132 Command of the Mexican Air Force.

Baseline 2013	Goal 2018
Dec. 1, 2012, there is 32% coverage.	Increase the coverage of the airspace of the national territory to 72%.

goal tracking						
2013	2014	2015	2016	2017	2018	Goal six-year
Airspace coverage 32%						
32%	32%	50%	60%	72%	72%	

Considerations for the calculation of the goals and the applied method.

The estimated initial percentage was calculated based on the four newly acquired radars and their scheduled operation for December 2013 (8% coverage for each one), later with the acquisition of another five radars it will increase by 8% until the goal is met. of 72%.

The goal will be determined according to:

Percentage of the number of radars scheduled to be acquired and in operation / final percentage of the number of radars acquired and in operation per hundred.

Goal 8. Increase tactical mobility by 20% and strategic mobility by 50%.

Indicator IV.3.2.

Percentage increase in the tactical and strategic mobility of troops.

Element	Characteristic
Indicator.	Percentage increase in tactical and strategic mobility of troops.
Sector Objective.	Renew the capabilities of the Mexican Army and Air Force.

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Element	Characteristic
General description.	Acquire: ÿ3,067 land vehicles. ÿ172 aircraft and 3 Unmanned Aerial Systems. To increase the coverage, surveillance and control of airspace, as well as support to the Armed Institute, Government Dependencies and the civilian population in case of public needs or natural disasters. To increase the operational and tactical mobility of the troops, as well as optimize the logistical and administrative functions of the Army and Air Force.
Observations.	(Number of acquired/ vehicles 14,989)*100. (Number of aircraft acquired/346)*100
Periodicity	Quarterly.
Fountain	Reports made by the Unit Responsible for Expenditure.
additional references	132 Command of the Mexican Air Force and 111 Head of the General Staff of National Defense

Baseline 2013	Goal 2018
vehicles are counted) mobility and 346 aircraft.	Increase tactical mobility by 20% (acquire 1 Dec. 2013, 3,067 and 14,989 vehicles 50% strategic (acquire 172 aircraft and 3 SANT).

goal tracking						
2013 2014 2015 2016 2017 2018						Goal six-year
Increased tactical mobility.						
8.14 %	12.06 %	15.11 %	17.39 %	19.02 %	20% 20%	
1249 600 468 Increase in			350 250 150 3,067			
strategic mobility. 1.7% 11.3% 23.5% 37.2%						
45.3% 50% 50%						
6	33	42	47	28	16	172

Considerations for the calculation of the goals and the applied method.

Increased strategic mobility.

The acquisition of flight material is scheduled based on the need for a certain type of flight material and in accordance with the years in which its acquisition is considered.

The method applied to reach the goal will be determined according to:

Scheduled percentage of acquisition of flight material / percentage of flight material acquired per hundred.

Increased tactical mobility.

The acquisition of automobiles is based on two variables included in the number of automobiles that have more than 10 years of service, which represent 66.47% and have already completed their useful life and the budgetary availability that has been statistically presented, with the purpose of replacing those with recurring failures and high fuel consumption.

The goal of increasing the vehicle fleet is determined according to the number of vehicles that are operational and used in various activities (15,300 Vehicles) and the acquisition of vehicles that will be carried out from 2013-2018 (3,067), that is, vehicles to be acquired for one hundred / current vehicle fleet, obtaining an increase in the mobility of the units and renewal of the vehicle fleet of 20%.

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Goal 9. Have 5 Medical Care Regions with High Specialty Hospitals.

Indicator IV.3.3. Percentage of progress in the Regionalization of Medical Care.

Element	Characteristic
Indicator.	Percentage of progress in Regionalization of Medical Care
Sector Objective.	Renew the capabilities of the Mexican Army and Air Force.
General description.	The purpose of this goal is to decentralize the specialized medical attention of 3/er. Level at the beginning of the administration, it is provided in the hospitals located in the Federal District, which causes all military personnel, active and retired, as well as beneficiaries and pensioners to travel to the capital to receive medical attention, which It generates heavy expenses for tickets and lodging. This situation also causes the saturation of the medical consultation. Therefore, it will seek to decentralize medical care in 5 regions (North, Northwest, West, Center and South) with highly specialized hospitals; In the case of the Central Region, it will be strengthened with 3 new hospitals and an educational health complex. With this, the services provided by hospitals will be optimized and a higher quality and timely medical care will be provided. For this purpose, the new hospitals will be provided with infrastructure and equipment; as well as the necessary medical specialists and support staff. In this same sense, it it will promote 100% coverage of the administration of medicines to patients; and provide an air transport system to ensure timely care in serious cases.
Observations.	Percentage of progress in the Regionalization of Medical Care. (Number of healthcare regions / 5) * 100
Periodicity	Quarterly.
Fountain	Reports made by the Unit Responsible for Expenditure.
additional references	General Directorate of Health.

Baseline 2013	Goal 2018
Dec. 1, 2013, I don't know Count on 5 Regions with hospitals Medical Care with specialty Hospitals outside of High Specialty. Federal District.	

goal tracking						
2013	2014	2015	2016	2017	2018	Goal six-year
Creation of Regions of Medical Attention.						
--	20%	40%	40%	80%	100%	100%
	1	1	0	2	1	5

Considerations for the calculation of the goals and the applied method.

To determine the number of specialized healthcare regions and their geographic scope, the following aspects were taken into account:

ÿ The geographic areas where the largest number of users of medical services reside.

ÿ The duration of the transfer of users to health facilities.

ÿ The profile of demand for medical care.

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ÿ The operational capacity of the health facilities that are currently located within each geographic area.

To determine the number of specialized healthcare regions and their geographic scope, the following aspects were taken into account:

1. The geographic areas where the largest number of users of medical services reside.

2. The average duration of the transfer of the users to the health establishments.

3. The demand profile for specialized medical care.

4. The operational capacity of the health facilities that are currently located within each geographic area.

The method that was applied to establish and calculate the goal for 2018 was qualitative: Implementation by phases, estimating at least the feasibility of creating at least 5 specialized medical care regions, each region having one to three highly specialized hospitals. The implementation of each region of medical attention is equivalent to 20% of the total goal, the sum of the 5 regions is equivalent to 100% of the fulfillment of the six-year goal.

Sector Objective No. 4. Strengthen the Military Education System, research and technological development, military doctrine and quality of life of military personnel.

Goal 10. Consolidate Military Educational Quality, strengthen the infrastructure, as well as raise the educational level of upper secondary and higher education institutions.

Indicator IV.4.1. Number of accredited study plans and programs; percentage of systematization of processes; and number of master's and doctoral courses taught.

Element	Characteristic
Indicator.	Number of accredited study plans and programs; percentage of systematization of processes; and number of master's and doctoral courses taught.
Sector Objective.	Strengthen the Military Education System, technological development research, military doctrine and quality of life of military personnel.

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Element	Characteristic
General description.	To strengthen the SEM, actions will be carried out to train competitive military professionals, with values and extensive analytical and technical skills; To this end, the quality of military education will be promoted, within the framework of a national and international context. international, with extensive use of ICT in the management, administration and teaching of the educational process. Likewise, promote innovation, research and technological development in branches of science and military art; also with demanding levels of command of the English language, to have greater participation in events and national and foreign academic exchanges; finally, raise the educational level to increase the number of military personnel with master's and doctoral degrees.
Observations.	1. A pilot test will be carried out during the first 3 years and later with the results obtained, apply psycho-pedagogical evaluations. 2. The number of study plans and programs accredited by the certification will be counted. 3. Systematize the key management and administration processes in the SEM.
Periodicity.	Biannual.
Fountain.	Reports made by the Unit Responsible for Expenditure.
Additional references.	115 General Directorate of Military Education.

Baseline 2013	Goal 2018
2012, this Military, strengthen the educational model infrastructure, as well as raise the implementation from the educational level of these administration-level educational institutions. upper middle and upper	Consolidate Educational Quality 1 Dec.

goal tracking							
2013	2014	2015	2016	2017	2018	Goal six-year	
Accredit study plans/programs 2/2 2/2 1/1 1/1							
1/1						7/7	
Certify the UDEFA Rectory							
		1				1	
Systematize Processes							
20%	40%	60%	80%	80%			
Technological infrastructure installed in military establishments. 20%							
	40%	60%	80%	80%			
Laboratories of 7 equipped educational							
1	1	establishments. 1	2	1	7		
Master's courses taught at Esc. Sup. Grra. 1 1 1 1							
5	PhD courses taught.	eleven		1			
					2		

Considerations for the calculation of the goals and the applied method.

Accreditation of study plans and programs; as well as certification from the Rectory and UDEFA.

In the Military Education System there are 11 Higher Education Institutions and only one is accredited, according to the educational infrastructure and the trends to promote the quality of military education, it is important to accredit 7 study plans and programs and certify the Rectory of the Army and Air Force University, to align them with quality education trends, in accordance with the provisions of the National Development Plan.

Systematization of processes.

The General Directorate of Military Education and Rectory of the University of the Army and Air Force and the Military Education System, require carrying out the systematization of the strategic and operational processes that are developed at their different levels of function, in order to streamline the functions substantive and generic to comply with the mission of management and administration of the educational proce

The goal will be determined in accordance with (the number of processes systematized X 100) / total number of processes programmed for the six-year term.

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Infrastructure technological for military establishments.

In the Military Education System, it is necessary to equip technological infrastructure to use it in the management and administration of education, in order to contribute to fostering a culture of planning, evaluation and continuous improvement of educational quality.

The goal will be determined in accordance with (the number of educational institutions with installed infrastructure X 100) / total number of educational institutions with installed infrastructure scheduled for the six-year term.

7 laboratories of military establishments equipped.

The Military Educational System has 11 Higher Education Institutions, of which 7 carry out activities aimed at research, however it is necessary to improve their physical infrastructure conditions and equipment of their laboratories so that students carry out research activities on the art and science of war, as well as scientific, technological and humanistic, in accordance with the challenges of the information society and globalization, as well as the National Development Plan to contribute to the training and knowledge of human capital.

The goal will be determined in accordance with the cumulative number of schools to which the infrastructure of their laboratories was increased, until reaching the number of 7 in the year 2018.

Master's courses taught at the Escuela Superior de Guerra.

Currently, in the Military Educational System, postgraduate courses are taught in 3 Educational Institutions, which is why it is necessary to expand the educational coverage to 5 Institutions with other new postgraduate modalities, such as the master's degree in strategic management that will affect the formation of the intellectual capital of our Armed Institute, which has an impact on the incorporation of new commanders, with profiles and degrees of master's level training, making it possible to teach 5 postgraduate courses in this six-year term.

The goal will be determined in accordance with the cumulative number of postgraduate master's degrees taught, until reaching the number of 5 in 2018.

PhD courses taught.

Currently, in the Military Educational System, there are no doctoral level studies in Educational Institutions, so it is necessary to design the Plan and Study Programs for the Doctorate in National Security at the National Defense College, thereby expanding educational coverage, which will allow the training of 2 generations of Doctors in National Security in this six-year term.

The goal will be determined in accordance with the cumulative number of doctorates completed during the six-year term, until reaching the number of 2 generations of Doctors in 2018.

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Goal 11. Create the Mexican Institute for Strategic Studies in National Security and Defense and the Army and Air Force Research and Development Center, to develop 82 research projects and three studies of a strategic nature.

Indicator IV.4.2. Percentage of progress in the creation of the Mexican Institute of Strategic Studies in National Security and Defense and the Research and Development Center of the Army and Air Force.

Element	Characteristic
Indicator.	Percentage of progress in the creation of the Mexican Institute of Strategic Studies in National Security and Defense and the Research and Development Center of the Army and Air Force.
Sector objective.	Strengthen the Military Education System, technological development research, military doctrine and quality of life of military personnel.
General description.	Strengthen the development of military doctrine, Strategic Studies in National Security and Defense; as well as developing technological research projects for the benefit of the Mexican Army and Air Force. The unit of measurement corresponds to the percentage progress in the creation of the Institute and Center and the number of research projects carried out.
Observations.	For the creation of the Institute, the various phases were broken down, considering the years 2014 and 2015 to define the project (20%); 2016 to include the aforementioned project in the budget program of the Ministry of National Defense (40%); 2017 to start with the construction of the integration (hiring) facilities of the labor plant (90%) and 2018 to finish works and inaugurate the Institute (100%) For the creation of the Research Center, the percentage progress to measure the indicator is based on the progress in the creation of the Institute and the Center. 80% includes the allocation of 22 members of the Center, as well as financial and material resources. The remaining 20% includes the assignment of 12 more members, according to the organic payroll, assignment of computer equipment and remaining furniture. Likewise, the number of projects carried out will be counted.
Periodicity.	Quarterly.
Fountain.	Reports made by the Unit Responsible for Expenditure.
Additional references.	115 General Directorate of Military Education.

Baseline 2013	Goal 2018
HE started 18 projects and the Center for Research and Technological Development of the Army and Air Force, which they continue in development.	Create the Mexican Institute of Strategic Studies in Security and National Defense and the Research and Development Center of the Army and Air Force. Develop 151 research projects.

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goal tracking						
2013	2014	2015	2016	2017	2018	Goal six-year
Research and Development Center of the Army and Air Force						
80%	100%					100%
Research projects to be carried out						
18	22	25	27	29	30	151
Creation of the Mexican Institute of Strategic Studies in National Security and Defense						
--	20%	40%	90%	100%	100%	

Considerations for the calculation of the goals and the applied method.

Creation of the Army and Air Force Research and Development Center.

The goal will be determined in accordance with the assignment in 2014 of 12 elements that will complete 100% of the Center's organic payroll, as well as the administration of the rest of the furniture and computer equipment.

Creation of the Mexican Institute of Strategic Studies in National Security and Defense.

Based on the growing need to develop high-level work on National Security and Defense, the creation of the Mexican Institute for Strategic Studies on National Security and Defense was projected. The following phases were established for the creation of the aforementioned Institute: the years 2014 and 2015 to define the project (20%); 2016 to include the aforementioned project in the budget program of the Ministry of National Defense (40%); 2017 to start with the construction of the facilities and integration (hiring) of the workforce (90%) and 2018 to finish works and inaugurate the Institute (100%).

Materialization of 151 projects

The six-year goal considers 151 research projects, based on the needs of the Mexican Army and Air Force.

The calculation method was made based on an estimate considering the experience obtained during 2012-2013, in which there were between 15 and 20 projects per year with around 50 researchers, and a cost per project between $16,000,000.00 and $500,000.00 and duration. 1 or more years.

Goal 12. Manufacture 121,000 FX-05 automatic rifles to replace existing G-3 automatic rifles.

Indicator IV.4.3. Percentage in the modernization of individual armament of troops.

Element	Characteristic
Indicator.	Percentage in the modernization of the individual armament of the troop personnel. DN-28.
Sector objective.	Strengthen the Military Education System, Research, technological development, military doctrine and quality of life of military personnel.
General description.	Modernize 100% of individual weapons with the manufacture of 121,000 FX-05 rifles. The total individual armament will be renewed to increase the volume of fire and reduce production and maintenance costs. The unit of measurement of the indicator is the number of rifles produced.

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Element	Characteristic
Observations.	To calculate this indicator, the 34,000 existing rifles plus the annual production achieved are taken as a reference and divided by the goal of 155,000 rifles to be produced, expressed as a percentage. (Accumulated production / 121,000 rifles to be produced) x 100.
Periodicity.	Quarterly.
Fountain.	Reports prepared by the Unit Responsible for Expenditure.
Additional references.	112 - General Directorate of Military Industry (DN-28).

Baseline 2013	Goal 2018
34,000 FX-05 automatic rifles manufactured as of January 1 Manufacture automatics for representing existing G-3 of G-3 automatic rifles.	121,000 2013 rifles, during FX-05 Administration 2007- replace 2012 rifles, automatics. 21.94% of the substitution

Goal tracking (thousands)						
2013	2014	2015	2016	2017	2018	Goal six-year
Modernization of individual weapons (manufacture) (thousands)						
10	25					
8%	18%	30%	51%	75%	100%	
					29	30	121
100%						

Considerations for the calculation of the goals and the applied method.

To determine this goal, the 34,000 existing rifles at 1/o are taken as a reference. December 2012, plus the annual production projected for the years 2013 to 2018, which will be 121,000 rifles, in order to be able to replace the 155,000 G-3 automatic rifles that currently exist.

The applied method is based on a mathematical operation to obtain the percentage of progress based on: the annual production of rifles out of the 121,000 rifles that are projected to be produced during the present administration per hundred.

Sector Objective No. 5. Provide support to the civilian population in cases of disaster effectively.

Goal 13. Achieve 100% of the equipment program.

Indicator IV.5.1. Percentage of progress in the program to strengthen the Plan DN-III-E.

Element	Characteristic
Indicator.	Percentage of progress in the strengthening program of the Plan DN-III-E.
Sector Objective.	Provide support to the civilian population in cases of disaster effectively.
General description.	Equipment of the FACD with the indicated material: ÿ 2 MI-17 helicopters. ÿ 3 community kitchens. ÿ 50 radio equipment. - 5 ambulances. ÿ 4 Excavators. ÿ 4 tractor trucks 5/a. roll with low bed. The equipment will increase the response capacity of the Army and FAM, for the benefit of the population affected by the impact of phenomena of natural and/or anthropogenic origin.
Observations.	The percentage advance will depend on the acquisitions of the material.
Periodicity.	Quarterly.
Fountain.	Reports made by the Unit Responsible for Expenditure.
Additional references.	111 Headquarters of the National Defense General Staff.

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Baseline 2013	Goal 2018
Recent acquisition upon reaching 100% of the program Dec. 1, 2012: of equipment.	
ÿ 41 Floors Standard water treatment plants 3 ÿ50 ÿ5 Ambulances. ÿ 1 Surgical Hospital ÿ4 Excavators. mobile. ÿ4 Tractor trucks 5/a. wheel with low bed	ÿ2 MI-17 helicopters. ÿ3 Community kitchens. Radio equipment. and solar,

goal tracking						
2013	2014	2015	2016	2017	2018	Six-Year
Goal Increase the capacities of the Plan DN-III-E.						
--	--	33.4%	65.6%	82.8%	100%	100%

Considerations for the calculation of the goals and the applied method.

The equipment to be acquired responds to needs to strengthen the Disaster Support Force (FACD) in order to increase its response capacity to help the civilian population in disaster or emergency situations.

The goal was defined based on the equipment required as a priority per year, to be acquired from 2015 to 2018 (in 4 acquisition phases); considering the years 2013 and 2014 as part of the administrative process of the project so that it can be integrated into the corresponding budget program.

The progress percentages were assigned by phases and correspond to the equipment acquired for each year.

The calculation method: Sum of % from 2015 to 2018 = % of total progress

Goal 14. Perform 216 exercises during the six-year term.

Indicator IV.5.2. Reaction and displacement exercises to the advanced meeting areas of the External Radiological Emergency Plan (PERE).

Element	Characteristic
Indicator:	Reaction exercises and movement to the forward assembly areas of the Radiological Emergency Plan (PERE)
Cross sectoral objective:	Provide support to the civilian population in cases of disaster effectively.
General description.	SEDENA is part of the Laguna Verde Task Force 84, integrated with the 63/o., 83/o. and 87/o. Infantry Battalions; each of which will carry out 12 reaction and displacement exercises annually to PERE advanced meeting areas (total 216 exercises by the three battalions in the current six-year term), to strengthen their response capacity. The number of reaction exercises will be counted that are held annually.
Observations:	
Periodicity.	Quarterly.
Fountain.	Monthly report.
additional references	125 VI Military Region.

Baseline 2013	Goal 2018
reaction exercises Carry out 216 displacement exercises to meeting areas in advance meeting areas of PERE, present six-year six-year term. past.	216 to reactions and displacement, to PERE, during the

goal tracking						
2013	2014	2015	2016	2017	2018	Goal six-year
Reaction exercises						
36	36	36	36	36	36	216

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Considerations for the calculation of the goals and the applied method.

The 63/o., 83/o. and 87/o. Infantry Battalions, members of the Laguna Verde 84 Task Force, will annually carry out 12 reaction and displacement exercises to the advanced assembly areas, in order to be in a position to react promptly and efficiently to a radiological emergency.

Calculation method: Number of reaction exercises and displacement to the advanced meeting areas carried out per year = Total exercises.

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Transparency.

In order to comply with the provisions of articles 7, 61 and 62 of the Federal Law on Transparency and Access to Public Government Information and article 8 of the Regulations of the Law; The 2013-2018 National Defense Sector Program, the Program indicators, monitoring reports, evaluations and accountability, are publicly available on the Transparency Obligations Portal of the website of the Ministry of National Defense.

www.sedena.gob.mx

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Glossary.

Military attaché.	Installation, which occupies within the Embassy of Mexico abroad, including by extension the military attaché who is the person or accredited military element that performs functions as a foreign service diplomat as a representative of the Mexican Army and Air Force in another country.
traditional threats.	That obviously sponsored by the National Power of a State, which endangers territorial integrity, sovereignty and independence, being able to question the existence of the affected country; it is generally manifested by violent actions in the political and military fields.
Multidimensional threats.	Antagonisms of a diverse nature and multidimensional scope, where the traditional concept and approaches must be expanded to encompass new and non-traditional threats, which include political, economic, social, health, environmental, technological aspects (Founded on the Declaration on Security of the Americas , OAS, 2003).
Mixed Operations Bases.	They are inter-institutional forces, made up of members of federal agencies and the governments of the federal entities.
Military Identity Card.	Document that accredits Mexicans of military age and anticipated for having enlisted.
Cyberspace operations center.	Agency in charge of planning, coordinating and directing the efforts of the Army and FAM, to identify, prevent and counteract any threat or incident originating in cyberspace, that threatens information and critical infrastructure of SEDENA, supported by ICT and that which is assigned under its responsibility.
Cyberspace.	Intangible environment, global in nature, supported by ICT, which is used for interaction between individuals and public and private entities.
Civic-military.	It is a broad concept used to refer to the relations of society as a whole with the Armed Forces.

Supreme Commander. The Constitutional President of the United Mexican States.

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Conscripts.	It is the Mexican who, of military age or anticipated, complies with the National Military Service framed in a Training Center of the Army, Navy or Air Force or is available under administrative control of the Military Zones.
Zone Headquarters.	Group made up of the commander, staff, weapons commanders, heads of service and troops, gathered for the commander to carry out his command functions.
International human right.	It is a body of international norms, of conventional or customary origin, intended to be applied during international and non-international armed conflicts.
Human rights.	They are universally valid principles inherent to human beings, placed above the norms, despite being recognized or not by law, they are a basic need and a social and not individual demand, their observance, defense and protection is the obligation of society itself. and particularly governments.
military deployment.	It consists of articulating the operational units, distributing them in time and space, with a view to carrying out an operation.
Military discipline.	It is the norm to which the military must adjust their conduct; It is based on obedience, and a high concept of honor, justice and morality, and as its object, the faithful and exact fulfillment of the duties prescribed by the laws and military regulations.
Logistic functions.	These are the activities carried out by the technical services seeking to satisfy the life and operational needs of the command, its auxiliaries and combat troops.
FX05 rifle.	Assault rifle manufactured in the Military Industry, Xiuhcoatl fire snake FX-05, is the first assault rifle of Mexican design, in its design the height and length of the arm of the Mexican soldier was taken into account, the barrel is forged in lime cold 5.56 mm x 45 mm NATO with a 30-round capacity magazine, its rate of fire is 750 shots per minute. It is made of carbon fiber with polymer reinforced with stainless steel alloy.

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Current expenditure.	They are the expenses that are made for the normal operation of the dependencies and it includes: the cash inherent to personal services (salaries), the acquisition of materials and supplies (stationery, food, fuel and lubricants, clothing, ammunition, etc. .) and general services (contracting basic services, maintenance, consultancy, leasing and other services).
Investment expense.	These are the expenditures for infrastructure works and other expenses, in programs that contribute to increasing the fixed assets of the dependencies, such as the purchase of defense machinery and equipment, furniture, aircraft and land vehicles, medical equipment, tools and spare parts, as well as as real estate.
Indicator.	It is an instrument to measure the achievement of the objectives of the programs and a benchmark for monitoring progress and for evaluating the results achieved.
Social work.	It is the set of activities of a social nature carried out by military personnel for the direct benefit of populations or communities located in marginalized areas, in extreme poverty or lacking basic services, in order to help raise the quality of life of their members. population.
Intensive eradication operations.	They are those carried out by Army and FAM personnel against drug trafficking and organized crime through the establishment of Military Security Posts to limit the cultivation, harvest and production of narcotics.
interception operations.	These are the activities carried out by military personnel to prevent organized crime and drug traffickers from trafficking drugs, psychotropics, chemical precursors and essential chemicals, weapons, ammunition, explosives and/or cash, on the main communication routes of 1/o., 2 / either. and 3/st. order, through the establishment of Strategic Military Security Posts, Mobile Strategic Military Security Posts and Regional Military Security Posts, integrated with personnel, material, vehicles and technological equipment.
Vehicle fleet.	Number of vehicles with which an agency has charge.
Land patrols.	Reconnaissance of military personnel using terrestrial means.
Air patrols.	Reconnaissance of military personnel using aerial means.

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Military accoutrements. Ammunition, machine weapons, necessary for the Army or the Armed for any operation.

Military security post. It is an arms service, which due to the way it is constituted and the missions it fulfills, is considered a circumstantial body (detachment), with characteristics of flexibility and mobility, by virtue of being a fraction belonging to a unit that operates fulfilling a specific mission away from it, for the benefit of this or other elements.

National Military service. It is the provision of the Compulsory Public Service established in articles 5/o. and 31/o. of the Political Constitution of the United Mexican States, carried out by Mexicans of military age or anticipated.

Military Training System. It is the harmonious conjugation of human resources, facilities, and means to develop practical, realistic, and evaluable training in all its phases, within units, dependencies, and facilities, except military education establishments, under the philosophical concept of preparing for the test. . It is the primary activity in the Mexican Army and Air Force and its execution and evaluation demand professionalism, responsibility, dedication and continuous effort.

Military Health System. It is the set of human, material and financial resources that the Secretary of National Defense uses to prevent diseases and achieve the speedy recovery of health and physical operability of the people who serve in the Armed Forces that make up that Secretary of State.

Aeromedical Transport System. Set of specialized human and material resources for the air transport of sick or injured people, in order to reduce the time in which they are transferred to a medical care facility.

Military Educational System. It is the set of Educational Institutions that impart military knowledge of different purposes, types and levels and modalities, conditioned to a philosophy, doctrine and military infrastructure typical of the Mexican Army and Air Force, under the leadership of a Directorate and Rectory.

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Military Logistics System.	System through which all military administrative activities are carried out, including the planning and execution of operations in relation to supplies, the evacuation and maintenance of materials, the evacuation and hospitalization of personnel, the construction of accommodation for troops, transport that do not have a direct tactical purpose, the use of labor and the use of various services in activities related to those mentioned above.

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Initials and Acronyms.

APF	Federal Public Administration.
CONAFOR	National Forestry Commission.
CIFAA	Inter-institutional Commission of the Armed Forces.
C4I	Command, Control, Communications, Computing and Intelligence Center.
DATALINK	Tactical Data Link.
DGAC	General Directorate of Civil Aeronautics Timely
DOCMA	Detection of Breast Cancer.
fam	Mexican Air Force.
ISSFAM	Social Security Institute for the Mexican Armed Forces.
MAAGTICSI	Administrative Manual of General Application in Information Technologies, Communications and Information Security.
PERE	External Radiological Emergency Plan.

GDP Gross Domestic Product.

PND National Development Plan 2013-2018.

SAVLE	Virtual Laser Electromechanical Training System.
SED	Performance Evaluation System.
SEDENA	Secretary of National Defense.
SEMAR	Secretary of the Navy.
SEM	Military Educational System.

SEMARNAT Ministry of Environment and Natural Resources.

SIVA	Comprehensive Air Surveillance System.

SMN National Military Service.

TIC	Information and Communication Technologies.