

CAF DEVELOPMENT BANK
OF LATIN AMERICA
AND THE CARIBBEAN

 **Microsoft**

ANIA MEXICO USE CASE

A replicable model for the governance of Artificial Intelligence

TITLE

ANIA Mexico Use Case: A Replicable Model for AI Governance

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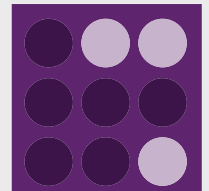
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ANIA Prologue

In the heart of Mexico, where ancestral cultures converge with cutting-edge technology, we find ourselves at a crucial juncture: the dawn of the fifth great revolution. The “acceleration of disruption” propels us into uncharted territory, where artificial intelligence (AI) promises limitless potential. However, as stewards of this transformative force, we have a weighty responsibility, which transcends mere technological advancement.

The National Artificial Intelligence Alliance (ANIA) stands its ground, weaving a multi-stakeholder ecosystem that spans legislative chambers, research labs, corporate boardrooms, and civil society. Our mission extends beyond algorithms and data points; it is a commitment to shape an AI landscape that reflects our shared values, respects individual rights, and uplifts our entire society.

The ideas of Yuval Noah Harari, historian and philosopher, resonate through our efforts. Technology alone cannot solve our most pressing challenges; It requires wisdom, empathy, and collective action. ANIA embodies this spirit: a harmonious symphony of minds working towards an AI-driven future that leaves no one behind.



**Senator
Alejandra Lagunes**
Leader and founder of
the National Alliance for
Artificial Intelligence (ANIA)

This use case, more than just a summary, is a wake-up call. May its pages inspire policymakers to write ethical frameworks, entrepreneurs to innovate responsibly, educators to foster AI literacy, and citizens to engage in meaningful dialogue. We hope to catalyze conversations that transcend borders, generate innovations that close gaps, and propel us toward a Mexico where AI serves as a force for good.

As we turn these pages, let us remember that we are not passive observers. We are architects of the destiny of AI. Our current decisions ripple across generations, shaping a legacy of progress or inequality. ANIA's roadmap guides us towards an AI-powered Mexico where ethics, rectitude, empathy, compassion, and our unwavering determination illuminate our path to progress.

Together, let's build an AI future that reflects our highest aspirations, one in which technology amplifies our humanity rather than diminishes it.

AI: A Catalyst for Sustainable Development

For CAF - Development Bank of Latin America and the Caribbean, it is a pleasure to present ANIA Mexico: A Replicable Model for AI Governance, prepared by Cristina Martínez Pinto and Luz Elena González Zepeda, two fully authorized voices to address an increasingly relevant topic in our region. This work illustrates how the National Alliance for Artificial Intelligence (ANIA) in Mexico has become an exemplary model for AI governance in the region.

Latin America and the Caribbean are facing a triple transition – green, digital, and energy, with a strong emphasis on human development. The alliance between CAF and Microsoft has been fundamental in driving the digital transformation agenda. It is about improving the quality of life for Latin Americans and Caribbeans by making technology a vehicle to achieve sustainable development goals and promote responsible innovation. Microsoft’s support has also allowed us to enhance joint efforts in the development and application of AI policies and practices.

This is the seed to increasingly leverage technology to offer efficient and effective public services, strengthen citizens’ trust in their institutions, and foster sustainable and inclusive development.

In addition to highlighting the achievements of effective AI governance, the case of ANIA Mexico offers a strategic vision on how to replicate this model in other countries in the region.



Sergio Díaz-Granados
Executive President of CAF
- Development Bank of Latin
America and the Caribbean

Through an inclusive and ethical approach, ANIA has managed to integrate various sectors in the formulation of public policies, promoting transparency and citizen participation in the process of adopting emerging technologies.

In a global context where technology is advancing by leaps and bounds, it is essential that all people, regardless of their geographical location, have the skills and access necessary to thrive in a digital economy enabled by AI. This is a matter of utmost importance for our region, given the need to integrate technological innovation with actions to address the climate emergency, close social gaps, and accelerate the energy transition.

This document is a valuable resource for policymakers, academics, technology sector professionals, and all those interested in the role of AI as a catalyst for sustainable development. Artificial intelligence can be ethically and effectively integrated into various contexts, promoting a future where technological progress serves humanity and the planet.

Executive Summary



The report describes the development and achievements of the National Alliance for Artificial Intelligence (ANIA) in Mexico, showing it as a model for AI governance that can be replicated throughout Latin America and the Caribbean. ANIA was formed in 2023 to foster the ethical and responsible adoption of AI, driving policymaking and fostering collaboration among various stakeholders, including government, academia, the private sector, and civil society. ANIA's mission includes creating ethical frameworks, promoting human rights, and ensuring that AI benefits all sectors of society.

One of ANIA's main achievements is the preparation and publication of a comprehensive proposal for Mexico's National AI Agenda 2024-2030. This agenda includes 8 public policy recommendations with 56 actions to implement them, 29 regulatory recommendations, 14 governance recommendations and 3 indicator recommendations. In addition, specialized subgroups focused on critical areas such as neurorights, cybersecurity, and regulatory *sandboxes* were formed, providing domain-specific recommendations and policy frameworks. These efforts have positioned ANIA as a leading force in AI governance in Mexico.

In addition, by participating in various international forums, it has aligned Mexico's AI policies with global standards and has fostered international cooperation. This global commitment ensures that Mexico's AI governance strategies are in line with international best practices, improving their effectiveness and impact. Emphasizing the model's potential to be replicated in other Latin American countries is also crucial to foster regional AI governance. By sharing lessons learned and best practices, other nations can be helped to develop strong AI governance structures tailored to their unique contexts.

In the field of education, training initiatives have also been prioritised through the AcademIA programme, which has reached more than 3,000 participants. This program promotes digital literacy among educators, women, and SMEs, contributing to a more informed and capable workforce. In addition, 14 AI projects have been documented in sectors such as education, government services, health, business, and social impact, demonstrating the practical applications of AI in Mexico and highlighting its potential to drive innovation and efficiency in various fields.

Despite the aforementioned successes, a number of challenges have also been encountered, including the need for greater federal government involvement, the technical complexity of AI, and navigating political transitions. Effective leadership and transparent processes have been crucial in building trust and encouraging stakeholder participation. Looking ahead, it is proposed to institutionalize ANIA as a permanent consultative body to ensure sustained impact and continuity. The efforts represent a significant advance in AI governance in Mexico, highlighting the importance of multi-stakeholder collaboration, ethical frameworks, and international cooperation. The model provides a promising example for countries in the global south that aspire to develop effective AI governance frameworks, ensuring that these technologies are leveraged ethically and responsibly to leave no one behind.

Introduction

Steam, electricity, and information and communication technologies (ICTs) are the general-purpose technologies (GPTs) that characterized the first, second, and third industrial revolutions. GPTs have been defined as: “A single generic technology, recognizable as such throughout its useful life, which initially has a lot of room for improvement and ends up being widely used, having many uses and having many indirect effects” (Crafts, 2021).

AI is increasingly seen as GPT with the potential to spark the Fourth Industrial Revolution and its “constellation of innovations.”

Mexico will benefit considerably from the potential of AI (Iglesias et al., n.d.). The Latin American Artificial Intelligence Index (ILIA) 2023 places the country in fifth place out of a benchmark of 12 countries in the dimensions of governance, adoption of research and development, and enabling factors. This advantage can be attributed in part to Mexico’s growing digital infrastructure and open data policies (AMCID, 2024). However, there are challenges in developing a skilled workforce and fostering innovation.

In addition, perception is an important component in the adoption of new technologies. The same index studied the perception of AI in digital media and social media platforms. In the North American region, including Mexico,

neutral news articles and social media messaging were prevalent. Positive perceptions were more present in digital media, and negative perceptions were spread through conversations on social networks (AMCID, 2024). In a survey conducted by the firm YouGov in 18 international markets, in 2023, 60.8% of Mexicans are concerned that AI could replace jobs in the near future (Chávez, 2023). Comparatively, a 2024 survey by the same firm found that 62% of Mexicans agreed that it is necessary to ensure that AI development does not get out of control; this figure is higher than the world average (52%), Japan (46%) and lower than that of Germany and the United Kingdom (71%) (Chávez, 2024).

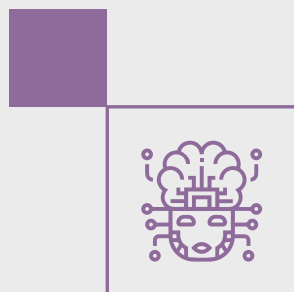
The discourse around AI governance is increasingly imperative on political agendas outside the global north. Specifically, the launch of ChatGPT for public use in November 2022 brought with it a radically accessible AI use case, which in turn elucidated the potential of such systems for audiences who previously perceived this as an emerging technology with remote implications for everyday life. It was this new awareness in all sectors of society that has strengthened **the path of AI governance in Mexico.**

In this context, through specialized training, advocacy efforts, and dialogue with experts from academia, the private sector, national and international organizations, the Government, and civil society, work is being done to advance AI



governance at the national level, with the aim of driving responsible AI adoption in Mexico and developing a robust policy framework for its governance.

This summary of use cases was created to highlight the achievements and milestones achieved by ANIA, as well as to position its model in Latin America and the Caribbean as a replicable AI governance framework. As part of the inputs for the development of the document, desk research was conducted and 12 virtual interviews were also conducted with ANIA leaders and key participants of the initiative (the full list of participants is available in Annex 1).



Overview of AI governance in Mexico

A report by the World Economic Forum (WEF) defined **2018 as the dawn of AI governance**, with the development and adoption of industry and government-led principles, agendas, and frameworks to guide the development and implementation of AI systems (WEF, 2021). In 2018, Mexico began its path of AI policies, marked by intermittency and the lack of continuity and government prioritization, coupled with a sustained growth in the number of actors that are part of the national ecosystem. Table 1 describes the main milestones of the ecosystem between 2018 and 2024 (ANIA, 2024).

Table 1 - Timeline of the context of AI governance in Mexico 2018-2024.

Generated with ChatGPT 3.5 based on information from EON Resilience Lab and ANIA

Year	Context of AI governance in Mexico
2018	The federal government, through the Coordination of the National Digital Strategy, initiated the mapping of the national AI ecosystem, with the support of the British Embassy in Mexico, in partnership with Oxford Insights and C Minds, resulting in a set of policy recommendations in a report entitled <i>Towards an Artificial Intelligence Strategy in Mexico: Harnessing the AI Revolution</i> . In this way, Mexico became the first LATAM country to draft the bases of a National AI Strategy (Zapata, 2020).

Year	Context of AI governance in Mexico
2018	Japan and Mexico co-led the third Forum on Science, Technology and Innovation for the Advancement of the Sustainable Development Goals (SDGs) at the United Nations (UN). Mexico introduced what would be approved as Resolution 73/17, urging member countries to continue examining the impact of rapid and fundamental technological changes, with a special mention of AI.
2018	Mexico took the initiative to form a working group at the UN and led the working group on Emerging Technologies in the Latin American and Caribbean E-Government Network (GEALC Network).
2018	A national coalition of stakeholders from industry, academia, and civil society called IA2030.mx was launched to coordinate efforts, build a unified voice around AI, and promote continued action and support for the issue.
2019	The IA2030.mx Coalition launched a national AI survey with more than 1,500 participants.
2020	Mexico participated in the Global Alliance on Artificial Intelligence (GPAI), launched in June 2020, which fosters international collaboration and best practices in AI governance.
2020	The IA2030.mx Coalition published a national AI agenda with the participation of more than 400 multi-stakeholder contributors.

Year	Context of AI governance in Mexico
2021	Mexico signed the UNESCO Recommendation on the Ethics of Artificial Intelligence, along with 193 countries, demonstrating its commitment to the ethical development and deployment of AI.
2022	Meta, C Minds' Eon Resilience Lab, and the Inter-American Development Bank (IDB), through its fAIr LAC initiative and with the support of the National Institute of Transparency, Access to Information, and Protection of Personal Data (INAI), launched Open Loop Mexico, a first-of-its-kind policy prototype on the transparency and explainability of AI systems.
2023	The National Alliance for Artificial Intelligence (ANIA) was created to align numerous actors in the tech ecosystem towards the creation of a proposal for Mexico's 2024-2030 National AI Agenda, convened through open parliament exercises supported by the Mexican Senate.
2023	In the context of the 2024 presidential elections, Centro México Digital launched an open call for multi-stakeholder participation for the compilation of proposals organized around 24 themes, aimed at addressing the challenges and taking advantage of the great opportunities presented by digital transformation. The initiative #24paI24 generated a reference document for the incoming administration to consider digital policy (Centro México Digital, 2024).

Year	Context of AI governance in Mexico
2023	Eon Institute and PIT Policy Lab, in collaboration with the British Embassy in Mexico, conducted 6 AI Dialogues at the end of 2023. The document <i>AI Meetings: Mexico Roadmap</i> for Digitalization and AI for the Incoming Administration was published in June 2024 (May Del Pozo and Rojas, 2024).
2024	The project <i>Panorama of AI in Mexico: Relevance of the Sandbox</i> , was supported by the British Embassy in Mexico in alliance with the Mexican Academy of Cybersecurity and Digital Law (AMCID), and in collaboration with ANIA, the Senate of the Republic and various autonomous constitutional bodies such as the INAI, the IFT and the COFECE. The objective was to analyze the implementation of regulatory <i>sandboxes</i> or controlled testbeds, where regulators meet to guide companies in the safe launch of their innovations to the market.
2024	The report <i>Panorama of Artificial Intelligence in Mexico: Towards a National Strategy</i> , sponsored by the British Embassy and implemented by the AMCID, aims to provide an update on the state of AI in Mexico, taking as a reference the document <i>Towards an Artificial Intelligence Strategy in Mexico: Taking Advantage of the AI Revolution</i> (referenced above), which was prepared and published in 2018 and included 21 general recommendations for the development of AI policies in Mexico.

Year	Context of AI governance in Mexico
2024	ANIA published a <i>proposal for Mexico's National AI Agenda 2024-2030</i> , which is aligned with the results and outputs of the different activities undertaken within the framework of the alliance. The proposal covers public policies, specific regulations and governance strategies, based on the Unesco AMR Readiness Assessment Methodology.
2024	In July 2024, the Center for the Future Society and UNESCO, in strategic alliance with ANIA, presented the diagnostic tool <i>Evaluation of the Artificial Intelligence Readiness Stage in the Senate of the Republic</i> , in line with the UNESCO Recommendation on the Ethics of AI.

The aforementioned timeline of key milestones in Mexico from 2018 to 2024 illustrates the country's progress towards AI governance, including a first attempt to develop a national AI strategy with participation in international forums and the formation of citizen-led coalitions such as IA2030.mx¹.

In addition, Mexico's participation in initiatives such as the Global Alliance on Artificial Intelligence and the signing of the UNESCO Recommendation on the Ethics of Artificial Intelligence underscore its commitment to the ethical de-

¹ IA2030Mx is a multi-sector coalition made up of professionals, academic institutions, companies, startups, public agencies and other key players in the digital and AI ecosystem in Mexico.

velopment of AI. Likewise, the launch of initiatives such as Open Loop Mexico in 2022 (Del Pozo et al., 2023) further demonstrates the ongoing efforts to pilot regulatory *sandboxes* that improve transparency and explainability in AI systems, reflecting **the evolution of the country's stance on experimentation and setting the AI governance agenda.**

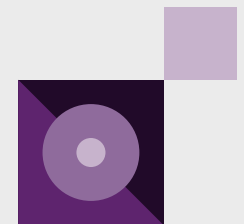
Although these last few years represent building blocks for AI governance, it is important to note that the **legal and regulatory dimensions of AI have not yet been consolidated (ANIA, 2024).** The most foundational argument for the constitutional relevance of AI in Mexico is found in Article 3 of the Political Constitution of the United Mexican States (CPEUM), which recognizes “the right of people to enjoy the benefits of the development of science and technological innovation” (Belisario Domínguez Institute, n.d.).

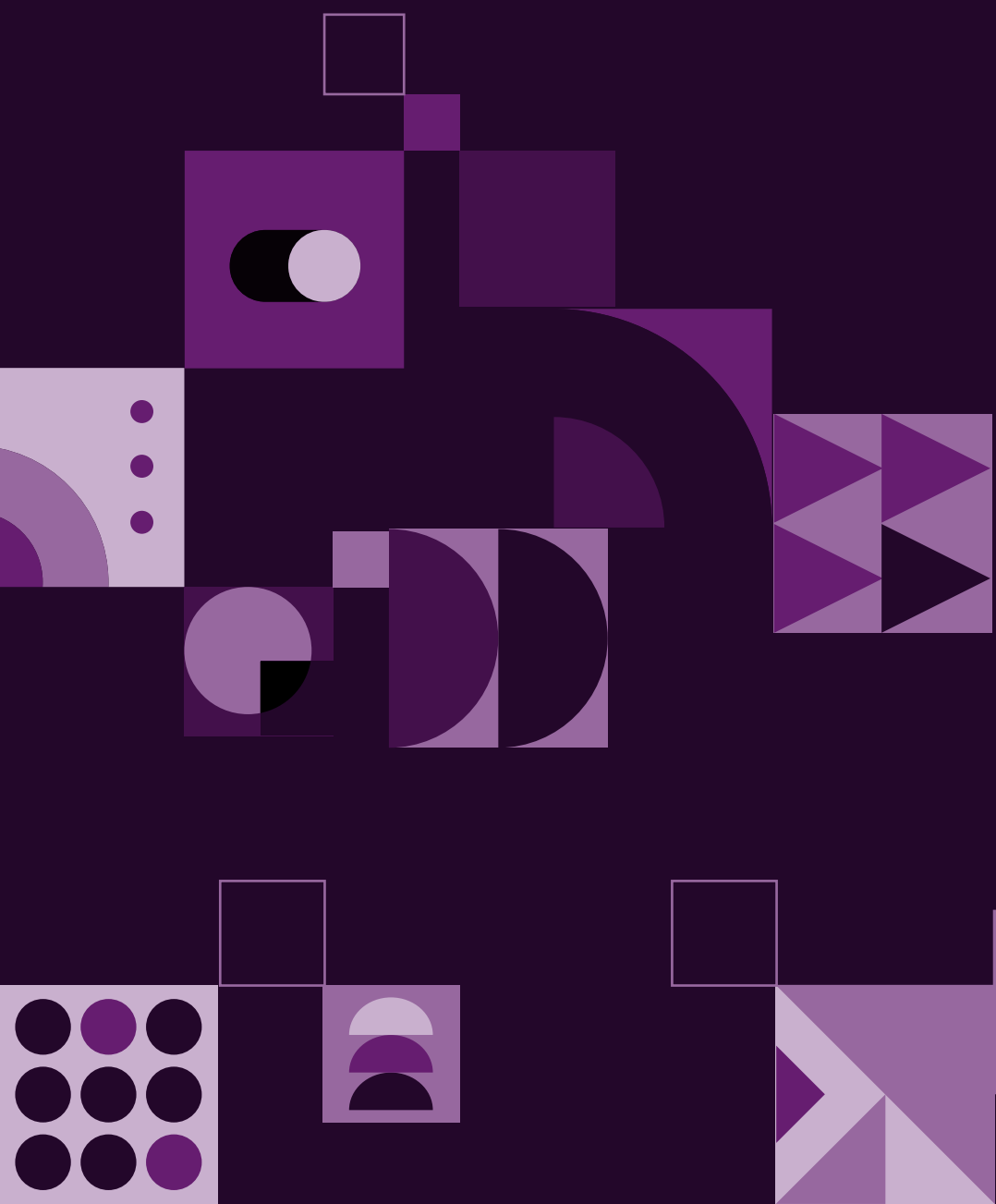
Currently, **supervision is dispersed among institutions** such as the Coordination of the National Digital Strategy, the Interministerial Commission on Information and Communication Technologies and Information Security (CITICSI), the Federal Telecommunications Institute (IFT), the Federal Economic Competition Commission (COFECE) and the National Institute of Transparency, Access to Information and Protection of Personal Data (INAI). each of which influences different aspects of AI governance. In addition, **existing rules have an indirect impact on AI regulation**, emphasizing the principles of non-discrimination and personal data protection (ANIA, 2024).

In this context, legislative efforts in Congress highlight a growing awareness of the regulatory needs of AI, with proposed reforms seeking to empower legislative bodies to address AI, cybersecurity, and neurorights (ANIA, 2024). **Despite this momentum, the federal budget still lacks specific allocations for AI governance development.** For example, the General Law on Humanities, Sciences, Technologies, and Innovation of 2023 did not include any direct mention of the development of AI (Instituto Belisario Domínguez, n.d.).

The launch of ANIA in April 2023 made it possible to convene the Mexican AI ecosystem towards the establishment of renewed alliances between academic institutions, study centers, the private sector, civil society, and international organizations to generate joint research, promote participation

in international dialogues, develop workshops, webinars, and online forums, as well as relaunch a renewed dialogue and collaboration at the global level towards the consolidation of an AI governance framework supported and led by the legislative branch, from the national level. To date, there have been 18 working group sessions, 90 events; more than 340 experts have collaborated in more than 220 hours of dialogues, and 3000 people participated in the training offered by their experts.





01

A National Alliance for Artificial Intelligence

Origins of ANIA

On March 15, 2023, the Science and Technology Commission of the Senate of the Republic convened the “Conversation on Artificial Intelligence: Challenges, Risks and Opportunities”. Discussions underlined the need for regulatory and governance frameworks to adapt quickly to the changing demands of AI, with the aim of bridging the digital divide across all sectors of the economy and mitigating the profound societal impacts of digital transformation. The importance of managing AI development with a comprehensive ethical perspective that encompasses all sectors to avoid potentially significant adverse effects on society was also emphasized.

Subsequently, in April 2023, the National Alliance for Artificial Intelligence (ANIA), led by Senator Alejandra Lagunes, was formally inaugurated during an open parliamentary event characterized by its inclusive, diverse, and multidisciplinary approach. **With more than 120 representatives from various organizations in attendance, the event highlighted the urgent need for Mexico to establish a dialogue between the legislative branch and its digital ecosystem.** As indicated above, it is important to note that throughout the implementation of ANIA’s activities, **the number of representatives and participants increased almost threefold, with more than 340 registered experts.**

Vision and principles

Based on the knowledge gained in the initial discussions, 10 guiding principles were proposed to foster knowledge generation and an assessment of the state of AI in Mexico. The initiative included drafting legislative proposals on AI, formulating public policies for the development of a proposed national agenda, and taking actions aimed at providing clarity and assurance to all stakeholders involved in the AI lifecycle on the ethical use, potential risks, and societal impacts of technologies.

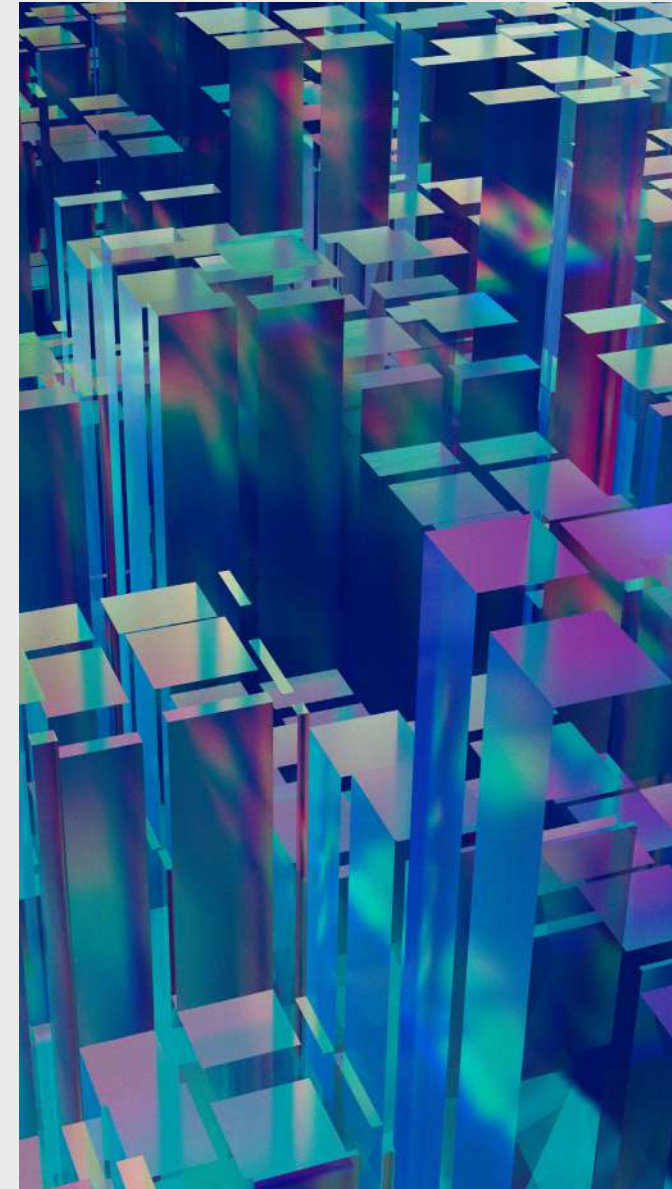
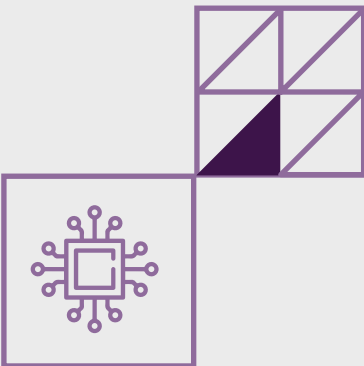
Table 2 - ANIA Guiding Principles on AI

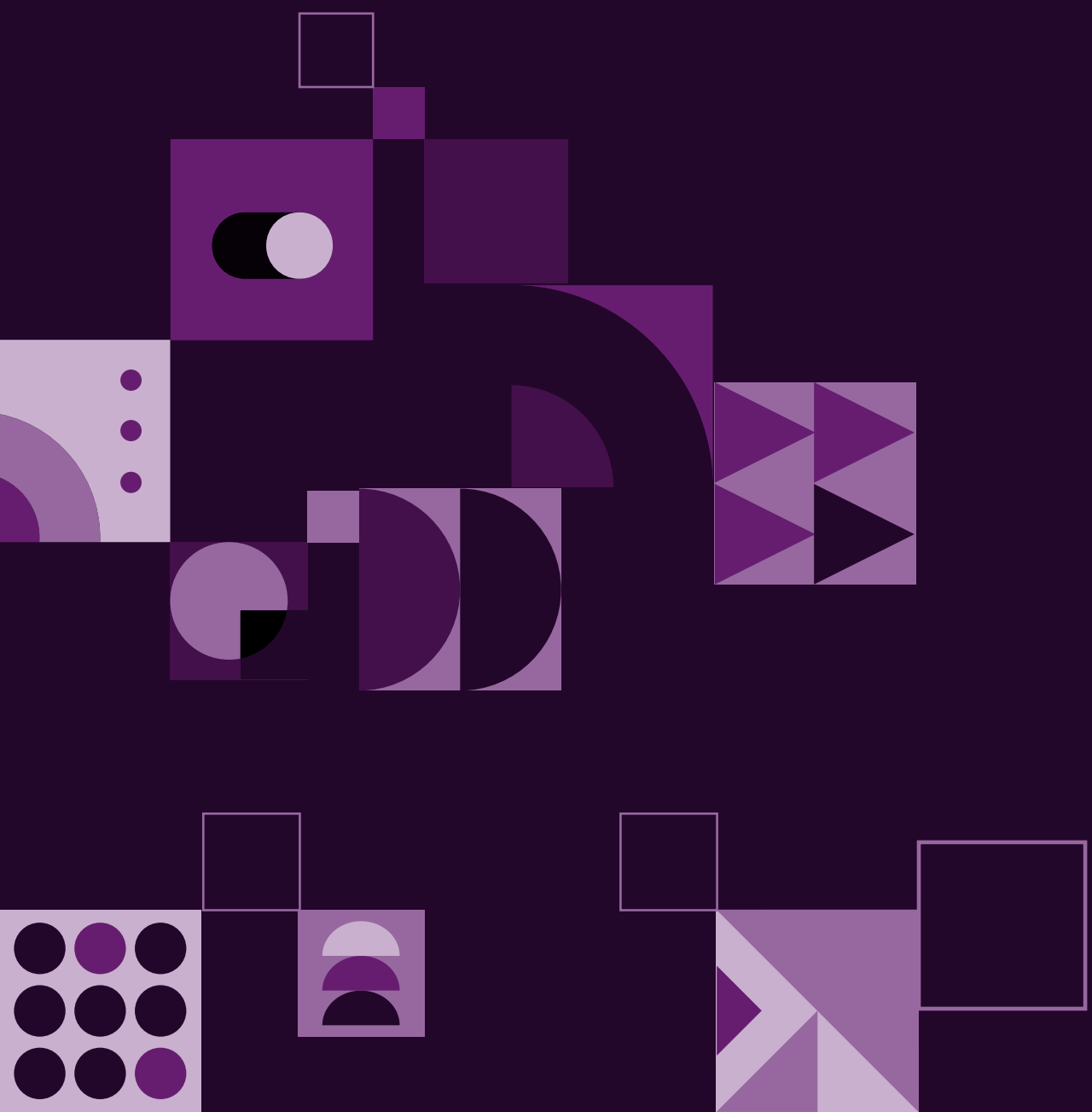
1	Transparency and explainability. Users need to understand how systems work and how a particular decision was reached. This fosters trust and accountability.
2	Ethics. It must be designed ethically, respecting values, dignity and fundamental human rights. Avoid prejudice, discrimination and misuse.
3	Equity and Justice. To avoid discrimination and promote equal opportunities regardless of gender, race, sexual orientation and other personal attributes.
4	Data privacy and security. Respect for privacy and guarantee of the protection and security of personal data. Safeguard personal and confidential information.
5	Responsibility. Clear allocation of responsibilities in AI development. Responsible parties must rectify errors, incorrect decisions, or problems.
6	Social benefit. Placing humans and their benefits at the heart of AI development.
7	Compliance. Developers need to be aware of the applicable regulations and ensure that their systems comply with them.
8	International collaboration. AI knows no borders. Essential for addressing global issues such as ethical standards, regulation, and public policy.
9	Robustness and safety. Resistant to attacks and vulnerabilities. Cybersecurity is a priority to prevent misuse.
10	Sustainable development. It should be used sustainably, taking into account the long-term environmental and economic impact.

Within this framework, ANIA has:

- the mission to promote and improve Mexico's AI ecosystem through a holistic, inclusive, and interdisciplinary approach;
- the objective of evaluating the challenges, advantages and ramifications of the use of AI in the configuration of public policies, regulatory frameworks and governance models;
- a vision that involves leveraging AI for collective well-being, advancement, and sustainable development, while upholding the principles of human rights, environmental preservation, democratic values, and social inclusion.

In addition, there is an intentional alignment of ANIA's conceptualization and framework with the UN's 2030 Agenda for Sustainable Development. In order to maintain this commitment and create the proposal for the National AI Agenda 2024-2030, a study was conducted to identify the specific objectives and goals that the initiative has the potential to impact and provide feedback for the final version (Rubinstein, 2024).





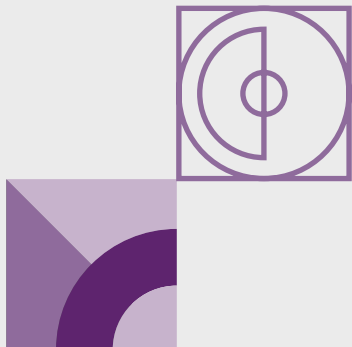
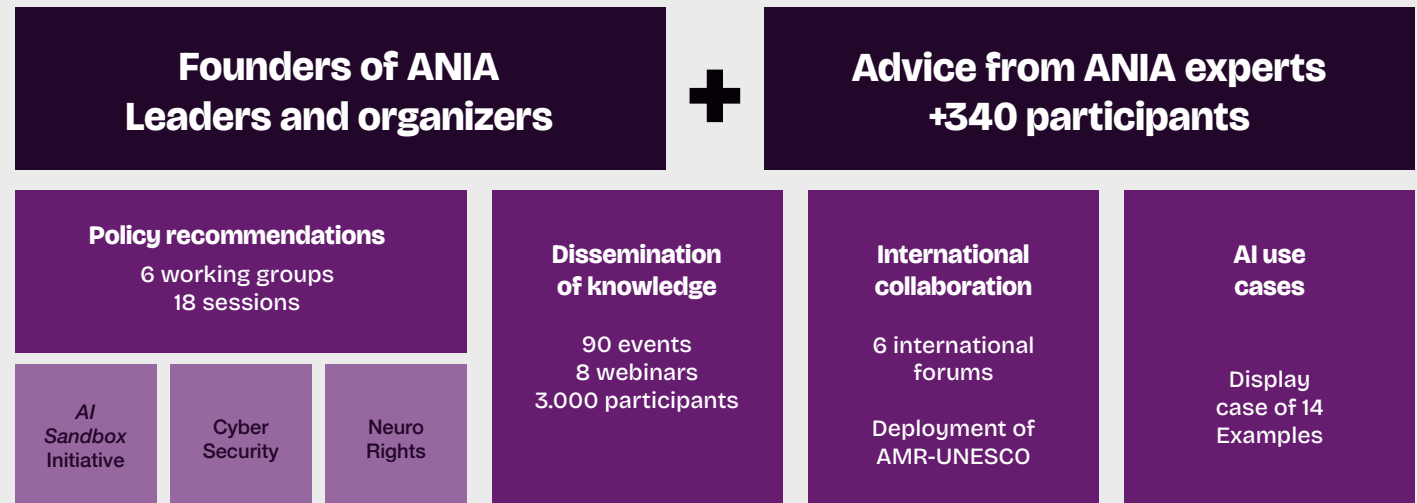
02

ANIA in practice

As part of its initial work plan, ANIA outlined 4 pillars of work: policy working groups, knowledge dissemination, international collaboration, and AI use case showcase.

The following sections delve into the main characteristics of ANIA’s pillars.

Image 1 - ANIA Framework



Recommendations for the creation of a proposed national AI agenda

ANIA developed and published, through an intense year of collaborative work, a [Proposal for a National AI Agenda 2024-2030](#) that is ethical, inclusive and actionable. The initiative involved more than 340 participants representing various sectors, including academia, private industry, international and autonomous organizations, government agencies, and civil society. Participation

was entirely voluntary and interested parties were asked to provide basic contact details through a public electronic form on the ANIA website. This facilitated communication with the organizing team and ensured inclusion in events and communications².

² Electronic form used to facilitate communication with the ANIA organising team See in: <https://forms.wix.com/f/7064374145852637788>

The collaborators were divided into 6 working groups focused on the topic, which were selected through a public survey³.

1. Public policy and human rights
2. Education and labour markets
3. Cybersecurity and risk management
4. Gender, inclusion and social responsibility
5. Infrastructure and data
6. Innovation, research and industry

The working groups participated in 3 sessions each, with dynamic discussions and comments.

- **Session 1.** Diagnosis and identification of challenges.
- **Session 2.** Analysis of the benefits and impacts of AI-based technologies in the design, implementation and monitoring of various public policies, as well as the impact on rights and freedoms, regulations and governance models.
- **Session 3.** Development of public policy proposals, regulations and governance model for AI in Mexico.

In total, 18 sessions and 90 vertical events were held as part of the working groups. As a culmination of their efforts, they formulated a set of policy recommendations, which were documented in Mexico’s proposed National AI Agenda 2024-2030. **These policy recommendations covered 4 areas (ANIA, 2024).**

1. Public Policy Recommendations

According to the working groups’ diagnoses and analyses, **the objectives of the recommendations include:** incorporating AI policy actions into national development plans, integrating skills and knowledge into educational plans, and promoting professional training programs aligned with AI-driven job demands.

In addition, the recommendations seek to increase investment in research and development of emerging technologies, promote cybersecurity through risk management principles, and ensure the fullness of human rights in the development and use of AI systems. Similarly, emphasis is placed on promoting investment in public digital infrastructure and attracting capital for research and development in emerging technologies with the aim of fostering innovation, technological sovereignty and technology-based entrepreneurship, which is summarized in the following table.

Table 3 - Recommendations of the working groups

Scope of action	Recommendations
Public policies and human rights	<ul style="list-style-type: none"> • Issue the national AI strategy through an open process • Mapping the AI ecosystem in Mexico • Integrate specific actions for emerging technologies into the national digital inclusion policy • Promoting development of and access to public digital infrastructure • Implement a unified digital identity system • Building a national data infrastructure

³ Results of the public survey for the formation of the 6 working groups See in: https://www.ania.org.mx/_files/ugd/c0d8f9_d2038ce6631846009017754265bc598d.pdf

Scope of action	Recommendations
<p>Education and labour markets</p>	<ul style="list-style-type: none"> • Establish an ecosystem to integrate AI tools into education • Promoting public policies for digital citizenship and soft skills • Promote professional training, refresher and certification programs • Implement dual education and continuing education policies in the labour market • Create public-private investment funds for research and development • Establish centers and clusters specialized in AI technology
<p>Cybersecurity and risk management</p>	<ul style="list-style-type: none"> • Increasing investment in cybersecurity research and development • Innovating in cybersecurity management through <i>sandboxes</i> • Raising awareness of the benefits and risks of AI • Differentiating between national security and citizen security • Provide economic incentives for SMEs to comply with cybersecurity standards

Scope of action	Recommendations
<p>Gender, inclusion and social responsibility</p>	<ul style="list-style-type: none"> • Develop guidelines to prevent discrimination in social programs, access to credit, employment, and health services. • Protect cultural and linguistic diversity through diverse training datasets • Promote technology-based entrepreneurship and capital attraction • Mitigating algorithmic discrimination through bias training • Mitigating AI Lifecycle Environmental Impacts • Promote STEM scholarships for women, indigenous communities, and rural populations • Implement public policies to reduce digital violence against women and vulnerable groups
<p>Infrastructure and data</p>	<ul style="list-style-type: none"> • Develop a national data governance policy • Invest in telecommunications networks, data processing capacity, sustainable energy, and academic computer networks • Develop open, reusable and certified software for public administration • Accelerating the digitization of state agencies • Ensuring open data policies for AI development • Provide incentives for investment in basic telecommunications and Internet infrastructure

Scope of action	Recommendations
<p>Innovation, Research and Development</p>	<ul style="list-style-type: none"> • Increase investment in research and development to match the OECD average of 2.3% of GDP • Promoting technological sovereignty, technology-based entrepreneurship and nearshoring opportunities • Encourage collaborative research • Improving SMB productivity through digitalization and AI-based business models • Focus investment funds on AI use cases in industries with diverse leadership teams and gender parity

2. Regulatory recommendations

29 recommendations were generated in regulatory matters. These recommendations are the basis for effective governance of AI technologies in Mexico, ensuring compliance with **international standards while addressing ethical, legal, and social implications.**

These recommendations cover a wide range of areas, from legal adaptation to international standards and risk-based regulation to the integration of the protection of neurological rights. They emphasize the importance of flexible regulatory schemes, capacity building for regulatory bodies, and establishing regulatory *sandboxes*

for innovative AI solutions. In addition, they underscore the need for strong data protection laws, cybersecurity legislation, and intellectual property frameworks tailored to AI technologies.

They also highlight the importance of addressing ethical concerns such as discrimination and misinformation in the deployment of AI, while regulating its use in political campaigns. Overall, it provides a fundamental framework for navigating the complex challenges and opportunities presented by AI advancements in Mexico.

3. Governance recommendations

The 14 recommendations for governance outline key actions to improve the regulatory and strategic framework surrounding AI in Mexico. First, they propose the integration of the responsibilities of the Coordination of the National Digital Strategy and INFOTEC to establish a National Digital Agency, a decentralized public body that reports to the federal Executive. This agency would house an Office of Artificial Intelligence, tasked with evaluating AI models, enforcing regulations, and overseeing ethical considerations.

In addition, the recommendations advocate the creation of an Ethics Committee to promote responsible innovation in AI in both the public and private sectors. To reinforce the country's digital development priorities, they suggest updating and strengthening the competencies of the ICT Inter-Ministerial Commission, incorporating a specialized group focused on AI and emerging technologies.

They also propose to leverage INFOTEC's Tier 4 Data Center as a specialized *sandbox* for strategic use cases, guaranteeing the highest standards of data security and privacy. Institutional collaboration mechanisms and the recognition of ANIA as a consultative space within the Legislative Branch are also encouraged.

Finally, the recommendations emphasize Mexico's active participation in international governance processes and technical standardization efforts to align with best practices and global frameworks. These proposals collectively aim to foster an enabling environment for the ethical and effective deployment of AI technologies in the country.

4. Indicator recommendations to monitor the progress of the agenda

To ensure effective monitoring and evaluation of the development and deployment of AI in Mexico, the proposal recommended establishing a sub-working group dedicated to the construction of relevant indicators, with the active participation of CITICSI and the National Institute of Statistics and Geography (INEGI).

To measure Mexico's progress with respect to the rest of the world's countries, a national matrix of AI indicators must be built that is consistent with global indicator frameworks. In parallel, indicators should be created in an open format, which contemplates a continuous curation of the underlying data, based on the mapping of APIs and accredited source information systems for the calculation of the indicator.

SPECIALIZED SUBGROUPS

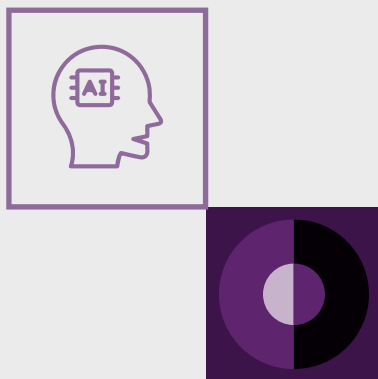
They aim to establish and strengthen foundational conversations towards legislative proposals on the following topics: neurorights, cybersecurity and regulatory *sandboxes*.

NEURORIGHTS

They encompass a set of protections designed to protect people from any manipulation or control over their cognitive, emotional, and behavioral faculties. In Latin America and the Caribbean, discussions on neurological rights are mainly focused on safeguarding the privacy and dignity of individuals amid the collection and use of biometric and neurophysiological data.

In this context, the recommendations made by the working group imply the integration of neurorights into public policy agendas, such as in the framework of the national digital inclusion policy and the digital agenda, in accordance with the mandate of Article 6 of the Constitution. Specific measures proposed include the establishment of innovation hubs to foster the development, use and exploitation of emerging technologies, including AI, to promote the full exercise of human rights and neurorights. In addition, it calls for the promotion of legislative discourse and the adoption of a set of inter-American principles on neurotechnologies and human rights.

Other proposals include promoting neurotechnology literacy in education and work, addressing algorithmic biases through training and collaborative efforts to in-





investigate and prosecute violations of neurological rights, and exploring normative frameworks aligned with international standards, while safeguarding human rights and neurorights.

CYBERSECURITY⁴

The task force's diagnosis revealed several key challenges regarding understanding and managing the risks associated with AI. These include a lack of understanding of the risks, the absence of a legal framework for cybersecurity, inadequate preventive education for citizens, Mexico's absence of international agreements, and insufficient infrastructure.

The policy recommendations emphasize investing in cybersecurity research and development, improving the security of AI systems, and promoting innovation in cybersecurity management through controlled test environments such as *sandboxes*. In addition, it is proposed to continuously update the protocols for sharing information on cyberattacks among different stakeholders in order to improve prevention and response strategies. Incentives are also proposed for SMEs that comply with cybersecurity regulations.

On the regulatory front, the proposals advocate for the creation of a new Cybersecurity Law, Mexico's adherence to international cybersecurity conventions such as the Budapest treaty, the classification of AI use by risk levels,

the establishment of acceptable and unacceptable uses of AI, and the regulation of data in the cloud with a focus on data explainability and innovation. These initiatives seek to ensure top-notch regulatory standards and foster a culture of privacy, security, and inclusion in the digital landscape.

SANDBOXES

When outlining the structure of ANIA's specialist groups, it is imperative to differentiate between the Sandbox working group and an initiative sponsored by the UK Embassy. While ANIA has a Sandbox working group, it is distinct from the UK-funded effort. This initiative has evolved beyond the confines of a typical task force, representing a more extensive effort.

In particular, the UK-funded report stands out for its comprehensive findings, particularly in elucidating institutional coordination arrangements between regulators and narrative appropriation. It is essential to clarify these distinctions in order to provide a clear understanding of the various leadership roles and structures within ANIA's broader initiatives.

⁴ Results of the working group "Towards an ethical recommendation for the regulation of AI" (Diagnosis sessions 1 and 2) See in: https://www.ania.org.mx/_files/ugd/447d95_119631752ba04eb79aded4a01174171d.pdf

Spin off in the context of ANIA: Regulatory Sandbox in collaboration with the Mexican Academy of Cybersecurity and Digital Law (AMCID) and the British Embassy in Mexico (De la Peña, et al. 2024).

The Regulatory Sandbox for AI in Mexico project was supported by the British Embassy in collaboration with ANIA, the Senate of the Republic and various autonomous constitutional bodies such as INAI, IFT and COFECE, with the participation of key players in Mexico's digital ecosystem. The goal was to identify the feasibility and appetite for a *sandbox* mechanism among regulators in a coordinated manner. These are controlled testbeds where regulators come together to guide companies in safely launching their innovations to market, the governance and quality of the data that powers them, as well as equitable access to data in line with international ethical principles.

The main objective was to socialize the concept of regulatory *sandbox* and measure interest in its implementation within Mexico's digital ecosystem. Between November and December 2023, 3 round tables were held:

1. Senate of the Republic (November 30, 2023): presented the *sandbox* project to legislators and regulators, broadcast live on the Congress Channel.
2. Regulators Meeting (December 7, 2023): A closed event at the Federal Telecommunications Institute (IFT) under the Chatham House rule.
3. Meeting of policymakers (December 14, 2023): held at the National Institute of Transparency,

Access to Information and Protection of Personal Data (INAI).

An online event was held on 24 January 2024 to engage the general public and gather feedback from the audience. These activities facilitated an open and positive dialogue on the concept of regulatory *sandbox* in Mexico. Participants expressed interest in adopting this mechanism as an alternative to traditional regulatory practices. Future efforts will focus on continuing the analysis and developing a *sandbox* model adapted to the Mexican context.

The report on *sandbox* was published in March 2024 and includes general recommendations for the creation of a national AI agenda and specific recommendations for different stakeholders towards the development of regulatory *sandboxes*. These efforts concluded that there is an interest in implementing *sandbox* initiatives, not just for AI, but for any emerging technology and in any sector. In addition, they could be implemented in a regulatory coordination space in the digital ecosystem.



Table 5 - AI legislative monitoring by topic in 2023-2024. Based on information from ANIA

Topic of AI Legislative Initiatives							
Crimes		Copyright		Using AI in people with AED		Work	
Chamber of Deputies: 13	Senate: 10	Chamber of Deputies: 2	Senate: 1	Chamber of Deputies: 1	Senate:-	Chamber of Deputies: 1	Senate:-
Education		Elections		Streamlining of general legislation		Authority of Congress	
Chamber of Deputies: 1	Senate: 2	Chamber of Deputies: 1	Senate:-	Chamber of Deputies: 1	Senate: 1	Chamber of Deputies: 1	Senate: 2
Promoting AI research and knowledge development		Health		Integrating AI into State Policy		AI Oversight Body	
Chamber of Deputies: -	Senate: 1	Chamber of Deputies: 2	Senate:-	Chamber of Deputies: 1	Senate:-	Chamber of Deputies: 2	Senate:-
Cinematography		Chamber of Deputies		Senate		Chamber of Deputies	
Chamber of Deputies: 1	Senate:-	TOTAL: 17		TOTAL: 27		TOTAL INITIATIVES: 44	

AI LEGISLATIVE MONITORING⁵

ANIA created a subsection on its website dedicated to a public tracker of initiatives in the Chamber of Deputies and the Senate, which mentioned or directly impacted AI from February 13, 2023 to March 5, 2024. These initiatives addressed a variety of topics, including education, women’s rights, intellectual property, and criminal justice. Cybersecurity has also been a central theme in 28 initiatives that intersect in the scope of AI.

OUTREACH, WEBINARS, WORKSHOPS AND TRAININGS

With the purpose of fostering a better understanding and competence in AI throughout Mexico, personalized educational experiences coordinated by ANIA’s AI Academy arm were carried out, which included opportunities designed for teachers, women, and entrepreneurs with the aim of democratizing access to AI knowledge. With registrations exceeding 3,000 people in 8 events and 15 training sessions between September 2023 and May 2024, these initiatives generated great interest and engagement.

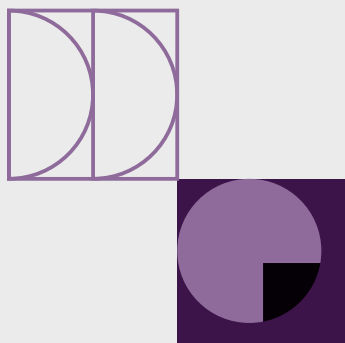
Collaborating with prominent partners in Mexico’s technology ecosystem such as IdeaTIC, the Mexican Chamber of Electronics, Telecommunications and Information Technologies (CANIETI), the Federal Institute of Tele-

Table 6 - AI Academy Courses.
Generated with ChatGPT 3.5 based on information from ANIA

Course	Description
Introduction to AI	Explore current background, basics, and applications.
Everyday tools	Examine the tools and apps on smartphones, smart cities, and platforms for writing, presentations, and videos.
AI applied in SMEs	It defines key concepts, demonstrates their relevance to SMBs, and explains real-world types and applications.
Educator’s training	It explains key concepts and how to apply them in education and teaches how to design and develop custom conversational agents (chatbots) for teaching.
Training for women	It provides an introduction, explains basic concepts, and shows practical applications.

⁵ Detail of the legislative monitoring of IA in the Senate of the Republic. View in: <https://www.ania.org.mx/seguimiento-legislativo>

Course	Description
The digital future is female: evolution towards AI-SMEs	It educates women entrepreneurs on integration into existing digital platforms, empowers them with practical knowledge, and promotes the evolution of women-led SMEs leveraging AI.
ChatGPT for everyone	It trains participants in the use and application in personal and professional life, including the use of ChatGPT to teach and improve a business.
Training to be a teacher	It provides comprehensive training on the use of AI in education for teachers.



communications (IFT), R3C Innovation, Hadox Human Networks, Red Global MX (through its Guanajuato Node) and Neurolitiks, ANIA ensured the effective delivery of these courses.

These initiatives, which range from ChatGPT to specialized courses applied to AI for SMEs, women, and teachers, emphasized inclusion and empowerment to shape Mexico’s digital future. Finally, ANIA signed a collaboration agreement with the Chamber of Commerce of Mexico City (CANACO) to promote AI training with SMEs in a responsible way and under the supervision of professionals⁶.

Another key achievement was the Forum on AI Regulation convened by ANIA in the Mexican Senate in collaboration with trade association CANIETI, which gave voice to industry suggestions on how to regulate AI in Mexico. The discussions were intended to help policymakers understand the technical aspects of AI regulation. This important event was broadcast by the Congressional television channel⁷.

AI USE CASE SHOWCASE

With the purpose of documenting the use of AI in Mexican companies and the public sector, ANIA collaborated with CAF – development bank of Latin America and the Caribbean – and local governments to publish an open call. In www.ania.org.mx, 14 projects were presented, highlighting the specific uses and explorations of AI⁸. This initiative strengthens the understanding of the practical applications of AI, the implementation status and complexity of adoption, as well as the regulatory needs within the unique context of Mexico.

6 CANACO joins forces with “ANIA” and Senator Alejandra Lagunes Soto Ruiz See in: <https://ccmexico.com.mx/la-canaco-suma-esfuerzos-con-la-ania-y-la-senadora-alejandra-lagunes-soto-ruiz/>

7 II Meeting of Artificial Intelligence “Trends for ethical regulation in the matter. See in: https://m.youtube.com/watch?v=_97t76wM4Vo

8 Documentation of AI use cases in Mexico. View in: <https://www.ania.org.mx/casos-de-uso>



Table 7 - AI use cases. Generated with ChatGPT 3.5 based on information from ANIA

Impact Area	Implementer		Description
Education and workforce development	<ul style="list-style-type: none"> • <i>Planeabot</i> • Faculty of Engineering and Architecture of the National Polytechnic Institute • Mexican Consulting Group 		AI tools to empower educators, redesign academic programs, and support compliance training programs.
Public services and public administration	<ul style="list-style-type: none"> • Secretary of Finance and Administration of the Government of Baja California Sur • Government of Jalisco • Government of Guanajuato • Government of Yucatan 		AI applications for public services, digital transformation, crime prediction, and natural resource protection.
Health and social services	Wecare		Intelligent assistant that connects patients with healthcare providers, and manages appointments and medical information.
Commercial and industrial applications	<ul style="list-style-type: none"> • Auba • COMTRADE • Viako 	<ul style="list-style-type: none"> • Involve RH • Wupplier • Intevolution 	AI solutions for logistics, business operations audits, freight management, and business process automation.
Inclusion and social impact	Women in AI (WAI)		Inclusive initiatives, by empowering women and minorities in the fields of AI and data.
Energy sector	Tec de Monterrey		AI-based decision systems for the energy sector that personalize user experiences, based on personality traits and usage patterns.

INTERNATIONAL COLLABORATION

ANIA took advantage of UNESCO’s technical support to apply the AI Readiness Assessment Methodology (RAM).

This collaboration aimed to create a roadmap to carry out the first diagnosis on the state and impact of AI in the country. This initiative lays the groundwork for future courses of action, positioning Mexico alongside more than 60 coun-

tries already working with UNESCO to implement the AMR tool. On January 25, 2024, Senator Alejandra Lagunes declared the analysis process concluded, whose conclusions were included in UNESCO’s RAM and shared with the presidential candidates in Mexico⁹. This document contains the country’s diagnosis of the degree to which Mexico is strategically aligned with UNESCO’s global ethical princi-

ples¹⁰. It is important to note that the ideas and results of the AMR will be publicly available from July 3, 2024, as part of a presentation event that will be organized by ANIA.

Table 8 - ANIA’s participation in international forums. Generated with ChatGPT 3.5 based on information from ANIA

Forum	Date	Description
Visit of Juan Ramón de la Fuente, Ambassador of Mexico to the UN	May 31, 2023	He addressed concerns about AI developments and ethical challenges, briefing the ambassador on ongoing projects and initiatives in Mexico aimed at addressing these issues.
First Ministerial and High-Level Authorities Summit on the Ethics of AI in Latin America and the Caribbean in Chile	From 23 to 25 October 2023	Its objective was to establish a regional council to implement the UNESCO Recommendation on the Ethics of AI, promoting an ethical, inclusive and rights-based approach.
Global Partnership on Artificial Intelligence (GPAI) Intelligence Summit 2023 in India	13 de diciembre de 2023	The summit aimed to foster cooperation on various AI-related topics, including responsible AI, data governance, the future of work, and innovation and commercialization.
Global Summit on AI for Good	January 18, 2024	Organized by ITU and co-sponsored with the Government of Switzerland, this event advocates for AI to advance areas such as health, climate, gender equality, inclusive prosperity, and sustainable infrastructure.
Conference “A region of global solutions” organized by CAF – development bank of Latin America and the Caribbean.	February 1, 2024	The objectives and goals of ANIA were discussed in the context of the promotion of AI in Mexico, with the aim of identifying challenges and proposing regional solutions to global problems.

⁹ The fundamental elements for AI to be at the service of human intelligence and the planet are ethics in the development and use of AI, human rights and innovation See in: <https://www.partidoverde.org.mx/prensa/senado/boletines/25192-finalizan-mesas-de-analisis-sobre-la-regulacion-etica-de-la-inteligencia-artificial-en-mexico-conclusiones-iran-a-la-ram-de-la-unesco-y-a-candidatos-presidenciales>

¹⁰ Document on Artificial Intelligence prepared to present to presidential candidates See in: <https://comunicacionsocial.senado.gob.mx/informacion/comunicados/8397-elaboran-documento-sobre-inteligencia-artificial-para-presentarlo-a-candidatos-presidenciales>

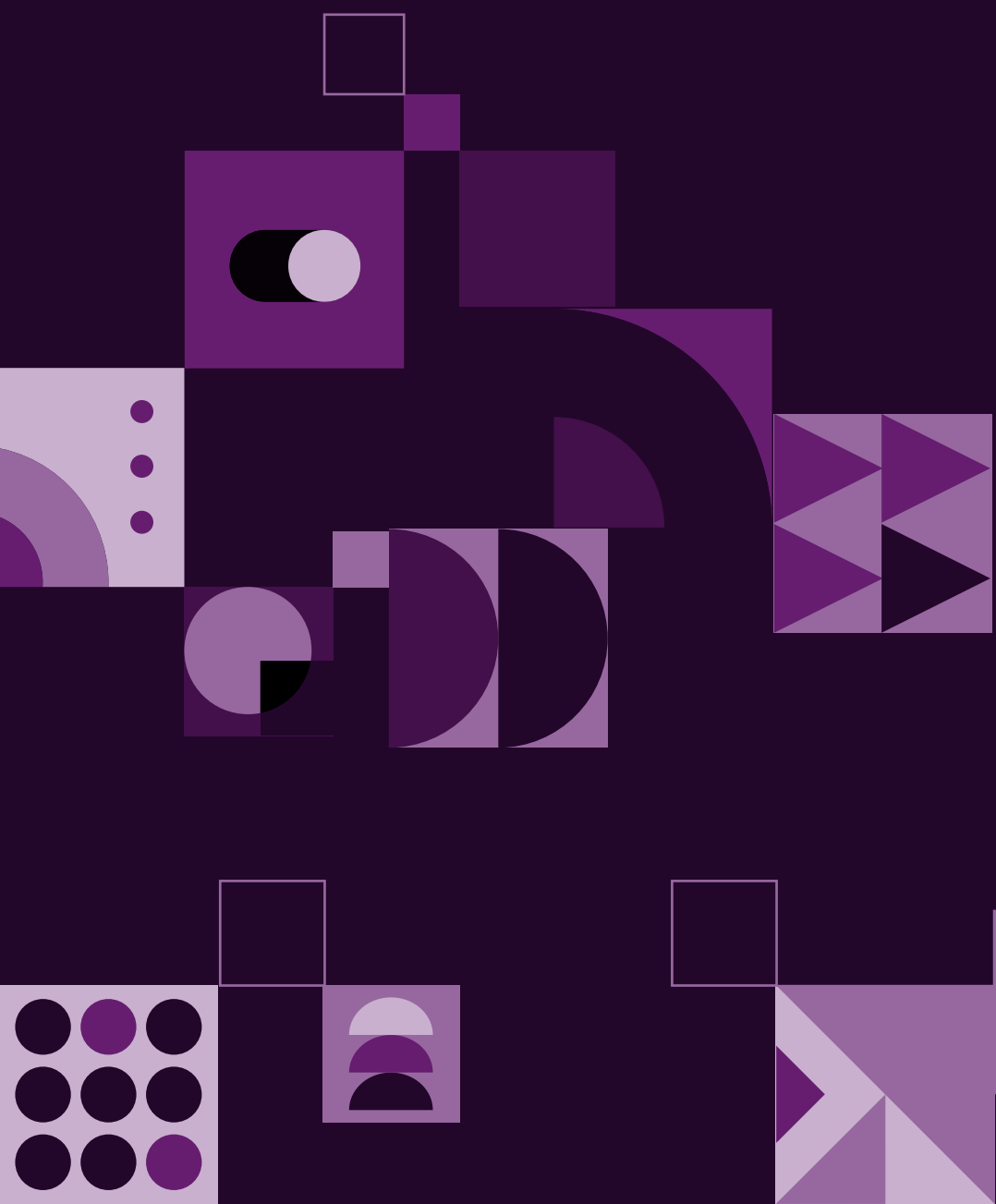


Forum	Date	Description
2nd World Forum on the Ethics of Artificial Intelligence in Slovenia	February 5-6, 2024	It brought together leaders, experts and representatives to discuss AI governance at global, regional and national levels, highlighting UNESCO's initiatives.
Govtech World Impact Congress 4	May 21-24, 2024	Global gathering in Madrid, Spain, for stakeholders from all levels of government to learn how to streamline processes, increase efficiency, reduce costs, and significantly transform public service delivery, including a technology component and innovation.
AI 4 Good Summit	May 30-31, 2024	AI 4 Good is a UN digital platform, which promotes dialogue on the beneficial use of AI, through the development of concrete projects. The AI 4 Good Summit is organized by the International Telecommunication Union (ITU), in collaboration with 40 sister UN agencies and convened jointly with the Government of Switzerland.

In addition, ANIA attended more than six high-level international meetings on AI governance, with the aim of fostering collaboration, showcasing AI use cases, and exchanging knowledge and experiences.

During the aforementioned events, ANIA highlighted the importance of the country continuing to actively participate in shaping international AI governance to ensure that national conversations, agendas, needs and concerns are addressed and resolved through strategic collaboration with other nations. International participation not only facilitates the implementation of international development

cooperation projects, but also allows Mexico to share ANIA's replicable AI governance model, while learning from the efforts and achievements of other regions.



03

Lessons and challenges ahead

ANIA sets a benchmark for collaborative efforts in the strategic development of AI policy agendas in Mexico. Extracting key milestones, lessons learned, and challenges allows for a clear understanding of multi-stakeholder governance mechanisms. In addition, the increasing participation of other Latin American and Caribbean countries in the development of AI regulations and agendas presents an opportunity to share best practices across the region, fostering a unified approach to AI governance.

As part of the inputs for the construction of this document, 12 virtual interviews were conducted with ANIA leaders and prominent participants of its different working groups (complete list of interviewees available in Annex 1). The main findings presented below are the results of these conversations, which offer insights into the impact of ANIA and how its best practices can be replicated.

Milestones in the advancement of AI governance in Mexico

ANIA became an essential convening space for Mexico's tech ecosystem, realigning visions and catalyzing new multi-sector collaborations in the field of AI. By fostering consensus and agreements, public goods were generated that pave the way for future AI governance efforts. In particular, the publication of the proposal for Mexico's National AI Agenda 2024-2030 outlines the intentions, requirements, and vision of the ecosystem in preparation for the upcoming government transition.

- **Involvement and coordination of regulatory authorities:** this is critical in the regulatory landscape

of different areas of the AI lifecycle. Independent organizations such as COFECE, INAI and IFT were present in the working groups. They received feedback on their approach to AI regulation and were provided with valuable insights on how to align policies with existing regulations. It is important to note that the federal government was not present at these talks.

“ANIA is a space with great potential to improve the responsiveness of institutions by connecting the work of regulatory bodies to find common ground that fits the realities of society”.

Adrián Alcalá Méndez,
Commissioner President of the National
Institute of Transparency, Access to Information
and Protection of Personal Data (INAI)

- **Implementation of a sandbox initiative:** they serve as experimental frameworks to test the application of AI technologies within controlled environments. In addition, they provide an opportunity to assess the effectiveness of existing laws and governance models in relation to the importance of flexible regulatory approaches, cross-sectoral collaboration, and the generation of diverse testing mechanisms.

- **Creating Public Goods:** ANIA's initiatives, such as regulatory sandbox, research products, and educational programs, provide valuable resources and guidance for navigating the ethical, legal, and societal implications of AI technologies.



- **Enabling Open Government Principles:** inclusive, collaborative, and driven by open dialogue, a participatory and representative agenda-setting process was promoted that incorporated a wide range of perspectives.
- **Development and publication of a proposed national AI agenda:** the proposed National AI Agenda 2024-2030, published in May 2024, synthesizes a wide range of recommendations from multidisciplinary public policy working groups. It provides comprehensive recommendations tailored to Mexico's regulatory landscape, offers mechanisms for ethical AI governance identified through UNESCO's AI Readiness Assessment Methodology, and emphasizes the establishment of indicators to monitor governance progress.

LESSONS LEARNED

Effective leadership has been essential. The initiative motivated stakeholders to participate and collaborate, as evidenced by the response to ANIA's outreach efforts. In addition, the emphasis on transparency and accountability emerged as a cornerstone of success. By prioritizing open access to information and ensuring documentation of procedures, ANIA fostered trust and credibility among stakeholders.

“ANIA is a digital public good that was born from an Open Parliament mechanism in the Senate of the Republic. It highlights the need for innovative

regulation that keeps pace with technology without stifling innovation, and identifies institutional coordination mechanisms that were previously overlooked”.

Sissi de la Peña,
Director of International and Government Affairs, Mexican Academy of Cybersecurity and Digital Law (AMCID MX). Co-founder of ANIA



- **Stakeholders are eager to collaborate** – the response throughout the implementation was exceptional. It served as an incubator for side events and spin-off activities carried out by the participating entities to articulate efforts in specific areas of AI regulation, institutional coordination and governance identified by regulation, institutional coordination and governance. More than 340 participants from the Mexican digital ecosystem were involved.
- **Transparency and traceability give strength to the initiative:** channels were established for open access to activities, 220-hour recordings at 90 events and 18 working group sessions, publications, consultations, and dissemination of meeting outcomes and decisions.
- **Effective Leadership:** legislative leadership led by Senator Alejandra Lagunes was instrumental in leading multiple stakeholders in an agenda-setting effort that catalyzed independent projects at the same time. This leadership was also characterized by a great convening power based on respect and the promotion of diverse points of view.

CHALLENGES

One of the main challenges identified is to generate consensus with the federal government as the final executor of public policy. As AI governance agendas gain traction, it is increasingly important to find the balance between fostering spaces for AI governance initiatives and adapting to the constraints of electoral, political, and legislative calendars. In addition, it is essential to adopt diverse local perspectives in AI governance, beyond conventional decision-making centers. Ensuring the involvement of the federal government will be vital.

- **Technical complexity and multidisciplinary approaches:** Interdisciplinary dialogue requires considering the ethical, legal, mathematical, philosophical, and political implications of AI, among many dimensions of systems such as general-purpose technologies. Ensuring that policies and recommendations are based on extensive experience while remaining accessible and workable is an important task of communicating and translating complex concepts.

“Having working groups focused on different topics allowed us to detect common concerns and needs, including: gender and socioeconomic gaps, the importance of generating a culture of innovation among companies, the need to develop independent technical training and research centers in AI, and the lack of infrastructure, among many others”.

Andrea Marván,
Commissioner President, Federal Economic
Competition Commission (COFECE)

- **Time constraints:** coordinating meetings, consultations, and collaborative efforts, among diverse stakeholders within specific timeframes, poses logistical challenges for open and participatory initiatives. Time constraints can also prevent working groups from carrying out cross-cutting work, creating secrecy between topics.
- **Fragmented legislative initiatives:** numerous parallel legislative efforts can lead to inconsistencies and contradictions in AI governance frameworks, undermining their effectiveness and coherence. This fragmentation can also impede the establishment of comprehensive and harmonized policies and regulations needed to address complex AI-related issues.
- **Scalability within existing institutional frameworks and participation throughout the country:** encouraging the participation of states outside the capital, ensuring that agreements and strategies are not only viable, but also scalable in the various states of Mexico. Adapt to different legal and institutional frameworks in different regions, while maintaining coherence and effectiveness, and considering local contexts, needs and capacities.



NEXT STEPS

A fundamental purpose for ANIA is to solidify the foundations to become a lasting public good. Securing the backing of the incoming legislature and executive branch is key to effectively achieving this goal. Concrete measures to sustain the efforts undertaken include fostering collaboration among pre-defined working groups and expanding the network of organizations, practitioners, activists, and experts involved in these efforts.



“The ideal scenario would be to institutionalize ANIA as a permanent consultative body, independent of the Legislative Branch and with solid legal backing”.

Manuel Pliego,
Vice President of AI at the Mexican Chamber of Electronics, Telecommunications and Information Technologies (CANIETI) and Director of Government Relations at Microsoft Mexico

- **Institutionalization of ANIA:** to turn it into a permanent consultative body of the Legislative Branch, an independent organization or institution with legal personality to implement its recommendations.
- **Increase collaboration between working groups:** continue intersections between working groups to encourage cross-pollination of ideas and avoid thematic silos.

- **Live mapping of the ecosystem:** continue to map the AI ecosystem to identify new stakeholders, areas of collaboration, and mutual support.

- **Legislative support for the agenda:** Legislative approval will help consolidate the necessary legal frameworks, facilitate resource allocation, and improve collaboration among various government sectors. It is also necessary that ANIA’s recommendations be used in the Mexican Congress to inform and enrich the upcoming regulatory dialogues in the country.

- **Promotion of executive leadership:** with the support of the Executive Branch, there is the possibility of accelerating the deployment of the proposed National AI Agenda 2024-2030.

REPLICABILITY POTENTIAL IN LAT-IN AMERICA AND THE CARIBBEAN

- **Regionalization.** ANIA has the potential to regionalize as a good practice, making it a replicable model for other Latin American and Caribbean countries. This would facilitate the dissemination of effective AI governance strategies and foster regional collaboration in the development and implementation of AI policies.

ANIA lays the foundations for sustainable partnerships and aligns with international standards and the UN 2030 Agenda. This framework not only addresses AI policy



challenges, but also provides a benchmark for regional coherence in AI governance and knowledge sharing.

“ANIA is a reference model for AI governance. If we can take this exercise from Mexico to the Ibero-American region, it will be a great achievement”.

José Luis Ponce,
ICT Director, National Association of Universities and Institutions of Higher Education (ANUIES)

• **Trust and dialogue as guiding principles:** ANIA’s multi-stakeholder model, involving academia, industry, civil society and government, provided open access to activities and leveraged transparent processes to build trust, while the establishment of collaborative agendas ensured that diverse perspectives were represented.

Image 2 - Proposed framework for the replicability of the ANIA model





“ANIA is a good practice in all respects, based on the Internet development principle of participation of all stakeholders. Relying on only one party is always very dangerous. Initiatives like ANIA are absolutely necessary in Latin America, so as not to be left behind”.

Víctor Lagunes,
Founder and CEO, CyberLat

- **Alignment with international agendas:** ensuring coherence with global standards, but also facilitating knowledge sharing and capacity-building initiatives among regional stakeholders. ANIA’s engagement with international organizations paves the way for other Latin American countries to establish similar partnerships
- **Implementing Policy Sandboxes:** a collaborative approach to the implementation of sandbox initiatives in Mexico holds promise as a replicable model across Latin America and the Caribbean. By engaging multiple stakeholders at the national and international levels and fostering dialogue, countries in the region can adapt and implement similar sandbox frameworks to address their unique AI governance challenges.
- **Capacity building:** ANIA emphasized the importance of building capacities at scale through its academAI initiative, setting an example of multi-stakeholder initiatives to equip individuals and organizations with the skills and knowledge needed to effectively engage with AI, reaching more than 3,000 participants.

- **AI Use Cases:** the AI Use Case Demonstration highlights the tangible benefits of this technology to address specific national or regional needs. By linking these examples to the SDGs, it is possible to show how AI not only drives innovation and efficiency, but also contributes to solving global challenges.

Conclusions

When reflecting on the path of AI governance in Mexico, it becomes clear that the establishment of ANIA has been a key milestone. Through collaborative efforts involving diverse stakeholders, it has served as a critical space for dialogue, trust-building, and policymaking, emphasizing the importance of multi-stakeholder participation in shaping ethical AI frameworks. The development and publication of Mexico’s 2024-2030 National AI Agenda proposal is a testament to the important contributions that outline a set of recommendations tailored to the country’s regulatory landscape and ethical governance mechanisms identified through rigorous assessment methodologies.

Looking ahead, the challenges and opportunities underscore the need for sustained commitment to advance AI governance. As Mexico navigates its digital transformation, fostering inclusive dialogue, transparency, and capacity building initiatives will be essential to address complex multidisciplinary challenges. Embracing interna-

tional collaboration and showcasing AI use cases aligned with the SDGs will not only demonstrate the tangible benefits of AI technology, but also position Mexico as a leader in shaping global AI governance dialogues.

To reflect on the progress made in AI governance within Mexico, ANIA, as a multi-stakeholder mechanism, not only shows the transformative power of multi-stakeholder collaboration, but also serves as a promising reference for neighboring countries facing similar challenges.

By emphasizing regional replicability, this report aims to ensure that the lessons learned and best practices set out by ANIA are not limited to national borders, but are shared and adapted across Latin America and the Caribbean. This approach not only fosters solidarity and cooperation among nations, but also accelerates the development of robust AI governance frameworks tailored to the diverse needs and contexts of the region. The exchange and

replicability of regional knowledge then emerges as an opportunity to propel Latin America and the Caribbean towards a more inclusive, equitable, and ethically governed AI landscape.

In conclusion, ANIA exemplifies the power of collective action to drive AI governance agendas. By fostering trust, dialogue, and collaboration, the foundation has been laid for a more inclusive, sustainable, and resilient AI ecosystem in Mexico. As the country continues to navigate its changing digital landscape, the lessons learned from the model will serve as invaluable guides, propelling Mexico toward a future where AI is ethically and responsibly leveraged for the benefit of all.

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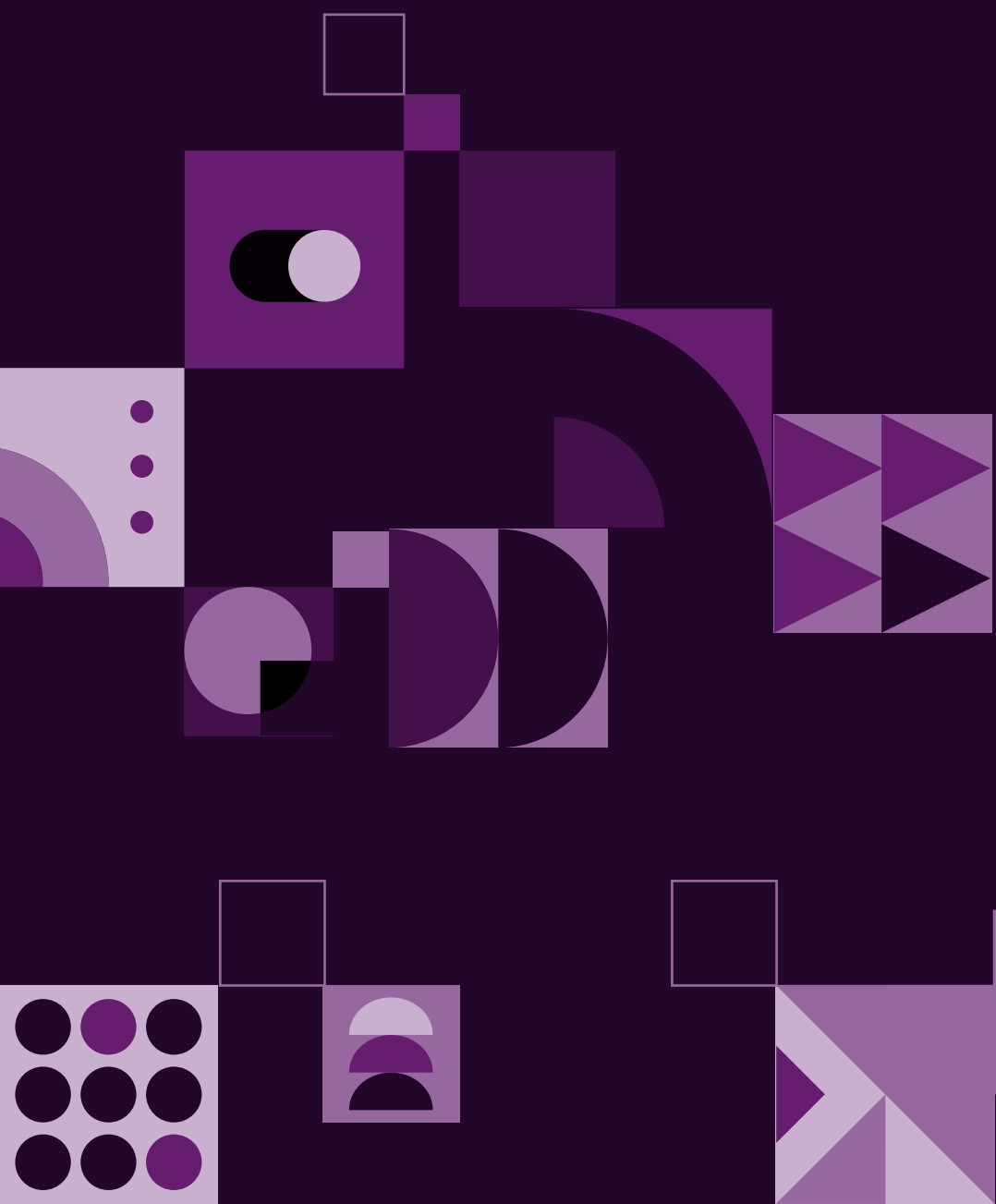
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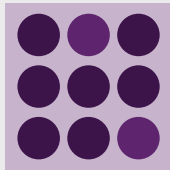
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Annex 1

List of interviewees

We thank the leaders of ANIA and leaders of the national AI ecosystem who have been key participants in the working groups, who were key informants for the development of this report.



Name	Role
Alejandra Lagunes	Senator, leader and founder of the National Alliance for Artificial Intelligence (ANIA)
Adrián Alcalá Méndez	Commissioner President of the National Institute of Transparency, Access to Information and Protection of Personal Data (INAI)
Andrea Marván	Commissioner President of the Federal Economic Competition Commission (COFECE)
Ernesto Ibarra Sánchez	Founder and President of the Mexican Academy of Cybersecurity and Digital Law (AMCID)
José Antonio Arochi	Partner at Arochi & Linder
José Luis Ponce López	Director of Information and Communication Technologies of the National Association of Universities and Institutions of Higher Education (ANUIES)

Name	Role
José Luis Peralta	Director General of the IFT Presidency
Kiyoshi Tsuru	Founding partner and director of TMI Abogados
Manuel Pliego	Vice President of Artificial Intelligence at the Mexican Chamber of Electronics, Telecommunications and Information Technologies (CANIETI) and Director of Government Relations at Microsoft Mexico
Sissi de la Peña	Director of International and Government Affairs of the Mexican Academy of Cybersecurity and Digital Law (AMCID)
Víctor Lagunes	Founder and CEO of CyberLat
Yolanda Martínez	Overall Leader, GovStack Initiative, International Telecommunication Union (ITU)



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