Closing the gap between Planning and Execution
CONTENT

I. Strategic Planning Model
II. Institutional Strategic Plan (PEI) 2018-2022
III. Performance Indicators (Balanced ScoreCard-BSC-)
IV. Projects
V. Strengths that have made it possible to close the gap between planning and execution
I. STRATEGIC PLANNING MODEL

Analysis and Diagnosis

External Environment Analysis
- Economic
- Social
- Financial architecture
- Standards and best practices
- Central banking trends
- External clients (demands)

Internal Environment Analysis
- Internal Clients (demands)
- SWOT
- Organizational culture
- Structure
- HR
- Processes
- Organizational climate
- Technology
- Risks

Strategy Formulation

Philosophical Elements
1. Mission
2. Vision
3. Ethical Values of the Institution

Strategic Elements
4. Key Success Factors
5. Strategic Pillars
6. Institutional Strategic Map
7. Strategic Objectives
8. Performance Indicators

Feedback

Implementation

Project Management

Assessment and Control

Project Assessment
Performance Indicators
Measurement BSC
II. INSTITUTIONAL STRATEGIC PLAN (PEI) 2018-2022

MISION

VISION

STRATEGIC PILLARS

KEY SUCCESS FACTORS

ETHICAL VALUES OF THE INSTITUTION

PEI 2018 - 2022
II. INSTITUTIONAL STRATEGIC PLAN (PEI) 2018-2022

MISION

Promote stability in the general price level
To be an autonomous Central Bank, with leadership at the Latin American level, that enjoys recognized prestige and credibility, and that effectively manages its resources in observance of best practices.
II. INSTITUTIONAL STRATEGIC PLAN (PEI) 2018-2022

Ethical Values of the Institution

- Loyalty
- Honesty
- Responsibility
- Respect
- Spirit of Service
II. INSTITUTIONAL STRATEGIC PLAN (PEI) 2018-2022

Key Success Factors

- **Leadership** of the authorities, senior officials and civil servants.
- **Availability of the necessary resources** to achieve the strategic objectives.
- **Knowledge and cohesion of the Institutional Strategic Plan**, on the part of the workers.
- **Commitment**, professionalism and capacity of the institution's human talent to contribute to the fulfillment of the fundamental objective.
- **Follow-up and measurement of the strategic objectives.**
- **Timely dissemination of the results of the PEI.**
- **Adequate planning of strategic projects.**
II. INSTITUTIONAL STRATEGIC PLAN (PEI) 2018-2022

STRATEGIC PILLARS

• Maintain low and stable inflation.
• Exercise its autonomy.
• Observance of the law.

• Effective use of resources.
• Competent human talent, who practice the institution’s ethical values.
• Recognized prestige.
STRATEGIC OBJECTIVES

Promote low and stable inflation
Strengthen credibility and confidence in the management of the Central Bank
Comply with and enforce compliance with the regulations applicable to the Central Bank
Strengthen the management of International Monetary Reserves (IMR)
Improve the Scheme of Explicit Inflation Targets
Improve the analysis of the stability of the national financial system
Strengthen oversight of systemically important payment systems
Strengthen effective coordination between monetary policy and fiscal policy
Consolidate the understanding of the Central Bank's functions
Provide quality information in a timely manner
Adopt new standards and best practices
Strengthen human talent management
Develop and strengthen technological modernization
Strengthen the organizational climate
Promote the practice of the institution's ethical values
Consolidate an institutional culture of rational use of resources

INSTITUTIONAL STRATEGIC MAP 2018-2022
In 2011, actions were taken to design and adopt performance indicators, a computer system was designed and implemented to measure such indicators and the first measurements were taken.

In 2013, the Methodology for the Application of Performance Indicators (Balanced ScoreCard) was designed and implemented at Banco de Guatemala.

In 2014, improvements were made and a new IT platform was implemented to enter measurements on a quarterly basis, as well as to generate reports and graphics necessary to prepare management reports.

In Banco de Guatemala's PEI 2018-2022, 23 performance indicators were defined and designed in a participatory manner.
STAGE 1
Data collection

STAGE 2
Measurement

STAGE 3
Results recording

STAGE 4
Information analysis

STAGE 5
Results presentation

METHODOLOGY FOR THE APPLICATION OF PERFORMANCE INDICATORS (BALANCED SCORECARD) AT BANCO DE GUATEMALA
# Technical Data Sheet of the Indicator

## I. INDICATOR IDENTIFICATION

<table>
<thead>
<tr>
<th>Indicator name:</th>
<th>Observed Inflation</th>
</tr>
</thead>
</table>

### Outlook

<table>
<thead>
<tr>
<th>Strategic Pillar</th>
<th>Strategic Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOCIETY</td>
<td>Keep inflation low and stable</td>
</tr>
</tbody>
</table>

### Responsible for monitoring the indicator

Johnny Rubel or Grajeda Manozín

### II. CHARACTERISTICS OF THE INDICATOR

#### Indicator name:

Referred to the twelve-month moving average of the interannual variation of the Consumer Price Index. Said variation should be located within the inflation target determined by the Monetary Board (4.0% +/- 1 percentage point).

#### Calculation formula

Twelve-month moving average of the variation of the Consumer Price Index.

#### Unit of measure:

Percentage

#### Frequency:

Annual

#### Type of indicator:

Results

#### Capture source:

Instituto Nacional de Estadística (INE) and Banco de Guatemala

## III. MEASUREMENT ATTRIBUTES

### Responsible for measurement

Eddy Roberto Carpio Sam

### Unit

MACROECONOMIC ANALYSIS AND FORECASTING

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Trend</th>
<th>Stable</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Limits 2022

<table>
<thead>
<tr>
<th>Lower</th>
<th>Middle</th>
<th>Upper</th>
</tr>
</thead>
<tbody>
<tr>
<td>x &lt; 0.0%</td>
<td>x &lt; 1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>2.0%</td>
<td>x &lt; 3.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>5.0%</td>
<td>x &lt; 0.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>0%</td>
<td>x &lt; 5.0%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

### Targets

<table>
<thead>
<tr>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0%</td>
<td>4.0%</td>
<td>4.0%</td>
<td>4.0%</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

## IV. REMARKS

---

<table>
<thead>
<tr>
<th>Indicator name:</th>
<th>Overtime</th>
</tr>
</thead>
</table>

### Outlook

<table>
<thead>
<tr>
<th>Strategic Pillar</th>
<th>Strategic Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINANCIAL</td>
<td>Effective use of resources</td>
</tr>
</tbody>
</table>

### Responsible for monitoring the indicator

Ivar Ernesto Ramirez Chinchilla

### II. CHARACTERISTICS OF THE INDICATOR

#### Indicator name:

Consists in determining the variation of overtime worked in all Bank dependencies in the current year, with respect to the total overtime worked in the previous year.

#### Calculation formula

((Number of overtime hours in the period / Number of overtime hours in the previous year) - 1) * 100

#### Unit of measure:

Percentage

#### Frequency:

Annual

#### Type of indicator:

Results

#### Capture source:

Overtime reporting by employee and by unit

### III. MEASUREMENT ATTRIBUTES

### Responsible for measurement

Juan Cellos Estrada Calvillo

### Unit

HUMAN RESOURCES

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Trend</th>
<th>Downward</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Limits 2022

<table>
<thead>
<tr>
<th>Lower</th>
<th>Middle</th>
<th>Upper</th>
</tr>
</thead>
<tbody>
<tr>
<td>x &gt; 0%</td>
<td>-5.5%</td>
<td>-7.5%</td>
</tr>
<tr>
<td>-7.5%</td>
<td>x &lt; -7.5%</td>
<td></td>
</tr>
</tbody>
</table>

### Targets

<table>
<thead>
<tr>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### IV. REMARKS

---
INDICATOR: OBSERVED INFLATION

- **Limits 2022 (Each year)**
- **Vo.Bo. Area Manager**

Target 2022: 4.0% ± 1.0%

- **INDICATOR: OVERTIME**

Target 2022:
- -7.5% ≤ x ≤ -5.5%
- x < -7.5%
- -5.5% < x ≤ 0%
- x > 0%
Medición del Indicador de Desempeño

Período: 2022
Nivel del Indicador: 50101 Infacción observada
Indicador: 4.0% +/- 1.0%
tipo de Medición: Avance
Resultado: 5.66
Semáforo: Verde

Explicación de la Variación:
El promedio nivel de doce meses del índice inflacionario en abril de 2022 se situó en 3.65%, valor que se encuentra dentro del rango de la meta establecida por la Autoridad Monetaria (4.0% +/- 1 punto porcentual).

Archivos de Respaldo
Responsable: Esteban Carpio Sain
Fecha de Informe: 10/05/2022

Guardar  Cancelar

Periodo: 2022
Nivel del Indicador: 105-Horas extras
Indicador: 7.5% x <= 5.5%
tipo de Medición: Avance
Resultado: -1.84
Semáforo: Verde

Explicación de la Variación:

Archivos de Respaldo
Responsable: Juan Carlos Estudio Cevallos
Fecha de Informe: 18/05/2022

Guardar  Cancelar
Medición del Indicador de Desempeño

Periodo
- 2021
- Diciembre

Tipo de Medición
- Total

Resultado
- 15.25
- Rojo

Explicación de la Variación
Al 31 de diciembre de 2021, se ejecutaron 23,095 horas más en comparación a lo ejecutado al 31 de diciembre de 2020. Las dependencias que no llegaron a la meta establecida, presentaron las explicaciones a la variación conforme el resultado obtenido, ver documento adjunto.

Archivos de Respaldo
- Sin archivo de respaldo

Responsable
- Juan Carlos Estrada Galvillo

Fecha de Informe
- 18/01/2022

Guardar Cancelar
Performance Indicator Measurement Report

Indicator Identification

Strategic Objective: Promote low and stable inflation

Indicator Name: Observed inflation

Operational Definition: Refers to the twelve-month moving average of the interannual variation of the Consumer Price Index. Said variation should be located within the inflation target determined by the Monetary Board (4.0% +/- 1 percentage point).

Unit in charge of mediation: MACROECONOMIC ANALYSIS AND FORECASTING

MEASUREMENT AS OF APRIL 2022

<table>
<thead>
<tr>
<th>Established Target</th>
<th>Result Obtained</th>
<th>Variation</th>
<th>Traffic Light Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0% +/- 1.0%</td>
<td>3.65%</td>
<td>-0.35 %</td>
<td>Green</td>
</tr>
</tbody>
</table>

EXPLANATION OF THE VARIATION

The twelve-month moving average of the inflationary rhythm in April 2022 was at 3.65%, which is within the range of the target established by the Monetary Authority (4.0% +/- 1 percentage point).

Eddy Roberto Carpio Sam
Responsible of measurement
Performance Indicator Measurement Report

Indicator Identification

Strategic Objective: Consolidate an institutional culture of rational use of resources

Indicator Name: Overtime

Operational Definition: Consists in determining the variation of overtime worked in all Bank dependencies in the current year, with respect to the total overtime worked in the previous year.

Unit in charge of mediation: HUMAN RESOURCES

MEASUREMENT AS OF APRIL 2022

<table>
<thead>
<tr>
<th>Established Target</th>
<th>Result Obtained</th>
<th>Variation</th>
<th>Traffic Light Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>-7.5% ≤ x ≤ -5.5%</td>
<td>-18.54%</td>
<td>-13.04%</td>
<td>Green</td>
</tr>
</tbody>
</table>

Unit of measure: percentage

EXPLANATION OF THE VARIATION

The desired result was achieved; however, when analyzing the indicators by department, it can be observed that there were sections that worked more overtime compared to last year, among them are: Personnel Remunerations and Benefits, Computer Services, Data Base, Special Security, Settlement of Monetary Operations, Purchases and Budgetary Control. Justifications presented: compliance with MSPAS provisions to prevent and contain COVID-19; staff rotation; attention and information support to staff working at home, during non-working hours and days; requests for information from institutions that were met within the established deadlines. It is important that the officials responsible for each unit continue to effectively manage the payment of overtime for activities and functions that require it.

Juan Carlos Estrada Calvillo
Responsible of measurement
As of December 31, 2021, 23,096 hours more were executed compared to December 31, 2020. The units that did not reach the established goal, presented the explanations for the variation according to the result obtained, see attached document.

**EXPLANATION OF THE VARIATION**

As of December 31, 2021, 23,096 hours more were executed compared to December 31, 2020. The units that did not reach the established goal, presented the explanations for the variation according to the result obtained, see attached document.
### Financial Instrument Standardization

**Operational Definition:**
Proportion of financial instruments represented by book entries, of total outstanding financial instruments.

**Established Target:**
≤ 30%

**Result Obtained:**
n/m

**Traffic Light Result:**
GRAY

#### Explanation of the Variation

The standardization of financial instruments depends on the implementation of the Financial Instruments Management System. This information system is in the inspection and final reception stage in accordance with the provisions of the State Contracting Law. Once reception is completed, the corresponding regulations must be approved in order for the system to go into production.

As of December 31, 2021, the established target was not met; employees did not take 2,710 vacation days. As a result of the COVID-19 prevention measures, the bank continued to attend to highly critical processes, which led to adjustments to the planned vacation periods. It is important that officials continue to follow up on the annual vacation plan for their staff.

---

### Human Resources

**Operational Definition:**
It consists of determining the number of days taken by Banco de Guatemala personnel in the current year, with respect to the corresponding plan.

**Established Target:**
50%

**Result Obtained:**
85.61%

**Variation:**
-4.39%

**Traffic Light Result:**
Yellow

#### Explanation of the Variation

As of December 31, 2021, the established target was met; employees took 2,710 vacation days. It is important that officials continue to follow up on the annual vacation plan for their staff.
### INDICATOR RESULTS REPORTING

#### SOCIETY

**Objective:** Promote low and stable inflation

<table>
<thead>
<tr>
<th>Code</th>
<th>Indicator</th>
<th>Target Progress</th>
<th>Result</th>
<th>Variation</th>
<th>Traffic light</th>
<th>Effectiveness</th>
<th>Date of update</th>
<th>Measurement responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>S0101</td>
<td>Observed inflation</td>
<td>4.0% +/- 1.0%</td>
<td>3.65 %</td>
<td>-0.35 %</td>
<td>green</td>
<td>100%</td>
<td>April 2022</td>
<td>Eddy Roberto Carpio Sam</td>
</tr>
</tbody>
</table>

#### PROCESSES

**Objective:** Adopt new standards and best practices.

<table>
<thead>
<tr>
<th>Code</th>
<th>Indicator</th>
<th>Target Progress</th>
<th>Result</th>
<th>Variation</th>
<th>Traffic light</th>
<th>Effectiveness</th>
<th>Date of update</th>
<th>Measurement responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1002</td>
<td>Financial instrument standardization</td>
<td>&lt;= 40%</td>
<td>n/m</td>
<td>----</td>
<td></td>
<td></td>
<td>April 2022</td>
<td>Marco Tulio López Guifónez</td>
</tr>
</tbody>
</table>

#### FINANCIAL

**Objective:** Consolidate an institutional culture of rational use of resources

- **Overtime**
  - **Code:** F0105
  - **Result:** 15.25 %
  - **Variation:** 20.25 %
  - **Traffic light:** red
  - **Effectiveness:** 0%
  - **Date of update:** December 2021
  - **Measurement responsible:** Juan Carlos Estrada Calvillo

- **Taken vacations**
  - **Code:** F0103
  - **Result:** 80.01 %
  - **Variation:** -4.39 %
  - **Traffic light:** yellow
  - **Effectiveness:** 95%
  - **Date of update:** December 2021
  - **Measurement responsible:** Juan Carlos Estrada Calvillo
Mapa Estratégico Institucional a Diciembre 2021
Objetivos Estratégicos

1. Propiciar una inflación baja y estable
2. Fortalecer la credibilidad y confianza en la gestión del Banco Central
3. Cumplir y hacer que se cumpla la normativa aplicable al Banco Central
4. Fortalecer la administración de las Reservas Monetarias Internacionales (RMI)
5. Perfeccionar el Esquema de Metas Explicíticas de Inflación
6. Perfeccionar el análisis de la estabilidad del sistema financiero nacional
7. Fortalecer la vigilia de los sistemas de pago de importancia sistemática
8. Fortalecer la coordinación efectiva entre la política monetaria y la política fiscal
9. Consolidar la comprensión de las funciones del Banco Central
10. Proveer, oportunamente, información de calidad
11. Adoptar nuevos estándares y mejores prácticas
12. Fomentar la práctica de los valores éticos de la institución

Perspectivas
- Societal
- Procesos
- Aprendizaje y Cambio
- Financiera

Objetivos Financieros
- Consolidar una cultura institucional de uso racional de los recursos
PROJECT EVALUATION REPORT AND PERFORMANCE INDICATOR MEASUREMENT PEI 2018-2022

(Results as of April 30, 2022)

Planning and Organizational Development
Constitute the means by which the strategic objectives are materialized. Each project is associated with the objective that corresponds to it by its nature, and for its execution is guided by a program that contemplates the phases, stages and activities to be developed within the period covered by the PEI.
Since the beginning of the 1990s, Banco de Guatemala began the Institutional Strategic Planning process, establishing strategic actions or projects for the operationalization of the strategic plan.

Project management is developed on the basis of the international standard used by the Project Management Institute (PMI).

In 2006, Banco de Guatemala's Project Management Methodology was designed and implemented.

In 2014, the Computerized System for Project Monitoring (SISEP) was developed and implemented to facilitate planning actions, as well as measurements on a four-monthly basis, to follow up on authorized projects.
PROJECT MANAGEMENT METHODOLOGY
OF THE BANCO DE GUATEMALA

PHASE 1
Definition of potential project portfolios

PHASE 2
Definition of the preliminary project

PHASE 3
Project definition

PHASE 4
Project planning

PHASE 5
Project execution control

PHASE 6
Project closure

PEI Formulation

Project Execution
PROJECT MANAGEMENT
ROLES

- Sponsor
- Administrator
  - Functional Leader
  - Technical Leader (*)
  - Outsourcing (*)
  - Consultant
  - Technician
  - Participant

(*) If the project requires
EXAMPLE OF ROLES IN PROJECT MANAGEMENT

- Financial Manager
- Director of Accounting and Payment Systems
  - Head of Registration and Settlement of Payment Subsystem Operations
  - IT Officer
    - Macroeconomic Analysis and Forecasting
    - PMCC Execution
    - Internal Audit
    - Organizational Planning and Development
  - IT Project Technicians
  - Montran
    - Consultants

EXAMPLE PAYMENT SYSTEMS PROJECT
# Project Life Cycle Format

## Project Life Cycle

**RESPONSIBLE UNIT:** HUMAN RESOURCES DEPARTMENT  
**RESPONSIBLE SECTION:**  
**PROJECT NAME:** Strengthening of Leadership Capacity  
**STRATEGIC OBJECTIVE:** Strengthen the organizational climate

<table>
<thead>
<tr>
<th>STAGE</th>
<th>DESCRIPTION</th>
<th>PRODUCT</th>
<th>START DATE</th>
<th>END DATE</th>
<th>% PLANNED</th>
<th>% COMPLETED</th>
</tr>
</thead>
</table>
| Phase 1: Recruitment of a consultant in the area of leadership.  
1 | Consultant hiring process. Hired consultant.                               | Hired consultant.            | 14/01/2019 | 13/09/2019| 6%        |             |
| Phase 2: Review Leadership management competency.  
| Phase 3: Elaborate decalogue containing the leadership philosophy for Banco de Guatemala.  
3 | Interviews with authorities, senior officials and employees to determine relevant aspects of leadership. | Report on relevant aspects of leadership | 5/11/2019 | 29/11/2019| 4%        |             |
| 4 | Interviews with focus groups of regular workers to determine relevant aspects of leadership. | Report on relevant aspects of leadership | 2/12/2019 | 20/12/2019| 4%        |             |
| 5 | Design, drafting and validation of the Leadership Decalogue.               | Leadership Decalogue.        | 6/1/2020   | 31/01/2020| 4%        |             |
| Phase 4: Definition and design of a program that provides tools aligned with the competency and leadership decalogue.  
6 | Elaboration and delivery by the consultant of the program.                 | Detail of program activities. | 3/2/2020   | 24/04/2020| 6%        |             |
| 7 | Validation of the program by the Human Resources Department.              | Program design.              | 27/04/2020 | 22/05/2020| 2%        |             |
# Project Life Cycle

**RESPONSIBLE UNIT:** HUMAN RESOURCES DEPARTMENT  

**RESPONSIBLE SECTION:**  

**PROJECT NAME:** Strengthening of Leadership Capacity  

**STRATEGIC OBJECTIVE:** Strengthen the organizational climate  

<table>
<thead>
<tr>
<th>STAGE</th>
<th>DESCRIPTION</th>
<th>PRODUCT</th>
<th>START DATE</th>
<th>END DATE</th>
<th>% PLANNED</th>
<th>% COMPLETED</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Review and align the leadership statements in the Organizational Climate Survey.</td>
<td>Revised statements.</td>
<td>25/05/2020</td>
<td>11/9/2020</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Structure virtual platform with informative and consultative leadership content.</td>
<td>Virtual platform.</td>
<td>14/09/2020</td>
<td>29/01/2021</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Publish content on the virtual platform.</td>
<td>Site with contents on leadership within the portal of the Human Resources Department.</td>
<td>1/2/2021</td>
<td>31/03/2021</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Content definition for the induction of new officials.</td>
<td>Topics to be included in the induction.</td>
<td>1/4/2021</td>
<td>2/7/2021</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Special activity to launch the program.</td>
<td>Development of the activity.</td>
<td>5/7/2021</td>
<td>5/7/2021</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Development of training workshops on leadership.</td>
<td>Training workshops.</td>
<td>5/7/2021</td>
<td>31/12/2021</td>
<td>25%</td>
<td></td>
</tr>
</tbody>
</table>

**TOTALS** 100%

---

Guatemala, June the 23rd of 2022

(s)  

(s)  

**Sponsor**  
IVAN ERNESTO FONDO/ CHIHUAHUA  

**Administrator**  
JUAN CARLOS ESTRADA CAVILLO
Detailed Work Plan

RESPONSIBLE UNIT: HUMAN RESOURCES DEPARTMENT

PERIOD: Quarter 3-2021

PROJECT NAME: Strengthening of Leadership Capacity

PHASE 6: PROGRAM IMPLEMENTATION

<table>
<thead>
<tr>
<th>No.</th>
<th>DESCRIPTION</th>
<th>RESPONSIBLE PERSON OF THE IMPLEMENTATION</th>
<th>START DATE</th>
<th>END DATE</th>
<th>DURATION IN DAYS</th>
<th>% PLANNED</th>
<th>% COMPLETED</th>
<th>Activity Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Development of training workshops on leadership.</td>
<td></td>
<td>5/7/2021</td>
<td>31/12/2021</td>
<td>130</td>
<td>25.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Assessment of the leadership training provided to staff members during 2021.</td>
<td>SARANELLY HERNÁNDEZ LEÓN, RUTH ÁNGELICA MÉNDEZ PELLECER, ENRIQUE AMILCAR ALVARADO MÉNDEZ</td>
<td>1/9/2021</td>
<td>31/12/2021</td>
<td>88</td>
<td>25.00%</td>
<td>0.00%</td>
<td>Active</td>
</tr>
</tbody>
</table>

Guatemala, June the 23rd of 2022

Sponsor
JUAN CARLOS ESTRADA CALVILLO

Administrator
JUAN CARLOS ESTRADA CALVILLO
Project Execution Control

RESPONSIBLE UNIT: HUMAN RESOURCES DEPARTMENT

PERIOD: Quarter 3-2021

PROJECT NAME: Strengthening of Leadership Capacity

STRATEGIC OBJECTIVE: Strengthen the organizational climate

Budget Planned - Executed for the period

<table>
<thead>
<tr>
<th>Line item</th>
<th>Resource Description</th>
<th>Approved 2021</th>
<th>Executed as of December 2021</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>18900-1</td>
<td>Fees for Leadership Capacity Building</td>
<td>100,000.00</td>
<td>0.00</td>
<td>100,000.00</td>
</tr>
<tr>
<td></td>
<td>Consultancy Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>100,000.00</strong></td>
<td><strong>0.00</strong></td>
<td><strong>100,000.00</strong></td>
</tr>
</tbody>
</table>

Explanation of variances

During the year 2021 the Leadership Capacity Building activities will be carried out using resources from the Training budget. Therefore, the Q100,000.00 approved for the project was not executed.

Key factors to consider for the continuity of the project

<table>
<thead>
<tr>
<th>Description</th>
<th>Impact</th>
</tr>
</thead>
</table>

Problem logbook or obstacles encountered

<table>
<thead>
<tr>
<th>Description</th>
<th>Corrective Actions</th>
</tr>
</thead>
</table>

Status
**Project Execution Control**

**RESPONSIBLE UNIT:** HUMAN RESOURCES DEPARTMENT

**PERIOD:** Quarter 3-2021

**PROJECT NAME:** Strengthening of Leadership Capacity

**STRATEGIC OBJECTIVE:** Strengthen the organizational climate

---

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>Activities planned for the period</td>
</tr>
<tr>
<td>2</td>
<td>Assessment of the leadership training provided to officials during 2021</td>
</tr>
</tbody>
</table>

Guatemala, June the 23rd of 2022

---

(s)  
Sponsor  
IVAR ERNESTO RODRIGUEZ OCHOA |  
Administrator  
JUAN CARLOS ESTRADA GALVILLO
STATUS OF PROJECTS ACCORDING TO THEIR STATUS

- COMPLETED
- ON TIME
- SLIGHTLY DELAYED
- SIGNIFICANT DELAY
- POSTPONED

Difference of 1.00% to 6.00%
Difference of 6.01% or +
## PROJECT CLOSURE FORMAT

### Project Closure

**RESPONSIBLE UNIT:** HUMAN RESOURCES DEPARTMENT  
**PROJECT NAME:** Strengthening of Leadership Capacity  
**STRATEGIC OBJECTIVE:** Strengthen the organizational climate

<table>
<thead>
<tr>
<th>No.</th>
<th>Stage</th>
<th>Product Stage</th>
<th>Functionality</th>
<th>Status / Observations</th>
<th>Delivery Date</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Consultant hiring process.</td>
<td>Hired consultant.</td>
<td>100%</td>
<td></td>
<td>23/08/2019</td>
<td>SARANELLY HERNÁNDEZ LEÓN, ENRIQUE AMILCAR ALVARADO MÉNDEZ, RUTH ANGÉLICA MÉNDEZ PELLECER</td>
</tr>
<tr>
<td>2</td>
<td>Review the management competency of Leadership and its degradation.</td>
<td>New definition and downgrading of the competency.</td>
<td>100%</td>
<td></td>
<td>15/10/2019</td>
<td>ENRIQUE AMILCAR ALVARADO MÉNDEZ, RUTH ANGÉLICA MÉNDEZ PELLECER, SARANELLY HERNÁNDEZ LEÓN</td>
</tr>
<tr>
<td>3</td>
<td>Interviews with authorities, senior officials and employees to determine relevant aspects of leadership.</td>
<td>Report on relevant aspects of leadership.</td>
<td>100%</td>
<td></td>
<td>15/11/2019</td>
<td>ENRIQUE AMILCAR ALVARADO MÉNDEZ, RUTH ANGÉLICA MÉNDEZ PELLECER, SARANELLY HERNÁNDEZ LEÓN</td>
</tr>
<tr>
<td>4</td>
<td>Interviews with focus groups of regular workers to determine relevant aspects of leadership.</td>
<td>Report on relevant aspects of leadership.</td>
<td>100%</td>
<td></td>
<td>15/11/2019</td>
<td>ENRIQUE AMILCAR ALVARADO MÉNDEZ, RUTH ANGÉLICA MÉNDEZ PELLECER, SARANELLY HERNÁNDEZ LEÓN</td>
</tr>
<tr>
<td>5</td>
<td>Design, drafting and validation of the Leadership Decalogue.</td>
<td>Leadership Decalogue.</td>
<td>100%</td>
<td></td>
<td>31/01/2020</td>
<td>ARMANDO FELIPE GARCÍA SALAS ALVARADO, JUAN CARLOS ESTRADA CALVILLO, ENRIQUE AMILCAR ALVARADO MÉNDEZ, RUTH ANGÉLICA MÉNDEZ PELLECER, SARANELLY HERNÁNDEZ LEÓN</td>
</tr>
</tbody>
</table>
**Project Closure**

**RESPONSIBLE UNIT:** HUMAN RESOURCES DEPARTMENT

**PROJECT NAME:** Strengthening of Leadership Capacity

**STRATEGIC OBJECTIVE:** Strengthen the organizational climate

<table>
<thead>
<tr>
<th>No.</th>
<th>Stage</th>
<th>Product Stage</th>
<th>Functionality</th>
<th>Status / Observations</th>
<th>Delivery Date</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Special program kick-off activity.</td>
<td>Development of the activity.</td>
<td>100%</td>
<td></td>
<td>5/7/2021</td>
<td>ENRIQUE AMILCAR ALVARADO MÉNDEZ, RUTH ANGÉLICA MÉNDEZ PELLECER, SARANELLY HERNÁNDEZ LEÓN</td>
</tr>
<tr>
<td>13</td>
<td>Development of training workshops on leadership.</td>
<td>Training workshops.</td>
<td>100%</td>
<td></td>
<td>17/11/2021</td>
<td>ENRIQUE AMILCAR ALVARADO MÉNDEZ, RUTH ANGÉLICA MÉNDEZ PELLECER, SARANELLY HERNÁNDEZ LEÓN</td>
</tr>
</tbody>
</table>

**Final Project Conclusions**

With the development of this project, it was possible to strengthen the executive leadership skills of the Banco de Guatemala’s officials, through the transmission of tools that are useful in the performance of their functions.

Guatemala, June the 23rd of 2022

[Signature]

**SPONSOR**

Ivar Ernesto Romero Chinchilla

[Signature]

**FUNCTIONAL LEADER**

ENRIQUE AMILCAR ALVARADO MÉNDEZ

[Signature]

**ADMINISTRATOR**

Juan Carlos Estrada Galvillo
## PROJECT PORTFOLIO

### GENERAL MANAGEMENT

**Project 1:** Design, elaboration, distribution and presentation of informative and illustrative material to strengthen and develop the prevention of money laundering or other asset and terrorism financing.

**Units Responsible:** COMPLIANCE OFFICE

**Status:** Completed

**Percentage of cumulative progress:**

- Planned: 100.0%
- Actual: 100.0%

### ECONOMIC MANAGEMENT

**Project 2:** National Accounts System year base change and adoption of the National Accounts System 2008 (SCN 2008).

**Units Responsible:** MACROECONOMIC STATISTICS DEPARTMENT

**Status:** Completed

**Percentage of cumulative progress:**

- Planned: 100.0%
- Actual: 100.0%

**Project 3:** Automated Balance of Exchange and Foreign Trade System (SABCCE) reengineering.

**Units Responsible:** MACROECONOMIC STATISTICS DEPARTMENT

**Status:** Completed

**Percentage of cumulative progress:**

- Planned: 100.0%
- Actual: 100.0%

**Project 4:** Gross Domestic Product measurement, by regions of the country.

**Units Responsible:** MACROECONOMIC STATISTICS DEPARTMENT

**Status:** Pending Initiation

### Strategic Objectives and Projects

<table>
<thead>
<tr>
<th>No.</th>
<th>Units Responsible for the projects</th>
<th>Percentage of cumulative progress</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Planned</td>
</tr>
<tr>
<td>1</td>
<td>COMPLIANCE OFFICE</td>
<td>100.0</td>
</tr>
<tr>
<td>2</td>
<td>MACROECONOMIC STATISTICS DEPARTMENT</td>
<td>100.0</td>
</tr>
<tr>
<td>3</td>
<td>MACROECONOMIC STATISTICS DEPARTMENT</td>
<td>100.0</td>
</tr>
<tr>
<td>4</td>
<td>MACROECONOMIC STATISTICS DEPARTMENT</td>
<td>100.0</td>
</tr>
<tr>
<td>5</td>
<td>MACROECONOMIC STATISTICS DEPARTMENT</td>
<td>100.0</td>
</tr>
</tbody>
</table>

### Project Portfolio Summary

<table>
<thead>
<tr>
<th>Project Status</th>
<th>Quantity</th>
<th>Color</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>11</td>
<td></td>
<td>Completed</td>
</tr>
<tr>
<td>On Time</td>
<td>2</td>
<td></td>
<td>= No Difference</td>
</tr>
<tr>
<td>Slight Delay</td>
<td>1</td>
<td></td>
<td>= With difference less than -6%</td>
</tr>
<tr>
<td>Significant Delay</td>
<td>0</td>
<td></td>
<td>= With difference equal to or greater than -6%</td>
</tr>
<tr>
<td>Pending Initiation</td>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Number of Projects:** 15
V. Strengths that have made it possible to close the gap between planning and execution

 ✓ To count on a Strategic Planning Model.
 ✓ Unconditional support from the Institution's General Manager and commitment of the workers.
 ✓ To have a Methodology for the Application of Performance Indicators (Balanced ScoreCard).
 ✓ To have a Methodology for Project Management.
 ✓ Quarterly follow-up of projects and performance indicators.
 ✓ Submission of follow-up reports to the authorities.
 ✓ Review and update of the permanent Institutional Strategic Plan.
 ✓ Conferences given by international experts on some central banking trends (human management, information technology, communication, central banking, strategic planning), prior to initiating the formulation process.
Thank you...