BANCO DE ESPAÑA
Eurosistema

CEMLA
CENTRO DE ESTUDIOS MONETARIOS LATINOAMERICANOS

Meeting of Experts on
Records Management, Archives, and Transparency in Central Banking

Managing information to strengthen transparency, knowledge, and public trust.

Madrid – November 4, 5 y 6, 2026

Focus

This new edition of the Central Bank Forum on Document Management, Archives, and Transparency is designed as a platform for exchange between Latin American central banks and the Bank of Spain to share experiences and reflect on how to better manage institutional information. The goal is to bring together document management, archives, technology, transparency, and citizen services in a single forum, based on a simple idea: better-organized, preserved, and accessible information contributes to institutions that are more effective, more transparent, and closer to society.

The program will address the main challenges related to information management, ranging from digital preservation and the reuse of content to the incorporation of new technologies and solutions based on artificial intelligence, always from a practical perspective focused on real projects developed by the central banks themselves.

It will also highlight the role of historical archives, libraries, and documentary heritage as tools for research and understanding economic history. As a new feature, this edition will also include a specific focus on transparency, accountability, and monitoring of institutional commitments, analyzing how proper information management helps better explain institutional actions, facilitate access to information, and strengthen public trust.

Objectives of the meeting

- To share experiences and transformation projects in records management, archives, libraries, and information governance, analyzing the evolution of these functions at participating central banks and the impact of new technologies, including artificial intelligence.
- To promote an integrated approach to information management throughout its entire lifecycle, encompassing creation, classification, retention, protection, access, reuse, and long-term digital preservation.
- To exchange best practices regarding digital preservation, services for researchers, knowledge dissemination, and the utilization of documentary and bibliographic resources, thereby fostering innovation and continuous improvement.
- Reflect on the contribution of information management to institutional transparency and accountability, including access to information, responsiveness to citizens' demands, the traceability of decisions, and the demonstration of institutional commitments.
- Highlight the value of historical archives, libraries, and documentary and bibliographic heritage, and identify opportunities for technical cooperation among central banks within the CEMLA region, as tools for institutional memory, research, and the dissemination of economic and financial history.

Program

Sessions:

1. From Records Management to Information Governance
2. Artificial Intelligence, Knowledge, and the Reuse of Information
3. Economic History: The Contribution of Archives and Libraries
4. Transparency, Accountability, and Institutional Commitments

Participation formats: presentations, roundtables, hands-on workshops, and lightning talks.

Agenda

Day 1. From Records Management to Information Governance

08:30-09:00 **Accreditation and registration**

09:00-09:30 **Opening remarks**

Alberto Ríos, Director General for Institutional Relations, Transparency and Conduct, Banco de España.

Roberto Marino, Adviser, General Directorate, CEMLA.

09:30-10:15 **Keynote Address. Information and transparency: drivers of transformation for central banks.**

Ana Buisán, Director of the Transparency and Branch Offices Department, Banco de España.

10:15-10:45 **Coffee break and networking**

SESSION 1. Information governance, preservation and digital transformation

10:45-12:00 **From historical archives to information management: new roles, new professional profiles, and new challenges.**

María de Inclán, Deputy Director of the Transparency and Branch Offices Department, Banco de España.

Electronic records and digital preservation.

Lola Mayo, Deputy Head of the Documentary Heritage and Information Services Division, Banco de España.

Records management governance, archives, and preservation.

Filipe Fernandes, Coordinator of the Records Management Unit, Banco de Portugal.

12:00-12:30 **Discussion and questions. Are we witnessing an evolution of traditional archiving and documentation services, or a true paradigm shift in central bank information management?**

María de Inclán, Lola Mayo and Filipe Fernandes

12:30-13:15 **Transparency by design: information management and accountability to strengthen institutional trust.**

Concepción Campos Acuña, Chair of the Council on Transparency and Good Governance, Ministry of Digital Transformation and Public Service.

Presentation by *Marisa Boronat*, Head of the Transparency Division, Banco de España.

13:15-14:30 **Lunch**

14:30-15:15 **Banco de España: practical automation of records management processes: three real-world cases—Cosmos integration with collaboration tools, Cosmos robot integration, and electronic signatures in cosmos.**

Marta Jiménez, José Ignacio Guerrero, David del Vado, Documentary Heritage and Information Services Division, Banco de España.

15:15-16:30 **Mini presentations**.

- **Document management modernization project.**

Nancy Uriarte, Analyst III, Banco Central del Uruguay.

- **New website and new communications management system.**
  Sandra González, Executive, Quality Management Department, Banco Central de Costa Rica.
- **ERMES: User-centric by design, user-friendly by experience – The Bank of Italy's new enterprise document management system.**
  Emilia Patete, Senior Adviser, Banca d'Italia.
- **Experiences in records management and archives.**
  Liliana Ballén, Records Management Coordinator, Banco de la República.
- **Connecting information management.**
  Information Management Specialist, Fondo Latinoamericano de Reservas (FLAR).

16:30-17:30 **Heritage activity. Visit to the exhibition "El Plano Flexible".**

<u>Day 2. Artificial intelligence, knowledge and information reuse</u>

09:00-09:15 **Review of Day 1.**

María de Inclán, Deputy Director of the Transparency and Branch Offices Department, Banco de España.

Introduction by *Ana Calleja*, Deputy Head of the Documentary Heritage and Information Services Division, Banco de España.

SESSION 2. AI and information management

09:15-10:00 **AI keynote (via Teams). Institutional knowledge and trust: opportunities and risks for central banks.**

Ignasi Belda, Director of the Department of Applied Technology Laboratory and Experimentation Department (DELTA), Banco de España.

10:00-11:00 **AI practical case studies.**

- **AI at Banco de España: context.**

  Ana Calleja. Deputy Head of the Documentary Heritage and Information Services Division, Banco de España.
- **Hackathon (methodology and ideas).**

  Lola Mayo, Deputy Head of the Documentary Heritage and Information Services Division, Banco de España.
- **Cosme / Aurelia.**

  José Ignacio Guerrero, Documentary Heritage and Information Services Division, Banco de España.
- **Conversational assistant.**

  Marta Jiménez, Documentary Heritage and Information Services Division, Banco de España.
- **AI assistant for messages in Banco de España publications, VERA.**

  Joaquín Selgas, Head of the Publications and Assessment Division, Banco de España.

11:00-11:30 **Coffee break**

SESSION 3. Economic History: The Contribution of Archives and Libraries.

11:30-12:15 **Presentation**. **Economic history project, central bank archives and libraries: sources for understanding monetary, financial and foreign exchange policy.**

Juan Flores, Professor, Department of History, Economics and Society, University of Geneva.

12:15-13:00 **Practical case study. Reuse of historical sources, mass digitization, and historical data for economic research.**

Pilar Nogués-Marco, History, Economy, and Society of the Universidad de Ginebra.

Digitization projects of the Banco de España historical archive.

Raquel Jiménez, Documentary Heritage and Information Services Division, Banco de España.

13:00-13:45 **Roundtable. Preserve, Interpret, Explain: From Archives to Artificial Intelligence in the Construction of Economic Knowledge.**

Ana Calleja, Juan Flores, Pilar Nogués and Raquel Jiménez.

13:45-14:45 **Lunch**

14:45-15:15 **Practical case study. Presentation of the cataloging and identification work on coins from the Banco de España collection.**

Patricia Alonso, Documentary Heritage and Information Services Division, Banco de España.

15:15-16:15 **Heritage activity.**

Technical visit to the documentary, numismatic and bibliographic heritage of Banco de España (1 or 2 groups).

16:30-17:30 **Heritage visit.**

Day 3. Transparency and Accountability: From Institutional Information to Public Trust

09:00-09:15 **Review of Day 2.**

Ana Calleja, Deputy Head of the Documentary Heritage and Information Services Division, Banco de España.

Introduction.

Marisa Boronat, Head of the Transparency Division, Banco de España.

SESSION 4. Transparency in action: transparency challenges for central banking

09:15-10:00 **Presentation. Transparency and accountability as strategic pillars of a central bank.**

Marisa Boronat, Head of the Transparency Division, Banco de España.

10:00-11:00 **Practical case study. Transparency as a driver of change.**

- **Sustainability and transparency as a material issue in central banking: from accountability to the creation of public value.**
  Jorge Monge, Director of Institutional Relations, Banco Central de Costa Rica.
- **Projects to strengthen institutional transparency.**

  Sergio Zambrano, Transparency Management Manager, Banco de México.
- **Comparative study of best practices.**

  Jordi Romeu, Transparency Division Expert, Banco de España.

- **Redesign of the institutional report.**

  Lourdes Díaz-Barceló, Legal Counsel, Transparency Division, Banco de España.

- **Centralisation of Accountability Requests.**

  Olga Celestino, Legal Counsel, Transparency Division, Banco de España.

11:00-11:30 **Coffee break**

11:30-12:45 **Roundtable**. **From the obligation to publish to the creation of value.**

Mª Dolores Cano Cayuela, Adviser, Data Office, Banco de España (Open Data).

Mª Cruz Manzano, Adviser, Transparency and Branch Offices Department, Banco de España (Clear Communication).

Pilar Sahagún, Legal Counsel, Transparency Division, Banco de España (Transparency Portal).

Jorge Monge, Director of Institutional Relations, Banco Central de Costa Rica (Accountability).

César Cruz-Rubio, Chair of the Governance Research Group, Public Administration and Public Policy, GIGAPP (Open Government).

Marina Moya, Transparency Division, Banco de España (Focus Group).

Moderator *Marisa Boronat*, Head of the Transparency Division, Banco de España.

12:45-13:15 **Roundtable Discussion and Closing Session. Ten Ideas for Document Modernization and Transparency in Central Banking. Common Challenges and Opportunities for Cooperation Among Central Banks: AI, Digital Preservation, Economic History, Training, and Transparency.**

Marisa Boronat, María de Inclán, Ana Calleja and Roberto Marino.

Moderator *Ana Buisán*, Director of the Transparency and Branch Offices Department, Banco de España.

13:15-13:30 **Institutional closing**.

Ana Buisán, Director of the Transparency and Branch Offices Department, Banco de España.

13:30 **Farewell reception**