



**Banco de Guatemala**

SECRETARÍA DEL BANCO  
División de Traducciones



**BANCO CENTRAL**  
REPÚBLICA DOMINICANA

# Closing the gap between Planning and Execution



**July 2022**

# 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

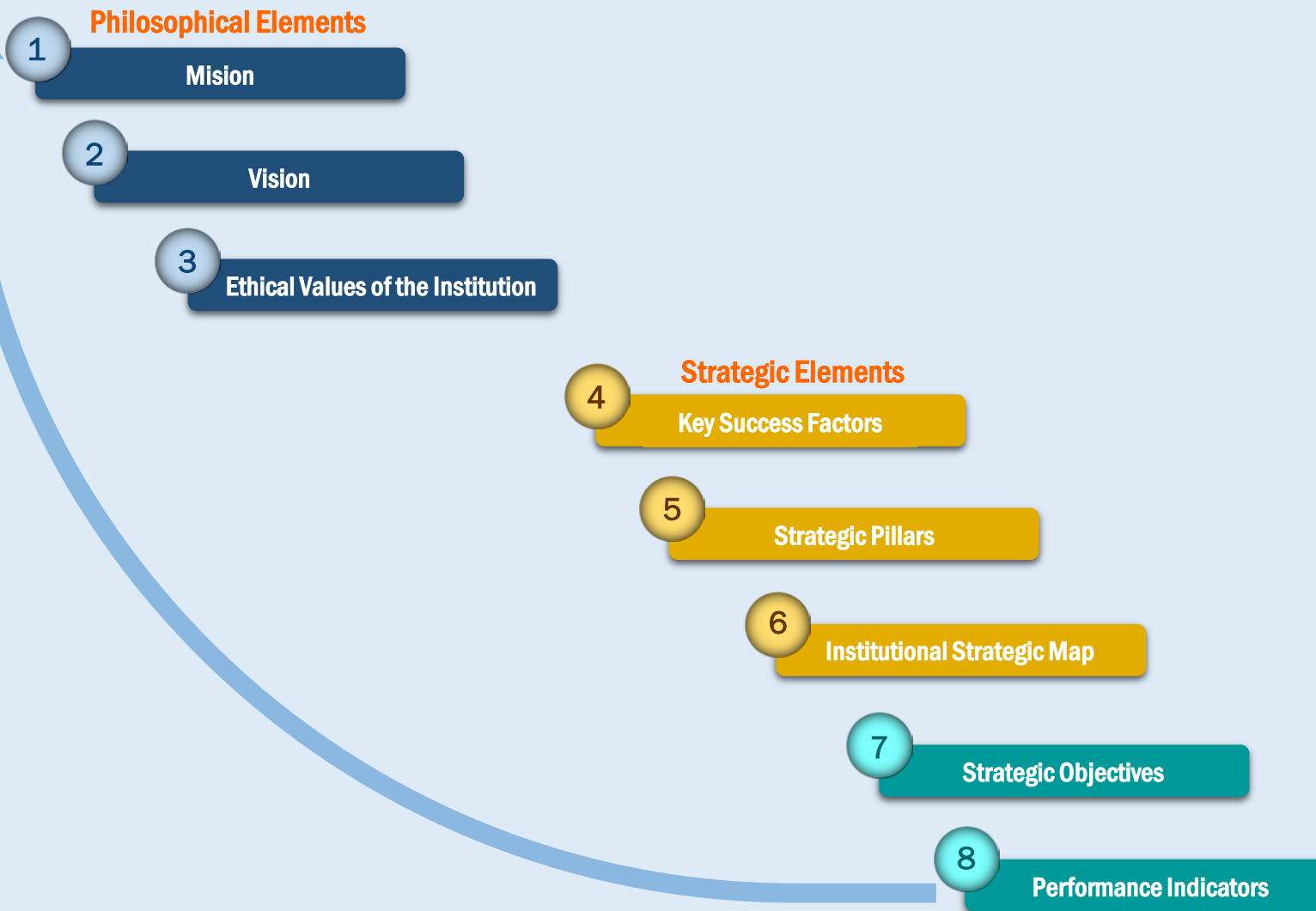
### External Environment Analysis

- ✓ 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



## Implementation

Project Management

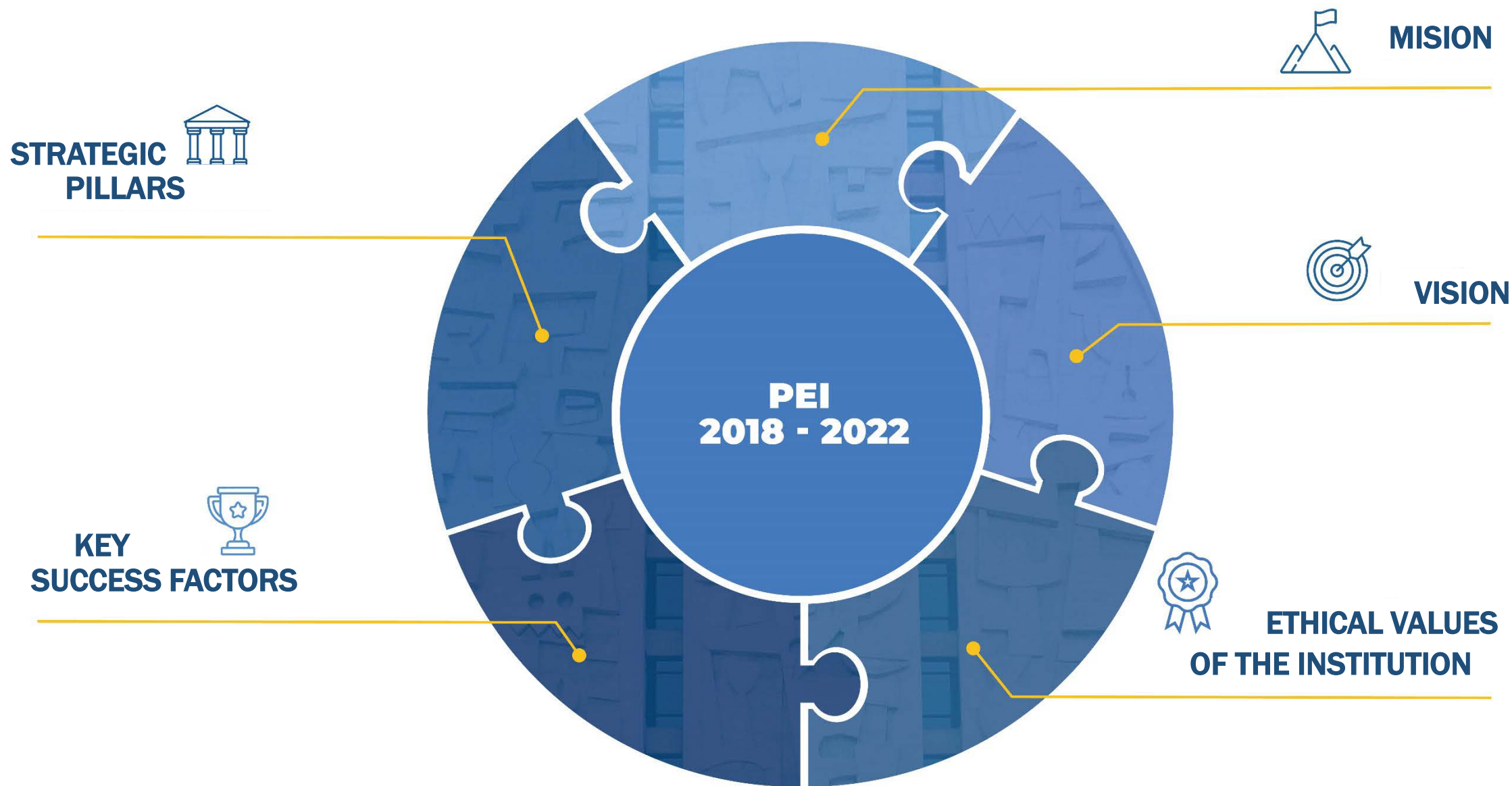
Assessment and Control

Project Assessment

Performance Indicators Measurement BSC

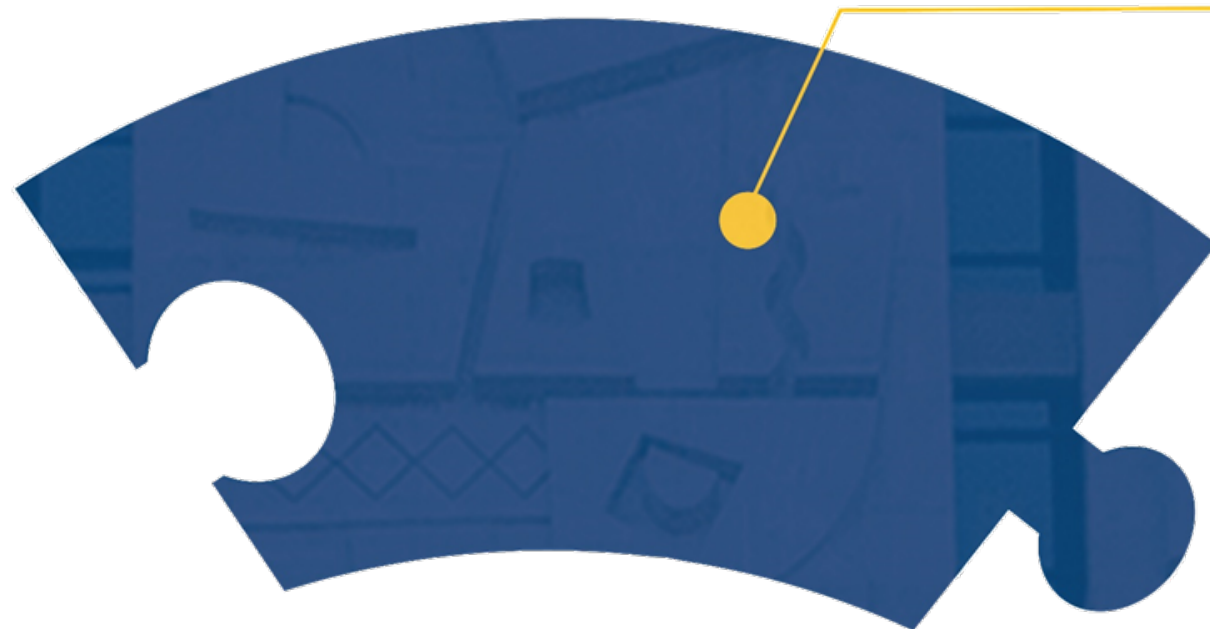
Feedback

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





### MISION



**Promote stability in the  
general price level**



### VISION

**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.**





### **Ethical Values of the Institution**

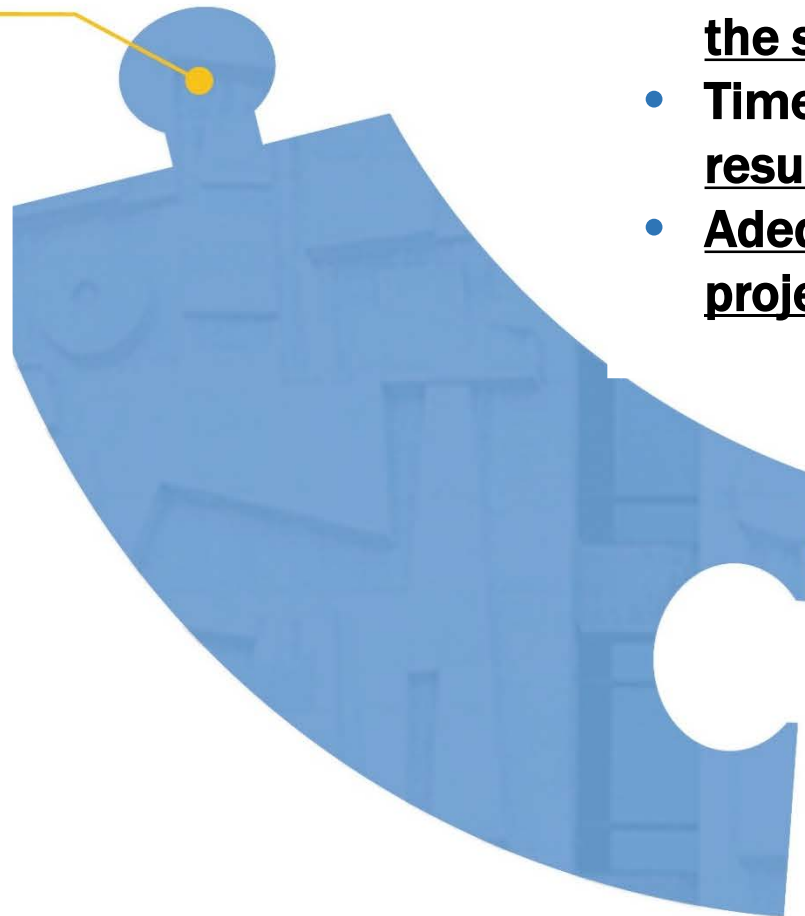
**Loyalty**  
**Honesty**  
**Responsibility**  
**Respect**  
**Spirit of Service**



### 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.**

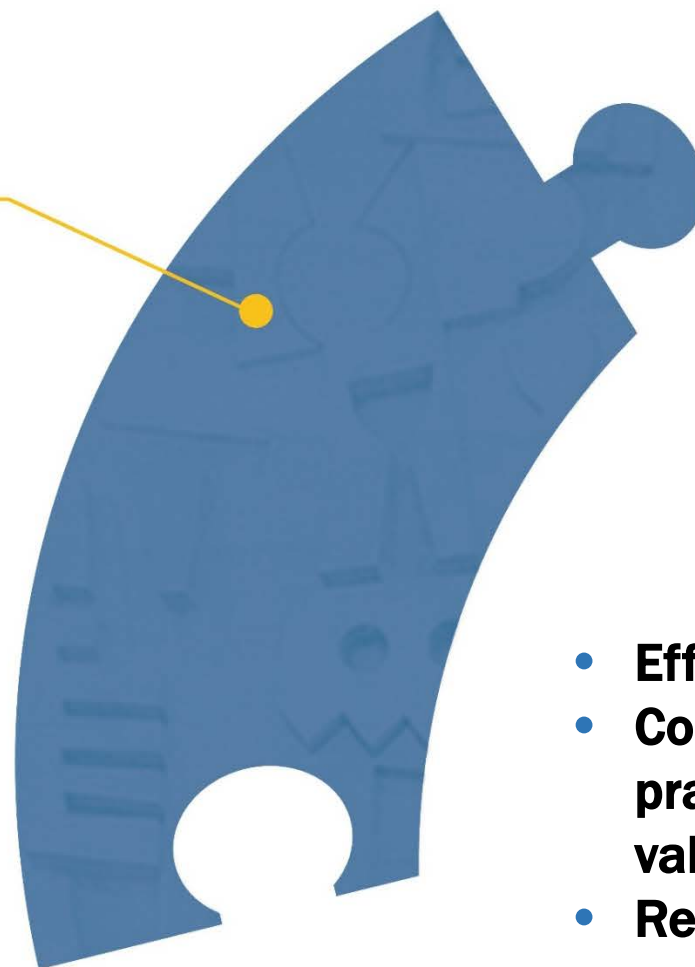




### STRATEGIC PILLARS



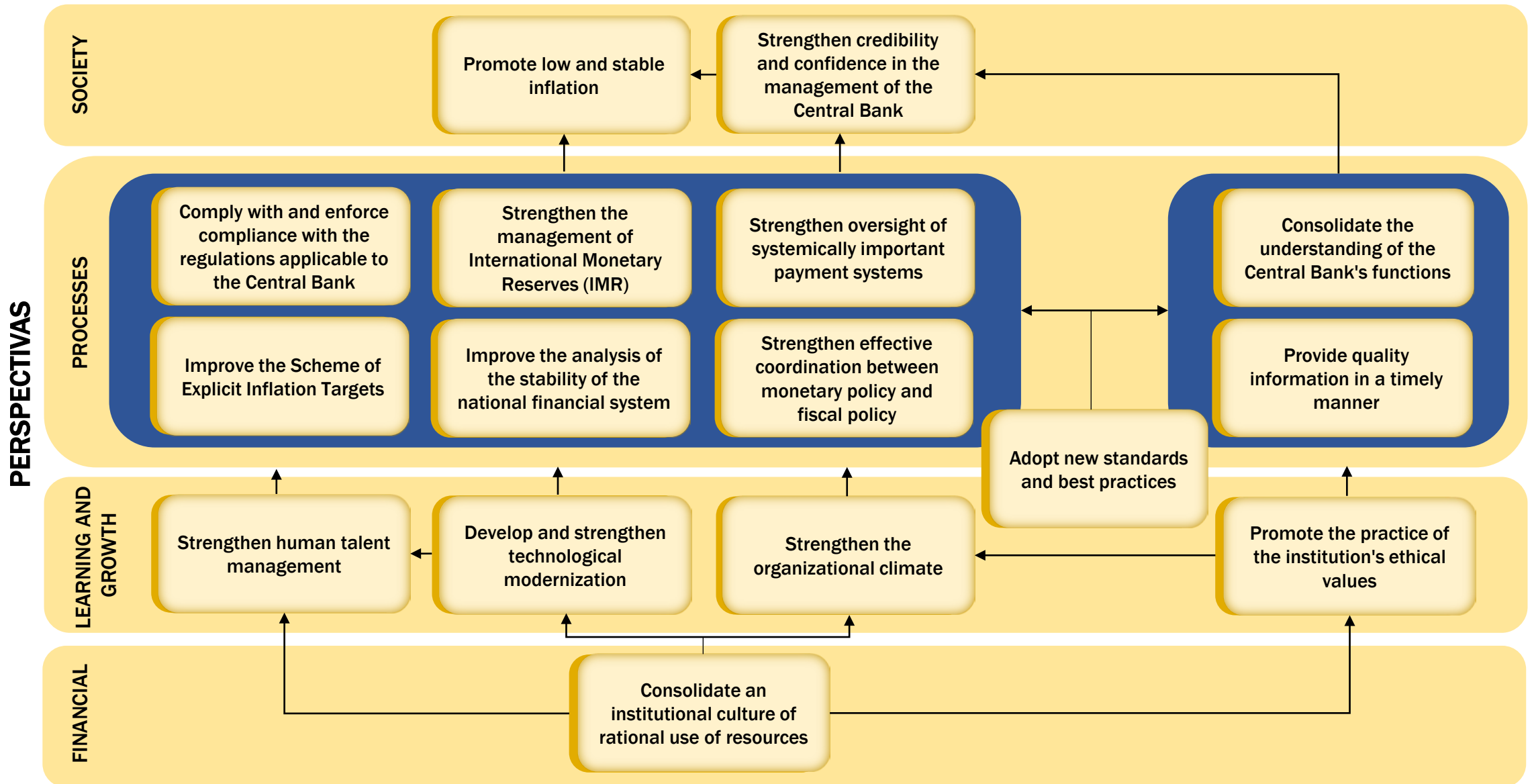
- **Maintain low and stable inflation.**
- **Exercise its autonomy.**
- **Observance of the law.**



- **Effective use of resources.**
- **Competent human talent, who practice the institution's ethical values.**
- **Recognized prestige.**

# INSTITUTIONAL STRATEGIC MAP 2018-2022

## STRATEGIC OBJECTIVES



### III. PERFORMANCE INDICATORS (*BALANCED SCORECARD -BSC-*)



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.

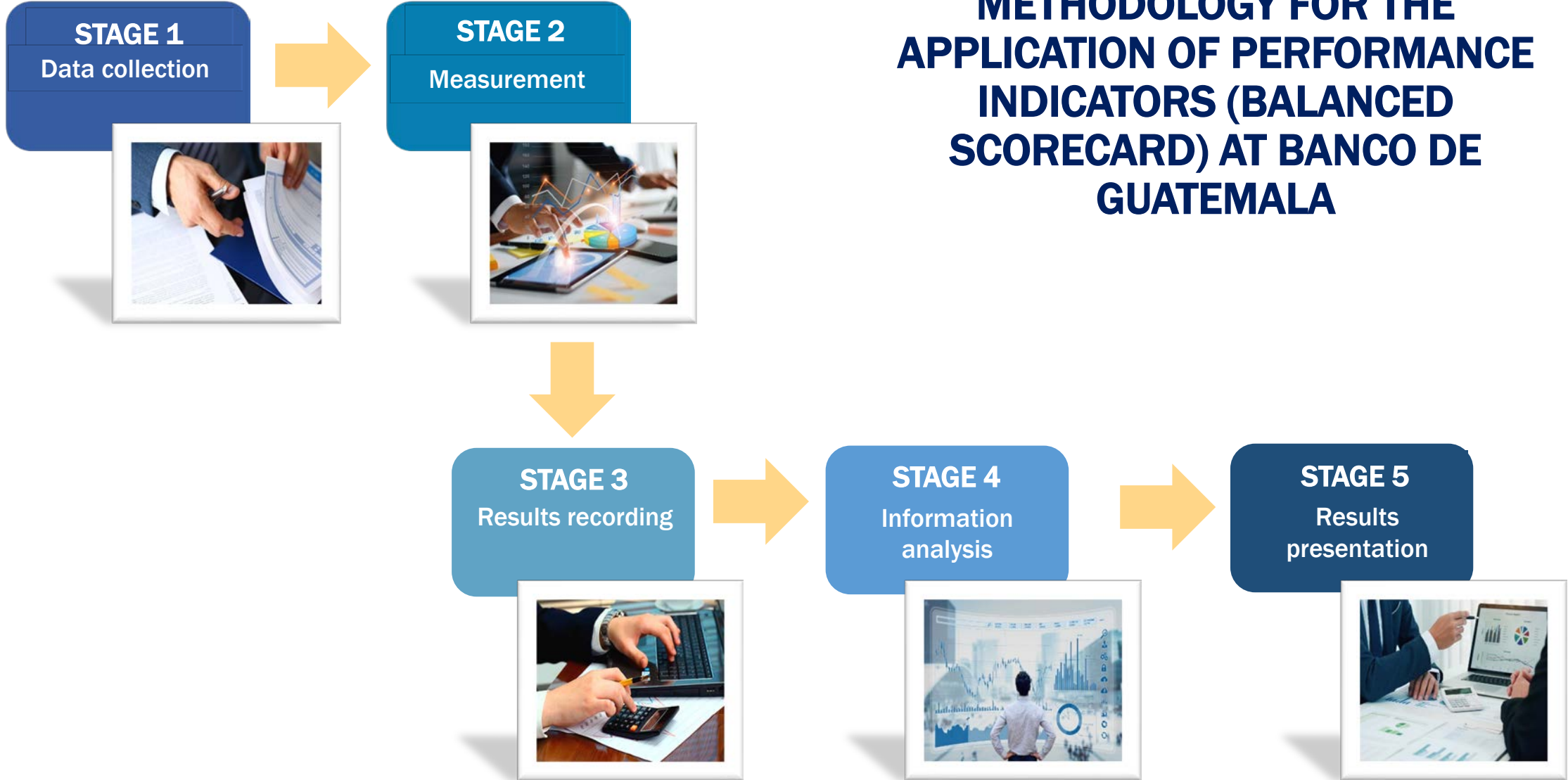


In 2014, improvements were made and a new IT platform was implemented to enter measurements on a quarterly basis, as well as to generate reports and graphics necessary to prepare management reports.



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

# METHODOLOGY FOR THE APPLICATION OF PERFORMANCE INDICATORS (BALANCED SCORECARD) AT BANCO DE GUATEMALA



# Technical Data Sheet of the Indicator

## I. INDICATOR IDENTIFICATION

Indicator name:	Observed Inflation	S01101
-----------------	--------------------	--------

Outlook	Strategic Pillar	Strategic Objective
SOCIETY	Keep inflation low and stable	Promote low and stable inflation
Responsible for monitoring the indicator		Johny Rubelcy Gramajo Marroquin

## II. CHARACTERISTICS OF THE INDICATOR

Indicator name:	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).				
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 of measurement	Eddy Roberto Carpio Sam				
Unit	MACROECONOMIC ANALYSIS AND FORECASTING				
Baseline:	4.0	Trend:	Stable		
Limits 2022					
Lower	Middle	Upper			
$x \geq 6.0\%$	$x < 1.0\%$ $5.0\% < x < 6.0\%$	$1.0\% \leq x < 2.0\%$	$2.0\% \leq x < 3.0\%$	$3.0\% \leq x \leq 5.0\%$	
Targets					
2018	2019	2020	2021	2022	
4.0% +/- 1.0%	4.0% +/- 1.0%	4.0% +/- 1.0%	4.0% +/- 1.0%	4.0% +/- 1.0%	

## IV. REMARKS

# Technical Data Sheet of the Indicator

## I. INDICATOR IDENTIFICATION

Indicator name:	Overtime	F01105
-----------------	----------	--------

Outlook	Strategic Pillar	Strategic Objective
FINANCIAL	Effective use of resources	Consolidate an institutional culture of rational use of resources
Responsible for monitoring the indicator		Ivar Ernesto Romero Chinchilla

## II. CHARACTERISTICS OF THE INDICATOR

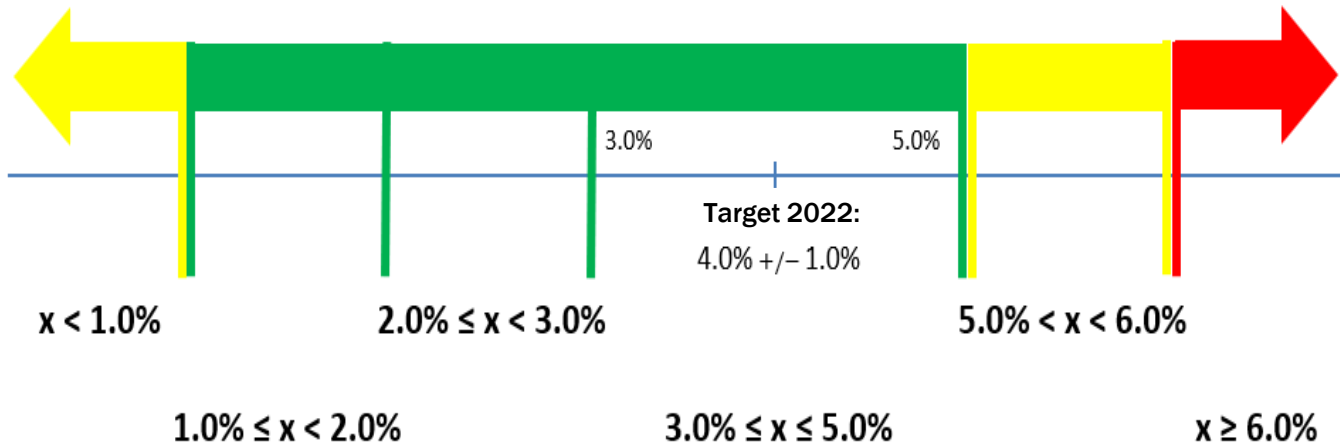
Indicator name:	Consists in determining the variation of overtime worked in all Bank dependencies in the current year, with respect to the total overtime worked in the previous year.				
Calculation formula	$((\text{Number of overtime hours in the period} / \text{Number of overtime hours in the previous year}) - 1) * 100$				
Unit of measure:	percentage	Frequency:	annual	Type of indicator:	results
Capture source:	Overtime reporting by employee and by unit				

## III. MEASUREMENT ATTRIBUTES

Responsible of measurement	Juan Carlos Estrada Calvillo				
Unit	HUMAN RESOURCES				
Baseline:		Trend:	Downward		
Limits 2022					
Lower	Middle	Upper			
$x > 0\%$	$-5.5\% < x \leq 0\%$	$-7.5\% \leq x \leq -5.5\%$	$x < -7.5\%$		
Targets					
2018	2019	2020	2021	2022	
---	$-6\% \leq x \leq -4\%$	$-6.5\% \leq x \leq -4.5\%$	$-7\% \leq x \leq -5\%$	$-7.5\% \leq x \leq -5.5\%$	

## IV. REMARKS

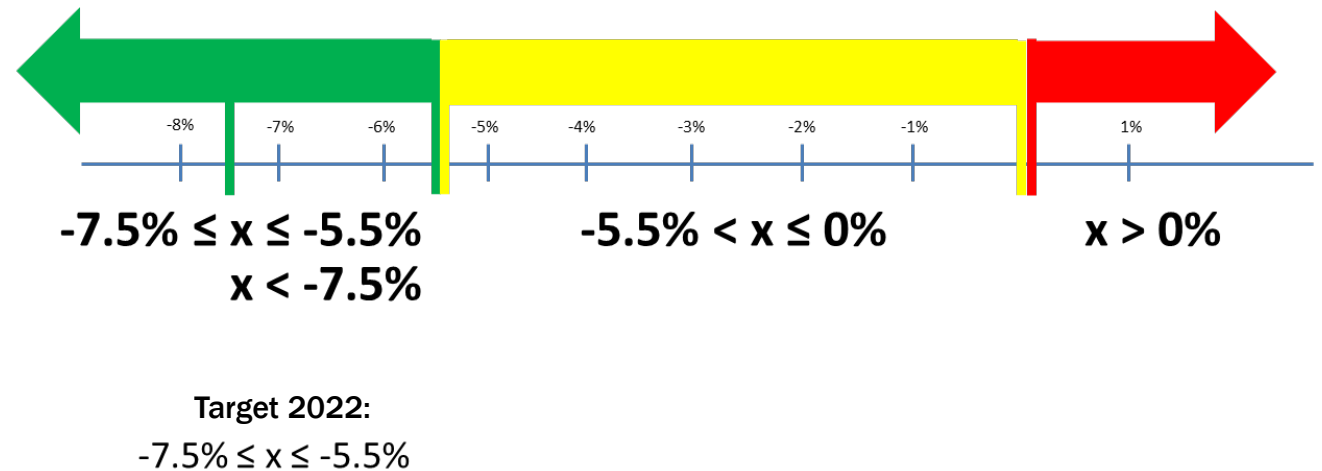
# INDICATOR: OBSERVED INFLATION



Limits 2022 (Each year)

Vo.Bo. Area Manager

# INDICATOR: OVERTIME



Archivo Componentes del PEI Ingreso de información Mapa Estratégico Reportes Consultas Ayuda

Ingresar Modificar

Medición de indicadores

Ingreso X

## Medición del Indicador de Desempeño

Período: 2022  
 Nivel del Indicador: PEI  
 Indicador: S01101-Inflación observada

Tipo de Medición: Avance  
 Meta de Avance:   
 Meta Total: 4.0% +/- 1.0%

Resultado:  No Medido (n/m) 3.65  
 Semáforo: Verde

Explicación de la Variación: El promedio móvil de doce meses del ritmo 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:  Sin archivo de respaldo

Responsable: Eddy Roberto Carpio Sam

Fecha de Informe: 10/05/2022

Archivo Componentes del PEI Ingreso de información Mapa Estratégico Reportes Consultas Ayuda

Ingresar Modificar

Medición de indicadores

Ingreso X

## Medición del Indicador de Desempeño

Período: 2022  
 Nivel del Indicador: PEI  
 Indicador: F01105-Horas extras

Tipo de Medición: Avance  
 Meta de Avance:   
 Meta Total: 7.5% ≤ x ≤ -5.5%

Resultado:  No Medido (n/m) -18.54  
 Semáforo: Verde

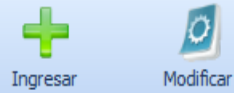
Explicación de la Variación:

Archivos de Respaldo:  Sin archivo de respaldo

Responsable: Juan Carlos Estrada Calvillo

Fecha de Informe: 18/05/2022





Medición de indicadores

Ingreso X



Período	2021 Diciembre	Nivel del Indicador	PEI	Indicador	F01105-Horas extras
Tipo de Medición	Total	Meta de Avance		Meta Total	-7% ≤ x ≤ -5%
Resultado	<input type="checkbox"/> No Medido (n/m) 15.25	Semáforo	Rojo		

Explicación de la Variación: Al 31 de diciembre de 2021, se ejecutaron 23,096 horas de 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 Calvillo

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

Code : S01101

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

Established Target	Result Obtained	Variation	Traffic Light Result
4.0% +/- 1.0%	3.65 %	-0.35 %	Green

Unit of measure: percentage

### 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).

10/05/22

(f)

Eddy Roberto Carpio Sam  
Responsible of measurement

## Informe de Medición

Código: S01101

Indicador de desempeño: **Inflación observada**

Objetivo estratégico: Propiciar una inflación baja y estable

Ponderación del indicador \*: 100%

META: 4.0% +/- 1.0%

RESULTADO: 3.65%

VARIACIÓN: -0.35%

EFECTIVIDAD: 100%

Explicación de la variación: El promedio móvil de doce meses del ritmo 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).

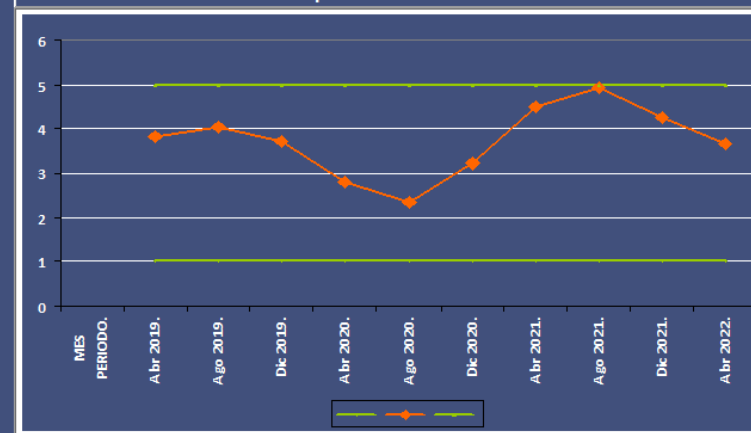
Archivo de respaldo: Inflación observada a abril 2022.pdf

Fecha de informe: 10/05/2022  
Medición ingresada a: Abr-2022

### Atributos de Medición



### Comportamiento de Avance



Plan Estratégico Institucional 2018 - 2022

Responsable de medición: Eddy Roberto Carpio Sam  
ANÁLISIS MACROECONÓMICO Y PRONÓSTICOS

\* Ponderación o peso del indicador con relación al objetivo estratégico  
n/m = no medido





# Performance Indicator Measurement Report

## Indicator Identification

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

Indicator Name: Overtime

Code : F01105

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

Established Target	Result Obtained	Variation	Traffic Light Result
$-7.5\% \leq x \leq -5.5\%$	-18.54 %	-13.04 %	Green

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.

18/05/22

(f)

Juan Carlos Estrada Calvillo  
Responsible of measurement

## Informe de Medición

Indicador de desempeño: Horas extras

Código: F01105

Objetivo estratégico: Consolidar una cultura institucional de uso racional de los recursos

Ponderación del indicador \*: 50%

META:  $7.5\% \leq x \leq -5.5\%$

RESULTADO: -18.54%

VARIACIÓN: -13.04%

EFFECTIVIDAD: 100%

Explicación de la variación: Se llegó al resultado deseado, sin embargo, al analizar los indicadores por dependencia, se puede observar que hubo Secciones que realizaron más tiempo extraordinario en comparación con el año pasado, entre ellas están: Remuneraciones y Prestaciones del Personal, Servicios Informáticos, Base de Datos, Seguridad Especial, Liquidación de Operaciones Monetarias, Compras y Control Presupuestario. Justificaciones presentadas: atención a las disposiciones del MSPAS para prevenir y contener el COVID-19; rotación de personal; atención y apoyo informático al personal que realiza sus funciones bajo la modalidad de trabajo en casa, en horario y días inhábiles; requerimientos de información por parte de instituciones que fueron atendidos en plazos establecidos. Es importante que los funcionarios responsables de cada dependencia continúen gestionando con efectividad el pago de tiempo extraordinario, en actividades y funciones que lo ameriten.

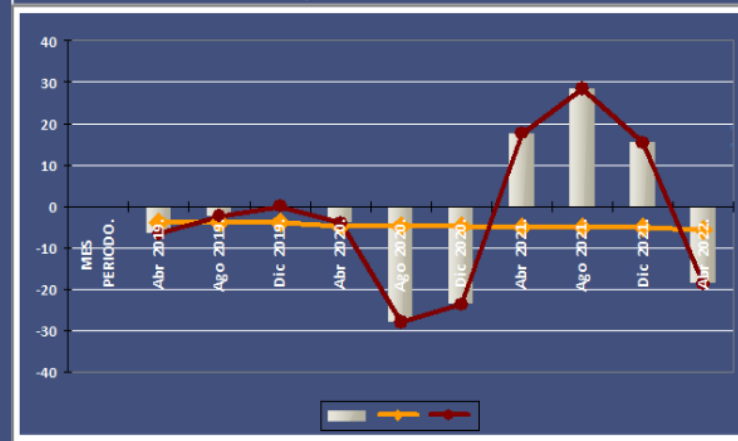
Archivo de respaldo: INDICADORES DE TIEMPO EXTRAAL PAGO 08-2022.xlsx

Fecha de informe: 18/05/2022  
Medición ingresada a: Abr-2022

### Atributos de Medición



### Comportamiento de Avance



Plan Estratégico Institucional 2018 - 2022

Responsable de medición: Juan Carlos Estrada Calvillo  
RECURSOS HUMANOS

\* Ponderación o peso del indicador con relación al objetivo estratégico  
n/m = no medido

NEXT

# Performance Indicator Measurement Report

## Indicator Identification

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

**Indicator Name:** Overtime

Code: F01105

**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 DECEMBER 2021

Established Target	Result Obtained	Variation	Traffic Light Result
$-7\% \leq x \leq -5\%$	15.25 %	20.25 %	Red

Unit of measure: percentage

### 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.

18/01/22

(f)

Juan Carlos Estrada Calvillo  
Responsible of measurement

## Informe de Medición

Código: F01105

**Indicador de desempeño:** Horas extras

**Objetivo estratégico:** Consolidar una cultura institucional de uso racional de los recursos

Ponderación del indicador \*: 50%

**META:**

$-7\% \leq x \leq -5\%$

**RESULTADO:**

15.25%

**VARIACIÓN:**

20.25%

**EFFECTIVIDAD:**

0%

**Explicación de la variación:** Al 31 de diciembre de 2021, se ejecutaron 23,096 horas de 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.

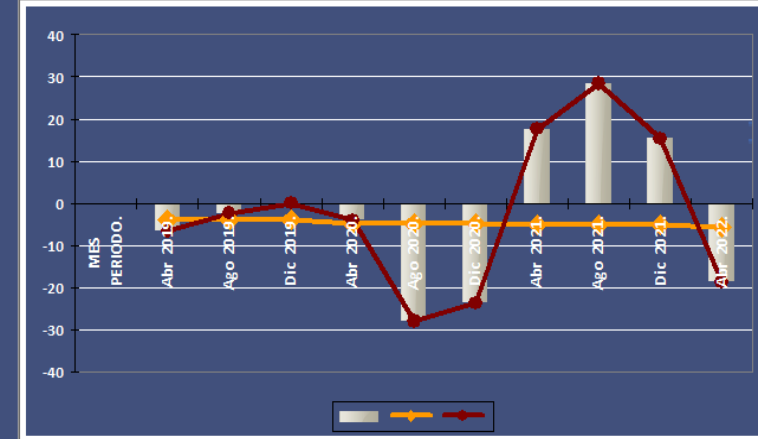
Archivo de respaldo: INDICADORES DE TIEMPO EXTRAAL PAGO 26-2021.xlsx

Fecha de informe: 18/01/2022  
Medición ingresada a: Dic-2021

### Atributos de Medición



### Comportamiento de Avance



Plan Estratégico Institucional 2018 - 2022

Responsable de medición: Juan Carlos Estrada Calvillo  
RECURSOS HUMANOS

\* Ponderación o peso del indicador con relación al objetivo estratégico  
n/m = no medido

NEXT

# Performance Indicator Measurement Report

## Indicator Identification

Strategic Objective: Adopt new standards and best practices.

Indicator Name: Financial instrument standardization

Code: P10102

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

Unit in charge of mediation: EXECUTION OF MONETARY, FOREIGN EXCHANGE AND CREDIT POLICY

### MEASUREMENT AS OF DECEMBER 2021

Established Target	Result Obtained	Variation	Traffic Light Result
≤ 30%	n/m	—	GRAY

Unit of measure: percentage

### 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.

18/01/22

(f)

Marco Tulio López Quiñonez

Responsible of measurement

# Performance Indicator Measurement Report

## Indicator Identification

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

Indicator Name: Taken vacations

Code: F0103

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.

Unit in charge of mediation: HUMAN RESOURCES

### MEASUREMENT AS OF DECEMBER 2021

Established Target	Result Obtained	Variation	Traffic Light Result
90%	85.61 %	-4.39 %	Yellow

Unit of measure: percentage

### EXPLANATION OF THE VARIATION

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.

18/01/22

(f)

Juan Carlos Estrada Calvillo

Responsible of measurement



# INDICATOR RESULTS REPORTING

## SOCIETY

Objective: Promote low and stable inflation

Code	Indicator	Target	Target Progress	Result	Variation	Traffic light	Effectiveness	Date of update	Measurement responsible
S01101	Observed inflation	4.0% +/- 1.0%		3.65 %	-0.35 %		100%	April 2022	Eddy Roberto Carpio Sam

## PROCESSES

Objective: Adopt new standards and best practices.

Code	Indicator	Target	Target Progress	Result	Variation	Traffic light	Effectiveness	Date of update	Measurement responsible
P10102	Financial instrument standardization	≤ 40%		n/m	---		---	April 2022	Marco Tulio López Quiñonez

## FINANCIAL

Objective: Consolidate an institutional culture of rational use of resources

Code	Indicator	Target	Target Progress	Result	Variation	Traffic light	Effectiveness	Date of update	Measurement responsible
F01105	Overtime	-7% ≤ x ≤ -5%	---	15.25 %	20.25 %		0%	December 2021	Juan Carlos Estrada Calvillo

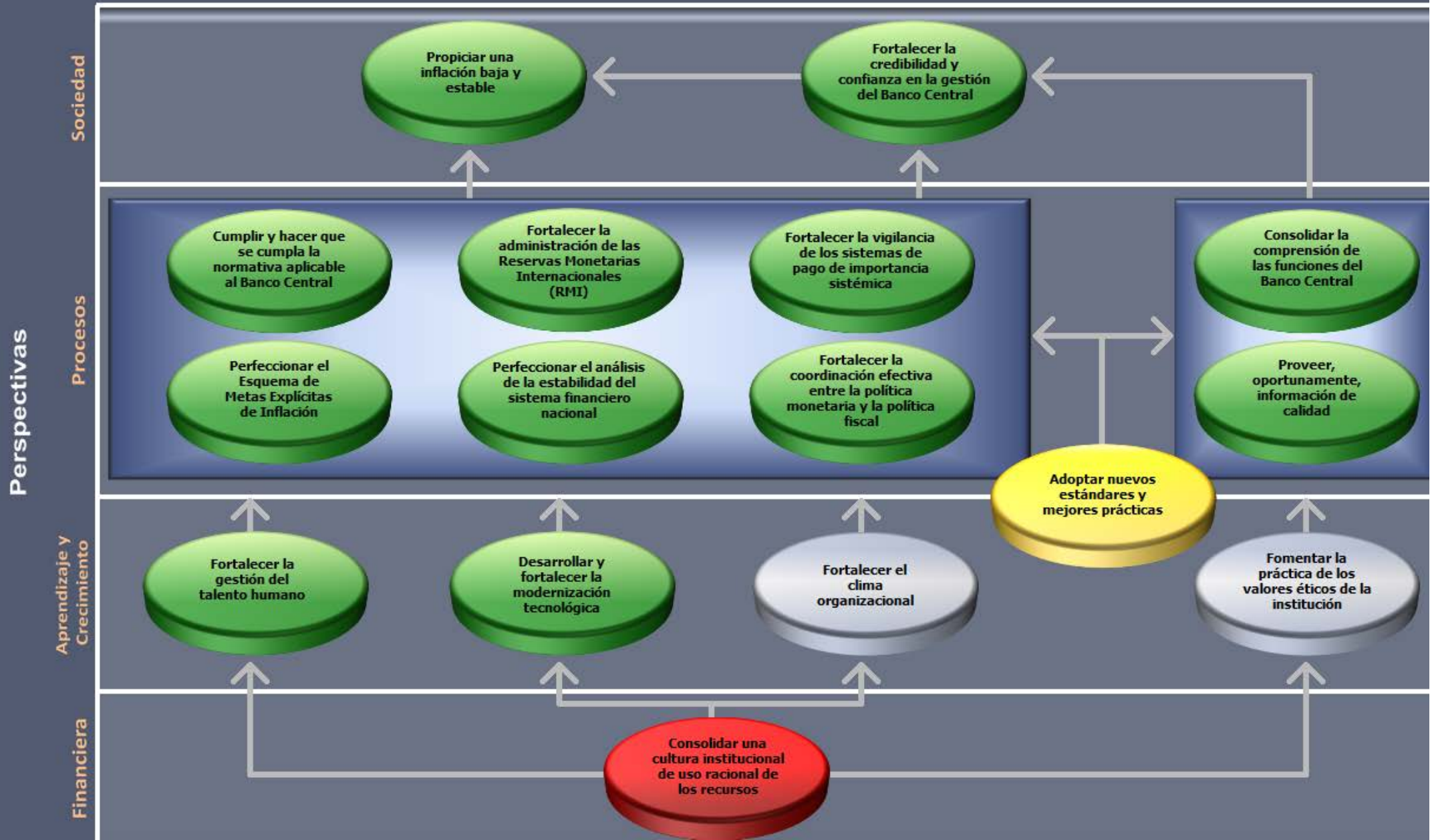
Objective: Consolidate an institutional culture of rational use of resources

Code	Indicator	Target	Target Progress	Result	Variation	Traffic light	Effectiveness	Date of update	Measurement responsible
F01103	Taken vacations	90%	---	85.61 %	-4.39 %		95%	December 2021	Juan Carlos Estrada Calvillo



# Mapa Estratégico Institucional a Diciembre 2021

## Objetivos Estratégicos





**PROJECT EVALUATION REPORT AND  
PERFORMANCE INDICATOR  
MEASUREMENT  
PEI 2018-2022**

(Results as of April 30, 2022)

**Planning and Organizational Development**

## VI. PROJECTS

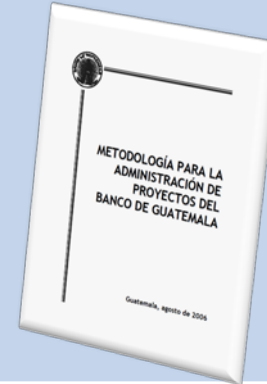


Constitute the means by which the strategic objectives are materialized. Each project is associated with the objective that corresponds to it by its nature, and for its execution is guided by a program that contemplates the phases, stages and activities to be developed within the period covered by the PEI.





## IV. PROJECTS



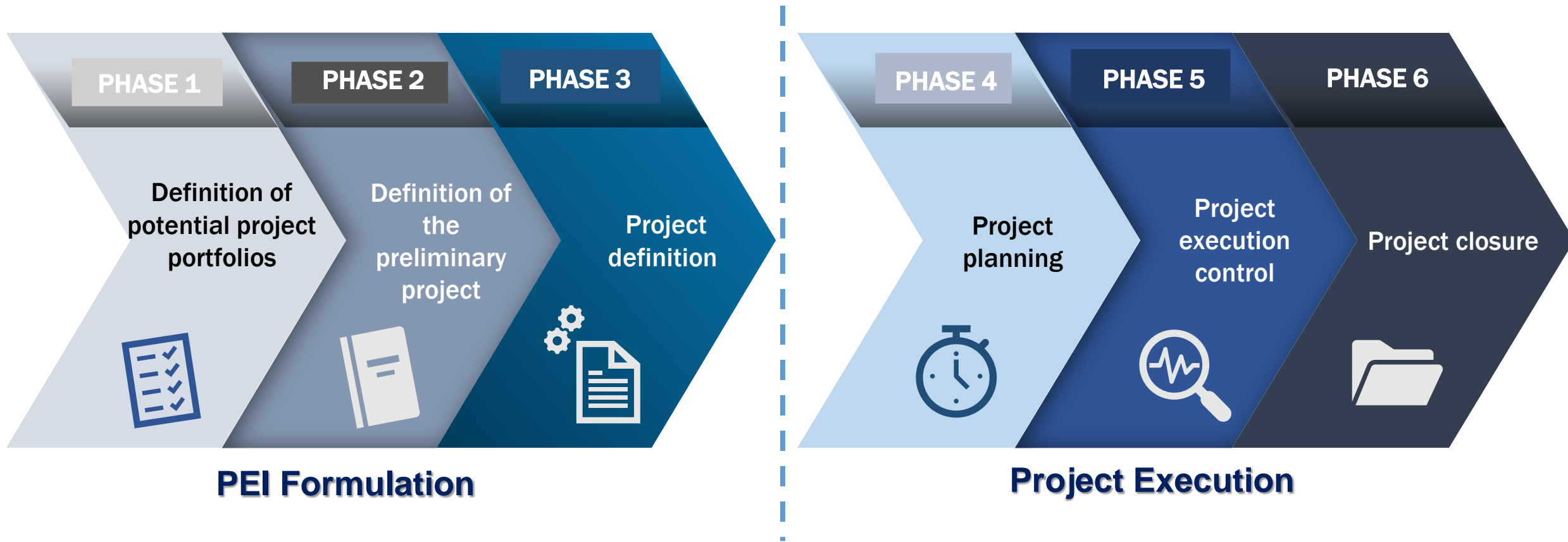
Since the beginning of the 1990s, Banco de Guatemala began the Institutional Strategic Planning process, establishing strategic actions or projects for the operationalization of the strategic plan.

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

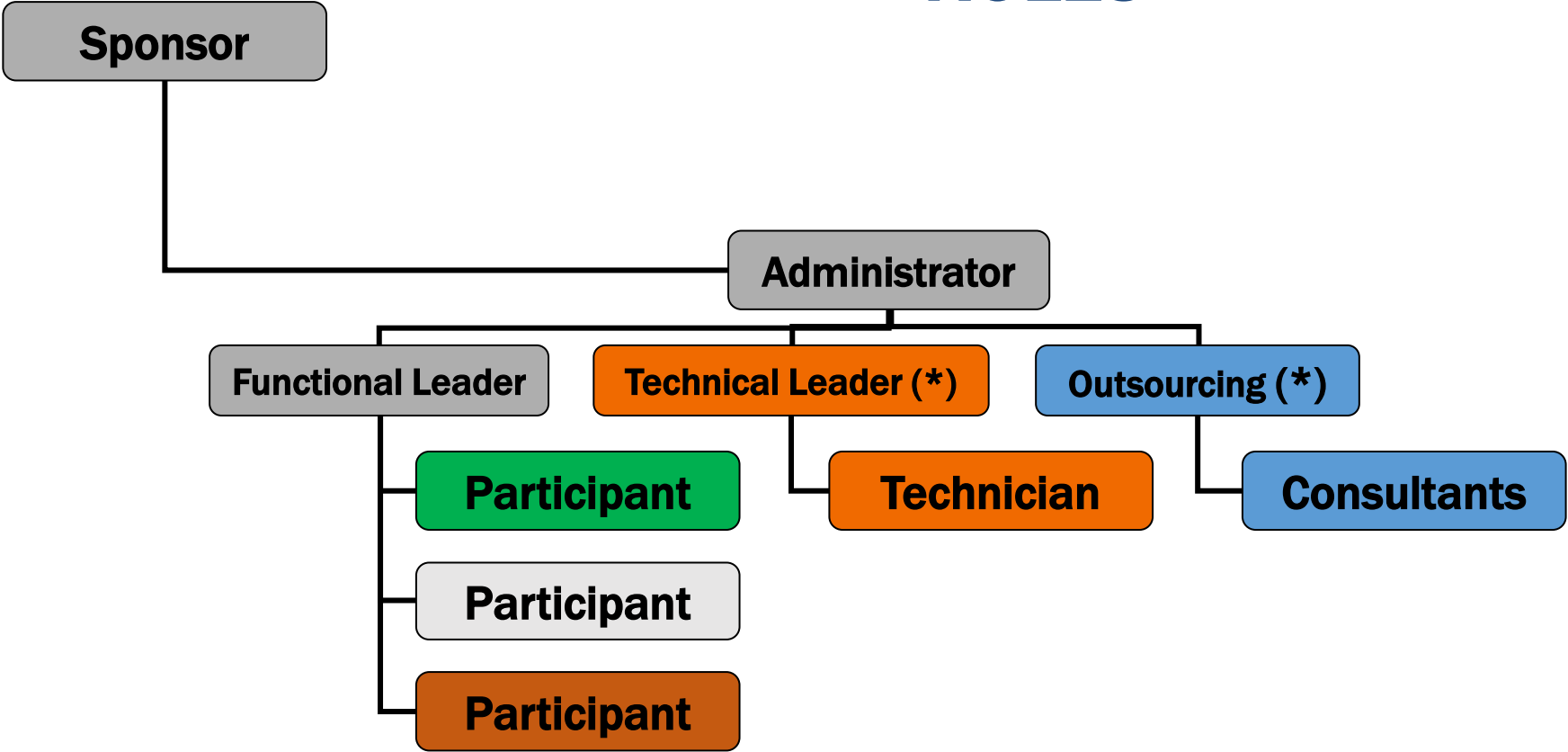
In 2006, Banco de Guatemala's Project Management Methodology was designed and implemented.

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



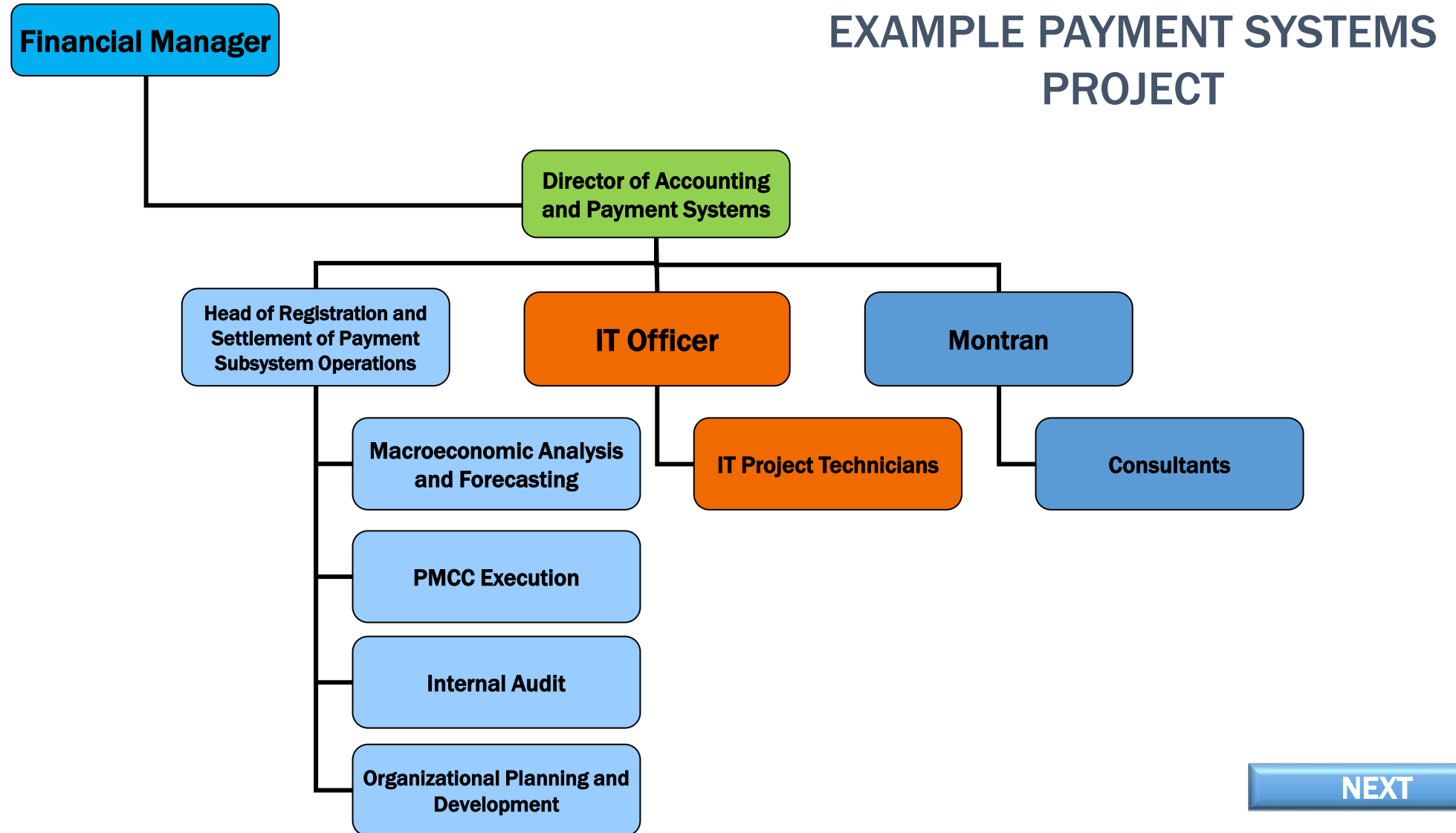
# PROJECT MANAGEMENT ROLES



(\*) If the project requires



# EXAMPLE OF ROLES IN PROJECT MANAGEMENT



# PROJECT LIFE CYCLE FORMAT



Metodología para la Administración de Proyectos

## Project Life Cycle

RESPONSIBLE UNIT: <b>HUMAN RESOURCES DEPARTMENT</b>
RESPONSIBLE SECTION:
PROJECT NAME: <b>Strengthening of Leadership Capacity</b>
STRATEGIC OBJECTIVE: <b>Strengthen the organizational climate</b>

STAGE	DESCRIPTION	PRODUCT	START DATE	END DATE	% PLANNED	% COMPLETED
<b>Phase 1: Recruitment of a consultant in the area of leadership.</b>						
1	Consultant hiring process.	Hired consultant.	14/01/2019	13/09/2019	6%	
<b>Phase 2: Review Leadership management competency.</b>						
2	Review the management competency of Leadership and its degradation.	New definition and downgrading of the competency.	17/09/2019	4/11/2019	4%	
<b>Phase 3: Elaborate decalogue containing the leadership philosophy for Banco de Guatemala.</b>						
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%	
<b>Phase 4: Definition and design of a program that provides tools aligned with the competency and leadership decalogue.</b>						
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**

STAGE	DESCRIPTION	PRODUCT	START DATE	END DATE	% PLANNED	% COMPLETED
<b>Phase 5: Review the leadership statements from the organizational climate survey.</b>						
8	Review and align the leadership statements in the Organizational Climate Survey.	Revised statements.	25/05/2020	11/9/2020	4%	

<b>Phase 6: Program Implementation.</b>						
9	Structure virtual platform with informative and consultative leadership content.	Virtual platform.	14/09/2020	29/01/2021	8%	
10	Publish content on the virtual platform.	Site with contents on leadership within the portal of the Human Resources Department.	1/2/2021	31/03/2021	25%	
11	Content definition for the induction of new officials.	Topics to be included in the induction.	1/4/2021	2/7/2021	6%	
12	Special activity to launch the program.	Development of the activity.	5/7/2021	5/7/2021	2%	
13	Development of training workshops on leadership.	Training workshops.	5/7/2021	31/12/2021	25%	

<b>TOTALS</b>					<b>100%</b>	
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Guatemala, June the 23rd of 2022

(s)

Sponsor  
IVAR ERNESTO ROMERO CHINCHILLA

(s)

Administrator  
JUAN CARLOS ESTRADA CALVILLO



# DETAILED WORK PLAN FORMAT



Metodología para la Administración de Proyectos

## Detailed Work Plan

RESPONSIBLE UNIT: <b>HUMAN RESOURCES DEPARTMENT</b>
PERIOD: <b>Quarter 3-2021</b>
PROJECT NAME: <b>Strengthening of Leadership Capacity</b>
STRATEGIC OBJECTIVE: <b>Strengthen the organizational climate</b>

PHASE 6: PROGRAM IMPLEMENTATION								
No.	DESCRIPTION	RESPONSIBLE PERSON OF THE IMPLEMENTATION	START DATE	END DATE	DURATION IN DAYS	% PLANNED	% COMPLETED	Activity Status
13	Development of training workshops on leadership.		5/7/2021	31/12/2021	130	25.00%	0.00%	
2	Assessment of the leadership training provided to staff members during 2021.	SARANELLY HERNÁNDEZ LEÓN, RUTH ANGÉLICA MÉNDEZ PELLECEER, ENRIQUE AMILCAR ALVARADO MÉNDEZ	1/9/2021	31/12/2021	88	25.00%	0.00%	Active

Guatemala, June the 23rd of 2022

(s)

Sponsor  
IVAR ERNESTO ROMERO CHINCHILLA

(s)

Administrator  
JUAN CARLOS ESTRADA CALVILLO



# PROJECT EXECUTION CONTROL FORMAT



Metodología para la Administración de Proyectos

## Project Execution Control

RESPONSIBLE UNIT: <b>HUMAN RESOURCES DEPARTMENT</b>
PERIOD: <b>Quarter 3-2021</b>
PROJECT NAME: <b>Strengthening of Leadership Capacity</b>
STRATEGIC OBJECTIVE: <b>Strengthen the organizational climate</b>

Budget Planned - Executed for the period

Line item	Resource Description	Approved 2021	Executed as of December 2021	Variation
18900-1	Fees for Leadership Capacity Building Consultancy Services	100,000.00	0.00	100,000.00
	TOTAL	100,000.00	0.00	100,000.00

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

Description	Impact

Problem logbook or obstacles encountered

Description	Corrective Actions

Status







### Project Execution Control

RESPONSIBLE UNIT: <b>HUMAN RESOURCES DEPARTMENT</b>
PERIOD: <b>Quarter 3-2021</b>
PROJECT NAME: <b>Strengthening of Leadership Capacity</b>
STRATEGIC OBJECTIVE: <b>Strengthen the organizational climate</b>

Phase 6: Program Implementation.						
Stage 13: Development of Training Workshops on Leadership.						
No.	Activities planned for the period	Achievements / progress by activity	Date of activity completion	Problems or obstacles encountered	Traffic light	Status
2	Assessment of the leadership training provided to officials during 2021	Assessments were made of the seminars "Management Vision" and "Executive Communication", which were aimed at the entity's officials.	17/11/2021		On time	Active

Guatemala, June the 23rd of 2022

(s)

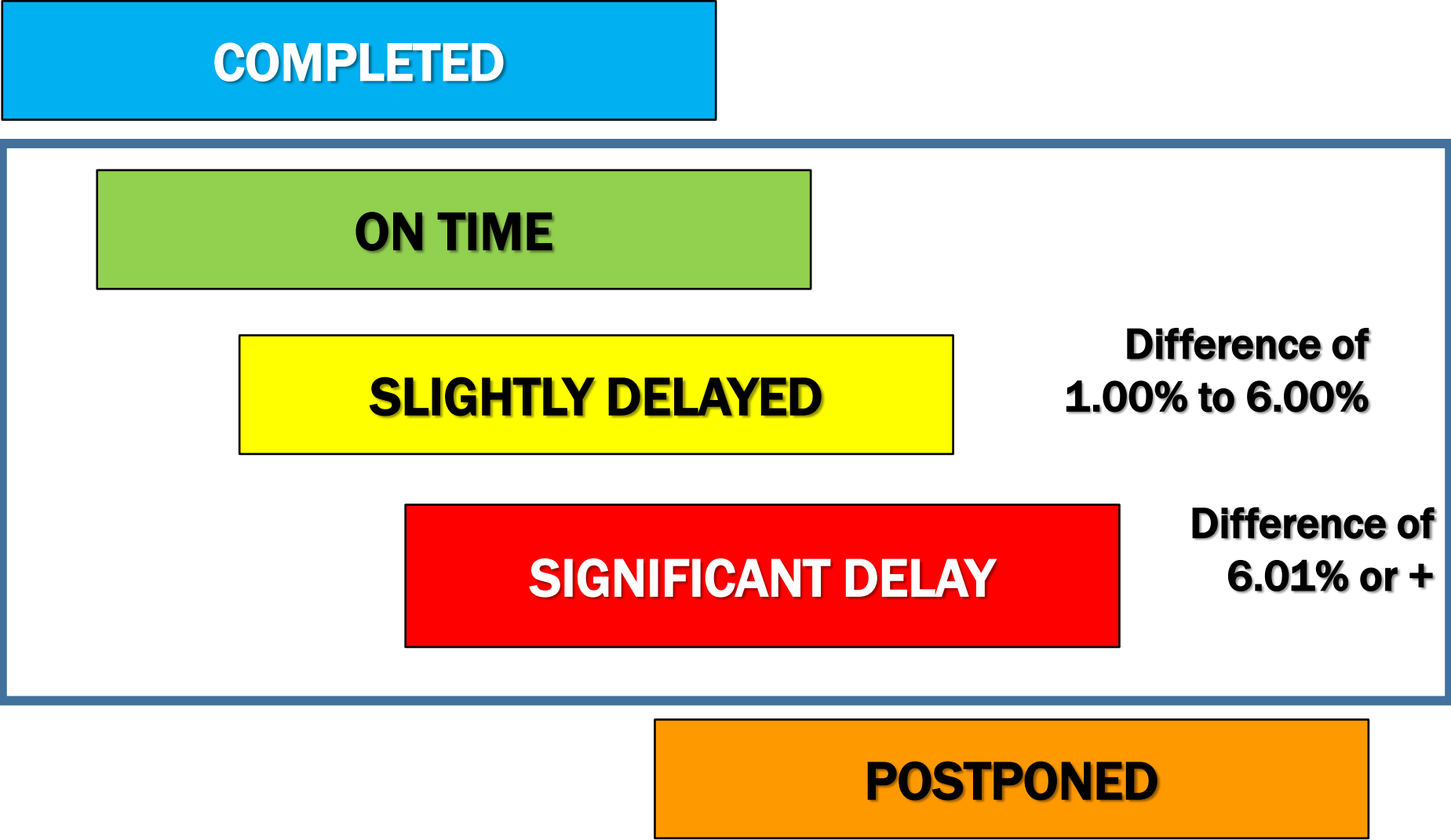
\_\_\_\_\_  
 Sponsor  
 IVAR ERNESTO ROMERO CHINCHILLA

(s)

\_\_\_\_\_  
 Administrator  
 JUAN CARLOS ESTRADA CALVILLO



# STATUS OF PROJECTS ACCORDING TO THEIR STATUS



# PROJECT CLOSURE FORMAT



Metodología para la Administración de Proyectos

## Project Closure

RESPONSIBLE UNIT: <b>HUMAN RESOURCES DEPARTMENT</b>
PROJECT NAME: <b>Strengthening of Leadership Capacity</b>
STRATEGIC OBJECTIVE: <b>Strengthen the organizational climate</b>

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





### Project Closure

RESPONSIBLE UNIT: <b>HUMAN RESOURCES DEPARTMENT</b>
PROJECT NAME: <b>Strengthening of Leadership Capacity</b>
STRATEGIC OBJECTIVE: <b>Strengthen the organizational climate</b>

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

**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

(s)

Sponsor  
IVAR ERNESTO ROMERO  
CHINCHILLA

(s)

Administrator  
JUAN CARLOS ESTRADA CALVILLO

(s)

Functional Leader  
ENRIQUE AMILCAR ALVARADO  
MÉNDEZ

# PROJECT PORTFOLIO

No.	Strategic Objectives and Projects	Units Responsible for the projects	Percentage of cumulative progress		
			Planned	Actual	Difference
<b>GENERAL MANAGEMENT</b>					
Adopt new standards and best practices.					
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.	COMPLIANCE OFFICE	100.0	100.0	Completed
<b>ECONOMIC MANAGEMENT</b>					
Adopt new standards and best practices.					
2	National Accounts System year base change and adoption of the National Accounts System 2008 (SCN 2008).	MACROECONOMIC STATISTICS DEPARTMENT	100.0	100.0	Completed
3	Automated Balance of Exchange and Foreign Trade System (SABCCE) reengineering.	MACROECONOMIC STATISTICS DEPARTMENT	100.0	100.0	Completed
4	Gross Domestic Product measurement, by regions of the country.	MACROECONOMIC STATISTICS DEPARTMENT	Pending Initiation		
Develop and strengthen technological modernization					
5	Modernization and development of the electronic consultation of macroeconomic statistics of the Banco de Guatemala.	MACROECONOMIC STATISTICS DEPARTMENT	100.0	100.0	Completed

## PROJECT PORTFOLIO SUMMARY

Project Status	Quantity	Color	Reference
Completed	11		Completed
On Time	2		= No Difference
Slight Delay	1		= With difference less than -6%
Significant Delay	0		= With difference equal to or greater than -6%
Pending Initiation	1		
<b>Total Number of Projects</b>	<b>15</b>		

## 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.



Div. de Traducc.: Strategic Planning CEMLA Seminar - July 2022 (Eng)  
26-07-2022  
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**Thank you...**