We believe in a Guatemala that is prosperous, safer, and with more solidarity.
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Son estos reconocimientos a la labor que realizamos lo que nos compromete a que cada día mejoremos en pro del beneficio de nuestros clientes y sus negocios en la región.

**Banco del año por:** The Banker Awards  
**Mejor banco por:** Euromoney  
**Mejor Proveedor de Compra-Venta de Divisas:** Global Finance

**Nuestras calificaciones Internacionales 2012:**  
- BB por Standard & Poor’s  
- BB por Fitch Ratings  
- Baa3 por Moody’s Investors Service

**Nuestra calificación Local 2012:**  
AA- por Fitch Ratings
La imponencia de nuestra tierra nos inspira y nos mantiene firmes en nuestro compromiso como Cervecería Centro Americana de ser Orgullosamente guatemaltecos

Cervecería Centro Americana, S.A.
Creemos, Confiamos e Invertimos en Guatemala
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FUNDESA is a private, non-profit organization, formed by entrepreneurs, independent from sector-based, guild, or partisan interests; it was created in 1984 from the interest of Guatemalan entrepreneurs to generate and implement programs and projects that boost the country’s economic and social development in a sustainable way.

CACIF is a Guatemalan institution created on 1957 by Guatemalan entrepreneurs; it is organized in different Chambers and Associations who recognize the need of creating a coordinating body that promotes unified efforts and actions, without reducing the part and activities of such organizations, to protect the Rule of Law, free enterprise and individual dignity.
Dear reader, the fourth edition of our magazine from the initiative Guatemaltecos Mejoremos Guatemala (Guatemalan’s let’s improve Guatemala), now called Mejoremos Guate (Let’s Improve Guate) – simply because it is easier to remember – is an effective and efficient medium to inform the public about this initiative’s actions.

Like every beginning, it was difficult to start, however we are now clear that the institutions supporting this initiative must communicate the actions worked in every pillar more efficiently and the different projects to achieve a country that is more prosperous, has more solidarity and is safer with solid institutions.

This publication includes several important issues such as the actions that the Consejo Privado de Competitividad (Competitiveness Private Council), now temporarily coordinated by the Asociación Guatemalteca de Exportadores (AGEXPORT, by its initials in Spanish, Guatemalan Exporters Association) is promoting through innovation as an engine for growth and employment generation in Guatemala.

In the context of one of the initiatives promoted to create a country with more solidarity, we interviewed a social entrepreneur who is beginning to work with some organizations of Alianza por la Nutrición (Alliance in Favor of Nutrition). Through a low-cost purification system, we seek to have an influence in reducing the country’s chronic malnutrition rate.

As part of the actions in the safety pillar, we explain the pilot project Alertos, which has had direct impact in reducing crime rates in Guatemala City, which we would like to expand into other areas of the country. On the stronger institutions axis, we explain how to advance in the process of strengthening transparency in the country.

Given that the general focus of this edition is based on the initiative’s safety pillar; we explain some projects the private sector is promoting, such as the safety observatory and the initiative of Management by Results. At the end of this edition, you will find two columns, one referring to observance of the law and other on the benefits palm oil can provide for the development of the country. We hope that you enjoy this fourth edition; remember to follow us on the social networks @MejoremosGuate.
El sabor de lo que somos
Fanny Estrada
Director of Competitiveness and Access to Markets for the Asociación Guatemalteca de Exportadores – AGEXPORT – (Guatemalan Exporters Association). She temporarily holds the Executive Management of the Consejo Privado de la Competitividad – CPC -, program from the pillar of a more Prosperous Guatemala from the initiative Mejoremos Guate. Ms. Estrada was Minister of Economy and is the Coordinator of the Comisión Coordinadora Nacional de Exportaciones – CONACOEX – (National Exports Coordinator Commission), a technical body of CONAPEX. She has participated in several negotiation processes of free trade, as well as in the formulation of proposals for public policies to improve competitiveness in Guatemala. She is a merchandising major from Universidad Rafael Landívar.

Philip Wilson
Founder and Director of the social company Ecofiltro, S. A., member of the Board of Directors of CentrRSE and www.solucionweb.com. Earned his MBA from Wharton School from the University of Pennsylvania. Was awarded the prize “Central American Social Entrepreneur 2011” promoted by the Schwab Foundation from the World Economic Fund (WEF) for social entrepreneurship.

Leo Powell
Founder of Integrated Security Solutions (ISS) and President of Asociación Ciudades Seguras (Safe City Association or ACS for its initials in Spanish) who is an expert in the fields of Security, Safety, Policing, Counter Intelligence, Technologies and Training. He has worked over the past 25 years in more than 30 countries establishing networks of companies, security and safety professionals, technical and operational specialists and technology experts. He has served the International Community at many levels of operational and command responsibilities and retired as Senior Adviser and Chief of Safety and Security Operations y Protección.

Enrique Amurrio
Consultant of Strategic Communications in Alianza Técnica de Apoyo al Legislativo – ATAL - (Technical Alliance Supporting the Legislative Body), Manager of the building and real estate company ESPITALE, S. A. Mr. Amurrio was Director of Communications and Public Relations of the Banco de Guatemala and professor in the Universidad Francisco Marroquín, where he also made his studies of Information Technology and Computer Science. He received training in Strategic Communications in several countries in North and South America, the Caribbean and Europe.

Nestor López
Mr. López is a researcher in the safety area of the Centro de Investigaciones Económicas Nacionales (CIEN, National Economic Research Center). In this area, he has worked social conflict issues, prevention of violence and criminality indicators. He also is experienced in transparency and fight against corruption. He has also supported the municipal work by being counselor for several municipalities and associations in the country.

Walter Menchú
Mr. Menchú is a Research Assistant in the Centro de Investigaciones Económicas Nacionales - CIEN -. He is specialized in social and management research. Assistant professor of economics in the Economic Sciences Faculty of Universidad Francisco Marroquín for five years. Today he is professor in Universidad del Valle de Guatemala in the Faculty of Education. His commitment with Guatemala made him become interested in the national issues and discover that there are inefficiencies in the public sector as well as the private sector; however in the public segment there are no incentives to reduce them. This is his main focus when he analyzes the problems that arise from public policies implemented nationally.
Sembramos con responsabilidad, cosechamos el futuro.

Creamos fuentes de trabajo, y apreciamos a nuestros colaboradores, afianzamos nuestras relaciones con las comunidades y contribuimos así a mejorar su calidad de vida.

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In the framework of a more Prosperous Guatemala, one of the three pillars of the initiative Mejoremos Guate, the Consejo Privado de Competitividad (CPC) was launched on June, 2012. CPC is formed by six representatives from the private sector and four from the academic sector.

CPC’s activities during the first few months were focused on identifying 25 economic sectors with the potential of generating employment in the country. This task was performed with the help of Professor Ricardo Hausmann from the Center for International Development from Harvard University and the international advisory firm “Dalberg Global Development Advisors”, who, along with the active participation of the individual sectors and the Entrepreneurial Chambers prepared the diagnostics that describe each sector’s needs and competitiveness gaps, some of which are closely linked with the academic sector.

For 2013, the Consejo Privado de Competitividad – CPC - is executing a Strategic Plan where the main objective is to follow-up the work with the 25 sectors by promoting their productive capacities through innovation and alliances between the private and the academic sectors. This plan also highlights the different obstacles that hold back competitiveness in certain businesses, many of which are part of the Government’s public policy. To set new sectors in motion and facilitate the country’s obstructing factors, the CPC has divided the work into two action environments: the external and the internal environment:

**Strategic Focus Consejo Privado de Competitividad**

The CPC is working on coordinating and supporting the public-private work agendas and promoting sustainable growth of the 25 sectors.
Internal Environment

For the next 3 years, the CPC will focus on: boosting growth and productive transformation of the 25 sectors by implementing methodologies and practical innovation tools to help identify and develop growth platforms, as well as create support structures linked to universities and technical-training entities. This will all be worked on in collaboration with the different entrepreneurial chambers, which will play a key role in identifying sectors ready to potentiate their growth and thus generate more and better jobs.

External Environment

The main issues here are: improvement of the business environment, deficiencies in infrastructure, high logistics, transportation and energy costs, easier customs processes, strengthening human resources abilities, among others. The strategy is to work alongside with the actual Minister of Economy and the Presidential Commissioner for Competitiveness and Investment in forums such as the Consejo Nacional Para la Exportación (National Exporting Council) and the Programa Nacional de Competitividad (National Competitiveness Program) The efforts are focused in reaching a greater coordination and support to the public-private work agendas in terms of competitiveness, attracting investments and generating employment.

What can the CPC offer to the chambers and their productive sectors on innovation?

- **Direction for growth**: Identify growth platforms for the productive sector
- **Capacity to innovate**: Learn from innovation tools
- **More businesses**: Open new businesses in the productive sectors
- **Support for growth**: Greater access to talent, research, strategic alliances, and financing
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How has water and nutrition changed at a national (or international) level during the last years and what is the challenge that we face?

Nationally, it has been proved that without access to improved drinking water sources we will not be able to fight against chronic malnutrition. Several programs aimed to reduce chronic malnutrition in many countries have failed and resources have been poorly invested due to the lack of development in the supply and quality of water.

**91% of rivers, lakes and water springs in Guatemala are contaminated** mainly by fecal bacteria. The lack of improved water sources affects us as a country, especially in social variables. Its impact on chronic malnutrition rates in children younger than 5 years old often leads to school absences and, in extreme cases, to loss of lives.

A large part of our population does not have access to improved water sources and, if we want to encourage development, we must find a solution to this enormous challenge.

How did Ecofiltro start in Guatemala?

When I turned 40, I decided to dedicate myself to work for Guatemala, to do something that would have an impact in the life of many Guatemalans. Providing clean water through Ecofiltro was the way to make this dream come true! We realized that Ecofiltro was not only an effective product to

INTERVIEW ECOFILTER

During a visit to the Ecofiltro factory in La Antigua Guatemala, Alexia Skinner-Klee, FUNDESA’s Communications Coordinator, interviewed Philip Wilson, Ecofitro’s Executive Director, to discuss the efforts of the company on the fight against chronic malnutrition based on methods to obtain safe drinkable water.
purify water; but it was also culturally accepted. Furthermore, we noticed that these filters could be sold to the rural population in a sustainable way, protecting people’s dignity by not just giving the product for free, but rather appreciating the filter more and giving it greater value with monthly payments.

Then, Ecofiltro is a for-profit organization; how do you manage to maintain sustainability?

Ecofiltro is a social company with the objective of safe drinking water to one million families in Guatemala. We decided to sell the filters in urban areas in order to subsidize prices in rural areas. This way, earnings obtained in urban areas provide the necessary sustainability to operate without relying on donations, which require an additional investment of time and resources. An organization that solely relies on donations cannot solve by itself the water supply issues in Guatemala.

It was necessary to use the principles of free enterprise to solve the problem of safe water in a sustainable way! Under these principles we have delivered 28,000 Ecofiltros in urban areas and 104,000 in rural areas in Guatemala.

How was the filter’s technology developed in Guatemala?

The Ecofiltro technology was developed in Guatemala by Fernando Mazariegos when he was in charge of the water sanitation projects in ICAITI (Instituto Centro Americano de Investigación y Tecnología Industrial, Central American Research and Industrial Technology Institute). In 1982, the filter technology was largely recognized and won multiple awards in Latin America. MIT (Massachusetts Institute of Technology) students performed the first field studies and concluded that it was very effective to purify water in rural areas. Filters are produced locally with Guatemalan raw materials, including sawdust, clay, and colloidal silver. These three products are bought locally, plus they are products that can be found in the majority of developing countries. Step by step, this technology spread to 25 countries in Africa and Asia where nowadays there are factories producing filters with the Ecofiltro technology.

We have returned to the countryside in Guatemala in search of our filters in different rural areas and have found Ecofiltros,
which have been used for more than four years, and are still purifying water. We guarantee the filter’s use for a two-year period, but we now that it lasts longer with a proper maintenance.

**Besides providing water filters to rural areas, tell us about how Ecofiltro creates opportunities for Guatemalans.**

We employ 43 people in the factory and administrative areas of La Antigua Guatemala, and generate 89 additional employments when we include the artisans who produce the clay and ceramic containers. In March 2012, we inaugurated the Ecofiltro factory in Sacatepéquez with the potential of producing 120,000 filters per year; this year, we will produce 60,000 filters to cover the actual demand in Guatemala.

If we imported filters from China, we would need to transport the filters for thousands of kilometers which would not be environmentally friendly, furthermore we wouldn’t create jobs in Guatemala. Besides, after using the filter for 24 months, people can use it as a planter, recycling the filter to help the environment.

**What will the future bring to Ecofiltro?**

Our objective is to supply an Ecofiltro to one million families that currently do not have access to safe drinking water and we will not rest until we reach that goal in a sustainable way. At the moment, we are expanding the factory to cover this potential.

If we can deliver drinking water to one million families, we will be providing them with a healthier life and a greater potential to obtain prosperity. My desire is a more prosperous Guatemala that also has more solidarity, and it will be my legacy to my children and grandchildren.

If we imported filters from China, we would need to transport the filters for thousands of kilometers which would not be environmentally friendly, furthermore we wouldn’t create jobs in Guatemala.
Guatemala unida y en paz
es la herencia para nuestros hijos

Al igual que las raíces de un árbol; los valores familiares, según los cuales es manejada nuestra empresa desde su fundación en 1899, fortalecen la construcción del país que los guatemaltecos anhelamos.

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This increased flow of drugs and contraband has strengthened the influence and power of Transnational Criminal Organizations (TCOs) and Localized Criminal Organizations (LCOs) that are active in the country. Crime and impunity in Guatemala continues unabated and without short-term promise of compromise. The National Police lack the trustworthiness and fundamental tools to fight and prevent crime and as a result the people of Guatemala lack faith in their ability and their overall integrity. This lack of faith and trust translates itself into a sub-culture of collusion and apathy that nurtures corruption at all levels of national interaction and keeps poisoning successive generations of Guatemalans in a vicious cycle of misappropriation of ideals due to the absence of “Rule of Law” as a principle that works to protect the people as opposed to intimidating them. The “Ciudad Segura” (Safe City) project is implemented to promote public safety with holistic strategies based on improving public safety and life quality.

Initiative Alertos: Ciudad Segura

The objective of the Initiative Ciudad Segura, implemented in several cities around the world, is to improve the public safety by recovering public areas, strengthening institutions, enhancing public safety, facilitating tourism and attracting foreign investors, through technological solutions geared towards reducing crime and improving public security measures. This monitoring system would consist of recorded video imagery - that can be admissible in courts as part of the country’s crime prevention program - integrated management software, command and control centers for joint operations and information fusion.

Alertos is a key component of the Security pillar of Mejoremos Guate, a joint effort from FUNDESA and CACIF to develop the country. FUNDESA acts as the technical and management hub of the project, receiving and appropriating funds while delivering effective and efficient quality assurance. FUNDESA also bridges the operational gaps between government and municipal entities, the private sector, civil society and neighborhood associations, acting as the cartilage for cohesive deployment of the resources that support the program. Pillar involves hours of technical research and benefited from the advice of accomplished international security consultants who also trained National Police (PNC), the Transit Police (PMT) and Municipal Police (PM) personnel to operate the Zona Viva monitoring center and effectively respond to incidents.

The project Ciudad Segura has proved to be effective in improving public safety with measurable results in the short
The project Ciudad Segura has proved to be effective in improving public safety in the long term. Investing resources and time to this program does not mean that the country should abandon other initiatives such as: police reform, border control and protection, task forces, and prison reform initiatives, all of which complement the Safe City concept. Nevertheless, Alertos promotes public safety and is a necessary kick-starter to do a lot of the other longer-term projects that are also essential and complementary.

**Stages of the Project Ciudad Segura**

Mejoremos Guate classifies its Alertos program in the following phases:
0 The period October 2010 and April 2011 marked the Phase 0 period when resources were expended in the research and development of the project.

From April 2011 to January 2012 marks the period of the initial “Proyecto Piloto Ciudad Segura” (Pilot Project Safe City) which was launched jointly by representatives of the Private Sector, the Government and the Mayor of Guatemala City.

The proven results of a 40% reduction in crime in Zona Viva – during the period January 2012 and January 2013 – made possible this phase we are embarking upon in 2013. The lessons learned and experience gathered in creating a synergized working platform that has brought together the many organisations, individuals and businesses, along with the proven impact and results on the ground has motivated taking the program to the next level of deployment. This phase has already produced the “Alertos Citizen Observatory”, which is operational and will be formally launched in mid 2013. That said, the primary objective of this phase is to expand the program to have the capacity to fuse existing and future camera and information systems into one centralized platform that will benefit the overall security environment in Guatemala, improve the pre-emption of crime, give the Police the assurance of support when entering dangerous situations and provide greater transparency in law enforcement practices.

These programs must follow the following principles to be successful in their operations:

- Crime Reduction
- Incident Response
- Incident and Event Management
- Post-Incident Management and Recovery
- Long-Term Success

1 The Ultimate Goal

Mejoremos Guate handed over the pilot project in Zona Viva to the local Neighborhood Association, FUNDESA aims to continue supporting the Project Ciudad Segura during its expansion in the second phase of the project and transfer the operational responsibility to the Government and Private Sector. It is internationally proven that the anticipated reduction in crime and improvement in the security environment in the country will attract foreign investment, reduce the cost of insecurity, boost economic growth, generate jobs and increase tourism. Strategically, the implementation of the Safe City program strengthens existing infrastructure and enables the strengthening of the technological footprint of a country. Some of the key strategic benefits are:
1. Legacy Systems:

The Safe City program must incorporate existing (legacy) security monitoring systems as part of its strategic feasibility. These would not only include existing camera systems, covering high-risk and high-crime areas, but also, sensor systems (facial and license plates recognition and traffic management systems, etc.) to reinforce public safety and dissuade organized and non-organized crime.

2. Analytics:

The sensor systems can be highly effective when used in conjunction with sophisticated databases for automated reporting and statistical analysis. The combination of human knowledge and technology oriented towards a common national goal have proven tremendously advantageous to strategic national interest and economic growth. Global statistics has proven that a 10% reduction in crime results in 1% GDP growth rate.

3. Unified Communications:

Programs like Ciudad Segura unify the communication structure in the Command and Control Centre for the Coordination of Information (C4i), which allows national security agencies, fire, medical and other key decision-making personnel to communicate effectively and exchange information across their existing networks of radio. WiFi applications built into the established camera network also improve real-time situational awareness and efficiencies for decision makers.

4. Revenue Models:

The costs of the operative and technological infrastructure needed for programs like Ciudad Segura in its implementation and maintenance stage can be high. Income systems based on traffic management and other income models are crucial for these programs to be sustainable in the long term.
5. Routine System Monitoring:

Safe City programs allow for monitoring and reacting to major infrastructure “flow”, including traffic, public transportation, public utilities and services and other routine but vital functions within cities.

The ultimate goal of the “Alertos - Citizen Security Program” is to improve public and national safety through synergies between the Government, Municipalities, private sector; citizens, and donors. The program Alertos – Ciudad Segura, if expanded throughout the city, will deliver quantifiable improvements in security environment in the shortest amount of time. The program links all the relevant actors around an initiative that will directly impact insecurity indicators such as homicides, contraband trafficking, organized and disorganized crime, vehicle and cellular phone robberies, gang violence, and public and private property vandalism.

The cost of having to deal with insecurity is extremely high and is on the rise. There will be a point beyond which it will be too late, therefore the moment to act is now!
I PAID NO
Several years ago, my father was invited to give a lecture on the Social Security monopoly system in our country. Before him, a German lecturer spoke about taxes; I do not recall the name of his lecture, but I do remember the main message: ‘if we took the Guatemalan taxing system, with its regulations and penalties and took it to Germany, very few people would pay taxes in less than a year; and, if we took the German taxing system with its regulations and penalties and brought it to Guatemala, everyone would be paying their taxes in less than six months’. Of course, this statement was valid 25 years ago; however, things have changed. Guatemalans pay more taxes, especially after the last and more recent Fiscal Reform.
Nevertheless, and although it is a little difficult to accept, we still do not pay enough taxes to have a solidly financed Government in order to fulfill its basic functions such as to provide Safety, Education and Health... and to enforce the Rule of Law. The Fiscal Reform is far from achieving the famous and necessary broadening of the tax base, which entails the inclusion of the majority to the formal economy, and thus, a series of recovering measures that guarantee the necessary income to fulfill its functions.

But farther from any Fiscal Reform, the one that has worked as ‘moral excuse’ for not paying taxes, the one that lost resources from our taxes which in large part be absorbed by corruption, even if we do not ever have proof of this, whether it be from the lack of efficient systems that provide proof or from the lack of attitude to search for it. Contrary to what surely happens in Germany, not only with the taxpayer, but also with the one who manages the public funds.

For this purpose, we need well-founded laws as well as institutions with sufficient efficiency, power, and autonomy to allow them to enforce such laws. You cannot have a wolf look after the herd, the existence of a Transparency Office under the charge of the one who manages the public funds is ridiculous.

On this matter, the Alianza Técnica de Apoyo al Legislativo – ATAL – has prepared a series of legislative reforms, referring to different law initiatives related with this issue. We consider they could strengthen and increase transparency in public expenditure, which would entail the following:

**ORGANIC LAW OF THE GENERAL COMPTROLLER’S OFFICE**

It aims to update and strengthen the law based on the efforts made by Congress of the Republic on the initiatives 3989,

Just like the financing grandmother who has every right to see his grades each semester; before giving money to finance the next semester, all Guatemalan taxpayers have the right to see the results of the money we have to pay. This is not rocket science, rather a call to the TRANSPARENCY needed in the management of public policy.

Such transparency must have the minimum levels of efficiency and accountability that satisfy the concerns of everyone who work for our society’s proper development.
4261, 4410, and specially 4461. This is in order to empower the supervising role for assets and liabilities, rights, incomes and expenses of the Government, as well as to provide necessary independence to the General Comptroller, aligning his or her nomination to what the Constitution provides and providing posterior personal security. It also aims to extend its attributions and competences to explicitly include NGOs, trusts, and donations, as well as update and strengthen sanctions, however limit any possible arbitrariness based on criteria and forcing the publication of its decisions.

ORGANIC LAW OF THE BUDGET

This law, too, aims to update and strengthen the current legal framework that oversees the Government’s budgeting process. For this, the main issues contained in initiative No. 4461 and the improvements introduced by commissions in Congress on 2012 are recorded and were sought to be refined and improved. Some international evaluation principles and criteria were included too (Latin American Budgeting Transparency Index and Open Budgets Index). Transparency in public expenditure and its quality require clear and effective budgeting regulations that minimize the extent of discretion and the waste of resources, among other important proposals.

ORGANIC LAW OF THE LEGISLATIVE BODY

The proposals aim to update and strengthen the current legal framework that presides over the governing, and management of the Congress of the Republic; the main issues of this law are contained in initiatives No. 4439 and 4541, which are sought to be refined and improved. These proposals can strengthen institutionalization in the Congress of the Republic, improve its functioning, propitiate the legislative agenda to advance and improve the quality and management of human resources. More specifically, the goal of these proposals is to improve effectiveness in the development of the questioning to Government Ministers and in legislative work commissions, as well as other important improvements in administrative matters.

Now more than ever, we have committed people in Guatemala, entrepreneurs from a new generation with a vision for this country, convinced and engaged; young university students involved in improving democratic institutions, experienced thinkers who do not spend their time criticizing but rather taking action. Common people who want and demand things to be done right... We have an opportunity... LET’S MAKE THE MOST OF IT!
VIVE
QUÉ HAY DETRÁS de una cucharadita de AZÚCAR

Todos los colaboradores del Corte de Caña, cuentan con contrato de trabajo

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Anualmente se capacitán 12 mil maestros en el área rural y urbana en temas de lectoescritura y matemática

56 mil pacientes atendidos anualmente en las clínicas de Fundazúcar
What is more important, what is true or what you perceive to be true? However, this question can generate more discussion if you think the following: who or what determines what is true?

If these questionings are applied to the security sector, the public “perceives” that violence is still increasing, right?

The last poll focused on this issue, prepared by Prensa Libre last January, resulted in 6 out of 10 Guatemalans considering safety as the main country’s main issue. These results coincide with the Human Development Report for 2013, indicating that in Guatemala, 59 out of 100 people do not feel safe walking alone at night in their neighborhoods. Additionally, this document states that 85 out of 100 people do not trust strangers, which is an index of the social mistrust levels, in the personal and institutional environment. So, is there actually more violence?

Numbers do not lie

The quintessential indicator for criminality is a country’s homicide rate. This rate measures the amount of homicides for every 100,000 inhabitants. An efficient manner to analyze behavior, measurements, and comparisons from one country to country.

During 2012, there was a total of 5,155 homicides, a monthly average of 429.58 homicides. During January and February this year, the average number of monthly homicides was 472.

Source: Data prepared by CIEN with information from PNC (Civil National Police) and UNPD

After the Peace Accords in 1996, there was a historic number in the national homicide rate, reaching 29 homicides for every 100,000 inhabitants on 1997.

Between 1998 and 1999 there was a reduction in the homicide rate (26 and 19 respectively). However, from 2000 a sustained increase is reported until we reached a record rate of 46 for 2008 and 2009. As of 2010, the homicide rate in the country shows a tendency to decrease.
Reading the media on the matter of homicides

When numbers (not rates) of homicides are mentioned, they will eventually become news, especially if this number increases. This practice is not the most precise for a country's homicide evaluation. The hypothesis that states, the larger the number of homicides, the more the violence there is, is not necessarily correct. This is because the formula to determine the homicide rate is as follows:

\[
\text{Homicide rate} = \frac{\text{Total homicides}}{\text{100,000 inhabitants}}
\]

As you may notice, even if the homicide rate increases, it will generally come with an increased population; therefore the rate will depend on the proportion and correlation between both factors. For example, even if the number of homicides during February 2013 is higher than the number of homicides during February 2012, it does not necessarily mean that there is a disproportionate increase in violence, following is an example:

<table>
<thead>
<tr>
<th>Month / Year</th>
<th>Homicides</th>
<th>Population</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 2012</td>
<td>380</td>
<td>14,923,537</td>
<td>2.5</td>
</tr>
<tr>
<td>February 2013</td>
<td>440</td>
<td>15,286,297</td>
<td>2.8</td>
</tr>
</tbody>
</table>

We can see that during February 2013 there was an increase of 60 more homicides reported (or 15.7%) when compared with February 2012. This reflects a 0.03 increase, an increase that maybe is not that significant... what do you think?
Management
Improving safety through

Walter Menchú, Associate Researcher CIEN

Management for results has been a current issue on the branches of the Executive Body during the last years; however, many efforts have fell behind in Annual Operative Plans tied to budgets that reflect a priority in executing the expense than in its efficiency, feeding the rusted machinery of the state bureaucracy.

The final objective of public management for results is to improve the quality of public expenditures through an approach by results in the management system. Translated into the safety and security area, this means assuring that the invested resources effectively reduce criminality rates through different actions performed by the Ministry of Interior and its dependencies.

As a starting point for better management for results, expenses must be analyzed in order to find savings that can be invested in improving and broadening safety services. For this, it is necessary to have a guideline, which can come from the priorities established in a Safety Strategic Plan, a plan that has measurable and achievable objectives, as well as available means and actions to be taken.

Good management also means verifying the scope of each one of the actions and implementing corrective measures in those actions that have not reached the established goal.

Today, CIEN offers technical support to Falconi consultants, a Brazilian company that is implementing efficiencies in the expenditure stage on the Ministry of Interior. Until now, opportunity gaps have been detected and will be translated into concrete goals to improve the efficiency of public expenditure. Public servants will be in charge of achieving these goals, committing to reach them in all the branches of the Ministry of Interior through the proper management of expenditure packages of a similar nature.

During the following months we expect to see the methodology implemented to have the expenditure be efficient in other ministries and see the government invest in the performance of the Strategic Safety Plan to allow a greater investment of resources that will be available after making efficient the expenditure. Based on this Strategic Safety Plan the scope of the actual services can
Public servants gathered in Executive Committee, presenting the advances of the Project Management for Results to the Minister of Interior.

The Director of the Penitentiary System and the Ministerial Adviser presenting to suppliers the new method for the food bidding procedures for the Penitentiary System.

It is not enough to brag at the end of the year that 100% of the assigned budget was executed. It is necessary to prove how safety has been improving and how resources are being used effectively.

be increased (amount) or improved the existing (quality) depending on the results from following-up the efficiency of the actions.

¿QUÉ SIGUE?

Los que nunca dicen "fíjese que".
Los que toman la iniciativa. Los que resuelven.
Los que saben que la ambición es el motor detrás de cada logro. **Bienvenidos.**
Release of Alianza por la Nutrición

The initiative Mejoremos Guate promoted by CACIF and FUNDESA publicly launched “La Alianza por la Nutrición” (The Alliance in Favor of Nutrition), an alliance of Guatemalan private organizations and civil society committed to fight chronic malnutrition. The objective is to have an impact on the opinion and public policies for Nutritional Food Safety (SAN for its initials in Spanish, standing for Seguridad Alimentaria Nutricional), so that, through the Government, International Cooperation, Private Efforts, and Social Mobilization, the “1,000-day Window” is implemented comprehensively. The event highlighted the importance of reducing chronic malnutrition that currently affects 49% of the children between 3 and 59 months old. This is one of the highest rates in the world and the highest in Latin America and the Caribbean.
EVENTS
Panel: What are we doing to improve Competitiveness?

FUNDESA organized a high-level panel where different authorities, representatives from the government, private sector and civil society participated with the objective of listening to the different people responsible of each of the governmental ministries and organizations and know in a more detailed form: What are we doing to improve Competitiveness in the country?
RESPECT THE LAW, RESPECT THE AUTHORITIES

By Raúl Alas, D. in Public Communication. Director of the Communication Unit, CACIF

A lot has been said about the importance of enforcing the Rule of Law and respecting those who have the duty of enforcing it. However, reality shows that we have moved backwards as a society in this effort, with so much at stake. Perhaps it is only the perception that is increasing, but the truth is the citizens’ behavior is not the expected and, many times, a lack of respect to the law and the authorities can be observed.

How did we get here?

Very easy;
- First, by imitating those people who are called to be a reference to others or who have a leading role;
- Second, verifying by ourselves that there are no negative consequences when we go above the law and its agents.

Who is responsible of such a disaster?

Most of the time it is same ones who use impunity to commit crimes, the ones who misuse their work and positions, or the ones who take justice in their own hands. In other cases, the ones who claim their rights but ignore their duties. In other words, the ones who are used to demand, but are not used to fulfilling their part of their responsibility.

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The main issue is the moral crisis in society because we have lost the meaning of good and bad in the basic education received by family and in school; the institutions meant to be

There is nothing sadder than watching a representative from a great institution, a public servant, an opinion leader, a father of a family, or a teacher that is not exemplary in his citizen behavior.
respected have left control in the hands of people who have fallen into the sweetness of power and have not honored their name nor their image. And, if we add superficiality and lack and commitment proposed in the entertaining shows, we will find out that the “cool” thing is having no rules or letting go with the emotions of the moment.

No, this cannot stay like this.

It is a priority that families, and schools, defend excellence, and especially, honesty, personal sacrifice, and the firm respect for the law. Such values are essential and go hand by hand with freedom and responsibility.

How do we do this?

By proving that our individual ethics prevail over corruption, impunity, violence, lies, and the easy culture, but mostly by saying no when “no” must be said. This means a change of attitude, in which virtue and strength of conviction are rewarded.

The proposal for Guatemalans is a call for action and to take measures to leave behind the indifference that takes us above the law and those who represent it. The present circumstances invite us to end the culture of counter-values. The proposal is to return to our ethical standards and assume them with the certainty that this is the only way to make a change.

By proving that our individual ethics prevail over corruption, impunity, violence, lies, and the easy culture, but mostly by saying no when “no” must be said.
Palm oil:
sustainable cultivation that boosts development
By Susana Siekavizza, Executive Director GREPALMA

Guatemala is one of the most important Latin American palm oil producers, with a national average performance capability of 7 metric tons per hectare of crude palm oil, excelling the world average of 4 metric tons per hectare.

Palm oil has become an employment generator for Guatemalans who, in some cases, have this as the only source of income for communities in the rural area close to the plantations. It has generated 17,500 direct job posts and 87,500 indirect job posts, which has favored development clusters in surrounding communities.

Nowadays, this cultivation represents around 4% of the total agriculture in the country; that is, 120,000 hectares located in the departments of San Marcos, Quetzaltenango, Retalhuleu, Suchitepéquez, Escuintla, Izabal, northern area and Polochic Valley in Alta Verapaz, southern Petén and Northeast of Quiché.

Thanks to the versatility of palm oil, it is estimated that 50% of the packaged goods in a supermarket use this raw material to manufacture different edible and non-edible goods such as: oils, margarines and shortening, cosmetics, soaps, and animal feed, among others.

Due to the high performance and efficiency in the use of land, this cultivation became a leading product on 2009 in the global production of oils and fats. We must add the growth of the world population, which is expected in increase by 2,000 million of people by 2050, who will have to be fed, which means that the world food production must be increased by
70%, according to the World Bank. On this, Grepalma focuses the agro-industrial development of the palm in standardizing the good agricultural practices to produce more with less.

Proof of this is that Guatemala is among the most productive countries per hectare, additionally it has the first extracting plant of the world that has received certificates for reducing emissions for its composting project in which empty and effluent bunches are used; all of this reduces the use of chemical fertilizers. Additionally, there are other projects in the country directed to the efficient use of resources to reduce the impact on the environment, for which it may be worth mentioning that extractive plants work with renewable energy to reduce dependency to fossil fuel, the main carbon dioxide emission source in the world.
Agroamérica es una corporación líder a nivel mundial en la producción y exportación de banano, que da empleo a más de 4.000 personas. Estamos comprometidos con la Responsabilidad Social y gran parte de nuestro accionar está enfocado en la educación a nuestros colaboradores, sus familias y sus comunidades. Nos preocupamos por buscar siempre su desarrollo integral, basado en ética y valores.

Para más información ingresa a www.agroamerica.com
NUESTRO COMPROMISO CON LA EDUCACIÓN

En Pantaleón, la RSE forma parte de la filosofía de trabajo de la organización y se aplica en sus relaciones con colaboradores, proveedores, clientes, comunidades de influencia, gobiernos locales, la sociedad y el medio ambiente. Con el objetivo de mejorar la calidad de vida de todas las personas relacionadas con sus operaciones y conscientes de que la educación es el principal motor de desarrollo de un país. Tanto Pantaleón, como Fundación Pantaleón – su brazo social –, cuentan con programas educativos dirigidos a sus colaboradores, así como a niños, jóvenes y adultos de sus comunidades de influencia.

DESEARROLLO PROFESIONAL INTEGRAL PARA COLABORADORES

Como uno de sus principales valores, Pantaleón está comprometido con el desarrollo integral de todos sus colaboradores. Además de proveer capacitaciones constantes a su personal profesional, les brinda apoyo para finalizar sus estudios a nivel licenciatura o continuar los mismos a nivel de maestría.

Asimismo, Pantaleón cuenta con un Programa de Jóvenes Talentos, conocido como Trainee, cuyo objetivo es atraer, reclutar y formar jóvenes profesionales, a quienes se les asignan responsabilidades específicas en las diferentes áreas de los ingenios para que puedan desempeñarse de acuerdo a su interés profesional y las necesidades del negocio, con el fin de integrarlos a corto y mediano plazo en cargos de mayor responsabilidad dentro de la corporación.

PROGRAMAS DE EDUCACIÓN PARA ADULTOS

Pantaleón, a través de Fundación Pantaleón, brinda educación primaria y básica durante la zafra a los cortadores de caña migrantes, procedentes, en su mayoría, del Altiplano del país. El programa permite a los trabajadores continuar con sus estudios para poder acceder a mejores oportunidades tanto dentro, como fuera de la organización. En la Costa Sur, como en el Altiplano, se apoya a las personas adultas de más de 90 comunidades, a continuar con sus estudios de primaria.

A todos los participantes de los programas de educación para adultos se les da la oportunidad de continuar con sus estudios a través de becas otorgadas por Pantaleón en niveles básicos, diversificados e, incluso, universitario. Se brinda la oportunidad a colaboradores y miembros de la comunidad a obtener el título de Bachiller en Ciencias y Letras, con un programa en plan fin de semana desarrollado en las instalaciones de los ingenios.

CAPACITACIONES TÉCNICAS

Con el fin de proporcionar acceso a la educación con un enfoque productivo, Fundación Pantaleón lleva a las comunidades de la Costa Sur y el Altiplano capacitaciones técnicas en diversos temas: cocina, repostería, corte y confección, pilatería, panadería, entre otros. Las capacitaciones se llevan a cabo en instalaciones de la comunidad. Gracias a este programa se han establecido y se mantienen operando más de 15 negocios formales.

CENTROS EDUCATIVOS PANTALEÓN

Pantaleón cuenta con dos centros educativos propios, en donde se desarrollan programas educativos para más de 800 hijos de colaboradores y educación de adultos para las comunidades de influencia. Los Centros Educativos de Pantaleón son denominados “Escuelas Visionarias, Constructoras de Ciudadanía”, pues además de poner atención al desarrollo intelectual, se enfatiza en la educación ciudadana. Cada centro educativo cuenta con un programa permanente de Gobierno Escolar, programa reconocido a nivel nacional e internacional y premiado por la Organización de Estados Americanos (OEA).

Los estudiantes destacados de los centros educativos pueden optar a un programa de becas patrocinadas por Pantaleón para continuar sus estudios en el Instituto Tecnológico de la Universidad del Valle o en el INTECAP, en temas relacionados a la agroindustria. Esto, con el fin de tener la oportunidad de trabajar dentro de la organización, o la industria, al finalizar sus estudios.

RECONSTRUCCIÓN DE ESCUELAS

En alianza con los gobiernos municipales y los miembros de estas comunidades, Fundación Pantaleón apoya en la reconstrucción de escuelas. El objetivo de este programa es brindar instalaciones dignas a los estudiantes, las cuales promuevan y estimulen el aprendizaje. La reconstrucción y mejoramiento contemplan construcción de aulas, sanitarios y cocinas; donación de equipo; instalación de mecanismos para garantizar agua potable; entre otros. En Guatemala se han reconstruido 19 escuelas en la Costa Sur.

Tenemos un compromiso inquebrantable con el desarrollo de nuestro país y continuaremos trabajando para generar más oportunidades.
MEJOREMOS GUATE

“Building a Guatemala that is more prosperous, safer and with more solidarity”