Strengthening our Institutions,
Strengthening the Government
We believe in a Guatemala that is prosperous, safer and with more solidarity.
“We believe in a Guatemala that is prosperous, safer and with more solidarity.”
PROMOVEMOS EL DESARROLLO
TRANSFORMANDO RECURSOS RESPONSABLEMENTE

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What is Mejoremos Guate?

Mejoremos Guate is an initiative promoted by a group of entrepreneurs who joined efforts and resources to develop an advocacy strategy in public policies for the comprehensive development of the country. It is a citizens’ proposal, open and inclusive, in order to promote dialog and achieve a plan for the country’s development that is consensual with other parties and segments. The initiative is promoted by a united entrepreneurial sector and incorporates technical projects and initiatives, leading the way to a country that has more solidarity, is more prosperous, safer inclusive, and transparent.

A BETTER GUATEMALA

A MORE PROSPEROUS GUATEMALA

A more prosperous Guatemala means more employment, greater investments and income in order for the Government to fulfill its obligations.

A GUATEMALA WITH MORE SOLIDARITY

A Guatemala with more solidarity means improving social investments in education and health, granting greater welfare opportunities to vulnerable groups.

A SAFER GUATEMALA

A Guatemala with safety and justice means being able to live with tranquility and peace, where rules are followed and justice is the same for every Guatemalan.

STRENGTHENING INSTITUTIONS
Dear reader, we are excited of having accomplished one year of the Magazine Mejoremos Guate. In this edition we present a mosaic of some of the people who have contributed to strengthen the participation process in different segments of society to work in the different projects promoted from the initiative Mejoremos Guate. One year after our first publication, we can see that initial challenges have been met and that the public has positively accepted them, not only through participation in social networks, but also through the integration of an institution network working together to strengthen those processes that will allow our country reduce poverty and create a country that is more prosperous, safer, has more solidarity and stronger institutions.

You will find in this anniversary edition the important activities we have been working regarding innovation, from the Consejo Privado de Competitividad (Competitiveness Private Council), to the strategic follow-up given to Guatemala’s 25 productive segments with specific workshops to generate ideas and transform products and services in our country in order to increase productivity and obtain greater income for Guatemalans.

Alianza por la Nutrición (Alliance for Nutrition) is working on the progress made to coordinate different segments to obtain greater impact in reducing chronic malnutrition. Public policies, direct actions, and communication to generate comprehensive efforts focused on the 1000-Day Window are explained.

Work to be done to achieve greater institutional strengthening directly coordinates different actions and processes to modernize civil service in the country, as well as a necessary reform to Electoral and Political Parties Law which cannot be postponed.

At last, the Opinion section describes the actions of CACIF to raise and train leaders in the private sector and how the citizens’ efforts work to generate greater visibility in election processes under the parameters of nominating commissions.

We invite you to continue participating, to generate a dialog through the social networks in Facebook or Twitter and to download more documents in www.mejoremosguate.org

www.mejoremosguate.org
Por varios años hemos sido nombrados el mejor banco de Guatemala y esto nos inspira a estar siempre de su lado.

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
Benjamín Sywulka
Innovation Director for Consejo Privado de Competitividad. Graduated on Symbolic Systems and earned two Masters Degrees from HULT International Business School, one in finance and another in Business Management. He is an innovation consultant and multilingual manager with vast experience on technology, businesses innovation, and international development. Mr. Sywulka is professor and speaker in innovation management; he specializes on front-end innovation processes (high-growth generation of business opportunities), and as well as back-end processes (taking the ideas to the market). He has worked in IXL Center, a leading company of innovation consulting, Alexius International as technological information and communications consultant in Washington D.C. and Guatemala; he was also Executive Director of Planeta en Línea, a non-profit organization focused on rural technologic development in Guatemala.

Jorge Benavides
Mr. Benavides is an Associate researcher in FUNDESA in the area of Social Development. University professor for Economic Processes in Universidad Francisco Marroquín. Master in Political Studies from the Universidad Rey Juan Carlos (Madrid, Spain), and graduated with honors in Economic Science in Universidad Francisco Marroquín. Lecturer and consultant of IDB in the area of Institutional Capability and Development. Published articles on development and inequality; public policies and social assistance programs, sustainable development, governability and poverty reduction, focusing in Guatemala and Latin American countries.

Carolina Roca
Ms. Roca is an Economist and earned a Masters Degree on Public Management from Harvard University. She has been Senior Consultant of Corporación de Inversiones y Desarrollo de Centroamérica – IDC – for 18 years; at the present, she has under her charge the project of creating a new university. Ms. Roca has been Superintendent of Tax Administration, Technical Secretary for the Economic Cabinet, Vice Minister of Public Finances and Vice Minister of Energy and Mines. Consultant of the World Bank, United Nations, International Monetary Fund, IADB, OTA in the United States Treasury. On the academic area, she was a member of the Research Faculty of INCAE, and on 2008 she was a Fellow in the Weatherhead Institute in Harvard. In social development initiatives, she has been President of the Fundación para el Desarrollo de la Mujer (Foundation for Women’s Development), member of the board of FUNDASISTEMAS and of Empresarios por la Educación (Entrepreneurs for Education).

Mario García Lara
Executive Secretary of Alianza Técnica de Apoyo al Legislativo (ATAL, Technical Alliance Supporting the Legislative Body) and Executive Director of Fundación Guatemala 2020 (Guatemala 2020 Foundation). Mr. Lara is Member-Director of the consulting company Consultores para el Desarrollo (COPADES, Development Consultants) and member of the Board of Fundación Internacional para la Asistencia Comunitaria de Guatemala (FiACG, International Foundation for Community Assistance in Guatemala, a micro-finances entity). Mr. García was Vice-President of the Monetary Board and Banco de Guatemala (Central Bank). He was the first Vice-President of the Board of Directors of Instituto Guatemalteco de Seguridad Social (IGSS, Guatemalan Institution for Social Security), member of the Boards of Directors of Instituto Nacional de Estadística (INE, National Statistics Institute) and Corporación Financiera Nacional (CORFINA, National Financial Corporation). He earned a Masters Degree in Policy Economics in University of Illinois and a Bachelors Degree in Economics in Universidad Rafael Landívar.

César Sigüenza
Mr. Sigüenza is legal adviser for Fundación 2020, professor in Universidad Galileo, assistant professor of Law & Economics of Universidad Francisco Marroquín, Manager of the Legal Department of consulting entity FIDE, S. A., member of the Board of Congreso Transparente (Transparent Congress), directed the Comisión de Asuntos de Interés Nacional de Jóvenes por Guatemala (National Interest Matters Commissions for Youth for Guatemala). He graduated from Law School of Universidad Francisco Marroquín. His vision is to work to reach a prosperous Guatemala where liberty, rule of law and republican values can be recognized and respected.

Pablo Jiménez
The Coordinator of Alianza por la Nutrición, Mr. Jiménez, is in charge of promoting, coordinating and propitiating the efforts of the organizations members of the Alianza, in order to mark a turning point that accelerates the decreasing actual chronic malnutrition indexes. He has developed as a consultant in matters related with food and nutritional safety, rural development, community companies productivity, micro-finances and strategic planning, with private organizations, public institutions and international cooperation bodies. He earned a Masters Degree in applied economics and agricultural business management in Universidad del Valle de Guatemala (UVG) and Texas A&M University, graduated as agronomist from UVG. He has planned as well different outlines for feeding safety and rural productive development in the NGO segment.
Guatemala has a great growth potential. We have a privileged geographical location, enviable natural resources, smart and enterprising people, in addition to numerous resources with the potential to generate much more income and employment. However, despite this potential, our annual economic growth barely reaches 3% when it should be at least 6%. This gap represents approximately US$7 billion for the next 3 years; many people believe the best way to close this gap is to improve productivity, which is essential to improve growth; nevertheless this gap is too large. In order to reach optimum growth levels it is necessary to innovate.
Innovation is easy to recognize but difficult to define and explain. First, it is important to understand why it is important to innovate. The natural cycle of a business begins in its creation, it then proceeds to grow at high rates, later on it begins competing with cheaper or better goods or services, and the business begins losing customers. From this moment, growth tends to stagnate unless there is motivation. The only way of ensuring permanent growth is to remain one step ahead of competitors, launching new goods and services year after year in order for them to compensate losses from older products. Many successful companies use measurements to ensure this – placing a goal to make sure that 30%-50% of its sales come from innovations launched during the last two years.

The capacity of launching new businesses year after year requires discipline and a series of systematic processes. Innovative companies need to have a systematic process to identify business opportunities, validate them and efficiently and effectively launch them to the market. This process is known as an “innovation pipeline”, something that many Guatemalan companies lack.

Innovative businesses generate and capture value throughout the complete value chain, take advantage of existing markets, research new markets, search for new locations, channels and ways to deliver goods and services.
Development of new goods, services and brands produce new technologies, processes and provide new abilities in addition to the search of new business models, new pricing strategies, new alliances and networks that generate value. **Consejo Privado de Competitividad** supports and encourages Guatemalan businesses to innovate throughout the value chain in order to be able to launch new businesses.

New businesses in Guatemala share a common characteristic: they are high-growth businesses; and have four features:

1. **They Bet on the Future**

Guatemalan companies tend to see an opportunity in the market and build a business to address that need. However, high-growth businesses search for future opportunities – they search where opportunities will be in two, three, or four years and ask themselves, 'what can we do today to position ourselves as leaders in that emerging market?' They see long-term global tendencies and the waves where demand will self-generate. In the agricultural world, for example, demand over organic products is growing faster than demand over non-organic products. Almost every industry in the world is being transformed through the growth of social networks and smart phones – those companies that have not integrated these elements to their businesses will find a world that does not want their goods or services.

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2. They Bet on Human Needs

Trying to sell the same product to different population segments without adapting it means dissatisfied customers, instead of happy and loyal customers. Historically, Guatemala has exported products that satisfy basic human needs, such as food, beverages, clothing, etc.; this strategy always works as long as volumes are large and prices low. Since these products are commodities, we do not have a lot of control on their prices; some years we earn a lot and some we don’t. In a context where our energy, logistic, and work force costs are not the cheapest in the region, not to say the world, we must migrate to an economy that bets on more sophisticated human needs, where we can charge a premium price. Generally speaking, people are willing to pay more for convenience versus time, organic versus non-organic, or for something they feel identified with. Our future as a country is in building businesses focused on market niches with a potential, where price is not a decisive issue, but where customer is willing to pay more because a good or service satisfies a more sophisticated need.

3. Functional Business Model for the Complete Value Chain

Many times businesses are built based on utility or customers, instead of finding a valuable proposal to attract the best allies, the best talent and the best suppliers or investors. It is important to see the difference between invention and innovation. A lot of people believe they are innovators because they invented something “cool”; however, if this invention is not translated into a functional business model, it is not an innovation.

4. Difficult to Copy

What protects a business isn’t a patent or an industrial secret, but rather an ecosystem with suppliers, loyal customers, enthusiastic allies, exclusivity contracts, intellectual property, and competitive advantages, among others, that create an intimidating value chain for potential competitors.

Consejo Privado de Competitividad focuses on working with companies in the country’s 25 priority productive segments to support innovation and new high-growth businesses; it also works to create support structures needed to promote innovation: research and development, talent, and financing.

As a nation we must generate 120,000 additional job posts each year, which involves innovation efforts to improve growth, research, talent and financing so that Guatemala’s economic growth increases at a faster rate, creating a better future for its citizens.
Alianza por la Nutrición

49.8% DESNUTRICIÓN CRÓNICA

Ventana de los mil días
Alianza por la Nutrición is part of the pillar Guatemala más Solidaria (Guatemala with more Solidarity) of the initiative Mejoremos Guate, which aims to bring together different segments from Guatemalan society to work jointly and generate proposals that influence the Governmental policies, in order to generate a deep structural change in our country.

Alianza por la Nutrición is formed by a group of private organizations from the Guatemalan civil society, committed to reduce chronic malnutrition rates and impact public policies regarding feeding and nutritional safety in order for the government, international cooperation, private efforts and social movements be able to nationally implement actions from the 1,000-Day Window.

To date, 21 Guatemalan organizations have joined in order to strengthen efforts with the goal of diminishing chronic malnutrition indexes in Guatemala. These organizations are: C A C I F , FUNDESÁ, FUNCAFÉ, FUNDAZÚCAR, Fundación Castillo Córdova, Fundación GarcíaComparini, Fundación Carlos Novella, Fundación Juan Bautista Gutiérrez, C B C , Kiej de los Bosques, ASOPUENTE, AGEXPORT, Pastoral de la Primera Infancia, Iniciativa I58, CentraRSE, Despertemos GuateAmala, CIEN, Naturaceites, Fundación Cofiño Stahl and Grupo Enlace.

The public presentation of Alianza por la Nutrición, held on April 30th 2013, highlighted the importance of reducing the current chronic malnutrition levels in Guatemala, where 49.8% of children aged between 3-59 months suffer from it, as well as reducing the effects derived from this condition for it affects children’s physical, cognitive and psychosocial development, thus limiting socio-economic development of the country. Additionally, it highlighted that this kind of malnutrition can be prevented by effectively and comprehensively implementing actions from the 1,000-Day Window.
To reach its goal, Alianza por la Nutrición works in three specific prioritized areas:

**Public Policies:**
Aims to perform actions with impact to promote the execution of actions from the 1,000-Day Window nationally and monitors its implementation as a mechanism of social audit.

**Direct Action:**
Has the goal of developing and coordinating actions on communities to effectively and comprehensively implement such actions defined in the 1,000-Day Window. It aims to facilitate the connection and add unite different initiatives that fighting chronic malnutrition. It also documents the process with the goal of identifying better practices that enable its implementing and sustainability.

**Communication:**
Aims to raise awareness and sensitize population about the problems of chronic malnutrition and its effects, as well as to make known its possible solution by implementing the actions of 1,000-Day Window in different environments.

**Apoyando a Mejoremos Guate por una Guatemala más Próspera, más Solidaria y más Segura.**
Valores 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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Institutional Coordination to Promote Governance and Peace

“Focusing on the governance problem in the wrong way is just as serious as ignoring it. There is a temptation to confine the problem in order to improve the government and its ability to handle the economic development process and maximize efficiency of the public segment. Investing in ideas and resources, without analyzing the conditions of which governmental stability really depends, would be like building sand castles. The economy cannot work without a legitimate, stable and efficient government, which needs political backing and tolerance.”

Luciano Tomassini – State, Governance and Development –

Governance is defined as a government style characterized by a great degree of cooperation and interaction between Government and non-governmental actors for optimum decision-making. This concept lies within the governing capacity environment, where the success factor is the capacity of the political system to process social demands on the country’s priority matters.

According to Luciano Tomassini (IADB: 1992), the promotion of governance needs strong institutions:

“depends on the strengthening of civil society, the evolution of political culture, the orientation and behavior of economy, and on the integration of new segments from society into the productive system”.

Tomassini supports the paradigm of governance that relates with the governmental exercise and all other necessary causes for the Government to perform efficiently and legitimately, with social respect. Governance in the democratic system can be expressed as the existence of governmental institutions that are efficient as well as legitimate, that have as a consequence the necessary social coordination to let the Government fulfill the social demands established as priorities by the citizens.

As part of the “Mejoremos Guate” initiative, we recognize the need to provide constructive ideas on how to strengthen the country’s institutions in charge of development, by defining necessary actions to ensure the main objective of reducing poverty in the country becomes a reality, as well as the concourse of a peaceful coexistence and juridical certainty environment.

Key Institutions to Construct Peace

The pending challenges of the country in peaceful coexistence must be directed towards the strengthening of institutions in charge of solving public safety problems, the work in favor of greater transparency on public fund management, the consolidation of a sanctioning scheme that applies regulations related with accountability, the generation of
positive signals on combating violence, all of which will boost higher investment levels in the country. Finally, to broaden participation environments of vulnerable groups and, with this, consolidate a commitment between the actors to achieve greater inclusion and cooperation levels.

It is necessary to work on the improvement of the country’s governance, not only for the positive impact it generates in promoting Guatemala as an investment-friendly country, but also because a country with higher governance levels will allow a pacific society to flourish, to respect the juridical order in force, along with a social coordination that guarantees people enjoy freedom and civil, social, political and cultural rights. Strong institutions are the necessary foundation to start outlining a democracy capable of protecting every citizen’s basic rights.

If we take as a reference the most recent information published by the World Economic Forum, entrepreneurs identify the continuous presence of violence in the country as the main factor that limits new investments, followed by corruption, and a series of additional factors which relevance varies on time (e.g. infrastructure quality, excessive bureaucracy, little-trained workforce, political instability, and fiscal regulation, among others). This situation has not changed during the last five years, which is aggravated with an increase on distrust levels on public institutions in charge of solving the matter.

Therefore, in order to generate an institutional environment in the country, agreements and objectives must be defined first; these should be directed to eliminate the factors listed above, which will allow long-term sustenance and direction to the country.

Great actions or the coordination of a large number of institutions to reach objectives set are not needed; nevertheless, coordination instances in the public sector and among it, in the private sector and civil society will be essential, emphasizing the achievement that each actor performs its work under an outline with concrete results, being efficient and honest in the use of resources.

To encourage change, it is necessary that institutions in charge of safety coordinate working outlines that allow a continuous information flow, feedback and consolidation of alliances that let achieve greater results. Now, as traverse institutional axes in public management, there are four essential issues that will guarantee continuity to the institutional coordination process we must initiate, resulting in a Government with greater capacity for action and agility in making decisions, especially on the safety issue.

In these four working areas can be found the core of every institutional reform that must take place in the country; without these conditions, every effort will lack credibility for the future work. The first point involves investing in quality public
servants – especially Security Agents – who are responsible of implementing public policies that help promote safety and peaceful coexistence. Subsequently, the other three working areas mention the importance of an optimum management of resources on a macro level, the importance of providing information on use of resources and process development, as well as the continuous participation of other economic agents on defining standards that guarantee a better use of public funds on recruitment and goods, services and assets acquisitions.

Following this line of ideas, the area with greater detail is Quality of Civil Service. As part of the work performed by “Mejoremos Guate”, we have identified those reforms necessary to implement, in the legal area as well as in all those with an operative capacity and human resources management model in those institutions responsible for the safety in the country.

Our proposal covers three stages, detailed below:

Additionally, we cannot leave aside the necessary reforms on public funds management. Today, there is a demand of services to the government, with a limited financial structure with income and debt. However, in detriment of public funds, not even this demand is being covered, which becomes evident with floating debt in some ministries and social funds, as well as in salaries, equipment, services and other issues concerning to the Ministry of Interior as well as the Justice System. In other words, there is a very large gap we need to close in the next 10 years. We must re-think how to handle available resources while promoting a better use of current available resources in order to redesign how these institutions work.

The project “Gestión por Resultados” (Management by Results)* from the Ministry of Interior has allowed an audit processes in 39 budget lines, analyzing nearly US$140 million. From these areas, we could identify saving opportunity gaps amounting US$19.8 million, prioritizing six budget lines. These savings will allow to start similar processes in other governmental dependences as well as to collaborate with a better use of public funds.

Specifically, development of a successful society will have as a direct consequence the training of individuals capable of creating conditions for a greater economic, social and human development in every citizen. It is unlikely that the creation of conditions that promote economic and social development

CIVIL PROFESSIONAL STRENGTHENING

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<tr>
<th>STAGE 1: Operative Capacity</th>
<th>Redesign and strengthen ONSEC (National office for Civil Service) Update Entities Regulations Integrated Online National Systems</th>
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<td>STAGE 2: Implementing Human Resources Comprehensive Model</td>
<td>High-Impact / Low-Resistance Pilot Institutions Non contradiction with collective pacts</td>
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<td>STAGE 3: Changes to existing legislation</td>
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* Management by Results is: a Project with the objective of optimizing expenses in the Ministry of Interior.
is not enough if it doesn’t come with a transparent and minimally efficient government, where political participation and a peaceful culture prevail in society.

As a conclusion, in order to strengthen institutions in Guatemala, it will be necessary to reach superior levels of political involvement, which means quality leadership and greater commitment in decision-making public servants in security matters; this will be the foundation to create a pact among the social actors. For this reason, the proposal from “Mejoremos Guate” considers of outmost importance an agreement with the Government, through which positive signals can be given; and, at the same time, involvement from different segments will validate advances in favor of progress opportunities for everyone in Guatemala.
There is a close relationship between public policy results and characteristics of governmental political institutions; among these we find quality of political parties, the capacity of the Legislative Body to make public policies, judicial independence, and quality of Civil Service (CS)\(^1\).

The Civil Service System is composed by regulations, policies, entities, processes and practices directed to attract and retain the best available resource on the quality and amount required by institutions.

A report published by the IADB in 2006 analyzes these elements in 14 Civil Service systems in Latin America, classifying Guatemala in the group of countries with "a bureaucracy with minimum development and attempts (many failed) to incorporate merit criteria." Its size is comparatively small, with weak management subsystems, practices not based on merit and flexibility, resulting into low evaluation indexes, in addition to a governing body with important institutional weaknesses.

\(^1\) A Civil Service Law democratic change process, that balances working and governmental interests, taking into account the Ibero-american Charter for the Public Service and pertaining international experience, is regarded desirable and beneficial for Guatemala.
Guatemalan Civil Service development’s added index was estimated in 24 points, without modifications in diagnostic updates in 2009 and 2012.

The last four governments proposed modifications to the Civil Service Law with different depth and extension degrees, without achieving their issuance; those proposals with less thorough modifications and less balanced between workforce and Government interests advanced more.

Meanwhile, there were no substantive changes in processes and systems. It was only until 2008 that the National Civil Service Office, parallel to the regulatory reforms discussion, began to formulate and execute institutional strengthening and service modernizing projects. The Current Administration that began on 2012 has strengthened efforts to improve management: it has given continuity to previous project, formulated a strategic plan to improve services, and is working on developing regulations, system management instruments, redefining processes, operative de-concentration, as well as continuing developing integrated informatics solutions. These efforts have received the support from AECID (Agencia Española de Cooperación Internacional para el Desarrollo – Spanish Agency for International Development Cooperation) and USAID (United States Agency for International Development).

However, to avoid repeating the same actions and pretending to obtain different institutional development results, we must take into account: a) current civil service law based on principles aligned with those internationally recognized and considers a broad space to modify Civil Service subsystems, processes and policies; b) current culture is prone to scarce regulatory compliance, and, c) negotiation results in Congress are unpredictable. For this, a strategy that prioritizes high-impacts changes in the system operation in the current legislative framework was proposed.
This strategy developed by FUNDESA and USAID, includes the following elements:

- Prioritize Civil Service institutional reform in the national political agenda
- Complete actual advances to create a public servants digital registry in every type of institution, regime and contract modality (Nowadays, the amount and quality of total public servants force cannot be determined)
- Finish updating and fully enforce regulations for Civil Service Law, applying the principles of merit, equality, neutrality and transparency, incorporating transparency and accountability verification mechanisms
- Document and reengineer the planning, work organization, job management, compensation, performance, development, and social and human relationship processes
- Complete the instruments design and development in order to make the system operative
- Complete development, production setting and implementing of an integrated informatics system for HR management
- Design and implement the gradual application of the system’s new instruments to every governmental institution under Civil Service Law, applying the normative centralization and operative decentralization principle
- Broaden the public servants central registry and the HR management informative system use to all governmental entities
- Create a Public Management subsystem to reduce knowledge, mid-level abilities and experience, and freely-selected staff loss, who periodically leave organizations due to political changes (analyze experiences from Chile, Peru, and Colombia)
- Modernize and strengthen ONSEC (National Civil Service Office): processes, systems, structure, and citizens’ service.

Implementing this strategy could have a significant impact in the improvement of public management, evaluation, control, transparency and accountability, as well as to prepare institutions to implement potential future changes to Civil Service legislation.

Its realization requires strategic vision, priority attention to the political class, extraordinary investment resources, political/technical leadership and international cooperation.

Only by trying to implement a different strategy to modernize Civil Service, we can expect to change the results we have obtained so far.
Nuestro país es rico por naturaleza

Tenemos la gente. Tenemos el deseo. Tenemos un futuro que solo necesita que cada uno tome su responsabilidad para ser el mejor futuro que podemos construir. En eso estamos trabajando.

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Responsables por naturaleza.
30mil mujeres con Mejores Familias

Mujeres formadas cambian su vida, su familia y su comunidad con ciudadanía responsable.
El sabor de lo que somos
Institutionalizing the Congress of the Republic of Guatemala

FROM THE DEMOCRATIC SYSTEM

Mario García Lara, Executive Secretary of Alianza Técnica de Apoyo al Legislativo –ATAL (Technical Alliance Supporting the Legislative Body)

Decades have passed since democracy started to take roots in our country; however, our democratic progress has been slow and has faced a series of obstacles that difficult overall development in Guatemala: economic progress has been very slow and has not contributed to reduce poverty indexes; corruption is largely present in every-day activities amongst governmental entities; public insecurity paralyzes everyone; and, in addition to all this critical environment Congress has not played its corresponding role as a center of democratic debate for national problems and their possible solutions.

According to most recent publications of the study “Cultura política de la democracia” (Democracy’s Cultural Politics), the institutions that generate the least confidence are the Congress of the Republic, political parties and National Civil Police; while corruption is perceived as an evil that endangers democracy and weakens the much-desired Rule of Law.

It has been proved throughout history that strengthening democracy is compatible with the search of economic and social development; in other words, the more solid the democracy, living standards for the population will be improved. But, what can we do to
Country...

...have better and stronger democracies?

The answer is relatively easy: build and strengthen institutions that make up the democratic system; of course, these institutions are priorities, in the security and justice areas as well as in the sacred field of checks and balances that provide a well-managed democracy, especially in the electoral system area.
In the electoral system, on one side, political parties are key groups that must become real institutions, authentic citizen participation channels that ensure their representativeness, and on the other hand, the Supreme Electoral Tribunal that must exercise its fundamental role of working as the maximum authority in the system.

These priorities must include in security and justice, concrete efforts to restructure the National Civil Police and justice courts through profound reforms. On the division of powers, it is urgent that Congress recovers the role that the Constitution assigns on its obligations as a Legislative Power, for which it is convenient to reform its internal regulations to strengthen its autonomy in front of other powers, as well as to encourage its operations and fulfillment of duties.

In the electoral system, on one side, political parties are key groups that must become real institutions, authentic citizen participation channels that ensure their representativeness, and on the other hand, the Supreme Electoral Tribunal must exercise its fundamental role of working as the maximum authority in the system.

It should also be noted that the issue isn’t “that our democracy is too young or budding” or “that the latitude or longitude on earth has an influence in our situation”; the problem is in systems with perverse or misaligned incentives due to inappropriate regulatory frameworks, full of faults, legal gaps and mechanisms that allow the electoral system become a market for interests, privileges and businesses that feed it.

It is not “that our democracy is too young or budding” or “that the latitude or longitude on earth has an influence in our situation”; the problem is in systems with perverse or misaligned incentives due to inappropriate regulatory frameworks, full of faults, legal gaps and mechanisms that allow the electoral system become a market for interests, privileges and businesses that feed it.

And long-term vision that leads us to development and welfare, produces a dysfunctional political system in which there is a flow of illicit money into politics, unrestrained transfugismo (term known in Guatemala to describe the action of changing party affiliation), lack of political and ideological debate on important matters for the country, campaigning out of time and place, little citizen participation in political parties, little credibility in the Congress and a series of effects basically derived from weakness and ineffectiveness of two key institutions in every electoral system in the world: political parties and electoral authority (in our case, the Tribunal Supremo Electoral – TSE –, Supreme Electoral Tribunal).

Political parties, which should be intermediaries between citizens and governmental bodies, are key components that should be urgently strengthened through a reform of the Electoral and Political Parties Law. TSE, as a maximum authority in the system, must be strengthened too in order to effectively fulfill its key role of applying rules that regulate the electoral democratic process. If the Electoral Law were
reformed in these two institutional aspects (political parties and TSE) the rest of the problems in electoral system would be easier to solve.

The essential problem related with possible reforms to Electoral Law, promoted by different forums and initiatives, is its focus in areas that are only the symptoms of a greater evil or are too contentious to achieve feasible advances. Additionally, these proposals tend to stagger due to neglect or by being replaced for secondary media matters instead of concentrating on the essence of the reforms. These secondary matters could be left for later in order to concentrate on the main matters; for example, in political parties, propitiate greater legitimacy and representativeness, enforce their internal democracy, modernize their election processes, and modify how the Congress incorporates to achieve a stable conformation; in TSE actions should be focused on reforms to strengthen magistrates’ independence, extend the terms of office, improve its capacity of exercising authority through drastic and effective sanctions, as well as to strengthen its capacity of supreme tribunal in the elections matter.

It is important to take into account that, as long as democracy is not strengthened, that is if its key institutions are not strengthened, concentration of power will always be a disguised authoritarianism that will not contribute to the coveted economic and social progress we all want and strive to achieve.

In any case, we must be aware that institutional reforms do not have immediate results, but we can be sure they generate deep quality changes, which have had results in effective democracies. The enemy to overcome is status quo, because those changes mentioned previously go deep into the privilege, influence traffic, corruption, dark management systems... Here is where full-time citizens, where entities who fight on a daily basis for a better Guatemala, where honest and dreamer politicians (yes, there are), where good Guatemalans must manage our best effort; only through the building of strong and effective electoral institutions – political parties and electoral authorities – it will be possible to consolidate our weak democracy and leave behind the underdevelopment that asphyxiates the great potential of Guatemalans.

Formar COMUNIDAD es la mejor SEGURIDAD.
We need a comprehensive, clear proposal with technical vision

César Sigüenza - ATAL

Discussion, consensus and proposal of a reform to the electoral system is a priority that cannot be delayed if we want change in our country. On one side, the Government lacks a true social legitimacy which makes it difficult to implement necessary policies and programs to develop the country; on the other side, citizens, through different segments from Guatemala’s society, argue and express that they do not see their needs and interests reflected in governmental activities, nor spaces or institutions to have their petitions heard. These realities make us reflect on the importance of a modification to Electoral and Political Parties Law for the development in Guatemala.

Hence, it is important to have some basic principles on the operation of a democratic government, since it will help propose a reform to solve the necessary and key aspects, respecting those institutions and advances that have developed with efforts in time.

The electoral system is composed by a set of complex rules and institutions that regulate operations of entities interacting among them. On this, we can say that the electoral system is “the ensemble of rules that regulates the process through which voters’ preferences are based on votes, and these votes become governmental authorities’ posts”1.

Guatemala’s current situation and lack of legitimacy in political parties make the reform to legal electoral framework urgent, acknowledging that it is an updating task that must be done
periodically, since electoral system is a perfectible setting that must be fitted to society as it evolves.

In response to the need of a reform to Electoral and Political Parties Law, Alianza de Apoyo Técnico al Legislativo – ATAL – (Technical Alliance Supporting the Legislative Body) proposes a reform to electoral system based on improving issues identified as key items; strengthening already-existing institutions that need support to continue developing; and avoiding to reform those items that operate properly.

ATAL’s proposal affirms initially that there are some notions that must accompany the electoral reform process, such as:

a. Involvement of civil society;

b. The understanding that electoral matter reforms have a special nature, since juridical and political matters are involved;

c. Given the composition of the electoral system, composed by a series of interdependent elements, a reform cannot be performed by modifying one of its elements without leaving aside the natural and unavoidable effect it will have over the other elements and on the overall democratic system; and,

d. Political parties must be involved and support the electoral reform process or, on the contrary, it will not have the necessary support and strength to take place.

Taking into account the importance and manner that a reform to electoral system must have, ATAL proposes the following reforms to Electoral and Political Parties Law:

a) **Strengthening institutionalism in Political Parties and representativeness of the Electoral System, and**

b) **Strengthening the Supreme Electoral Tribunal**

### A. Strengthening Institutionalism in Political Parties and Representativeness of the Electoral System.

Political parties are one of the most important elements in an electoral system, they are the natural channel that citizens have to elect those who will represent their interests and, therefore, are one of the key pieces to be strengthened to improve Electoral and Political Parties Law. It is suggested that reforms propitiate greater legitimacy and representativeness in political parties through an interior democratization in them, the inclusion of semi-open lists systems for electing candidates for the Congress of the Republic, and the modification of their integration system to achieve stability in its implementation. To achieve the previous objectives, we suggest incorporating the following provisions:

- **On democratization of political parties:** establish as mandatory minority proportional representation system for the designation of posts in the Comité Ejecutivo Nacional (National Executive Committee) and in the posts designation for permanent bodies. Additionally, set up that votes of affiliates and delegates of political parties in assemblies are free and secret.

- **Establish that the proposition of candidates for popular election:** where there is no current municipal organization, is performed by the respective Departmental Assembly

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Reform regulations of the internal organization in Political Parties so that there is greater approximation of parties to citizens and greater public legitimacy.

Include the semi-open lists system. This introduction would considerably improve deputies' representativeness to voters. Improving representativeness is one of the main needs of Guatemalan democratic system; additionally, it would be an important step closer to a more functional and sustaining democracy to solve the great social conflicts that affect Guatemalan society. ³

Also, an improvement on the relationship between the public servant and the citizen will allow a better citizen control. Such opportunity for citizen control and punishment, through votes, introduces a positive action element for the public servant, since if he or she acts differently from what voters expect or what the law establishes, there is a clear possibility of losing the necessary support to remain in office.

We must observe that “in rigorously democratic terms, a body is representative in relation to a certain social group, when its holder or holders are elected by and among members of this group, through universal, free, secret, direct, competitive and periodical votes, that compels them to act, in their discretion powers environment, in accordance with the presumed will of its voters (not necessarily of a party), who, in case of a notorious deviation, may withdraw their confidence through reversal or simply by not reelecting them”. With this inclusion, a crucial element in electoral system would be modified, which is currently failing and, if it were adjusted, it would be greatly beneficial for democracy and economic and social development in the country.

Modification of the Congress of the Republic integration manner. We consider necessary to modify the manner in which the Congress is composed by its number of members in relation with the size of the voting population. Just as it was declared before, representativeness, key part of the democratic machinery, must be searched on a priority basis, and therefore, it is advisable to modify the number of seats in order to maintain coherence between population size and number of representatives. The proposed formula first aims to maintain the relationship between population representativeness and stabilize the growth of seats; that is, to avoid an uncontrolled increase of deputies.
The proposed formula establishes a number of seats based upon a variable distribution unit with the following characteristics:

a. The distribution unit is calculated based on the district population size with the least number of people;

b. Distribution unit is equivalent to two-thirds of the smallest district in population;

c. The proposal avoids referring to residues. Therefore, it refers to approximately the number of deputies to “the closest whole number” resulting from the division of the population in the distribution unit. The “closest whole number” depends on decimals. If it is greater than X.5 it approximates to X+1, however if it is lower, it remains in X.

The proposal to attain effective strengthening in the TSE can be summarized as follows:

i. Increase the magistrates term of office to ten years; and,

ii. Partial renovation of the plenary. This partial renovation will take place with the exit of a nominal magistrate and his/her respective substitute every two years.

B. Strengthening the Supreme Electoral Tribunal.

Plenary of Magistrates of the Supreme Electoral Tribunal –TSE–:

As a result of the importance of the Supreme Electoral Tribunal and the manner in which it exercises its jurisdiction and authority, strengthening the Plenary of Magistrates of the Supreme Electoral Tribunal, the head and maximum authority in direction and decision matters, is deemed extremely important.

It is important that along with the strengthening of political parties and the general democratic system, the figure of who will be in last instance the authority who will apply, manage and control the Electoral System and the regulations that controls it is strengthened.

An improvement of the capacities of the Plenary of Magistrates of the TSE will not only bring a better and more stable administration of the Supreme Electoral Tribunal, but more importantly, it will also have an influence on improving electoral jurisprudence and strengthen its controlling role, since magistrates will have greater independence and stability during the exercise of their duties.

ATAL proposes in the internal organization matter, the creation of two managements in the Supreme Electoral Tribunal, as follows:

i. General Management of Supreme Electoral Tribunal, which will be in charge of the administrative control and management of the TSE; and

ii. Electoral Management of Supreme Electoral Tribunal, which will be responsible of planning and organizing election and referendum processes.

The creation of these managements will free magistrates from the Supreme Electoral Tribunal from daily duties not pertaining to their office that must be handled by specialized professionals, without eliminating the hierarchy that magistrates must maintain as superior authorities within the institution. That is, this redesigns the Supreme Electoral Tribunal in such a way that the Plenary of Magistrates fulfills strictly jurisdictional and general management in the
institution, while it is freed from ordinary and organizational administrative duties in purely administrative bodies.

**Improving the controlling functions of the Supreme Electoral Tribunal.**

Given the importance and complexity of the controlling function of the Supreme Electoral Tribunal, updating and strengthening the sanctioning system, coordination between governmental entities and the improvement to the control of election campaigning and financing have become necessary. To reach this objective in electoral control, ATAL proposes reforms as follows:

i. Differentiation of activities considered proselytism, exclusive of electoral campaigns;

ii. Reforms to the sanctioning system for infractions committed by political parties and candidates to elections;

iii. Compulsory coordination and cooperation of institutions to fulfill the controlling functions of the Supreme Tribunal;

iv. Reforms to financing control regulations to political parties; and

iv. Improvement of the internal administrative design in regard to control of the Supreme Electoral Tribunal.

Finally, it is necessary to mention that ATAL’s proposals collect the efforts of many institutions, groups, and persons who, through dialog and constructive discussion, have confirmed that changing electoral system is a priority, evidencing those important issues that should be modified. Achieving an effective democracy that works as a platform to social and economic development for the country must be an objective for which every Guatemalan should fight. For this, we must achieve consensus and promote common objectives. We must reflect on this important matter since it is an opportunity to establish a democratic regulatory framework that will truly allow to take advantage of every kind of opportunities generated in our country, to establish coexistence foundations in a developed society where everyone’s rights are respected and promoted. A prosperous Guatemala is not an impossible dream; it is a goal to reach together.

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Cervecería Centro Americana, S.A. Creemos, Confiamos e Invertimos en Guatemala
The event “From What to How: Realizing the 1,000-Day Window a Reality”, organized by Alianza por la Nutrición, the Inter-American Development Bank (IDB), and Secretaría de Seguridad Alimentaria y Nutricional (SESAN, Secretariat for Food and Nutritional Security), had the objective of supporting the activities taking place to counteract and combat chronic malnutrition with the participation of Roxana Baldetti, Vice-President of the Republic of Guatemala; Gina Montiel, Manager for Central American countries, Mexico, Panama and Dominican Republic, IDB; and Álvaro Castillo, Director of Alianza por la Nutrición. Different speakers from Bangladesh, Mexico and Brazil also participated to share their experiences in reducing chronic malnutrition.
The conference to communicate civil service modernization tendencies took place with the support from FUNDESA, Escuela de Gobierno (School of Government), USAID, IDB and ONSEC. International examples were given, emphasizing regional achievements. Felipe Bosch, President of FUNDESA, participated in the inauguration of the workshop, explaining some of the steps to strengthen civil exercise; Carolina Roca participated as well and commented on the balance between merit and flexibility to generate results in improving Guatemalan Civil Service.
The “Taller de Innovación en la Educación Secundaria” (Innovation Workshop in Secondary Education) was carried out by Benjamín Sywulka, Innovation Director of Consejo Privado de Competitividad, along with Cynthia del Águila, Minister of Education; Juan Carlos Paiz, Presidential Commissioner for Competitiveness and Investment; Juan Carlos Zapata, Executive Director of FUNDESA, and Fernando Rubio Director of USAID/ Educational Reform in the Classroom. The workshop had the objective of identifying and discussing development areas and opportunities in the country that will allow to link educative supply with labor supply in order to contribute in the improvement of quality of life for Guatemalan youth.
Raising Entrepreneurial Training

By Philip Chiccola, Director of Public Management Unit of CACIF and Director of the Course

The course “Liderazo Político y Empresarialidad Estratégica” seeks to form business leaders to practice better trade policies.

Within the framework of the document “2012 Nuevo Principio” (2012 New Beginning), Organized Entrepreneurial Segment undertook the commitment to nurture the training of its management in new disciplines. This, under the premise of who trains in culture and knowledge grows, not just individually, but also serves better his/her trade and country. Based on this principle, since 2010, the Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras (CACIF, Coordinating Committee of Agricultural, Commercial, Industrial, and Financial Associations) presented the Diploma in Liderazgo Político y Empresarialidad Estratégica (Political Leadership and Strategic Entrepreneurship) together with the Political Studies Institute of Universidad Francisco Marroquín.

The study program was structured with the support of Pedro Trujillo, Director of the Political Studies Institute, and has three modules. The first module introduces participants in explicative concepts and theories from the political and entrepreneurial environment of the country. Then, it introduces participants in the use of analysis tools and political leadership, such as strategic analysis, prospective scenarios, organizational communication, or disciplines from Legal Economic Analysis and Public Choice. The last module students apply studied tools to an analysis of current situation, in political, social, and security areas.

As part of the commitment with excellence, curricular methodology design is a very important process. For this, Universidad Francisco Marroquín has called to use the Socratic education method that aims to promote debate over the traditional lecture system. It also uses academic texts discussion, like the book “Guatemala: La Historia Silenciada” (Guatemala: The Silenced History) from Doctor Carlos
In this process, quality professors are essential. The University provides more than a dozen of its most renowned professors, including 5 professors from abroad. Likewise, several professionals from technical teams of CACIF and FUNDESA are part of the faculty, which speaks of the human quality and talent of entrepreneurial organizations.

In three years, a total of 42 entrepreneurs – leaders from different guilds and chambers from CACIF – have graduated from the Program “Liderazgo Político y Empresarialidad Estratégica”. Among them, two ex-Presidents, Carlos Amador and Andrés Castillo, as well as six members of the current top businesses stand out. As Andrés Castillo, ex-president of CACIF mentioned during an interview with El Periódico: the transcendental bet of the program is “to build a better-educated, more-prepared elite that may have an impact on the national debate”. 
Three Challenges for Guatemala Visible: Institutional Strengthening, Citizens Education, and Transparency Promotion

By María de los Ángeles, Executive Director of Guatemala Visible

Undoubtedly, our country faces great challenges to consolidate the young and budding democracy we are living. Guatemalans are divided every day in a struggle for the most basic survival and the search for mechanisms that will allow them to contribute with their part in creating responsible citizens in the best of cases.

In a country where democracy is essentially young, in its institutions as well as in the formation of its citizens, it is necessary to have efficient citizen participation instruments to channel initiatives from those Guatemalans who know governmental bodies have high corruption levels and, far from being able to control them, it seems that a hard to control epidemic is occupying more and more important spaces in governmental institutions and in another environments in the life of our country. On this matter, it is necessary and fundamental that citizens participate in building democracy in addition to being bearers and architects of efficient control and audit models for their authorities.

For this, important economic and educative investments are necessary to generate precise competences to play this role in society; dialog and debate spaces to allow the promotion of coherent proposals focused to the common good. On this, Guatemala Visible projects aim to contribute in transforming Guatemalan society from the inside, promoting free and fair educative and citizens participation spaces that offer the opportunity to be critical while at the same time people are able to know, research, co-learn, and transform their reality with their own work.

In Guatemala Visible, participation processes transform into political actions, in the sense of performing transformations and social changes on a local, regional, and national level for the common good. For this, searching for this common good, we have identified as priorities three large pillars in which we are currently working: Citizens Education, through the Red Nacional por la Integridad (National Integrity Network) and Observatories in the interior of the Republic; Institutional Strengthening, through alliances with other organizations from civil society and government interested in ensuring that public servants in the government powers work adhered to law; and through a transversal axis that traverses every one of our activities, the principle of Transparency, the only way of guaranteeing a proper use of public resources and the mechanism for citizens to know, as well as to audit the use of these resources the members of the three powers make, starting with the premise that transparency is an element that prevents corruption and contributes to eliminate it; transparency is also essential in a democracy that works, since the relationship between the Government and the citizens strengthens or weakens depending on whether there is more or less of it.

In this context of new citizens participation experiences, we have visualized the importance of generating convergence spaces for young leaders, where knowledge and basic meanings on political participation are provided; we perform this through the programs that the Red Nacional por la Integridad executes in the interior of the Republic, promoted by Observatories, which already have more than 850 voluntary members.

Guatemala Visible, Congreso Visible (Visible Congress), and Red Nacional por la Integridad seek to contribute in the transformation of Guatemalan society, promoting citizens
participation spaces to promote this change. The bet of this education process is not just the acquisition of new knowledge, it is the analysis of reality under the light of a critical and proactive posture, thus becoming in concrete actions that transform the reality of our country.

Our organization operations center on three specific working areas which allow our intervention and impact be much more specialized. The first one is strengthening governmental institutions, especially Congress and justice institutions. The second one is control and audit of legislative management, and the third one is promotion of citizens’ education and participation through Observatory Networks throughout the national territory.
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Presidente de los Estados Unidos Mexicanos (1994 - 2000)

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El Presidente Zedillo cuenta con un doctorado en Economía de Yale University y doctorados honoríficos de Harvard, la Universidad de Miami y la Universidad de Massachusetts. Recientemente, fue electo como Presidente de Global Development Network.

FECHA Jueves, 10 de octubre de 2013
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