



Guatemala

Ref 53166 INF 024 (UP)
Contactar a: Fernando Masaya
Fernando.masaya@undp.org

26 de enero de 2010

Estimada Señora Aguilar Stwolinsky:

**Asunto: Final project report, agreement: 520-G-00-07-00103-00 Inventory of the GOG
Human Resources Capital**

Tengo el gusto de remitirle el informe final del proyecto Inventario de la Gestión Humana, que incluye información sobre los resultados alcanzados en el marco del mismo, las dificultades encontradas y recomendaciones derivadas del trabajo encaminado.

El informe confirma que el principal producto generado, conforme el marco de resultados original previsto para el proyecto, fue el inventario de los servidores públicos del Organismo Ejecutivo, que incluye información de 13 Ministerios y 13 Secretarías de Gobierno.

Más allá de ese resultado, en la última etapa de ejecución, que se encaminó con la participación de la Oficina Nacional de Servicio Civil (ONSEC), se equipó a esta institución con servidores y equipo de computación para manejar la base de datos correspondiente al inventario, y se encaminó una consultoría que permitió construir un plan estratégico de desarrollo institucional. Este plan identifica las estrategias que han de encaminarse, en el corto y mediano plazos, para la generación de un sistema integral de servicio civil para el Estado guatemalteco, y por consiguiente plantea un trabajo que va más allá de la consolidación de un sistema institucional.

Aprovechamos para compartir con ustedes que estamos formulando con la ONSEC un nuevo proyecto, dirigido a hacer viable la implementación del plan estratégico, y que prevemos presentarlo a su consideración para ver si podemos hacer un renovado esfuerzo conjunto en esta materia.

No podemos cerrar este capítulo sin confirmar que queda mucho por hacer, pero también que estamos en la mejor disposición de cooperar en lo que corresponda.

Muy atentamente,


Xavier Michon
Director de País

Anexo: informe final del proyecto.

Sra. Carla Aguilar Stwolinsky
Asesora en Democracia y Gobernabilidad
Gerente de Programas de Transparencia
Agencia de los Estados Unidos para el Desarrollo Internacional
Su despacho





Guatemala

FINAL PROJECT REPORT

Agreement: 520-G-00-07-00103-00 Inventory of the GOG Human Resources Capital
Recipient organization: UNDP-Guatemala
Recipients account number or ID number: GUA/06/015 00053166 (45062)
Prepared by UNDP-Guatemala, by Fernando Masaya (Programme Officer)
For USAID (USAID/San Salvador Program Office).
December 15/ 2009

A. General information regarding the project:

The project started in November 2006 under the responsibility of the Presidential Commission for the Reform, Modernization and Strengthening of the Estate (COPRE) and the main work aimed at the generation of the database of the inventory of the Government human resources capital was developed along 2007.

In August 2007, COPRE identified the convenience of implementing a technological platform aimed at administering the database, and proposed the mobilization of additional resources to cover its costs. However, COPRE was closed in January 2008 due to change of the Government.

In September 2008, the database was transferred to the National Civil Service Office (ONSEC).

In August 2009, ONSEC decided to renew and to assume the implementation of the project in order to use the remaining funds (in the framework of the agreement with USAID) in purchasing the computer equipment to implement the database, as well as in developing an institutional strategic plan.

The project was implemented with financial support of the USAID, the governments of Norway and Spain, and the Central American Development Bank (BCIE).

B. Major successes achieved during the grant period:

The database of the inventory of the Government human resources capital is the main result achieved in this project, which includes data regarding workers of the institutions of the Executive Branch (Ministries and Secretariats) of all the country, with exception of a group of public servants of the Ministry of Public Health and Social Assistance (which decided not to be involved in the process).

The participant institutions included 13 Ministries and 13 Secretariats, and the respective data includes information regarding the persons who had an active legal labor relationship with the institutions in the budget lines 011, 021, 022, 029 and 031.

The institutions that participated in the process are: Ministry of Agriculture, Livestock and Food; Ministry of Environment and Natural Resources; Ministry of Communications, Infrastructure and Housing; Ministry of Culture and Sports; Ministry of National Defense; Ministry of Economics; Ministry of Education; Ministry of Energy and Mines; Ministry of Public Finances; Ministry of Interior; Ministry of Foreign Affairs; Ministry of Public Health and Social Assistance; Ministry of Work and Social Welfare. Also the Secretariat of Strategic Analysis; Secretariat of Administrative and Security Affairs; Secretariat of Agricultural Issues; Secretariat of Social Welfare; Secretariat of Executive Coordination; Secretariat of Social Communication; General Secretariat of the Presidency; Secretariat of Social Work of the President's Wife; Secretariat of Peace; Secretariat of Planning and Programming; Secretariat of the Woman; Private Secretariat of the President; and Secretariat of Food and Nutrition Security.

The data was collected, for each servant, through a ballot, and verified against the certified payrolls of the Ministry of Finances and the participant institutions.

The ballot and the work plan for carrying out the inventory was designed and approved by COPRE, after a pilot exercise which confirmed its suitability. This pilot exercise was implemented in the Department of Guatemala with the support of the Ministry of Economics; in Chiquimula and Sololá, with the Ministry of Work and Social Welfare; and in Sacatepéquez, with the Ministries of Health and Education.

The inventory was carried out with the support of the ONSEC, the State Accounting Division (DCE); the Technical Budgetary Division (DTP); the National Institute for Public Administration (INAP); the Ministry of Work and Social Welfare; the Secretariat of Planning and Programming (SEGEPLAN); the Superintendency of Tax Administration (SAT); the National Statistical Institute (INE) and the Ministry of Public Finances (through the SIAF-SAG project team).

The base included the updated registry of public servants, as well as the classification of the respective posts and salary scales.

Almost 74 thousand servants were analyzed in all the national territory. Interesting findings were obtained. For instance, 37.5% of the servants are women, and there are 167 men for each 100 women, which means that the participation of women in the Public Sector is larger than in the Economically Active Population (EAP). More than half of the servants (52.7%) are between 22 and 45 years old, and most of the servants have less than 15 years in service.

However, the respective data has not been used after it was collected, because of the closure of COPRE. For this reason, it needs to be updated, since the information corresponds to 2007. ONSEC is willing to take care of this and even develop a general computing system – one like

an Enterprise Resource Planning system –ERP, as part of the implementation of its new institutional strategic plan. Besides, as the collected data had some technical inconsistencies (related in particular with the numbers of the personal identification of the servants), these must be corrected in a next step of the process.

In these last efforts, related to the last request for advance submitted to USAID, it was possible to:

1. Provide ONSEC with the computer hardware necessary to implement a data base for administering the inventory of the GOG human resources capital. This included the acquisition and the installation, in the offices of the institution, of:
 - 1.1. One database server Dell PowerEdge R710, serie GZQ4ZK1; one web server Dell PowerEdge R710, serie HZQ4ZK1; one Development server Dell Poweredge R710, serie BHL9ZK1; one Dell backup unit, serie 45E1010; ONE Dell rack 42U, and one UPS APC, serie JSO931002412.
2. Supply ONSEC with complementary computer and office equipment aimed to facilitate the work of the team in charge of administering the inventory of the GOG human resources capital. This included the acquisition of:
 - 2.1. Seven Dell Latitude E5400 laptop computers;
 - 2.2. Seven Office Pro OEM licenses;Seven HP Laser P1005 laser printers;
 - 2.3. One Epson LC projector S-6;
 - 2.4. Seven three-drawers “robot” file metal cabinets;
 - 2.5. Ten regular file metal cabinets (1.62m x 0.66m x 0.46m); and
 - 2.6. Two four-panel metal cabinets, model AV-198.
3. Define, through a specific consultancy, the strategic plan of the ONSEC, which included the identification of the measures that will be promoted by this institution for developing, through a long term effort, a comprehensive civil service system for the Guatemalan State. This plan was defined with the participation of the different institutions involved, including representatives of the Guatemalan Congress, the President’s Office and several ministries.

C. Shortcomings and/or difficulties encountered:

The main difficulty encountered in the implementation of the project was the closure of COPRE. However, the Vice-President’s Office, recognizing the importance of the work done, recovered the database and transferred it to ONSEC in September 2008. ONSEC resume the project and implemented it in a very short period (August and September 2009).

In the implementation of this last step of the project, however, it was not possible to purchase an Oracle Standard Edition license for the database because of its cost. Therefore, ONSEC decided to use a SQL license of its own in the respective server to operate the database, and requested UNDP to use the respective funds in the acquisition of the complementary computer and office equipment mentioned above.

D. Recommendations:

COPRE recommended some main actions aimed at strengthening the different civil service systems of the Executive Branch, as well as at increasing the level of knowledge of the civilian servants on civil service and on transparency.

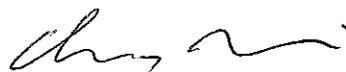
However, ONSEC, in the last step of the project and through the mentioned consultancy, has identified a whole strategy to build and consolidate, through a long-term effort, a comprehensive civil service system for the Guatemalan State, which included the identification of the different actions that should be implemented for that purpose.

The actions are organized in six strategic lines, which correspond to:

1. Institutional strengthening of the ONSEC and of the current civil service in charge of it;
2. Consolidation of the civil service system and establishment of a professional service career;
3. Strengthening of the civil servant training and education systems;
4. Repositioning of ONSEC (as a new Presidential Secretariat);
5. Implementation of a centralized unitary registry and automation of procedures; and
6. Integration of national civil service systems.

In a joint effort with ONSEC, UNDP is currently designing a specific project to implement those actions and will share the proposal with USAID in order to identify possibilities to support this initiative all together. ONSEC is really interested since the project will be a main instrument to implement its institutional strategy, and is willing to commit institutional in kind resources in support of the project.

Approved by



Chisa Mikami
Deputy Country Director

