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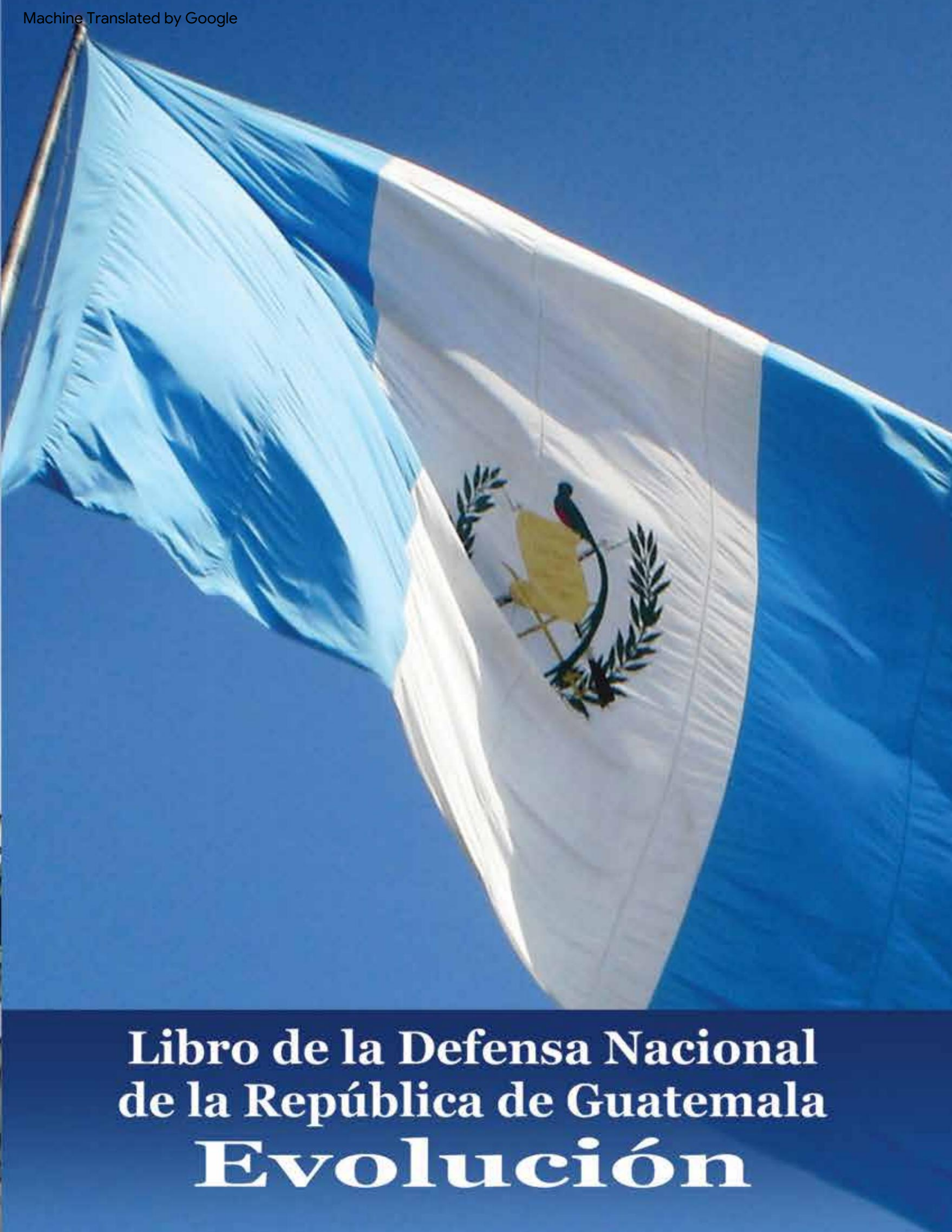

Libro de la Defensa Nacional de la República de Guatemala

Evolución

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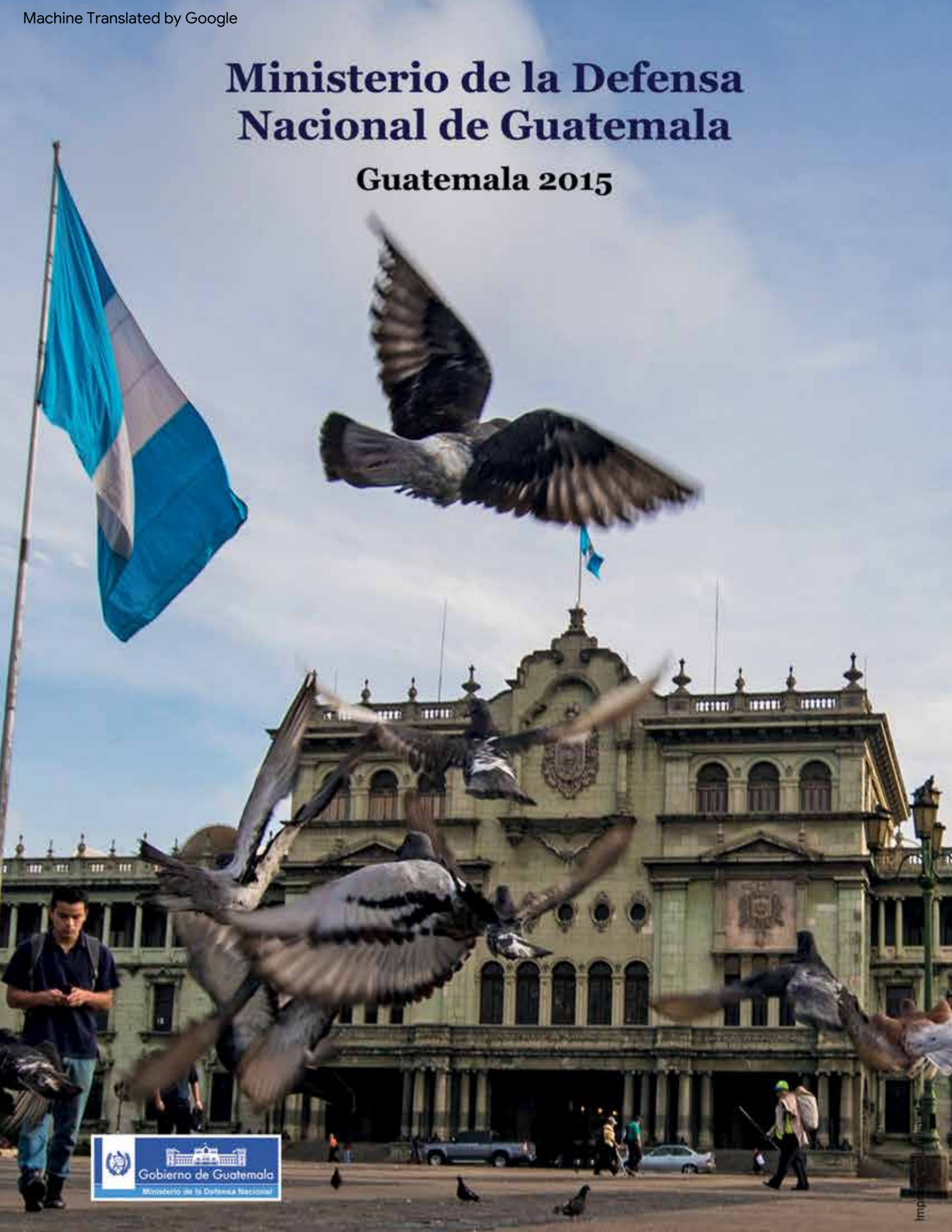
Ministerio de la Defensa Nacional de Guatemala

Guatemala 2015



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NATIONAL DEFENSE BOOK OF THE REPUBLIC OF GUATEMALA 2015

EVOLUTION

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IV.

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FOREWORD

The State of Guatemala has promoted transparency in defense matters since the year two thousand and one. Proof of this is the first National Defense Book of the Republic of Guatemala, prepared in the year two thousand and three. This document, in addition to fostering mutual trust in the region, promoted the creation of spaces for debate at the national level so that Guatemalan society could participate in the formulation of the Defense Policy.

As State policy, the conception of Defense must be permanent but at the same time frequently updated, in accordance with the environment and context, with a long-term vision.

Within the framework of the search for a Safe and Prosperous Guatemala, the updating of the National Defense Book is an important contribution. It constitutes a step towards the future on the path towards better security conditions, considering the strengthening of the institutional framework to build a State with a greater capacity to serve its citizens.

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It is important to highlight that the framework of this document includes the variables of the moment and the perspective of government, but with the scope of the State.

By publishing the second volume of the Book of National Defense of the Republic of Guatemala, the firm commitment is expressed to strengthen mutual trust, the conviction for peace, the full willingness to support international security and the will for society to continue participating in the updating and formulation of the Defense Policy.

External events are described that have influenced the evolution of the use of the military resources of the States in matters of internal security, for this reason to face the threats, risks and vulnerabilities to the Security of the Nation, requires comprehensive strategic actions to reduce the incidence they may have in the country.

In this sense, the Defense Policy contemplates diplomacy as the first line of defense, whose primary purpose is to avoid conflict, given the ties of friendship, current integration processes and bilateral and multilateral cooperation mechanisms with neighboring countries; but at the same time it provides for actions to achieve the permanent objectives of National Defense: maintaining the independence, sovereignty and honor of Guatemala, the integrity of the territory, peace and ensuring conditions of internal and external security.

National Defense, being everyone's responsibility, demands the participation of the different actors of the country, in the implementation of the National Defense System. For this, the adequate and optimized administration of defense resources is required, in order to give a timely response to the demands imposed on the system.

In this sense, incorporating new planning and High Level Management methodologies will make the set of programs viable to develop capabilities in National Defense. This type of planning will contribute to transparency and good management of resources, allowing accountability.

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The projection of the National Defense, lies in the implementation of the National Defense System. This process requires the development of forces by strengthening capacities, expanding the Military Reserves and guaranteeing the effectiveness of Civil Defense.

In order to recognize the successful development of this process, it is opportune to express well-deserved gratitude, on behalf of the State of Guatemala, to all sectors of society represented in the Defense Community: political, economic, social and military, whose contributions have contributed to enrich the analysis, which has allowed a new volume of the Book of National Defense to be presented to the people of Guatemala and to the international community.

Presidency
Republic of Guatemala

"National Defense is the task of all Guatemalans"

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PRESENTATION

The Ministry of National Defense published the first National Defense Book of the Republic of Guatemala in the year two thousand and three. It was the result of an active interaction between civilians and the military, who under the principles of respect and tolerance carried out a broad debate that allowed the formulation of the National Defense Policy. In this way, the National Defense Book was prepared, the process of which certifies that defense was no longer conceived as the exclusive domain of the military sector, given that, as it is a public policy, it demanded the inclusion of different sectors of society. This citizen participation made it possible to consolidate and deepen the discussion in an area as sensitive as National Defense, highlighting that defense is everyone's responsi

The Defense Book of two thousand and three, describes the fundamentals of defense, the environments that affect it, what National Defense consists of, its geographical setting, the armed forces in terms of their organic mission, capacity and means, process training and economic resources for defense with their corresponding statistical data.

Similar to the 2003 process and with the aim of ensuring broad participation, in addition to representatives of government institutions, various sectors of society participated, individual participants, think tanks and other associations, integrated into the Defense Community. , to develop from June two thousand and fourteen, a series of discussion meetings that culminated in the updating of the National Defense Book, in which the Nation's Defense Policy is described and the will to transparency and commitment to peaceful coexistence.

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In the area of security and defense, international dynamics present high degrees of complexity, which imposes important changes in the way of planning and acting. As a result of this, the idea of carrying out a strategic review of the defense environment arises in the Ministry of National Defense of Guatemala, based on the changes that have been generated in the country and in the international scenario that have an impact on matters defense. As a result of this analysis, the of Defense contains innovative elements that are described in this publication of the National Defense Book of the Republic of Guatemala.

Consequently, the Ministry of National Defense with great satisfaction presents to the Guatemalan population and to the international community, the second volume of the Book of National Defense of the Republic of Guatemala, called EVOLUTION . This publication constitutes a fundamental contribution to the proactive and participatory debate on the Nation's Defense Policy. The objective of updating the National Defense Book was the clear intention of continuing to promote confidence-building abroad and promote a plural debate within.

The review process had its main reference in the Framework Law of the National Security System and the product of the debate instances within the Defense Community, giving relevance to plural participation to achieve efficient, effective and Effective National Defense. Likewise, what is related to the challenges of the international scenario for regional cooperation in security and defense, was analyzed by academics and officials, both national and foreign, noting the conditions and opportunities offered by the current regional and international geopolitical situation for the formulation of defense policies.

In its content, the strategic scenario is described citing the changes produced in the external and internal environment; the Fundamentals of Defense are cited in the context of our Rule of Law and the international commitments assumed; Likewise, the link between policies related to security and defense is stated. In addition, it presents the adoption of a new conception of defense with a medium-term perspective; projects a process of modernization, restructuring, rationalization measures and transparency of spending; which is related to the missions, structure and conduct of the defense core.

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In the strategic management of the National Defense System, the sequence of actions in the face of a war threat and to meet other demands of Guatemalan society is described; among which emergency situations and public calamity require a significant amount of resources assigned to defense to provide a timely and adequate response. Civil Defense as an activity and institutionality plays a preponderant role in this sense, and for this it is necessary for society to participate resolutely in the tasks of prevention, preparation, mitigation, response and recovery.

To all of the above, the second volume of the **National Defense Book of the Republic of Guatemala** adds new high-level management processes, described in the Integrated Defense Planning and Management System -SIPLAGDE-. The system allows you to benefit from transparency and social audit methodologies, highly valuable elements for accountability and, at the same time, highly demanded by Guatemalan society.

The Ministry of National Defense, aware of the challenges that arise in the fields of security and defense, will remain available to develop strategic studies with the support of Guatemalan society, which will make it possible to formulate proposals in accordance with the reality of our country. In this sense, the next review and update of the National Defense Book is expected to be carried out in the near future in order to have an instrument in accordance with the reality of the country and the situation presented by threats, risks and vulnerabilities.

Likewise, consolidate the National Defense System in accordance with the National Security System whose primary purpose is to guarantee a "Secure and Prosperous" Guatemala.

Ministry of National Defense
Republic of Guatemala

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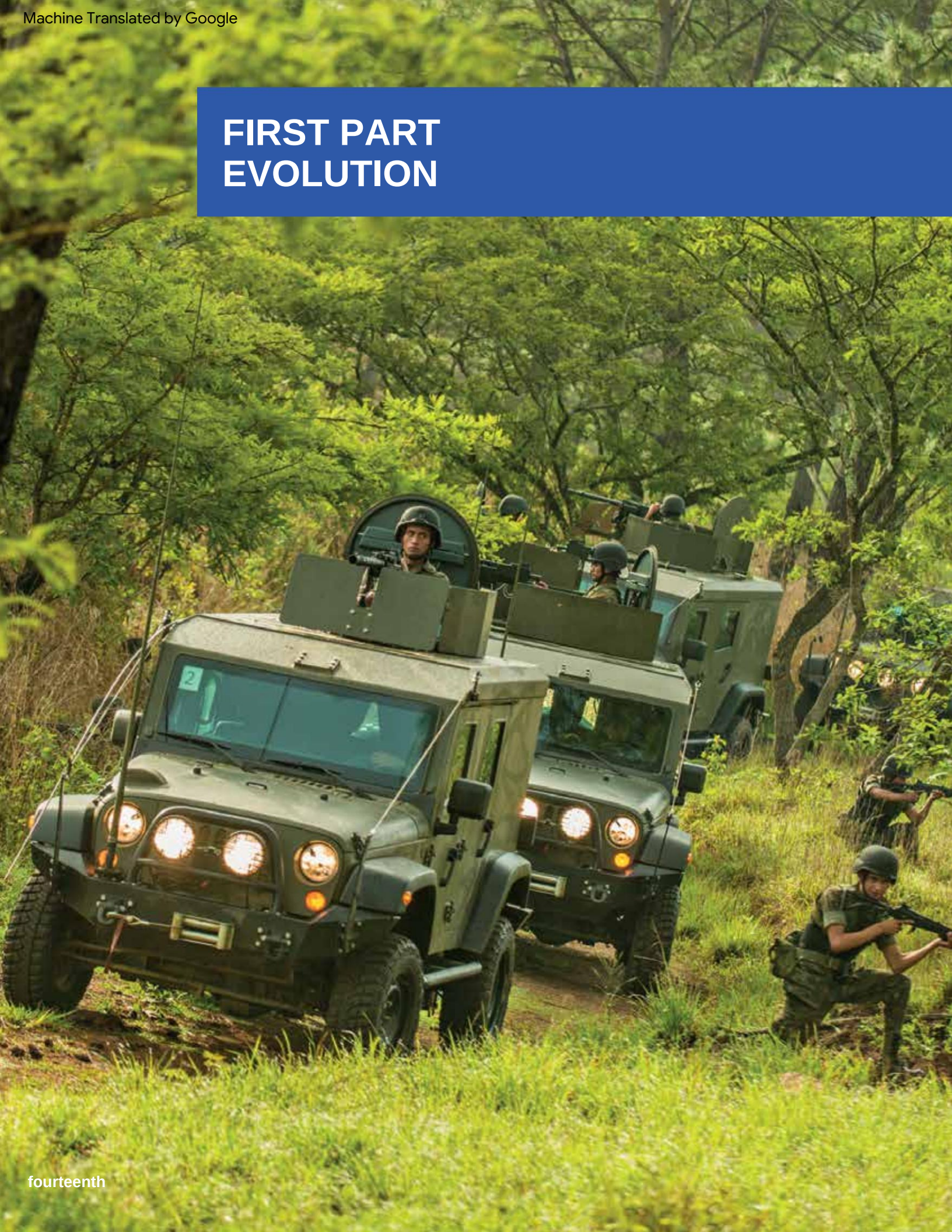
FIRST PART
EVOLUTION



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CHAPTER I

CHAPTER I. Evolution of defense

A. Fundamentals of defense

The Political Constitution of the Republic of Guatemala establishes the anthropocentric orientation, respect for human, civic and political rights, which is why it guides the institutions with competence in security to protect the lives of its inhabitants, complying with all legal precepts. established in matters of security, defense and public order.

This foundation contains stone elements and therefore do not change over time because they constitute the basis of many aspects of the nation's life.

Primarily, it makes the Executive Branch responsible for the direction of the defense but establishes the maintenance of control by the Legislative Branch. This condition of balance of powers is permanent.

However, there will be conditions that, without changing the underlying elements, will be variable in terms of form, as a result of changes in the environment, which will demand a series of adaptations of the institutional defense mechanisms that are consistent with them.

The development of constitutional obligations is specified in the following laws: the Constitutional Law of Public Order, Constitutive Law of the Army, Law of the Executive Branch and the Law of Civic Service, among others that have not undergone any modification in the present century.

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However, the way in which these functions are made operational has varied since the first generation of the National Defense Book, in at least two large areas.

One of them is the issuance of the Framework Law of the National Security System -LMSNS-, which establishes the coordination and integration of institutional efforts through a series of instruments that characterize the Nation's Security framework, these being : the National Security Policy, the Risk and Threat Agenda, the Nation's Strategic Security Agenda and the Nation's Strategic Security Plan.

In matters of National Defense, it is established to develop the National Defense Policy and guarantee the call and mobilization of the Civil Defense.

The next area of change refers to the evolution that can occur in the nature of the resources, in the form of action of the obstacles or in the environment; becoming the driving force behind the transformation of defense capabilities.

In Guatemala, in recent years, significant change has been manifested in human resources and their capabilities.

Thus, the Guatemalans who began their immersion in the defense environment have expanded their capabilities, as have the members of the system. It is the reason for the adaptation suffered to be able to respond to the demands of citizens in security and defense.

These aspects of change, within the framework of the permanent institutional foundations, are those that are developed below.

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B. Scenario for security and defense

At the end of the year two thousand and four, the High Level Group on Threats, Challenges and Change, in its report to the United Nations General Assembly, refers to collective security and the challenge of prevention.

It defines a threat to international security as any event or process that causes death on a large scale or a massive reduction in life chances and that undermines the role of the State as the basic unit of the international system.

In this sense, it establishes six groups of threats that should concern the world today and in the decades to come:

• Economic and social threats, such as poverty, infectious diseases, and environmental degradation • Conflicts between states • Internal conflicts, such as civil war, genocide, and other atrocities on a large scale • Nuclear, radiological, chemical and biological weapons • Terrorism • Transnational organized crime.

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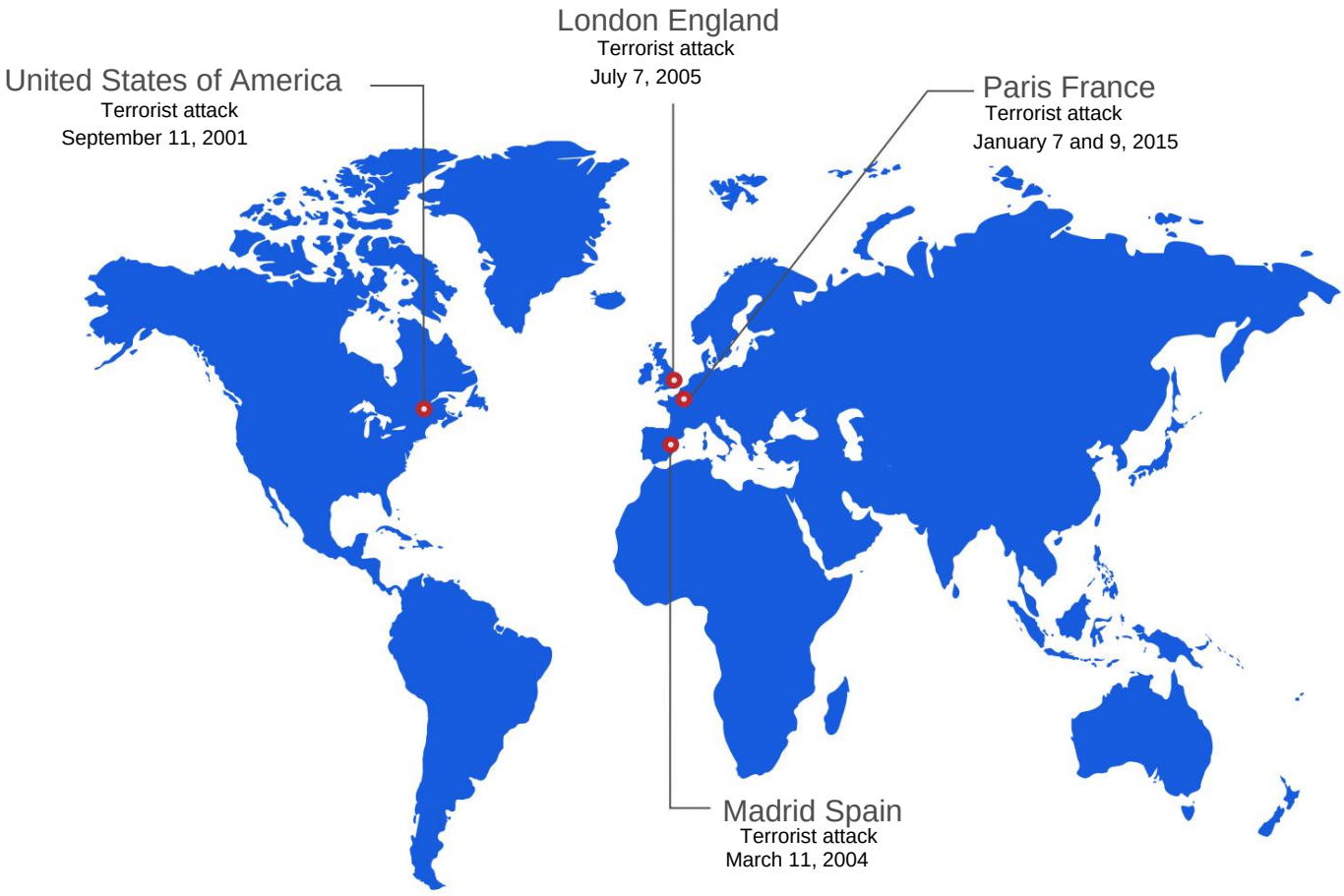
With particular emphasis on these last two groups, the review exercise of the National Defense Book of the Republic of Guatemala included consideration of the effects of terrorist attacks at the beginning of the 21st century; which reconfigured the Security and Defense agendas, prioritizing terrorism as one of the non-traditional threats against State Security.
A similar situation occurs with transnational organized crime.

In relation to the aforementioned effects, it is pertinent to cite some cases that provide clarity in the understanding of the existing trend.

map 1

Terrorist acts at the beginning of the 21st century



Source: Prepared by the authors, with information from the Higher Center for National Defense Studies -CESEDEN-, Ministry of Defense of Spain.

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1. America

On the continent, after an unprecedented attack on the United States of America, the already existing agility of the communication media allowed the world to observe the harshness of the event, but also evidenced the bewilderment of the authorities, whose officials could identify ways of reaction, however, their protocols prevented them.

Subsequently, it was possible to hear testimonies from officials who violated the restrictive protocols for certain actions, allowing the use of military resources for internal missions. This circumstance prompted a transformation in the way of understanding security and the *United States Department of Homeland Security* -DHS- was created. Within its functions it has established to protect the United States territory from terrorist attacks and to respond to natural disasters.

Related to the above, public security, mainly in the face of riots that exceed police capacity, is attended to by the National Guard, which, in addition to its capacity for this state mission, is prepared as a military force for federal missions.

Likewise, in the region different models of employment of the security and defense forces have emerged in response to the multidimensional threats that their societies face.

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In some countries, the difference between the security forces and the spheres of action is identified. There are also others where the armed forces act in support of the police forces at different levels and magnitudes; however, there are some where there is no distinction between the security and defense functions.

It is important to note in this that the progressive response added other actions, which were characterized by the investment of financial resources, according to the country's capacity.

Added to these considerations is the requirement for defense resources to participate in a subsidiary manner, in the care and mitigation of the effects produced by natural and anthropogenic events.

It is pertinent to mention the effects of climate change which, as well as being of global interest, are especially important for the region, considering that four of the ten most vulnerable countries are located in Central America.

This concern has influenced the actions to be taken in the region, due to the incidence that these events have had on security.

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Desertification and the rise in sea level, a product of the phenomena that precede them, in association with geological events, are generators of human needs that can translate into food shortages and massive displacements, which will lead to border tensions and of various kinds. nature, demanding security actions.

Undoubtedly, the main effort will be in prevention and not in reaction, which is why considerations of this nature appear to be prevailing, which requires collective solutions.

2.Europe

The Spanish experience on this phenomenon of transformation shows its effects, when configuring its security model integrating the defense.

The 2012 Defense Directive is cited, which makes explicit reference to the increasingly interconnected condition of the world in which "terrorist groups and organized crime can seriously damage social peace"
(Spanish Ministry of Defense, 2015). He says that the economic crisis should not be the cause to stop paying attention to security. He cites the directive that the armed forces, in addition to their essential contribution to National Defense, also contribute to "protect vital national interests, when other means have proven ineffective" (Ministry of Defense of Spain, 2015).

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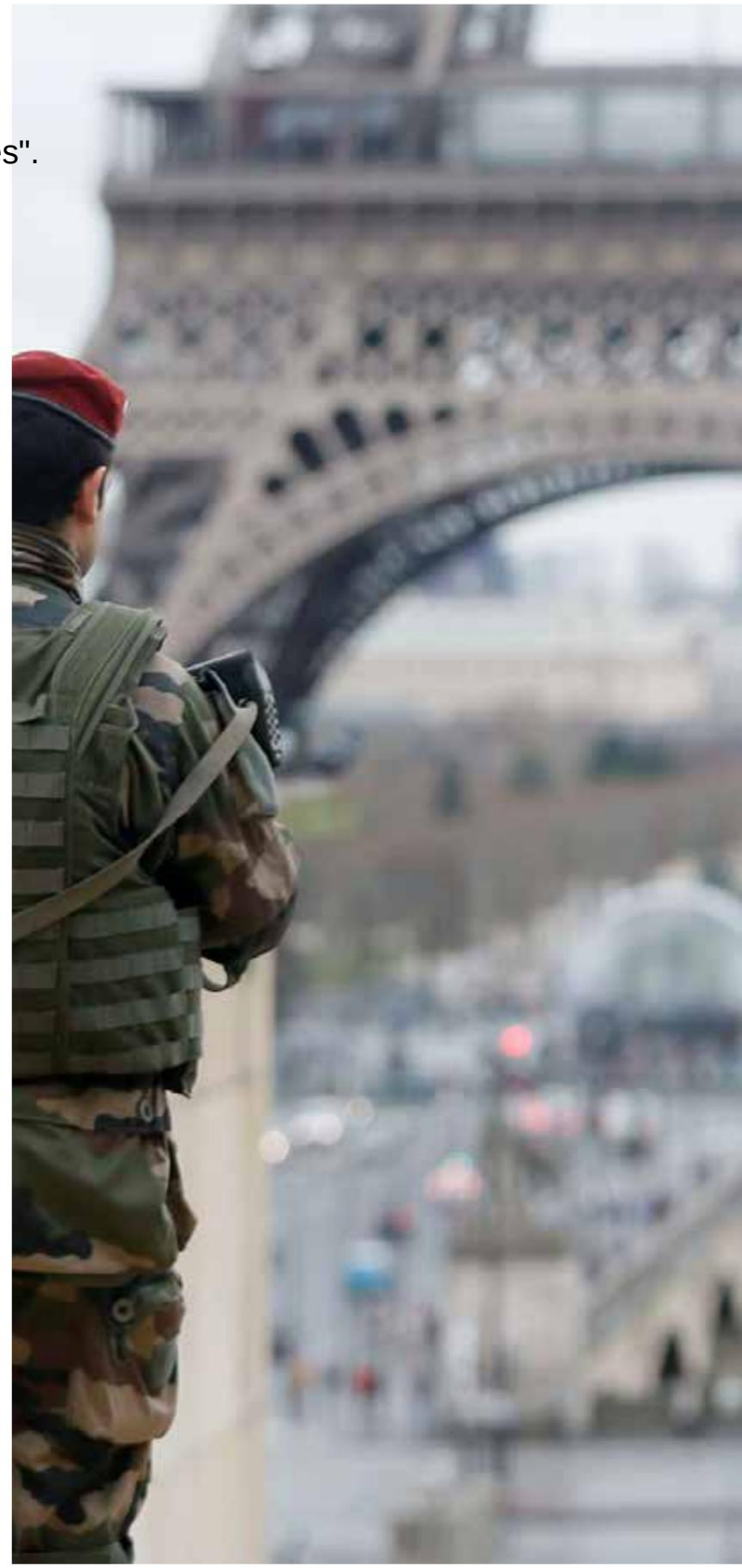
Another reference is the White Paper on Defense and National Security of France, which in its content refers to the environment marked by "profound changes". (Ministry of Defense of France, 2015), whose characteristics result in positive and negative impacts on various areas of society, including internal and external security.

The book indicates that "The main innovation" is that its content is not limited to defense, but globally it serves all national interests. It is necessary to mention that its numeral five expresses: "coordination between civil and military devices is one of the fundamental principles of the new strategy." (French Ministry of Defense, 2015).

In the case of France, events unfolded in the opposite way than in the United States of America.
France had already made the changes to its security and defense when it was attacked by international terrorism.
From this account, the reaction was effective and timely, based on the safety of the company and its assets.

Thus, with the same agility, the media transferred the previously unthinkable and revealing scenes of the transformation of security and defense: French soldiers



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posted near the tower Eiffel, guaranteeing its safety, among other actions with resources military. This transformation It also responded to the establishment of terms of action and availability of resources.

Most of the cases, in which the efforts of the security entities have tried to take control over this type of event, have resulted in the death of the terrorists, as happened recently in France and Belgium. The terrorists, by resisting their capture, showed their determined attitude and the destructive power of the weapons used, which puts police units at risk and demands actions that go beyond traditional police operations.

3. The change

There is no doubt that events such as those mentioned above are not the only ones that have favored the transformation of the environment international. The persistence of traditional threats that have recently transformed the European map are also indicators of changes in security and defense.

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In another order, the Common Security and Defense Policy of the European Union -PSDC- establishes a cooperation framework to carry out operational missions in third countries, with the primary purpose of maintaining peace and strengthening international security, based on the civil and military means provided by the Member States.

The missions he sets are:

• humanitarian and evacuation;
• conflict prevention and peacekeeping; • combat forces for crisis management; • Joint actions on disarmament; • advice and assistance in military matters; • stabilization operations at the end of conflicts.

With the above, it is evident that security and defense resources are of special appreciation, particularly for the use of differentiated capabilities such as the use of military resources with a multipurpose characteristic in order to reduce costs and optimize resources for various functions.

Paradoxically, while developed countries, despite having superior resources, have been using more and more military resources based on their security and humanitarian aid; in other countries this has been objected to.

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The aforementioned references make it possible to specify that in the presence of threats that violate traditional security in various ways, States have adopted security and defense models in which the use of available means is prioritized based on effectiveness, being secondary that the resources are civil or military, adapting to the existing need to ensure the well-being of its inhabitants.

It is pertinent to indicate that due to the increasingly diffuse character between the internal and the external, as a product of globalization, the States that had not traditionally used their military resources for internal security; Now, in the prevailing environment, they are under pressure to incorporate them, in attention to the objective and also to the fact that the specific institutionality has been overcome.

Given the seriousness of the threats, in various countries of the region, governments and some sectors have proposed and made the use of the armed forces in public security tasks a reality, such as: the fight against organized crime and drug trafficking, today known as new threats or irregular threats.

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In summary, the effects of the recurrence of attacks by international terrorism and transnational organized crime, manifested in a noticeable manner at the beginning of the 21st century, have caused the transformation of security and defense, surpassing post-Cold War paradigms in terms of the use of military resources, in support of internal security, particularly when other resources have been overwhelmed. Added to this are the requirements to respond to disasters of various kinds.

It is important to mention that the use of military resources depending on the existing need, must respond to the regulation of the Rule of Law and the corresponding international order and commitments.

C. Cyber defense

In the future scenario, although it is increasingly present, in addition to the physical spheres of the interior and exterior, there is a new dimensionless sphere for the conflict: ***cyberspace.***

Within this virtual space, strategic information warfare at first seemed like a new form of conflict that was barely defined and therefore especially dangerous, since the attacks and the magnitude of their consequences are hardly predictable.

With technological advances and its widespread use, the hegemonic powers have transformed their force design and rethought the way they face threats for this reason.

The advance of threats and the proliferation of cyberweapons with destructive purposes have modified conventional defense parameters, which has forced the implementation of actions against various actors such as cyberterrorists, cyberactivists, and even cyberarmies in a completely asymmetrical environment.

In turn, the growing threat of criminal organizations that use information technology for their actions imposes a shared responsibility in the fight against transnational organized crime.

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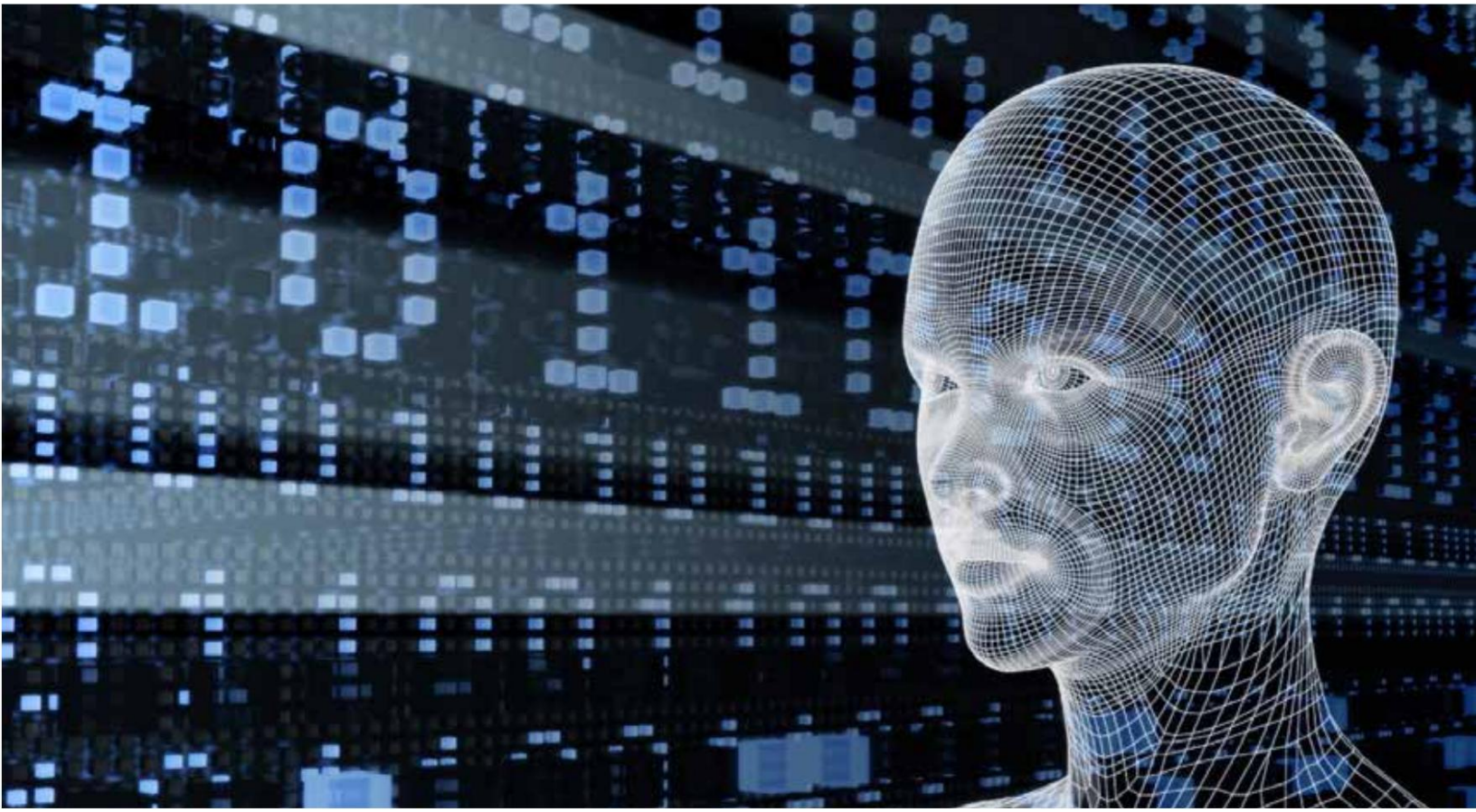
All this variation in a short time has forced to evolve in the field of security and defense to address these threats. This will be an aspect to be considered in these fields in future policies to be developed with a view to strengthening IT technical and operational capacities.

This dynamic imposes solutions of a regional, continental and global nature, given that said threats have such characteristics and require the use of technological tools to help the same countries to present a common front for their adequate attention.

The Inter-American Committee against Terrorism -CICTE- of the Organization of American States -OAS-, since 2003, has insisted on improving the capacities of the Member States in terms of cyber security.
This initiative has promoted the construction of policies and plans related to cyber defense, with the purpose of achieving greater integration of the information resources of the National Security System -SNS- and the National Defense System -SND-.



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D. Institutional framework of the defense

The strategic détente at the end of the 20th century led to the growth and development of non-traditional threats that not only affected the national environment but also the regional, continental and global ones.

This phenomenon faced security structures, where each of its components acted individually and with reference to well-defined sectoral objectives, which favored the growth and development of such phenomena, until they were formally considered as threats.

Given this panorama of risks and threats, there is a need to create security mechanisms that respond within each country, but that also integrate regional responses, including national security systems and regional cooperation mechanisms.

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In Guatemala, the period after the signing of the Peace Accords shows an increase in violence and crime, reaching its maximum rate in 2008 (STCNS, 2015). The foregoing motivated generating comprehensive responses that made it possible to effectively face the threats to the Security of the Nation, given that society demanded to redouble efforts to reverse a generalized perception of insecurity.

As part of this government action, the Framework Law of the National Security System -LMSNS- is approved. The purpose of this law is to establish the legal norms of an organic and functional nature necessary for the coordinated performance of internal, external and intelligence security activities by the State of Guatemala, so that in an integrated, systematized, efficient and effective manner it is in ability to anticipate and respond effectively to risks, threats and vulnerabilities; in order to be prepared to prevent, confront and counteract them in observance of the Political Constitution of the Republic of Guatemala, respect for human rights and compliance with international treaties ratified by the State.

With the implementation of the law, the National Security Council -CNS- is created with the purpose of coordinating the National Security System with a Technical Secretary, to follow up on the policies, plans and directives that are approved by it.

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As a result, the following Nation Security instruments have been prepared: National Security Policy, Risk and Threats Agenda, Nation Strategic Security Agenda and Nation Strategic Security Plan.

These contain guidelines for the defense sector, specifically to prepare and implement the National Defense Policy to comply with article 20 of the LMSNS that regulates: " *The field of foreign security refers to the defense of the independence and sovereignty of Guatemala, the integrity of the territory, peace, as well as the preservation and strengthening of international relations. It acts under the responsibility of the President of the Republic through the Ministries of Foreign Affairs and National Defense".*

"Regarding foreign policy, its purpose is to prevent and counteract threats and risks that affect Guatemala politically and come from external factors. In matters of National Defense, it develops the Defense Policy of the

Nation and guarantees the call and mobilization of the Civil Defense".

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What has been described above establishes the route for the formulation of the National Defense Policy and the processes that guarantee the mobilization of the necessary resources for solidarity support to the population in situations of emergency or public calamity.

E. Defense white papers and their evolution in Guatemala

The National Defense Book of the Republic of Guatemala, like the foreign policy guidelines, constitutes the way of expressing the vocation of peace and cooperation of the State of Guatemala in the international arena.

Its origin and development go back to the years 2001-2003, which is why it presents the characteristics of first and second generation defense books, in the sense that they sought to establish communication bridges between society and the State, in the full process. consolidation of the Peace Accords.

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Having fostered the participation of various social sectors made it possible to foster transparency and mutual trust in matters of defense abroad and give it legitimacy and consensus within.

The Ministry of National Defense began the review and update process from June 2014, in order to evolve to a new conception of defense, which is characterized as: Complementary, Adequate and agile, Balanced, Anthropocentric and Legitimate. -EXACT-.

The implementation of the National Defense Policy occurs through the process of fulfilling two general objectives. The first describes the need to build the National Defense System and the second the implementation of the Integrated Defense Planning and Management System -SIPLAGDE-.

These actions in the field of defense are essential characteristics in the third and fourth generation books, evidencing an unprecedented qualitative leap, even more so when these approaches arise from the needs identified within the National Defense and that coincide

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with government guidelines for public management, which are based on parameters of transparency in the management of resources and good practices.

Once this strategic shift in the management and conduct of National Defense has been institutionalized, it will be ready to start the third review or update of the Defense Policy with a view to evolving into a fifth generation book.

This integration in the strengthening of the institutions of the SNS, is what makes it possible to effectively comply with one of the elementary objectives, for which the State is organized, to protect the person and their property.

F. The Defense Community

After the signing of the Peace Accords in 1996, Guatemala channeled its opening statements in defense towards the construction of a defense book in which the guiding principles of the Defense Policy were collected, within the framework of a participation broad and representative of Guatemalan social diversity.

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From this initiative arose the process of design and elaboration of the National Defense Book of the Republic of Guatemala, which had within its main particularities the participation of society through its different social organizations, regardless of the degree of relationship that the issue of defense they had, considering that the process was in its initial stage.

With the integration of a conglomerate of government institutions, social organizations and individual participants, the process began that culminated in the presentation of the National Defense Book of the Republic of Guatemala in the year two thousand and three.

After this achievement and in response to the formation of a group of participants whose main characteristic was the representation of society, the preparation of other documents was considered in which the contribution of the participating group was used.

The Defense Community has evolved through the incorporation of updated knowledge to be in line with the changes that are presented in the field of security and defense.

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The promotion of this knowledge is feasible through the participation of citizens in the Advanced Strategic Studies Course and the Diplomas in Security and Defense, which enrich the Defense Culture of Guatemalan society.

This has produced that the Defense Community adds to the representativeness, the knowledge.

Defense Community Logo

The understanding of the process in which the National Defense of Guatemala had already been oriented, stimulated the design of a logo that was representative of both the process and its progression.

Guatemala is represented by the National Flag, around which the multicolored circles represent the nature of the society, multiethnic, multicultural and multilingual, who are part of the defense. This idea is replicated in two more circles with ascending dimensions, evidencing its evolutionary nature. This set supports the drawing of a line in the upper part of green, blue and sky blue colors, which identify the classic components: land, sea and air.

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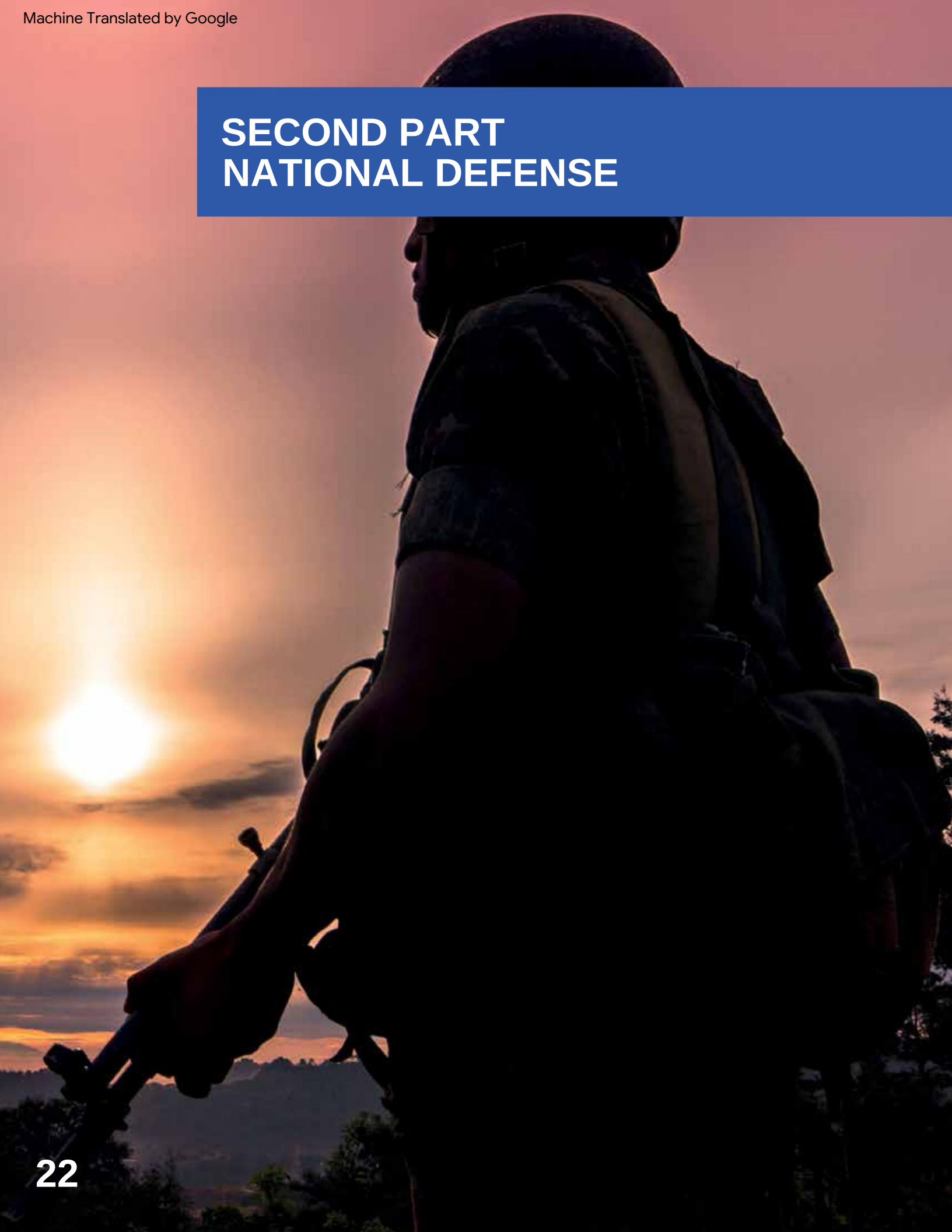

SECOND PART
NATIONAL DEFENSE

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CHAPTER II

CHAPTER II: State Policies

In the field of National Defense there are three policies that complement each other: foreign relations, security and defense. These policies contain strategic guidelines on the issues of Security and Defense of the Nation.

A. Foreign Policy and National Security Policy

The General Framework of Guatemala's Foreign Policy 2012-2016 establishes the strategic guidelines of the State in bilateral and multilateral matters, giving special importance to the defense of democracy, the sovereign will of the peoples, social justice and fundamental freedoms.

Likewise, Foreign Policy attends to sovereignty issues to guarantee the interests of the State, especially regarding border and regional security issues, being autonomous and proactive to influence the establishment of alliances, associations and strategies, in order to achieve mutual benefit; support regional processes in Central America, for the political, economic and institutional integration of the region, among others.

In its orientation, it highlights, among others, the commitments to world peace, respect for international law and the frontal fight against organized crime and drug trafficking.

The National Security Policy is aimed at building the conditions for people to feel safe, free from violence and fear, confident in achieving their individual and collective aspirations. Likewise, its purpose is to integrate the efforts of the entire country in a common purpose: to achieve integral development, strengthen democracy and overcome social inequalities, to build a "Secure and Prosperous Guatemala".

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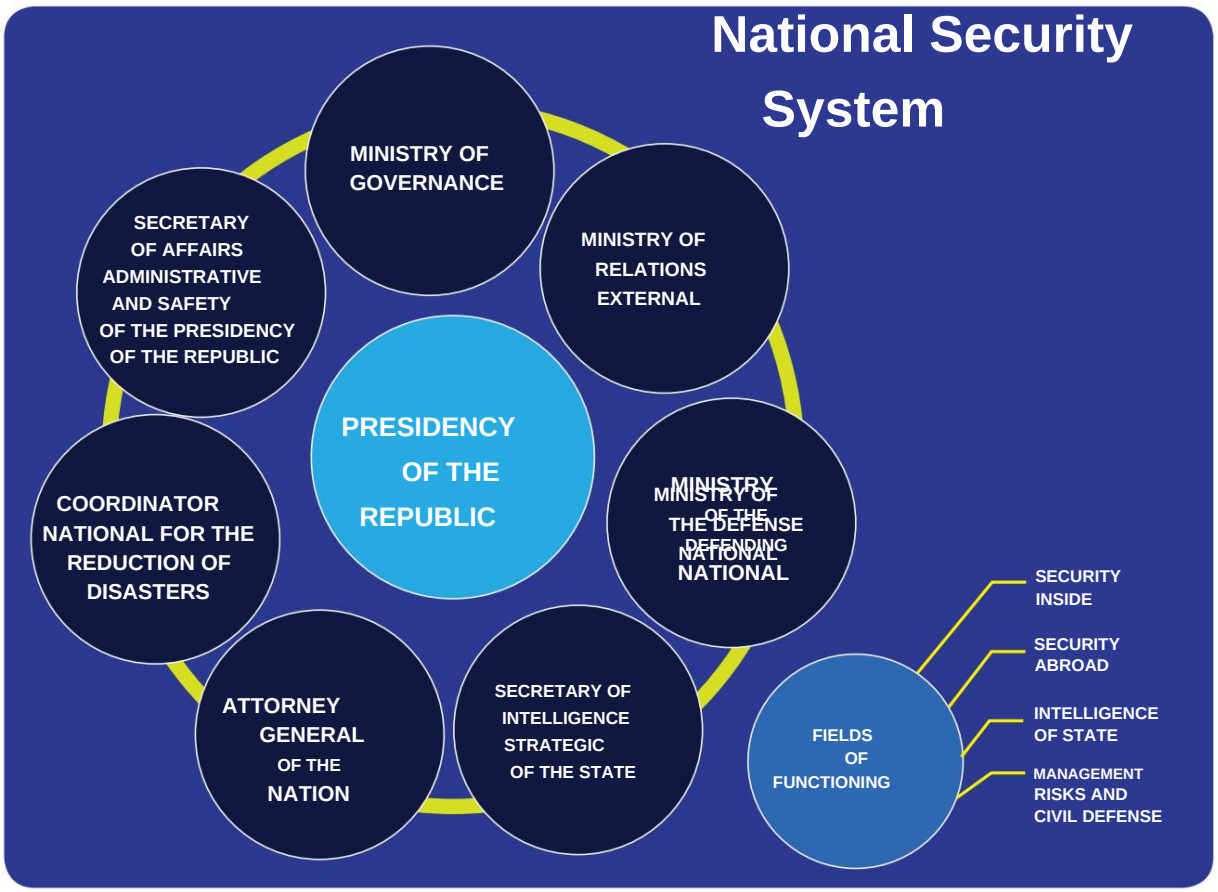
The Nation's Defense Policy was conceived to form part of and complement the functions of the National Security System, an instance that with the sum of the efforts of all public entities of power in the Nation, and with the active participation of the inhabitants, will generate a system with adequate defense capabilities, in accordance with the political-strategic needs of the country, and that will be affordable in relation to national resources, but acceptable to face threats and risks; that are always changing in the framework of international security.

The aforementioned policies consider the defense and promotion of the legitimate rights and interests of the State in the internal and external sphere framed in the Political Constitution of the Republic of Guatemala; taking into account the monitoring and review, as well as the reconciliation with the new international trends in security and defense matters.

graph 1

National Security System



Source: Own elaboration, based on data from the CNS Technical Secretariat.

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B. National Defense Policy

This policy establishes the frame of reference for the construction of the capacities that Guatemala needs and demands for the defense of its sovereignty, the integrity of the territory, the protection of its borders and a firm and lasting peace; within a context of regional cooperation, to contribute to the generation of an adequate environment for the integral development of Guatemalans.

In order to achieve the provisions of this instrument, the geopolitical framework of the defense environment and context has been considered to identify future scenarios that, together with current conditions, pose a problem for itself.

1. The environment

Guatemala is located at one end of Mesoamerica that serves as a bridge between the South and North American subcontinents.

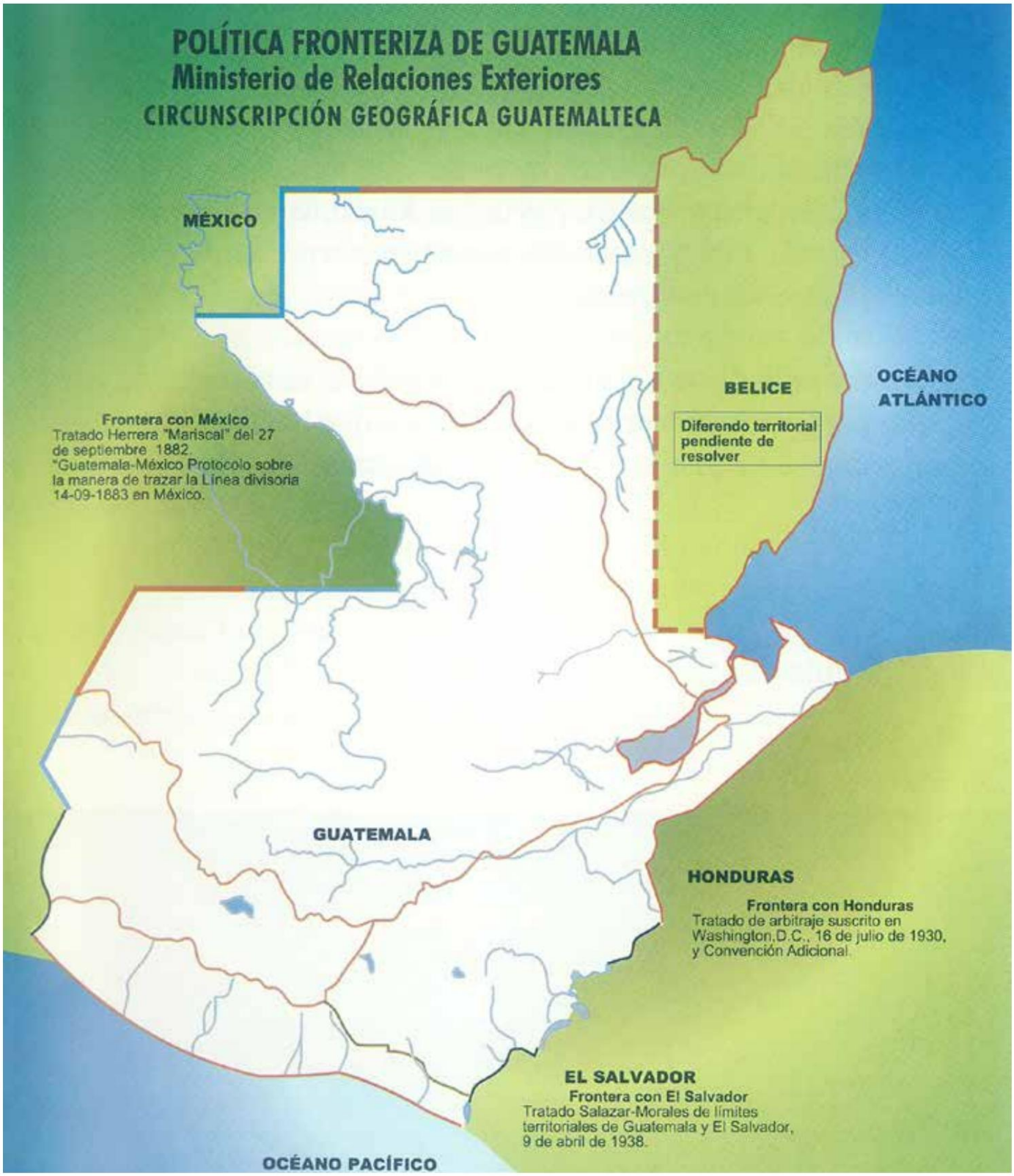
It shares land borders with Mexico, El Salvador and Honduras, with its own dynamics and problems. With Belize there is an adjacency zone whose territorial dispute is currently channeled through diplomatic channels.

This valuable and unique strategic position is reinforced by being a country with access to two oceans, which allows it to have great maritime wealth. However, it still does not define borders in the aquatic spaces with any of its neighbors on both coasts, which makes the depredation of resources permissible, just as it happens with the patrimonial wealth of a biological, mineral and cultural order in the continental territor

Machine Translated by Google

map 2

Guatemala Border Policy



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Its relief, which goes from sea level to the highest area in Central America, favors hydrographic basins, with the characteristic that they all originate in the national territory and that some vent in neighboring countries, crossing borders and providing immeasurable value to the same. This relief also generates a series of microclimates that have an impact on the type of productive land. Both factors facilitate human concentrations.

This geographical characterization places the country with high vulnerability to natural phenomena, mainly due to meteorological manifestations from the Caribbean Sea or the Pacific Ocean.

The continental space rests on the confluence of tectonic plates whose sensitive telluric dynamics is associated with the volcanic eruptive activity of some of the many colossi that are part of the so-called Pacific Ring of Fire.

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In this sense, Guatemala is involved in the security problems of the region and is of importance to certain non-state actors who place it as a strategic place in relation to their interests.

2. The context

By being part of the United Nations Organization -UN- the country has assumed, in terms of security and defense, a commitment to world peace through which capacities are provided for peace operations, in military contingents and in human resources such as military observers, staff officers and others who join units on international missions.

In the hemispheric sphere, the Organization of American States -OAS integrates a diverse institutional framework linked to the defense organization. For this reason, it participates as a member of the Inter-American Defense Board -JID- and has an active presence in the Conference of Defense Ministers of the Americas -CDMA-, as well as in specific conferences of each of the armed forces (See *graph 17 at the end of the book).*

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This experience can be used to achieve regional security, for which reason it participates in the Central American Security Commission and in the Defense Subcommittee based on the Central American Democratic Security Model, among other purposes, to strengthen cooperation, coordination, harmonization and convergence of personal security policies, as well as border cooperation and the deepening of social and cultural ties between their populations.

Always in the field of regional integration, it also participates as a member of the Conference of Central American Armed Forces -CFAC-, established to contribute to security, development and military integration, through the construction of synergies with the Member States, either from bilateral or multilateral way.

When the new threats were officially recognized in the OAS Declaration on Security in the Americas (OAS, 2003), what the region had embodied in the Framework Treaty on Democratic Security of Central America, of the Integration System, was established at the hemispheric level. Central American -SICA-, in 1995. Both instruments contain traditional threats, new threats, concerns and other challenges of a diverse nature.

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In this context, the multidimensional approach to threats created difficulties both for the delimitation and for the military operational definition by each of the Member States, as the separation between security and defense was increasingly blurred.

This demands from the State, the use of its full coercive power in the face of the growth of current unconventional and asymmetric threats, which constitute antagonisms. Regardless of this, the conventional threats, now latent against the security of the nation, continue to be an exclusive function of the armed forces.

Related to the environment described above, Guatemala is practically the border that separates the North from the South, which generates an accumulation of social problems associated with migration. This is a phenomenon that involves not only our compatriots but also many citizens of the continent and other latitudes, who settle on the national border and seek to reach the labor markets of the north.

As a good hemispheric and regional partner, the State of Guatemala seeks to respond to the series of demands generated by this dynamic, by coordinating bilateral and multilateral efforts, which make it possible to face the various threats and risks in an adequate and timely manner.

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3. The future

The future starts from acting now and doing it well, taking on the social demands that the National Defense System -SND- (in formation) establishes in three areas: **internal security,** supporting the fight against organized crime, in all jurisdictional spaces with capable forces ; in **foreign security,** maintaining sovereignty and territorial integrity; Finally, in the area of **attention to disasters,** develop Civil Defense for its use in prevention, preparation, mitigation, response and recovery.

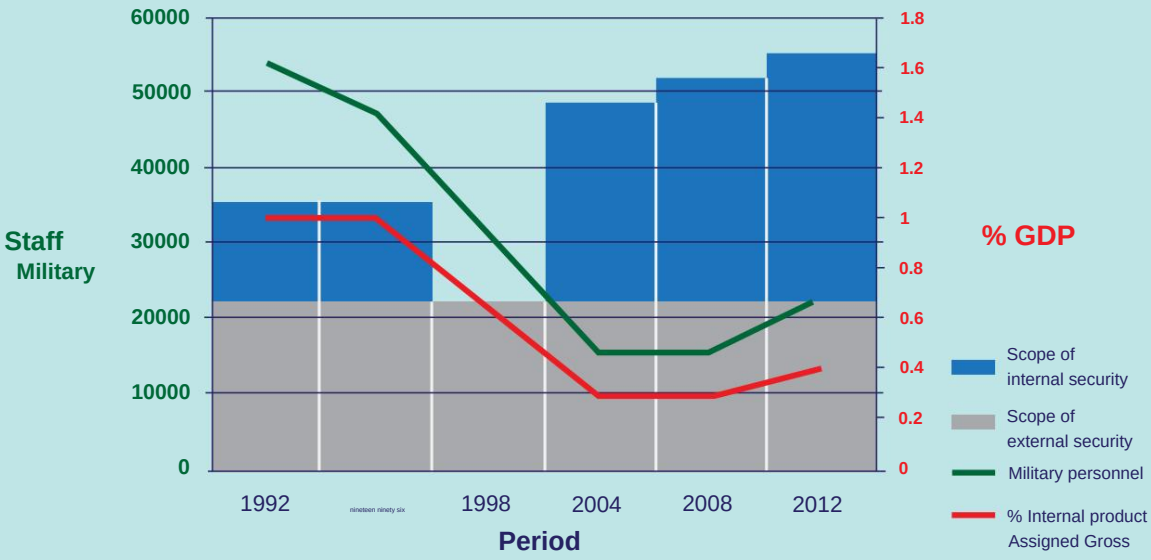
4. Initial parameters

For the Defense of the Nation, a National Defense System -SND- whose core is the Army is demanded. But said nucleus is diminished in its capacities due to reductions that come from decisions of more than fifteen years ago, currently having more tasks with fewer resources than in the past. These subsidiary tasks, by exceeding the capacities of the military units, consume the nation's limited resources.

Machine Translated by Google

graph 2

Comparative graph: number of military personnel, percentage of GDP assigned to the Ministry of National Defense, internal security tasks and external security tasks. Period 1992 - 2012



Source: Own elaboration, with information from the National Defense Policy.

In graph two, the gray and blue bars illustrate only the proportion in number of internal and external security missions.
As can be seen, the external security tasks assigned to the army remain constant, but the internal security tasks assigned have increased notably since 1998.

The green line should be read with the data to the left of the graph and the red line with the data to the right of the graph.

According to the Peace Accords, for 1998 only foreign security tasks had to be carried out with 31,423 troops and a budget of 0.66 of GDP. However, both the military personnel and the budget decreased beyond this limit until 2004, with an increase starting in 2008, but not in the proportion necessary to fulfill the established missions.

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5. The defense problem

Below is an interaction between the environment and the context that condition the way in which the legal mandate must be fulfilled and thus contribute to the solution of social demands. The Defense problem is identified when developing the state of readiness that the components of the National Defense System must maintain, to execute the actions in compliance with this mandate.

The pairing of climate-terrain elements is an imperative in the planning and execution of the forms of action that in turn affect the device, deployment, equipment, mobility, command and control systems and other aspects that, in short, they will shape and outline the Design of the Force. The unique means required to provide the differentiated capabilities to implement such a design are limited and to the detriment.

In the area of defense, the first line of action is the search for conflict resolution mechanisms, but these demand the constant preparation of a permanent force as the nucleus of deterrence and response, in which the mobilization of the Reserves must be developed. Military and the structuring of the Civil Defense. Both aspects are currently absent and despite the fact that they could constitute an important part of a National Defense System, useful in disaster risk management.

Another requirement is the support in matters of public and citizen security. With all this, an expansion in the defense resource requirements has been provoked.

The best way to articulate defense capabilities with other government actors requires coordination and interoperability mechanisms that are currently in the preparation phase. For this reason, it is necessary that the decision cycles be optimized for the best budgetary use of the resources that the State has available to act in three or four mission areas simultaneously.

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It is of special attention to note that the threat is diffuse and changing in magnitude, approximation and manifestation, which affects the operational terms of the defense. This makes the classic methods of planning, management and budgetary aspects become inefficient, which requires a prompt and successful change.

6. Structural premises

As a solution, it is proposed to develop a National Defense System with functions, elements and organization, which will allow coordination and interoperability and will have the Guatemalan Army as its nucleus, expandable through the military mobilization of reserves, the integration of other members of the System National Security and the activation of the Civil Defense.

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This system governs its planning and management under a capacity-based model that allows integration in a complementary way. It integrates units capable of adapting quickly, with an emphasis on borders, peace operations, disaster management, and subsidiary missions, which require differentiated capabilities. It is supported by decision and budget cycles that provide sustainability, aligning the available resources with the demands and taking advantage of two strengths: human resources and the legitimacy achieved.

The entire process must follow the adaptation, modernization and transformation phases dictated by the National Security Policy.

7. Guidelines for action

They define the scale and direction of the effort in the required changes:

Capability Planning to convert capability requirements into programmatic elements, as part of an Integrated Defense Planning and Management System.

Use of flexible, versatile and interoperable forces, to be engaged in simultaneous scenarios, with reaction-interdiction capacity.

Tasks in the Internal Security Area, governed by existing protocols and interaction mechanisms.

Increase the capacity to respond to war threats or emergency situations, through the strategic mobilization of Military Reserves

Develop Civil Defense, with the participation of local power and other organizations, to guarantee governability in situations of national emergency and calamity.

Establish the necessary regulations and protocols for the integration of the components of the National Security System into the Defense dynamics.

Inter-institutional coordination in the field of Foreign Security regulated in protocols, in order to integrate the objectives of diplomacy with those linked to the Defense of the Nation: Maintain the independence, sovereignty and honor of Guatemala, the integrity of the territory, peace and external security; this includes peacekeeping operations, observers and military attachés, as well as military representatives before International Organizations.

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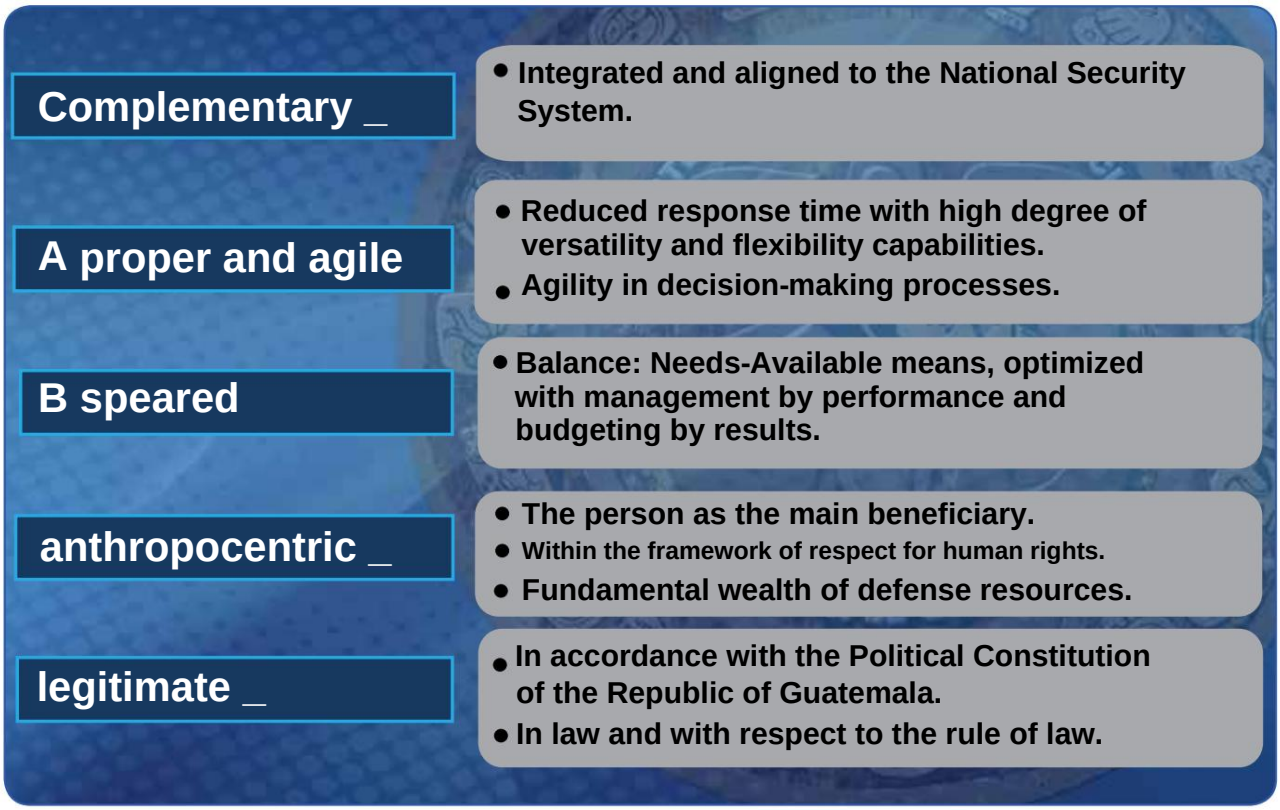
8. The National Defense

The National Defense is characterized by being complementary, adequate and agile, balanced, anthropocentric and legitimate, -CABAL-. This model is intended to respond to the problem of defense, for this it is based on two large areas. The first is the creation of a National Defense System -SND- and the second is the establishment of an Integrated Defense Planning and Management System -SIPLAGDE-.

The Integrated Defense Planning and Management System -SIPLAGDE is made up of Planning by Capabilities, Programming by Performance, Budgeting by Results and Evaluation by Metrics, to optimize decision-making cycles and make the best use of resources. resources and thus obtain the desired results. To do this, you must possess organizational resilience based on lessons learned.

graph 3

National Defense Characteristics



Source: Own elaboration, based on the National Defense Policy.

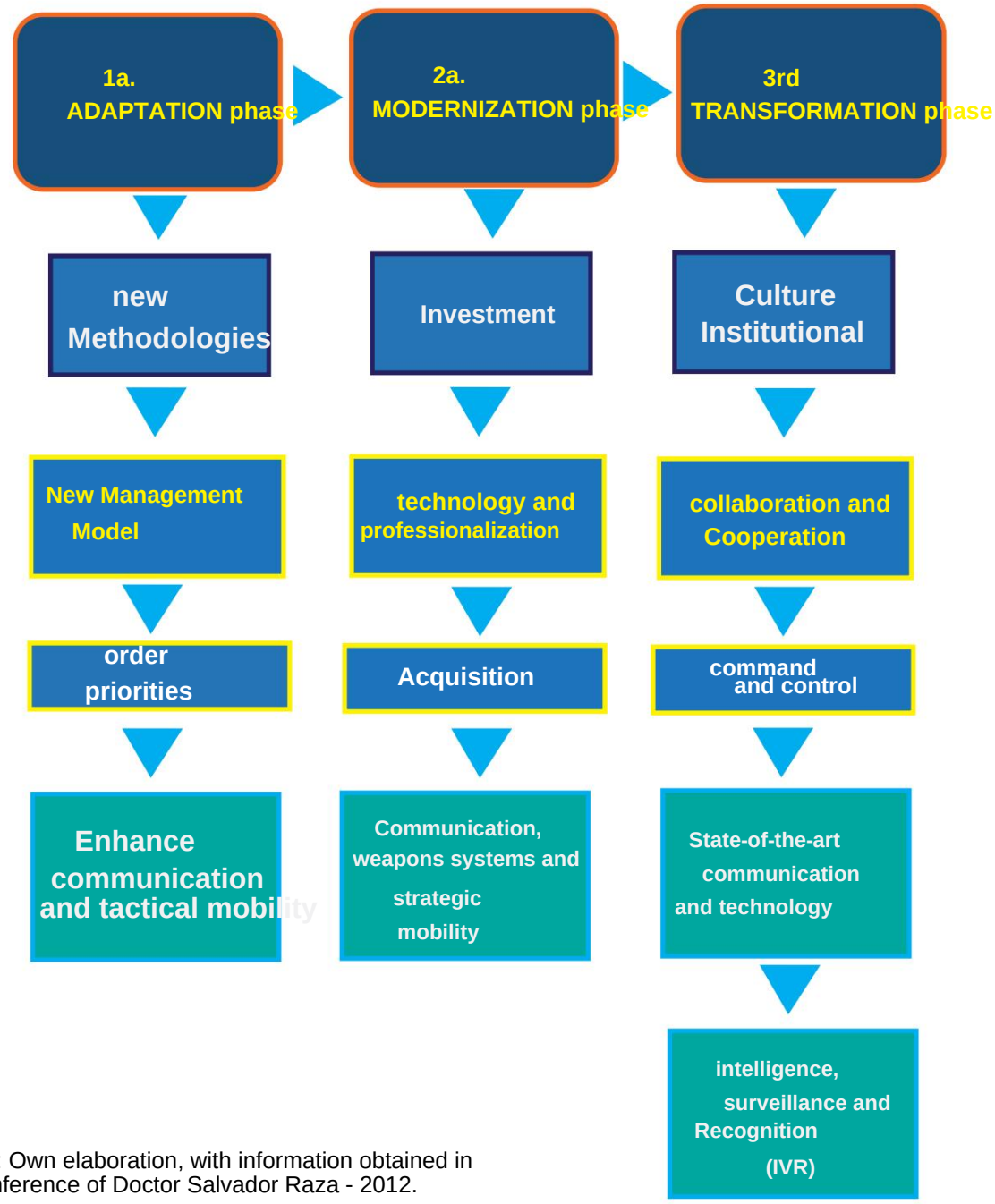
Machine Translated by Google

9. The objectives

They will be fulfilled in three phases: adaptation, modernization and transformation, being the following:

graph 4

Development phases of the National Defense System



Source: Own elaboration, with information obtained in the Conference of Doctor Salvador Raza - 2012.

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to. General objective for the structuring of the system

Structure the National Defense System -SND- with the entities that, due to the nature of their functions, must integrate it, establishing the functions of the system and developing the relationship protocols between its components.

Specific objectives:

- Recover the operational capabilities of the Defense Core National.
- Develop the Nation's Military Reserves.
- Guarantee the call and mobilization of the Civil Defense.
- Harmonize defense diplomatic efforts with foreign policy.

b. General objective for system management

Develop the Integrated Defense Planning and Management System -SIPLAGDE- so that it becomes the main tool for the development and operation of the National Defense System -SND-.

Specific objectives:

- Implement the Integrated Defense Planning and Management System -SIPLAGDE- in the National Defense Nucleus, through the processes of Planning by Capacities, Programming by Performance, Budgeting by Results and Evaluation by Metrics.
- Encourage the members of the National Defense System -SND- to incorporate this planning methodology.

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CHAPTER III

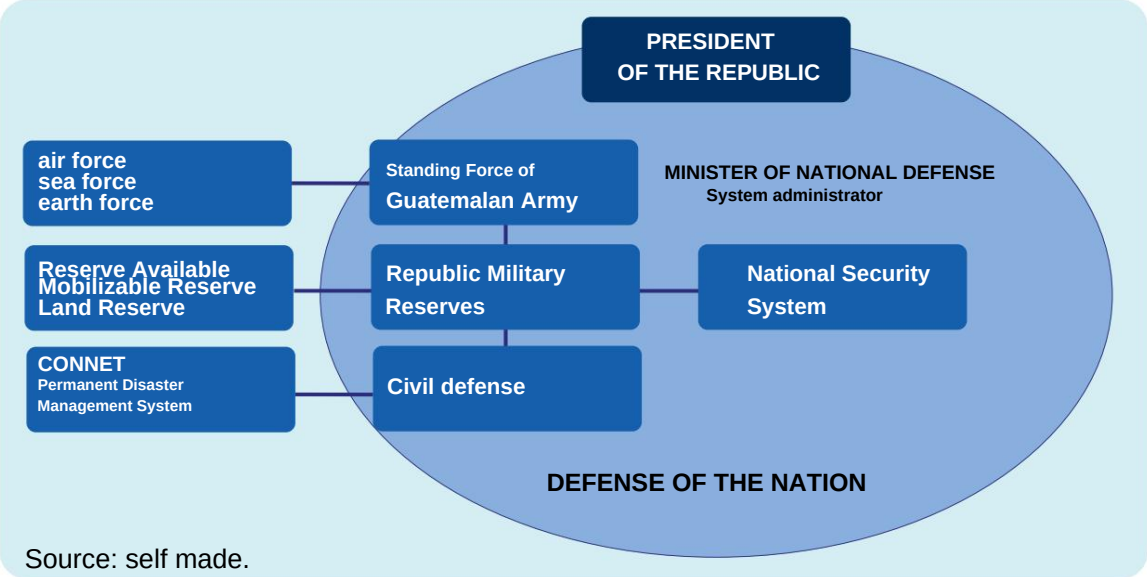
CHAPTER III: National Defense System

One of the objectives of the National Defense Policy is to establish the National Defense System -SND-. For this, it takes into account that constitutionally defense is a right and duty of every citizen.

The National Defense System -SND- will be made up of the following components: the permanent force of the Guatemalan Army, the Military Reserves, the members of the National Security System -SNS- and Civil Defense, integrating the capabilities of each component based on of the Defense of the Nation.

The Defense of the Nation is not limited solely to war threats, it also considers emergency situations and public calamity.

graph 5
National Defense System



Source: self made.

Defense of the Nation:
The State, through its defense, has a set of measures and actions designed to face different types of threats and potential risks that violate the survival of the State and attempt against the Permanent National Objectives.

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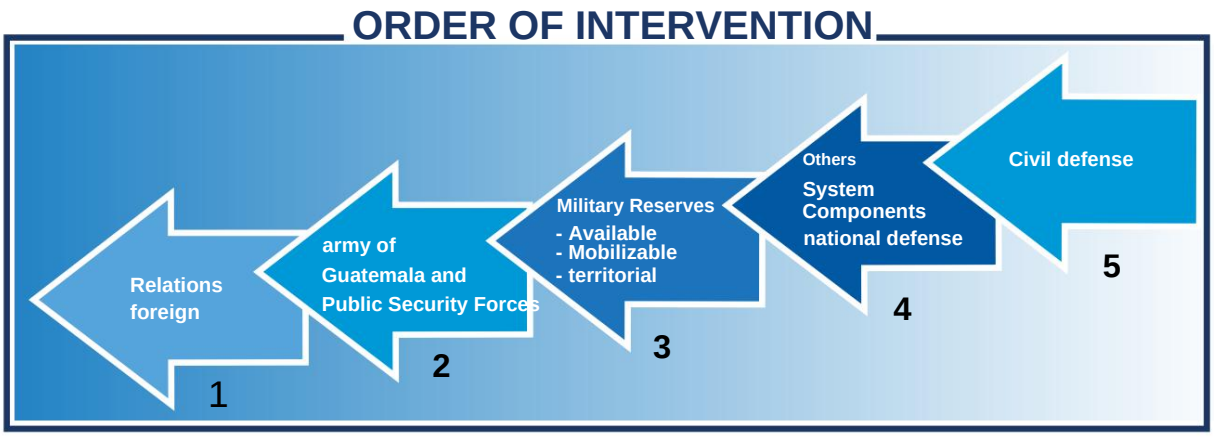
A. The system in the face of a war threat

graph 6

The National Defense System in the face of a war threat.



Source: self made.

1. Diplomacy for Defense

In situations of armed conflict, the State of Guatemala proposes a first line of defense through preventive diplomacy. This defense activity is carried out by the diplomatic service in the context of the State's International Relations.

In this area, proactive participation in the different multilateral and bilateral organizations and mechanisms related to defense is also considered.

This is strengthened with the participation in peace operations that contribute to the international presence of the State of Guatemala in matters of international peace and security.

2. The Permanent Force

In support of this first line of defense described above, the next action is the deterrence provided by the core of the system, made up of the Permanent Force with reaction-interdiction capacity, followed by the mobilization capacity of the Military Reserves.

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The permanent components must have the versatility to adapt to different mission areas, reducing the uncertainty arising from threats. For this reason, its composition, equipment and its forms of action must be the object of a force design that allows reaching the capacities demanded by the changing scenario of action.

3. Military Reserves

The Guatemalan citizen who reaches the age of majority and who wishes to provide the Military Civic Service joins the permanent force. Once completed, it becomes part of the available reserve, within which it remains until reaching 30 years of age. In this same condition are those who choose to comply with military civic service in the Military Reserves.

This group of citizens, when they exceed the age of 30 and until they reach the age of 55, constitute the mobilizable reserve.

Citizens between the ages of 18 and 55 who have not integrated the previous groups, constitute the territorial reserve and among them are those who have chosen to provide social civic service.

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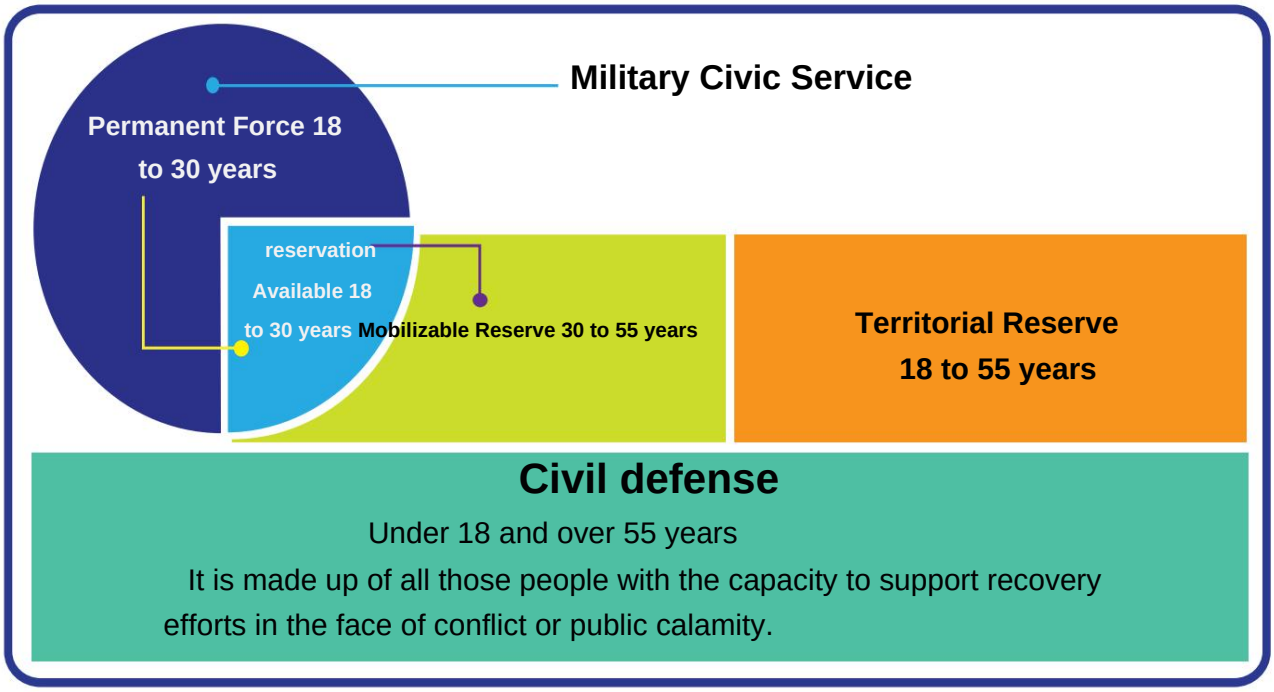
Graph 7
Military Reserves and Civil Defense.



Source: Own elaboration, based on the National Defense Book of the Republic of Guatemala, 2003.

4. Other members of the system

The inter-institutional coordination that is required before and during the conflict is carried out at the highest level. This allows activities to be carried out in a complementary manner to the other members of the National Security System -SNS- in support of the Defense of the Nation based on their areas of competence.

In relation to the above, we proceed to the integration of the management schemes necessary to integrate the efforts that this type of situation demands.

5. Civil Defense

The continuity of the normal life of the nation is threatened when it is subjected to damage caused by various kinds, including war, even requiring the participation of the Civil Defense.

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As established in article 22 of the Framework Law of the National Security System -LMSNS-, the Civil Defense “tends to develop and coordinate measures of all kinds, aimed at forecasting and preventing disasters of any origin; to limit and reduce the damage that such disasters could cause to persons and property; as well as to carry out, in the affected areas, emergency actions to allow the continuity of the administrative regime and to function in all orders of activity”.

This activity in the event of a war would be carried out by citizens who are not in any of the categories of the aforementioned reserve and who therefore would not be in a position to be called upon to take up the Nation's arms in its defense.

This group of citizens exempt from participating in the military are minors and adults over 55 years of age, with the capacity to support Civil Defense activities.

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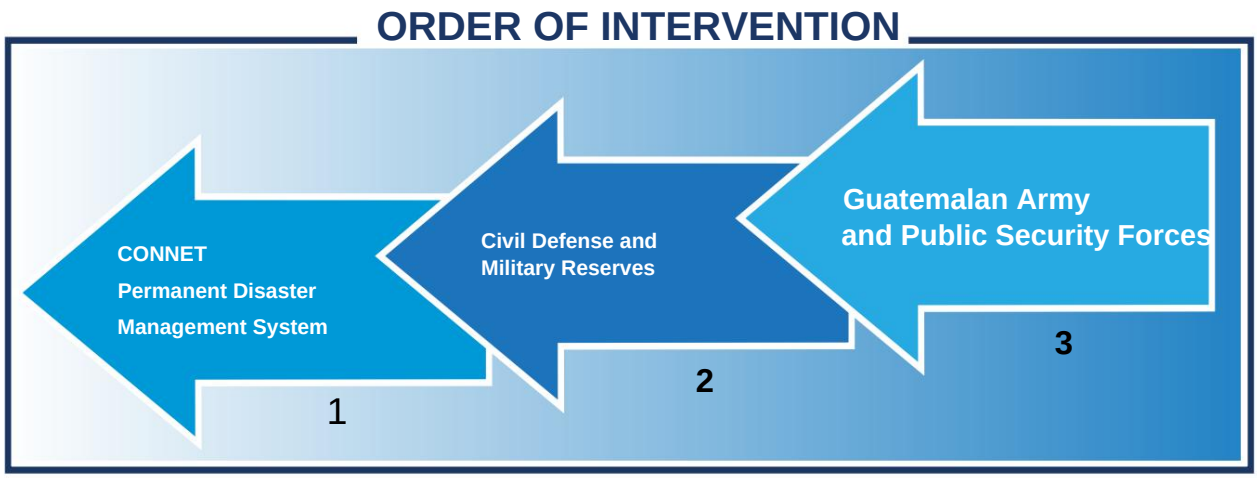
B. The system before other demands

In this field of action, the demands of the population for attention to the impact of disasters of different origin are included.

graph 8

The National Defense System before other demands



Source: self made.

1. Disaster management

The structure available to the State of Guatemala for the attention of these events is the National Coordinator for Disaster Reduction -CONRED-, which is strengthened with citizen participation, institutional and individual actors who contribute to disaster management.

Within this institutionality we can cite the different civil groups of firefighters and lifeguards, as well as specialized military units, such as the Humanitarian Rescue Unit -UHR-. Added to this permanent core of care in the event of disasters are the differentiated capacities available to State institutions, such as air, land and water transportation, health services and shelters, among others.

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2. Civil Defense and the mobilizable force

The aforementioned Civil Defense organization serves the same purposes in disasters other than war. Its use is reinforced by the human resources of the Military Reserves, for its use at a local or even national level, adding to the effort to respond to disasters.

Within this concept and under the institutional coordination of CONRED, it is always necessary to consider the existing citizen organization capacities at different levels, such as the case of the Development Councils and other organizations, which, once cohesive in their actions, can join the preparation effort. , response and recovery.

The call and mobilization for this purpose will be coordinated by CONRED and must be guaranteed as established in article 20 of the Framework Law of the National Security System -LMSNS-.

3. Public security forces and the Guatemalan Army

As long as their participation is not essential and while the institutional framework for disaster management acts upon the impact of an event, the public security forces and units of the Guatemalan Army can continue to attend to their own functions in other sectors of the country that, being oblivious to the disaster, require their simultaneous presence.

C. System resilience

The approach described above is complex, which requires innovative responses that can be carried out in stages for its initial adaptation and later its evolution to more modern strata.

For this reason, it is considered that the planning and management process of these systems must cover said complexity and allow their development at all levels, to integrate efforts with existing resources and produce purposeful changes for the benefit of the society that is served.

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Ministerio de la Defensa Nacional, República de Guatemala

DISEÑO • GESTIÓN • PRESUPUESTO

SIPLAGDE

Sistema Integrado de Planificación y Gestión de la Defensa

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CHAPTER IV

CHAPTER IV: Integrated Defense Planning and Management System -SIPLAGDE

The Integrated Defense Planning and Management System -SIPLAGDE-, is constituted in the Guatemalan version of the so-called Integrated High Level Management Systems -SIGAN-, which are part of the tools of the new public management (Villanueva, 2006). and that materialize in the results-based management model.

This type of planning and management will allow the National Defense to connect the operational performance of its components with the administration of financial resources. This type of management raises the mission areas and their objectives based on results, also allowing payment in the field of good practices and transparency. The system is based on value chains (Porter, 1985) that will become its articulating logic.

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A. SIPLAGDE components

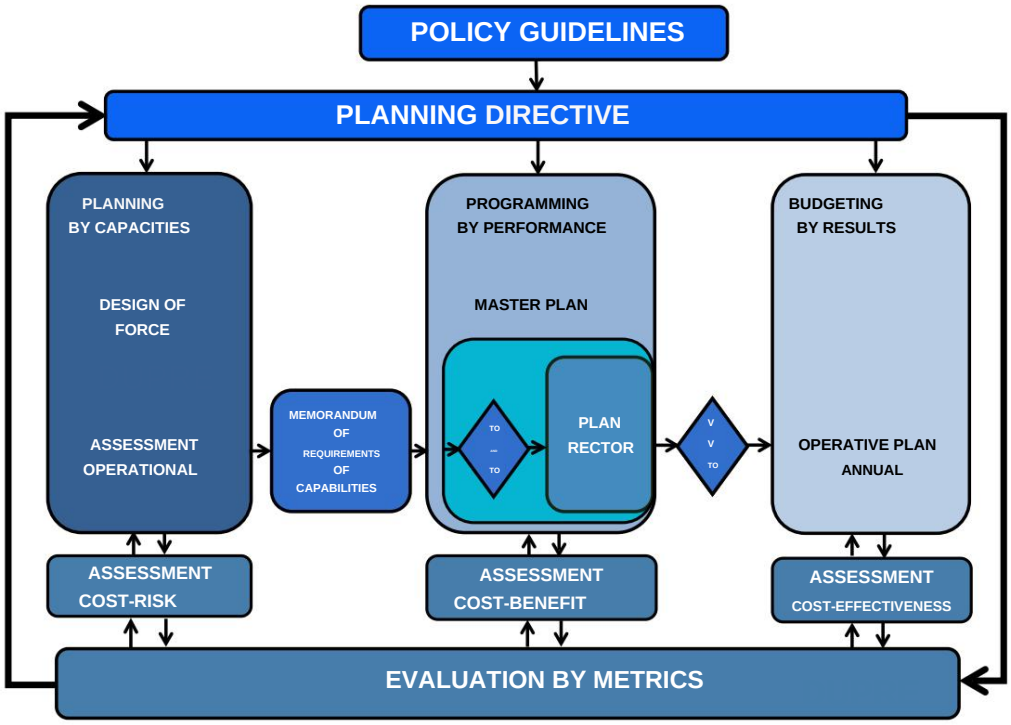
The Ministry of National Defense issued the guidelines to implement the Defense Planning and Management System -SIPLAGDE-. Said norms contain the cycle of strategic planning, the needs, the priorities and a brief orientation regarding the budget.

The SIPLAGDE integrates various components, each with its own method to achieve specific products, which become inputs for the next component, in the manner of value chains. The components are developed by means of managers that are interrelated in all the processes of the System.

The components to which we refer are in their order: Planning by Capacities, Programming by Performance, Budgeting by Results and Evaluation by Metrics.

graph 9

SIPLAGDE components



Source: self made.

See graph 18 at the end of the book.

AEA: adequate, efficient and accepted
VVA: verified, validated and accredited

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B. Description of the processes

1. Planning by Capacities

The capacity planning is the process that allows transforming the problematic situation into feasible solutions.

It uses as a method, the force design from the identification of requirements to satisfy manifest needs.

The proper grouping of these requirements into programs by capabilities is called mission areas.

These mission areas materialize in Force Packages, where units of a diverse nature are combined, capable of adapting to different scenarios. These packages are broken down into one or more capacity groupings, oriented towards problem solutions, which will be identified as capacity equations (Aguilar, 2014).

The capabilities are defined based on the multiplicity of manifestations of the threats and not on the actors involved, generating a cost-risk model that allows overcoming the ambiguity and uncertainty presented by the current security and national defense scenario, responding to the political guidelines in terms of solving defense problems and the support that it provides to the different areas of security.

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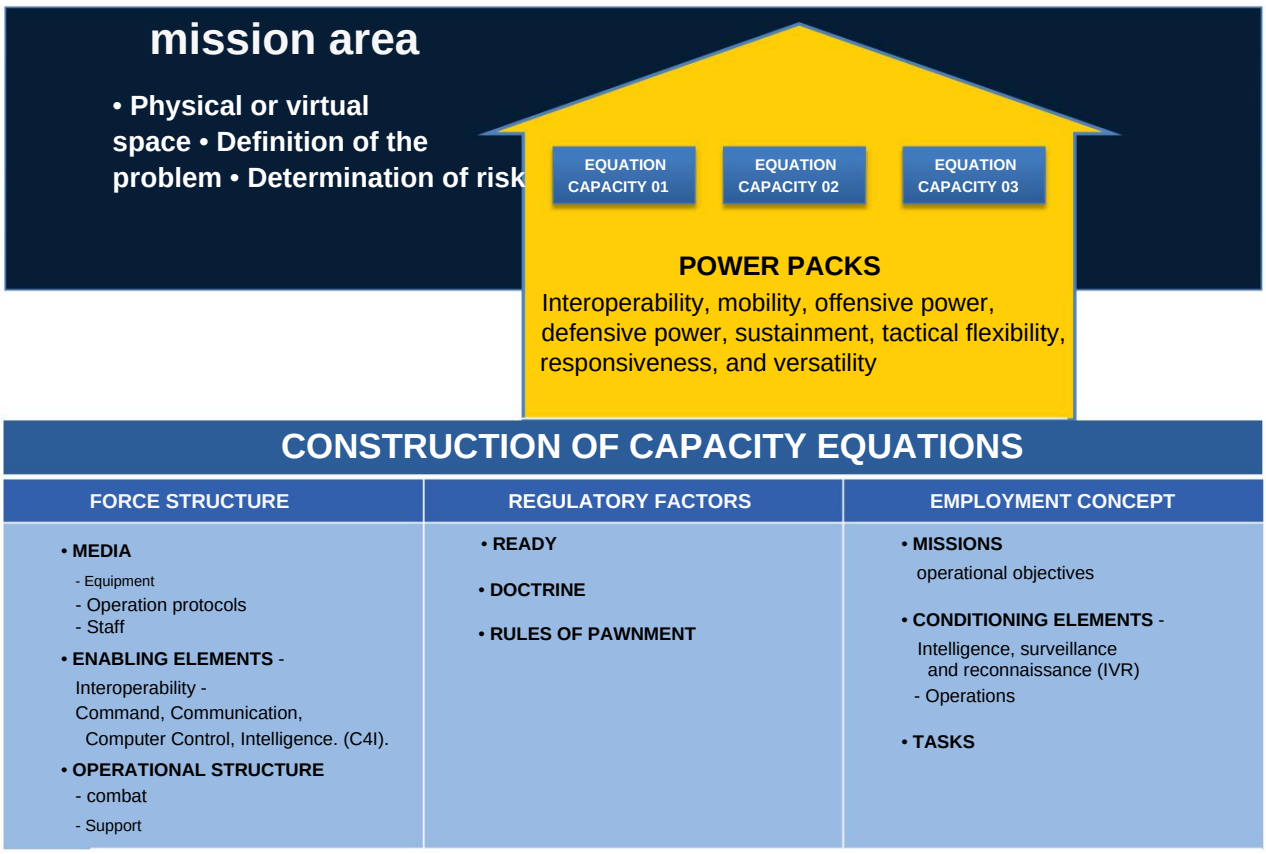
The capacity equations are built by integrating three elements:

- The structure of the force that integrates the organization, human resources, materials and weapons systems.
- Regulatory elements, which constitute the rules of engagement, doctrine, training and qualification.
- The strategic conception that entails the mission, the political guidelines and the laws in force.

The products of this process include: completion of the strategic defense concept and the preparation of the capabilities memorandum, which will allow continuing with the next component, while deriving tasks for the preparation of the corresponding operational strategy.

graph 10
Force Design



Source: self made.

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2. Performance Scheduling

This process seeks to organize, prioritize, and schedule capacity requirements, basic plans, and functional plans; They must be guided by the force design using the Master Plan as a method.

The power design constitutes within the value chain, inputs and processes, therefore the Master Plan must ensure that the product (Power Packs) is affordable and sustainable over time (efficiency).

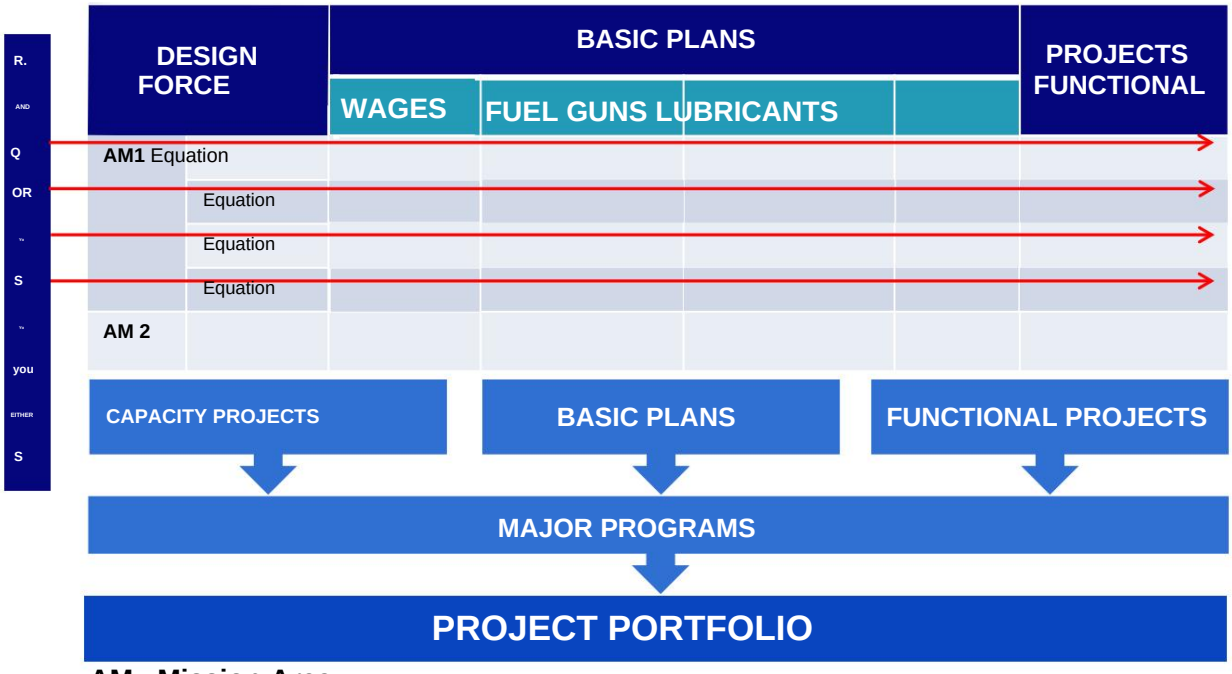
It is based on the management of complex projects, since defense projects are long-term and exposed to exogenous variables, to which are added the economic magnitudes and the complexity of the coordination that must be established in the political, economic, social, as well as science and technology.

The products of programming by performance and therefore of the Master Plan are grouped in the portfolio of defense projects that contains the major programs that in turn include: capacity projects, functional projects and basic plans.

Subsequent to this process, the project portfolio is transferred to the Master Plan.

graph 11

Performance Scheduling



AM= Mission Area

Source: self made.

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3. Budgeting for Results

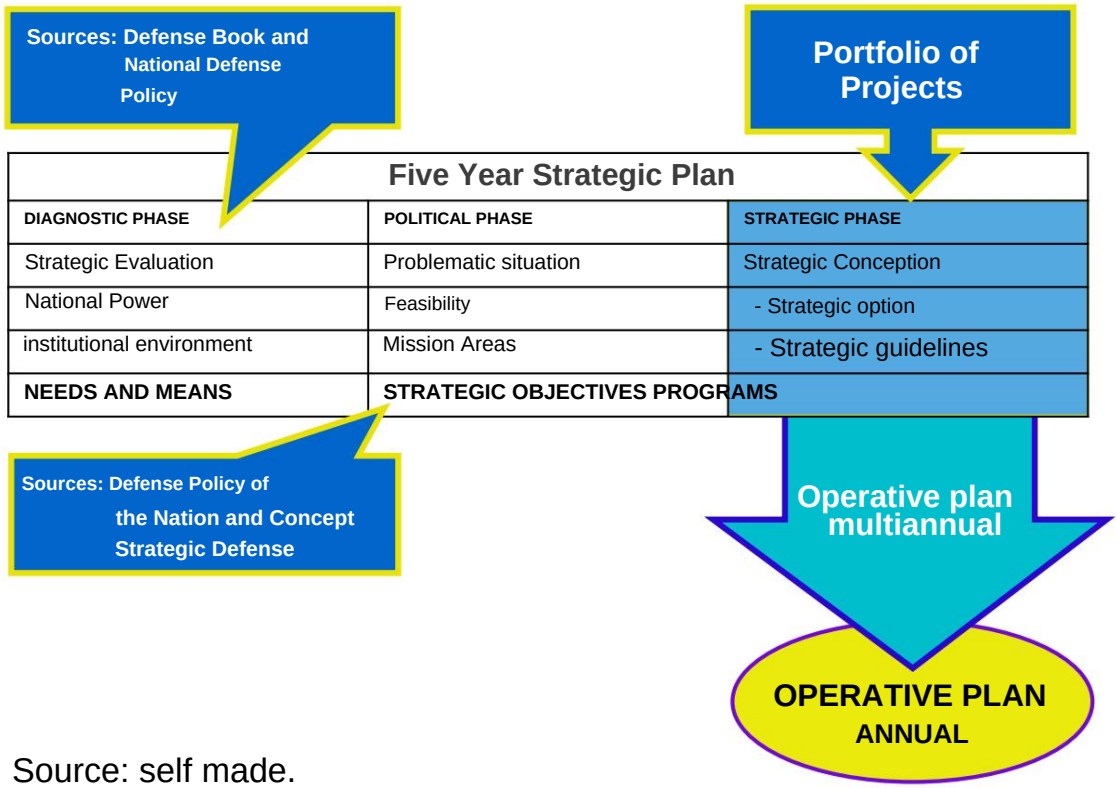
The Master Plan is the method with which priorities are organized through strategic alignment in order to ensure the expected results (effectiveness).

This stage is where the alignment of inputs is required, with processes and products, through efficiency parameters that guarantee the highest political performance in terms of results, which will guarantee the direct link of operational performance with resources.

The products of this process include the Five-Year Strategic Plan, which constitutes the first adjustment of the various programs, and its shorter version, the Multi-Year Operational Plan (three years), which is prepared in order to align government financial planning cycles with those of National Defense.

graph 12

Budgeting for Results



Source: self made.

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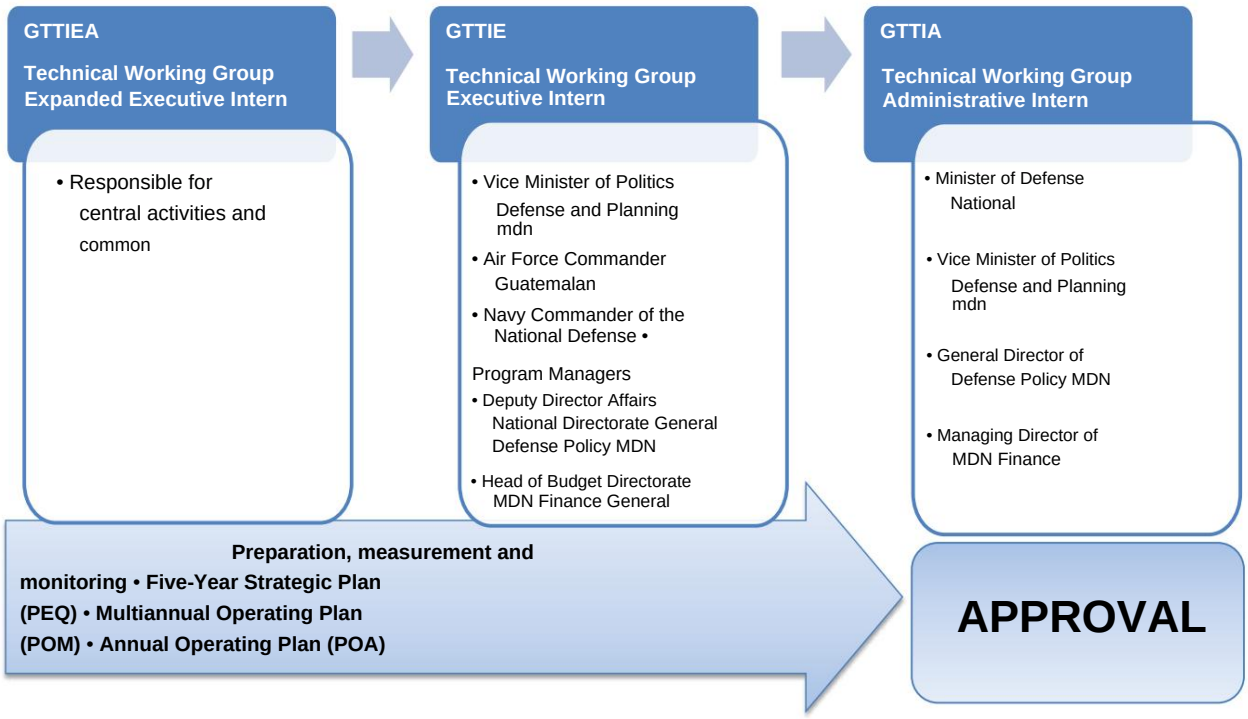
With the purpose of organizing the tasks of this strategic alignment, Ministerial Agreement No. 04 was issued, dated April 16, 2013, in which the Internal Technical Working Group for results-based management -GTTI- is created.

This adds greater coherence to the defense strategy, through good practices and transparency in the proper management of human and financial resources.

To this end, the Executive Internal Technical Working Group -GTTIE- and the Extended Executive Internal Technical Working Group -GTTIEA- are established, which, in addition to their responsibilities, prepare the draft Annual Operating Plan -POA- to be presented to the Technical Group of Administrative Internal Work -GTTIA- for its approval and subsequent delivery to the corresponding instances.

graph 13

Internal Technical Working Group -GTTI- for Results-Based Management



Source: self made.

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4. Evaluation by Metrics

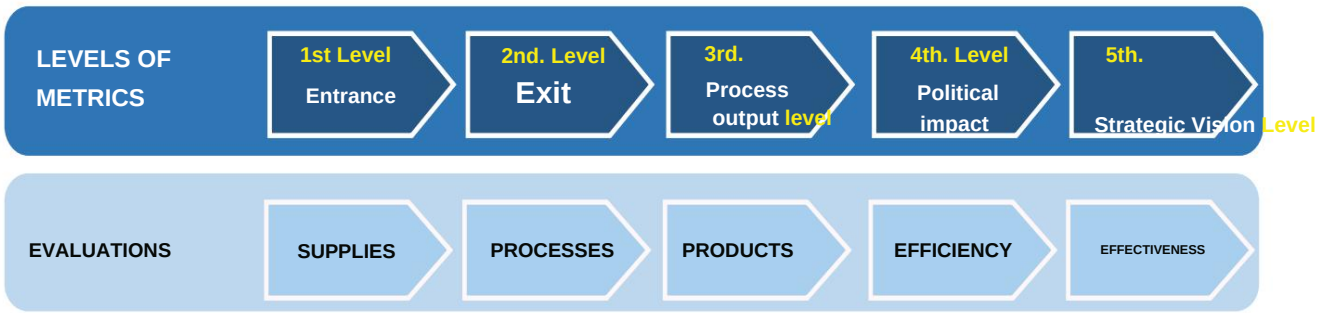
To carry out this process, the Metrics Plan is prepared. It constitutes the methodology for evaluating the development and maintenance of the system, determines the indicators, variables or scales, and the instruments to easily verify if the planned results are being achieved. Its function is to translate how well the objectives of a program, a project and the management of an institution are being developed. At the same time, it provides information on the real state of a Basic Plan, Functional Plan, Capacities Program and Major Program.

For this purpose, the value chain parameters that have already been mentioned in each of the processes and in each of the mission areas are used. In the case of Guatemala, defense institutions work with five types of metrics: inputs, processes, products, political impact, and strategic vision.

In addition, the system will be assisted by some tools such as operational evaluation, lessons learned and internal or social audits as appropriate, etc.

graph 14

Metrics Plan Outline



Human and material resources	Execution capacity and generated services	Substantial changes and benefits	Missional scope and Relevant effect causes	expected ideal actions
capacity equations	operational performance	packs of force	affordability Sustainability	Results Impact
PARAMETERS COST - RISK		PARAMETERS COST - BENEFIT - EFFICIENCY		PARAMETERS COST - EFFECTIVENESS

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Own elaboration.

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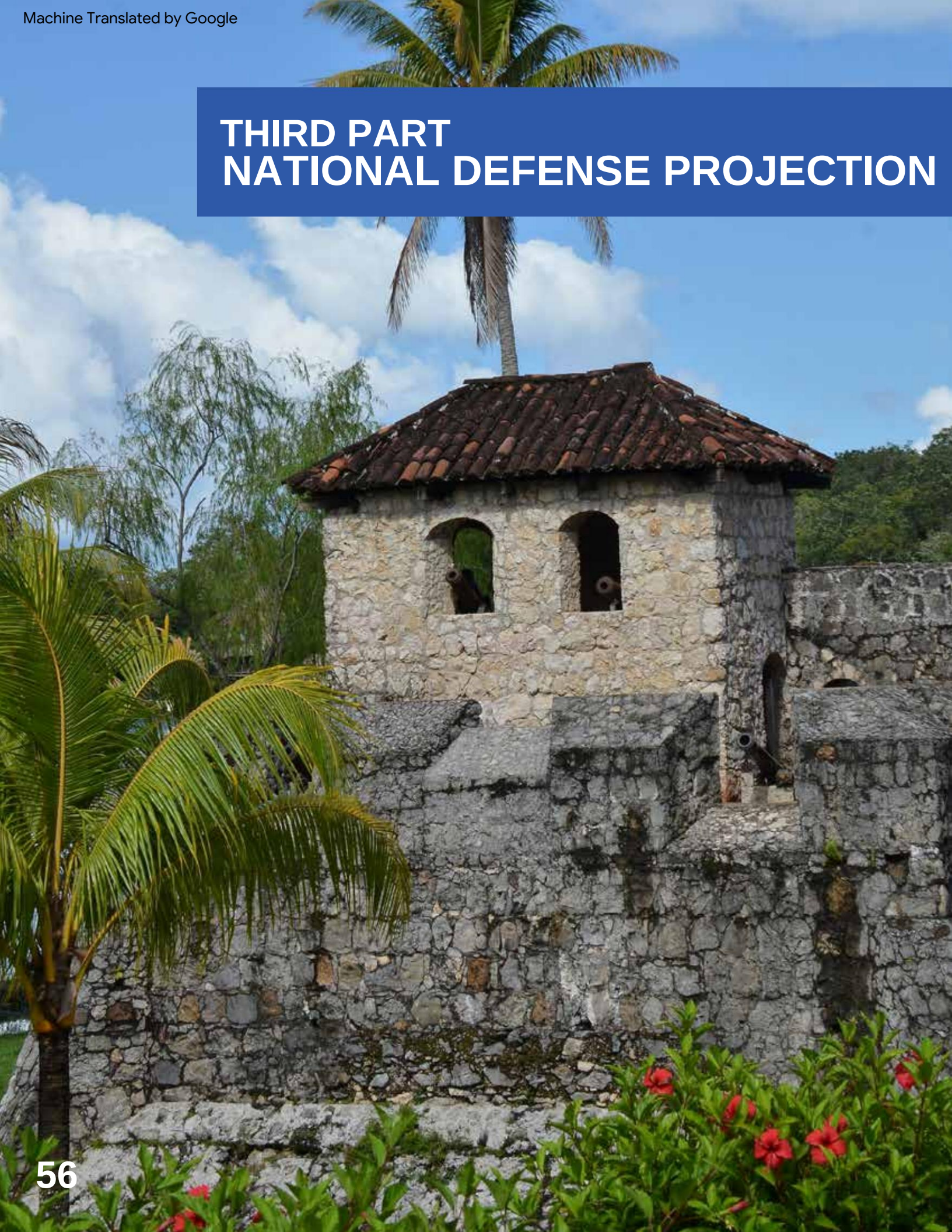
THIRD PART
NATIONAL DEFENSE PROJECTION



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CHAPTER V

CHAPTER V: National Defense Projection

A. Strategic Management of National Defense

The Defense Policy governs the conduct of defense, both at the political and strategic levels. Politically, it is responsible for carrying out the study of the objectives to be achieved and the definition of corresponding strategies; Likewise, it requires the adoption of necessary measures in the social, political, economic and military order that guarantee it.
In addition to the above, at the strategic level, it considers what pertains to the general direction of the war.

National legislation confers on the Executive Branch the authority to direct the State in matters of National Defense.

1. Driving levels

Strategic political leadership

The Constitutional President of the Republic and General Commander of the Guatemalan Army will issue his orders through the Minister of National Defense, in the Strategic Planning Board and other regular means.

military strategic leadership

Under the administration of the Chief of the National Defense General Staff, who will materialize the intentions and the concept of use of force in the Operational Strategy of the Guatemalan Army (Theater Campaign) and operational plans.

operational driving

The Guatemalan Army will activate four regional commands, which

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They will have the responsibility of integrating and coordinating the set of units that are assigned within their area of responsibility, through the subordinate operational strategy, for which they will have a Regional Operations Center -COR-. It will be the logistical link in the classes and functions that are considered pertinent, through a Regional Logistics Support Center -CRAL that has storage and distribution capacity, as well as vehicle maintenance up to the third step, in addition to having health.

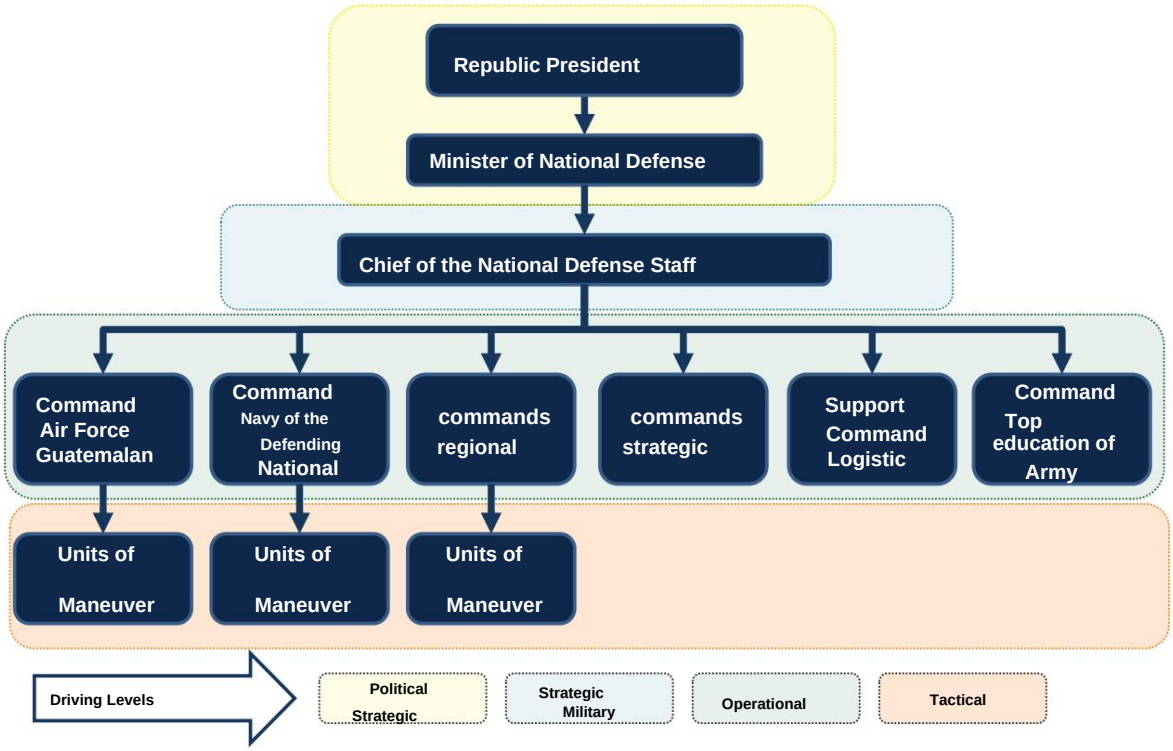
The Command of the Guatemalan Air Force and the National Defense Navy will conduct activities similar to those of the regional commands, and must be able to conduct joint operations in accordance with the orders of the National Defense General Staff.

Tactical Driving

For the ground forces, it will be led by the brigades that will act under the coordination of the Regional Commands, who will elaborate their respective plans and orders of operations for the use of their elements of maneuver; in the case of the sea and air forces, it will be carried out by the naval and air commands respectively.

graph 15

Strategic Management of National Defense



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2. National Defense Strategy

To guarantee the Defense of the Nation, the State fulfills a series of functions through which it identifies the threats, determines the causes that originate them, to formulate the set of political decisions on the forecasts and the conception of the strategies to follow. Likewise, it prepares the means to deal with said threats; to resolve the conflict or prevent aggression through negotiation, coercion, dissuasion and the use of force, within the institutional framework established for this.
In the development of each strategy, different Tables of Organization and Team -TOE- may be required.

This requires assessing, planning, executing and evaluating permanently and concurrently depending on the type of threat. The General Staff of the National Defense, in addition to the functions of technical, consultative and leadership advice of the Guatemalan Army, is the entity in charge of these activities and must consider the possibility of total or partial national mobilization.

3. Phases of development of defense capabilities

In order to comply with the objectives of the National Defense Policy, in relation to the integration of the National Defense System that is initially oriented towards the recovery of operational capabilities of the nucleus and the development of the SIPLAGDE within it; the following phases are conceived:

First Phase: Adaptation

Recover and adapt installed capacity and recent acquisitions, prioritizing strategic tasks in support of public safety for the coming years, focusing it within the concept of comprehensive cooperation.

Increase operational synergy through the integration of the four regional commands and enhanced capability centered on the combat-capable light infantry battalion.

Increase the response capacity in maritime areas, with vessels with greater autonomy and timely naval intelligence.

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Increase the capacity of aerial interdiction of illegal traffic detected in a wide range, integrated with timely intelligence, through light interceptors.

Second Phase: Modernization

Reduce response times by increasing tactical mobility and strategic and tactical communications between operational centers and between them and the EMDN Joint Operations Center -COC.

Modernize Special Forces units through the acquisition of state-of-the-art technology and resources to improve mobility.

Maintain units, equipped and trained to develop integral cooperation operations and in support of International Organizations (Peace Operations).

Third Phase: Transformation

Modify the organizational structure (force model), providing them with equipment and training to build force capabilities that allow impact on the mission.

Improve the mechanisms for sustaining the force, through the implementation of the Integrated Logistics Support System of the Guatemalan Army -SALI-.

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B. National Defense

The National Defense is facing the greatest institutional change in its history, this moment is only surpassed with the institutionalization of its core, the Army of Guatemala in 1871. Guide the Nation's Defense Policy in a framework of transformation of management to through SIPLAGDE, it constitutes the greatest expectation for the future.

By the year 2021, the date on which the bicentennial of national independence will be celebrated, it is expected that the management project will have managed to build the capabilities of the defense nucleus within the parameters of modernization and transformation that allow strengthening compliance with permanent and current national objectives.

The proof of this will be in the alignment of resources with the operational performance of the Guatemalan Army, through transparency and good practices in an adequate framework of accountability. The construction of the National Defense System will be achieved when its components acquire the required capacities and the operating protocols within the National Security System are established.

The expectation includes carrying out the future revision of the National Defense Policy, guided by a fifth generation white paper that guarantees a level of interoperability in terms of changes in the organizational culture of the members of the security and defense systems.

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C. Complementary policies

1. Maritime Security Policy of the Ministry of Defense National

For several decades, the Ministry of National Defense -MDN- has been implementing processes and improving capabilities, in order to better fulfill the functions that correspond to it in terms of maritime security, these functions have as their main purpose to safeguard life on board of national or foreign vessels that cross the navigable waters of the country. In addition, it is important to mention that other no less important purposes are added to this purpose, such as the efficiency of navigation, maritime protection and the prevention of pollution from ships.

The Ministry of National Defense carries out the functions of the Coastal State through the National Defense Navy, with naval units, to guarantee the sovereignty of aquatic spaces, the preservation of the marine environment, protection of water transport, maritime surveillance, service search and rescue, likewise with its maritime capabilities it promotes maritime education, research in aquatic spaces and other activities in accordance with international practice contained in international conventions ratified by Guatemala.

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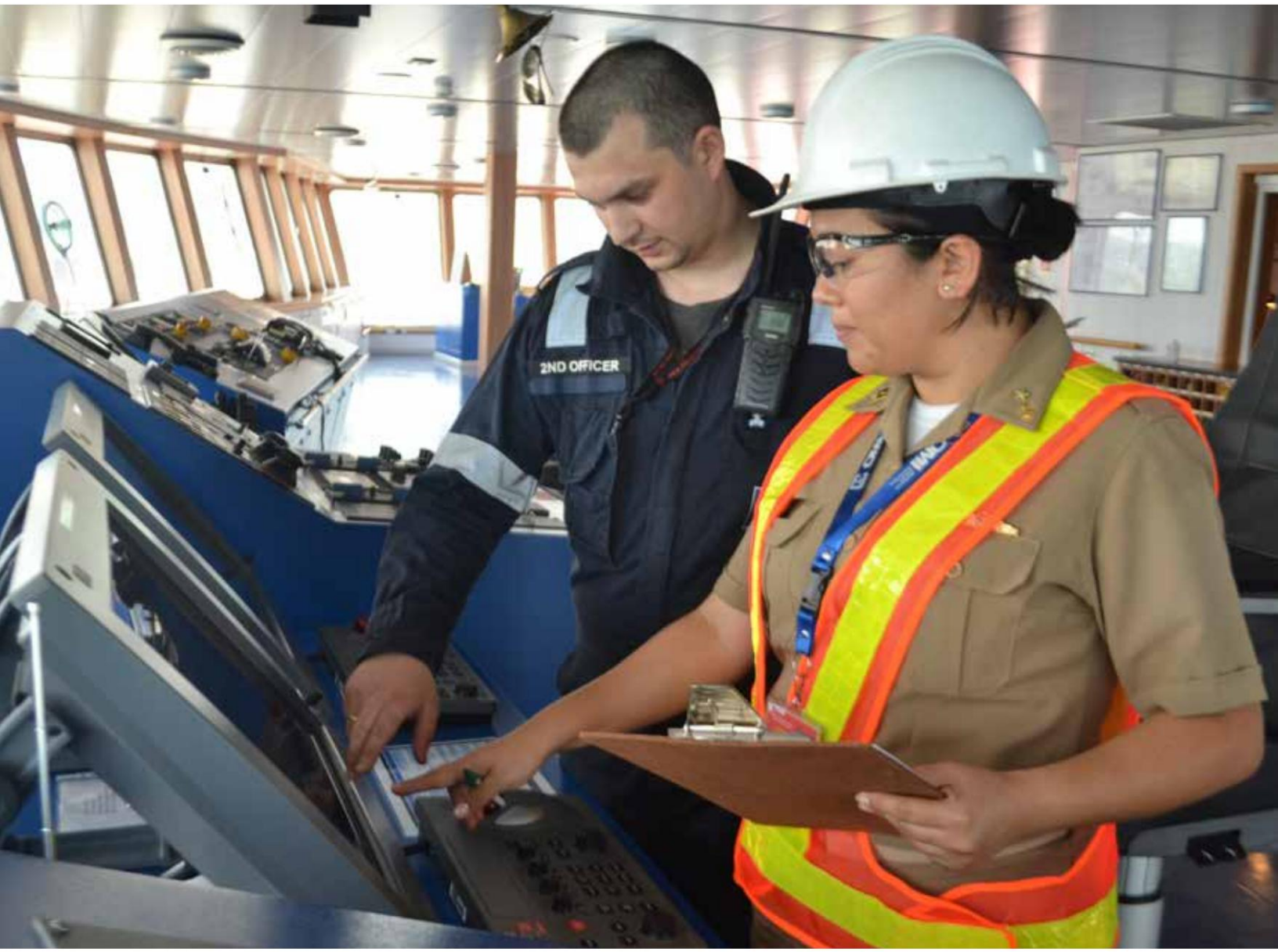
The function of the Port State is mainly the supervision of international regulations related to maritime safety and the prevention of pollution from foreign-flagged ships that arrive at Guatemalan ports. This important function is carried out by the Ministry of National Defense through the ship inspectors assigned to the Port Commanders and Captaincies of the Republic of Guatemala and the General Directorate of Maritime Affairs of the MDN. This function also includes the reception and official clearance of foreign-flagged ships that arrive at national ports in coordination with other institutions.



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Another important function delegated to the Ministry of National Defense is that of Flag State, which demands the effective exercise of jurisdiction and control over administrative and technical issues related to ships flying the National Flag, executed through the Commands and Captaincies of the Port of the Republic of Guatemala in coordination with the General Directorate of Maritime Affairs of the MDN.

The Maritime Security Policy projects a response to the situation described in the previous paragraphs through its general principles, objectives and strategic lines of action.

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MDN MARITIME SECURITY POLICY

General principles

extraterritoriality	The right or privilege of ships to remain under the protection of the legislation of their country of origin is recognized, while they are on the high seas or in the jurisdiction of another country.
Prevention	Establishes the obligation to monitor and adopt precautions in relation to goods and people under the jurisdiction of a country, in order to ensure that under normal conditions they do not cause damage.
Legitimacy	It supports the management of the national maritime authority on the basis of the recognition of society from a positive perception.
Protection to life	It is recognized by national and international laws, the supreme purpose is to protect and safeguard the lives of people.

GOALS

General objective	Specific objectives
Manage maritime security, in order to protect human life, the aquatic environment and property; through effective processes of National reform and modernization, for the fulfillment of the functions of the Port State, Coastal State and Flag State.	Modernize the maritime management of the Ministry of National Defense, through the application of cutting-edge administrative and technological processes.
	Promote institutional reform processes that contemplate the assurance of human life, the aquatic environment and property, through legal instruments that contribute to the exercise of the functions of the Maritime Authority of the Ministry of Defense National.
	Promote education and maritime research, with the purpose of increasing safety, efficiency of navigation and protection of the marine environment in aquatic spaces.
	Establish inter-institutional cooperation and coordination mechanisms at all levels that contribute to the country's maritime security.

Strategic Lines of Action

- **Modernization of maritime management**
- **Institutional reform for maritime security**
- **Increase of maritime capacities for the insurance of human life, the aquatic environment and property**
- **Maritime education and research**
- **Inter-institutional coordination and cooperation**

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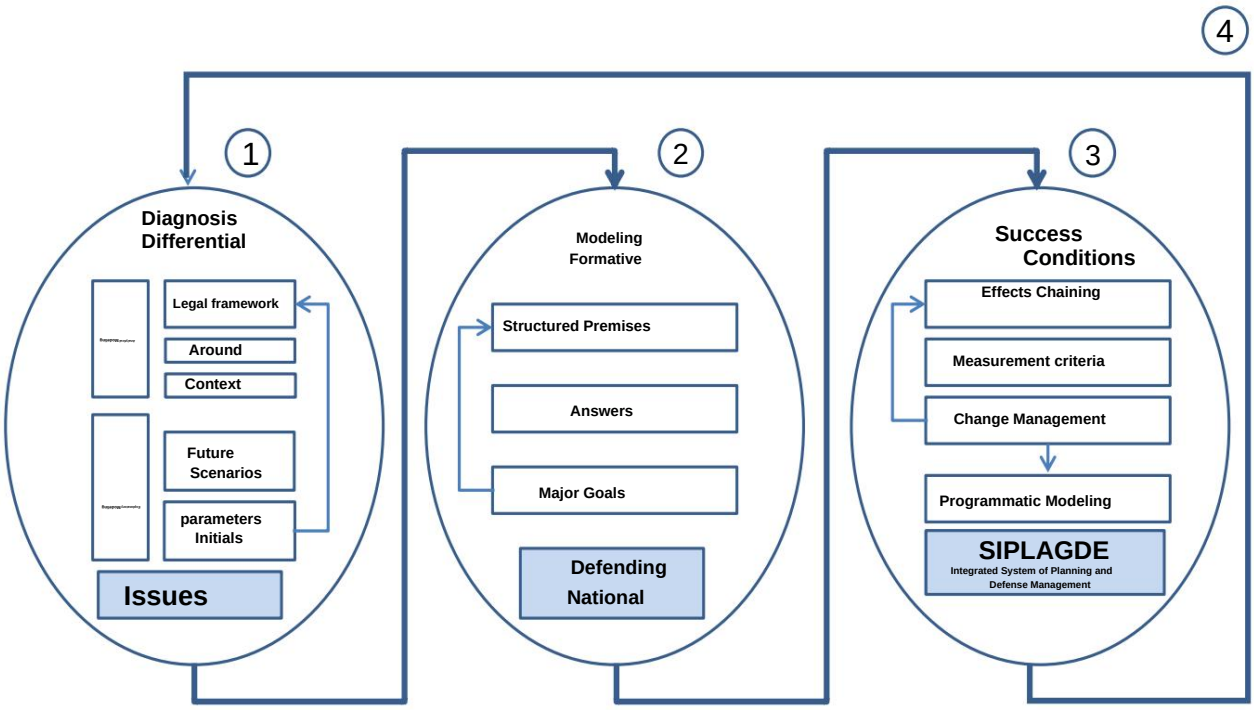
2. Policy requirements

The implementation of the Nation's Defense Policy and a future review and update, requires the formulation of other complementary policies among which can be mentioned: Military Policy, Personnel Policy, Science and Technology Policy, Stagnant Species Policy, Arms and Ammunition Control Policy and other sectoral policies that may be necessary; given that they are substantive functions of the Ministry of National Defense. Untes hosteniris C. Gratant icaeludet; in terbit; is! Gulatus,

graph 16

Methodology for the Preparation, Review and Update of the National Defense Policy



Source: National Defense Policy.

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LIST OF ABBREVIATIONS

LIME: Logistics Support Command

CDMA: Conference of Defense Ministers of the Americas

CEA: Conference of American Armies

CFAC: Conference of the Central American Armed Forces

CNS: National Security Council

COSEDE: Army Higher Education Command

CREOMPAZ: Regional Command for Peacekeeping Operations

JID: Inter-American Defense Board

LMSNS: Framework Law of the National Security System

MDN: Ministry of National Defense

CSBM: Confidence and security building measures

OAS: Organization of American States

UN: United Nations

GDP: Gross domestic product

AOP: Annual operative plan

POM: Multi-year Operational Plan

I LEFT: Integrated Logistics Support System

SICA: Central American Integration System

SIE: Secretary of State Strategic Intelligence

FOLLOW: High Level Management System

SIPLAGDE: Integrated Defense Planning and Management System

SNS: National Security System

SND: National Defense System

TIC: Information and communication technologies

UHR-CFAC: Humanitarian and Rescue Unit of the Central American Armed Forces

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GLOSSARY

TO

Adaptation
It is the process by which the human resources, materials, and procedures of an organization, in this case the military, are adapted to meet responsibilities that require new capabilities (based on concepts from the Center Hemisphere Defense Studies, CHDS).

Internal security sphere The
internal security sphere preventively and directly confronts the set of risks and threats coming from organized crime and common delinquency; in defense of the Democratic State of Law. It acts under the responsibility of the President of the Republic through the Ministry of the Interior; LMSNS.

Mission areas
These are responses that are conceived based on the Nation's security and defense objectives, and are intended to reduce the level of uncertainty that revolves around clearly identified problems, for which capabilities are generated that once integrated under conditions of time, space (physical or abstract) and sustenance, they will be capable of provoking the desired effects (based on the notes taken by Doctor Salvador Raza). It can be understood as Management Areas.

C.

Value chains
Interrelated set of activities to transform inputs into products or services, through processes that each provide comparative advantages in the operational or management sphere.

Strategic concept It
states in broad terms the convenient behavior of the nation in the presence of the problem of national security and development, that is, it outlines the courses of defense, security and development policy. (Book of National Defense of the Republic of Guatemala).

Defense culture
Expresses the knowledge, interest and desire to influence the issue of security and defense, by various social actors and the State, promoting in turn in citizens to perceive issues related to security, freedom and defense as their own of your interests.

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AND

Capability equations It is the
materialization of the response to a problem within the mission areas, which include the integration of the following elements: mobility, permanence, offensive power, defensive power, sustainment, tactical flexibility and versatility, within a concept of interoperability that allow immediate response times and the synchronization of results, through the breadth of control, the distribution in the field and the available logistics structure.

h

Conflict hypothesis
Eventual or prospective scenario of collision between two or more States, where force is threatened or used and that is based on disparity of interest and historical, geographical, ideological and other types of determinants. Its probability of occurrence is variable. On the one hand it depends on the quality of the prospective analysis; on the other, the management and control capacity of the respective political leaders to avoid temporary situations contributing to transforming a prospective scenario of real collision, whether as a crisis or as a war. Normally, the conflict hypotheses are deduced from the Strategic Political Assessment. (National Defense Policy, Republic of Guatemala)

Yo

Interoperability It
is to establish relations of mutual complementarity of the elements of the National Defense System, to ensure the operational, technical, strategic and cognitive work of its components, with the purpose of operating efficiently within the inter-institutional framework of the State, under the determinations of the Policy of Defense of the Nation and in accordance with the National Security System.

L

White Paper
This is a key political document that sets out the concept of government advocacy. It is a public document, in which the broad strategic policy framework for defense planning is presented, with a medium-term perspective. Its design should be flexible, to accommodate changes in the security environment.
It constitutes an important instrument for the promotion of confidence and security measures, and its preparation increases transparency.

The White Papers are produced after consultations inside and outside the Government. They are intended to reflect a broad-based consensus regarding the role defense forces should play in the country, in the context of national priorities, the legal framework and the country's resources.

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These books record the analyzes carried out by the Government regarding the country's security environment, both internally and internationally. The document highlights issues of the highest priority for the country and outlines the way to apply the Defense Policy in order to address security problems.

m

Modernization

Process through which military capabilities are updated, emphasizing the acquisition of technology in order to potentiate existing capabilities, this dynamic can be oriented not only to material elements, being able to modernize processes, education, etc. (Based on concepts from the Center Hemisphere Defense Studies, CHDS).

Mobilization

It is the process of integrating, locating and training the different forces so that, with the necessary logistical support, they are able to meet the requirements established in the National Mobilization Plan in the appropriate places and at the appropriate times. The mobilization can be partial or total (of resources and/or in the territory).

P

Force Packages One

or more capacity equations constitute the Force Packages, whose nature is measured based on parameters such as mobility, permanence, offensive power, defensive power, sustainment, tactical flexibility and versatility, within an interoperability concept that allows immediate response times within the identified mission areas (based on notes taken from Doctor Salvador Raza).

Metrics Plan It is

the document that integrates the measurement instruments of each one of the phases of the capacity generation process, in such a way that the sum of value can be ensured in each one of them (value chain) until reaching the expected results (based on notes taken from Doctor Salvador Raza).

Master Plan It

is the tool that encompasses programs and projects that seek to respond to demand and that allows the selection of those that, in light of the determining factors of the moment and with a vision of the future, are priorities for State policies and that ensure that the scarce available resources produce what is expected in relation to defense.

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Master Plan

It constitutes an essential element of strategic budgetary planning. It is prepared through the identification of the political priorities of the Ministry of National Defense translated into financial elements of capacity requirements, within the budgetary ceiling in order to produce the necessary results to achieve the defense objectives within the agenda of government.

Annual Operating Plan -POA

It is the process of formulating an Annual Operating Plan, this being the legal document of operational management that reflects the details of the products and services that the Institution has scheduled to carry out in one year and that facilitates monitoring of the processes required for the production of goods and services, which are concatenated with the budget in the budget categories. (Operational guide, strategic, multi-year and annual planning of the Government of Guatemala, SEGEPLAN)

Military Policy

It is the general orientation that is given to the Guatemalan Army on the way in which the military provisions derived from the Defense Policy will be specified. Military Policy is also a State Policy and must be considered in the definition of development programs and plans.

Budgeting for results It is a public management strategy that links the allocation of resources to products and measurable results in favor of the population. It establishes the determination of those responsible, procedures for generating information on results, products and institutional management tools, as well as accountability.

R.

Resilience

The ability of an entity or organization to resist, absorb and adapt to impacts received, being able to recover and fulfill its mission.
Such capacity is built on the basis of the lessons learned process, which incorporates new knowledge and feedback.

S

Security of the Nation

The Security of the Nation includes the set of principles, policies, objectives, strategies, procedures, agencies, functions and responsibilities of the components of the State in matters of security, which guarantee their independence, sovereignty and integrity and fundamental rights. of the population established in the Political Constitution of the Republic of Guatemala, consolidating peace, development, justice and respect for human rights.

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Democratic Security It is
the action of the State that guarantees the respect, promotion and protection of security, at the same time as the full exercise of human rights, through the creation of conditions that allow people their personal, family and social development in peace. , freedom and democracy, in accordance with the provisions of the Framework Treaty for Democratic Security in Central America.

Public Security That
which requires temporary military capabilities to join the citizen security forces to address or counter large-scale obstacles, such as: natural disasters, terrorism, national threats, etc.

you

Organization and Team Table -TOE Detail
of the structure and classification of jobs that make up each of the units of the Guatemalan Army. It is the basis for the respective allocation of supplies in all their classifications and their economic allocations.

Information and Communication Technology -ICT
Information and Communication Technologies are a set of services, networks, software and devices whose purpose is to improve the quality of life of people within an environment and that are integrated into a interconnected and complementary information system. This innovation will serve to break the barriers that exist between each one of them.

Transformation
It is the modification of the organizational structure (force model) and therefore of the equipment and training that provides completely new capabilities to the force. This type of change impacts the mission and tasks that can be accomplished based on the programmed changes. . (Based on concepts from the Center Hemispheric Defense Studies, CHDS).

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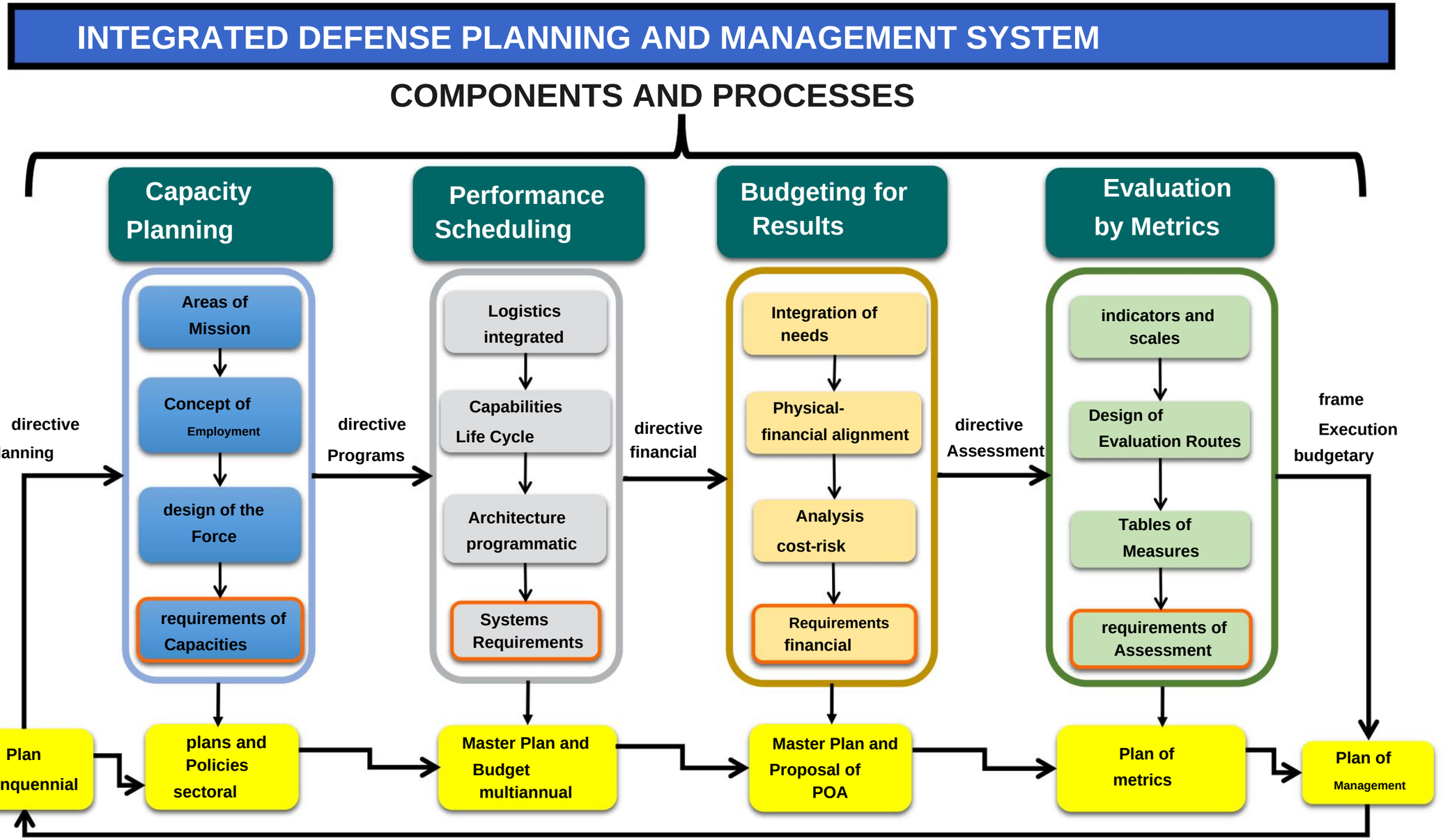

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