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

A Safer Guatemala
Public safety and culture of coexistence

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<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>07</td>
<td>Editorial</td>
</tr>
<tr>
<td>08</td>
<td>Preface</td>
</tr>
<tr>
<td>09</td>
<td>Contributors</td>
</tr>
<tr>
<td>10</td>
<td>A more prosperous Guatemala</td>
</tr>
<tr>
<td></td>
<td>Security for Prosperity</td>
</tr>
<tr>
<td>14</td>
<td>A Guatemala with more solidarity</td>
</tr>
<tr>
<td></td>
<td>Developing is Preventing</td>
</tr>
<tr>
<td>17</td>
<td>A safer Guatemala</td>
</tr>
<tr>
<td></td>
<td>Overcrowded Prisons</td>
</tr>
<tr>
<td>19</td>
<td>ENADE</td>
</tr>
<tr>
<td></td>
<td>Guate in Peace with Complete Safety</td>
</tr>
<tr>
<td>22</td>
<td>Stronger Institutions</td>
</tr>
<tr>
<td></td>
<td>The application that turns Citizens into observers of Law Enforcement</td>
</tr>
<tr>
<td>26</td>
<td>Guatemala in numbers</td>
</tr>
<tr>
<td></td>
<td>Citizen security in Guatemala</td>
</tr>
<tr>
<td>32</td>
<td>Proposal</td>
</tr>
<tr>
<td></td>
<td>Comprehensive strategic Plan for security and Justice</td>
</tr>
<tr>
<td>36</td>
<td>Events</td>
</tr>
<tr>
<td>40</td>
<td>Opinion</td>
</tr>
<tr>
<td></td>
<td>Without public security there is no democracy</td>
</tr>
<tr>
<td>41</td>
<td>Opinion</td>
</tr>
<tr>
<td></td>
<td>Preventing violence against Women is a smart Investment</td>
</tr>
</tbody>
</table>
¡CALIDAD RECONOCIDA A NIVEL MUNDIAL!

La calidad no se improvisa; por eso, durante más de 127 años, Cervecería Centro Americana ha implementado la más alta tecnología para producir las mejores cervezas del área. Ha obtenido varios reconocimientos a nivel mundial por su gran calidad, lo que ha contribuido a consolidar su liderazgo como la empresa cervecera número 1 de Centroamérica y el Caribe y la ha convertido en un orgullo para Guatemala.
A recent Gallup poll published in August 2014 shows that in 2013 the residents of Latin America and the Caribbean were more sensible to not feeling safe among all regions of the world. At the same time, the study suggests that the relatively precarious situation of personal security in the region has not improved significantly over the past five years. The fact that Latin America leads the ranking of regions that feel insecure worldwide requires a series of reflections. Although there are significant asymmetries between countries in the region, and we recognize that Guatemala has improved its indicators by reducing their rate of homicides per 100,000 inhabitants in recent years, the country is really “sick” of violence, and it does not seem a mere “social chronic condition”. Only in our case, the violence generated by crime which inhibits development, has an impact on production and limits the competitiveness of the country (representing approximately 8.7% of GDP per year).

The Organization for Economic Cooperation and Development (OCDE) recognizes that the major impact that crime has on the welfare of the people is precisely the sense of vulnerability that it instills. In the “Index for a better life,” security, among the 36 countries measured by the organization, including those relating LAC - Brazil, Mexico and Chile - are located in the last positions. The feeling of insecurity also affects the business and investment climate. When the World Economic Forum (WEF) annually consult leaders and decision makers about the risks on the global stage, the indicators in the geopolitical categories include from terrorism and wars between states to corruption and organized crime. In this line, for Guatemala it suggests that security forces face a real management challenge in their organizations. According to Rudolph Giuliani one of his first acts as mayor of New York was to restructure the police and restore dignity, trust and respect for the institution through transparency and effectiveness (give results with quality and on time).

As a consequence, the fact that the Guatemalan population collectively feels that the country’s main challenge is crime and violence, is a sign and a call for more policies and plans for preventing and combating delinquents and organized crime are better designed and executed. Being considered as one of the most insecure country in the world is not a minor issue and we have to become aware of this reality of insecurity, which rather than a sense, it has become already a burden weighting on everyone in our society, and must be faced with leadership, comprehensive policies and concrete action programs.

The Coalition for Citizen Security convened by ENADE 2014 proposes to unite efforts from all sectors and from all schools of thinking of our society to join efforts, talents and ideas to bring together more effective proposals to recover our vital living spaces. This is our main challenge: achieving a safer and peaceful Guatemala.
In order to protect and guarantee a peaceful coexistence and citizen security as public goods, it is necessary to promote more proactive, specialized and concerted interventions with all actors of public life to strengthen the social fabric.

“The Coalition for Citizen Security” launched in the National Entrepreneurs Meeting (ENADE 2014), aims to generate social alliances for security and peaceful coexistence to enable the development of concepts such as co-responsibility, co-production, co-management, self-protection, self-care and citizen participation.

This initiative seeks integration, convergence and social coordination by promoting synergies between security and justice agencies, local government, private sector, organized civil society and international cooperation to work jointly for the security and coexistence under the premise: “Guate Unida Sí Puede” (A United Guate CAN do it) as a cornerstone.

According to this, Hugo Acero states that “citizen security is a vital part of human security. If human security is a necessary and inherent part of human development, citizen security is, in turn, an intrinsic and essential element of that and therefore of development. Understood as a public good, citizen security refers to a democratic civic order that eliminates threats of violence in the population and allows for a safe and peaceful coexistence.”

It is therefore clear that citizen security is initially linked to a political consideration of respect for the individual as citizen, but ultimately of tolerance to others and its most valuable asset life as the basic concept of State Security - which understood the Nation-State as the main recipient of public policy - gradually passes to the concept of citizen security - that recognizes citizen as part of their community - as the main recipient of security conceived as public good”.

The leading role that citizens begins to assume involves modifying the traditional idea of security by a conception that is based on elements such as: security as a condition of development, the social dimension as a fundamental part of security, and security conceived broadly and holistically. It is essential that all security approaches are thought and executed from the perspective of the individual, considering the co-responsibility, the co-financing, co-production, co-management, and complementarity. Security from a preventive approach, defined from the local and regional since that is where the dynamics and causes are better known. United for Guate, We Can: we call upon all Guatemalans to act jointly and urgently, to fight for what is ours and reestablish this vital space of peaceful coexistence.
Paola Lobos

Graduated Cum Laude in Political Sciences from the Universidad Francisco Marroquín. Within her academic background, the following is underlined: a Seminar on Political Marketing and Electoral Campaigns at the Universidad Pontificia de Salamanca and International Certification on Multidimensional Coaching. Currently she is enrolled in a Master in Design, Management and Project Management for International Cooperation at the Universidad Europea Miguel de Cervantes. Besides being a Jr. Associate Researcher at FUNDESA, Ana Paola is a Professor at the Universidad del Istmo teaching a course on National Reality and Entrepreneurship.

María del Carmen Aceña

Works in programs targeting vulnerable youth to prevent violence. Expert on the issue of citizen security. She was Executive Director of FUNDESA and Chairman of CIEN. She was Minister of Education of Guatemala from 2004 to 2008. She has contributed in various institutions for the development of the country. She is a university professor and writes on various communications media.

Corinne Dedik

She grew up and studied law in Switzerland. She works as a researcher at CIEN and is an expert on prison issues. She studied the Penitentiary System and minors in prisons. She also supports the implementation of prevention programs for youth violence in marginal areas. She is working to achieve a less violent Guatemala, where there are more opportunities for young people.

Marielos Fuentes

Executive Director of Guatemala Visible (Visible Guatemala) and the Movimiento Nacional por la Integridad (National Integrity Movement). Graduate in Communications Sciences from the Universidad Rafael Landívar (URL), Diploma in Opinion Formers in Areas of Conflict from Beit Berl in Israel. She has more than fifteen years of experience in the management of political communication and the promotion of strategic partnerships for the strengthening of institutions. She is currently a student of the School of Government.

Jorge Benavides

Social Development Associate Researcher in FUNDESA. University Professor of Economic Processes at Universidad Francisco Marroquín. He holds a Master’s Degree in Political Studies from Universidad Rey Juan Carlos (Madrid, Spain), and graduated with honors in Economic Sciences in Universidad Francisco Marroquín. He has produced publications on development and inequality, public policies and social assistance programs, sustainable development, governability, and poverty reduction, focusing on Guatemala and other Latin-American countries.
SECURITY TO ACHIEVE PROSPERITY

by Paola Lobos

Defining the Guatemala we want

Eighteen years have passed after the signing of the Peace Accords and the conditions to generate a more prosperous country are still not visible to Guatemalans. In order to generate prosperity, factors which influence a country’s competitiveness need to be efficient, productive and sustainable over time.

According to the World Economic Forum, “competitiveness is a series of factors, policies and institutions that determine the level of productivity of a country”.

The Country’s major challenge is **SECURITY**. The promotion and encouragement of peace, security and certainty of punishment, is key to the economic development. However, according to the last edition of the Global Competitiveness Index, Guatemala, faces a number of competitive disadvantages in comparison with other countries, such as:

- Organized crime
- Costs associated with crime and violence
- Trust in the national civil police
- Protecting investors
- Wasteful government spending, among others.

**How are these factors reflected?**

The two major competitive challenges the country is facing in terms of competitiveness are:

**Crime and Corruption**

According to the World Economic Forum survey which takes place in the country with the participation of various business groups, crime and corruption are two factors that affect the productive development. In addition to this, from the same group of interviewed entrepreneurs, 20.4% consider crime as the triggering factor, while for 16.4% it is corruption.

Another indicator that confirms this situation is reflected in the last evaluation of the Global Peace Index, where for Guatemala the indicators for **Perceived Criminality in Society, Likelihood of suffering criminal attacks and murders per each 100,000 inhabitants**, outstands with scores of 5, being this the lowest rating.

It is important to consider that if there was less crime, there would be greater opportunity for economic development. For example, if the homicide rate was reduced by 14%, the GDP would grow by an additional 1% per year (World Bank 2011). With this increase not only more jobs are guaranteed, but higher tax revenue and a safer business climate are ensured.

The results are reflected in the images which illustrate the close relationship between high levels of corruption and poor performance in terms of providing development opportunities for citizens to create institutions that promote the competitiveness of the people, and to allow the economy to attract investment sources and jobs for Guatemalans. Basically, to create conditions of prosperity and well-being in general.

It is worth noting that crime not only refers to the act itself, such as armed robbery, murder, tax evasion, drug trafficking, human trafficking, among others. It also involves the effects on the other side of crime: in the victim and in the environment. These are damages that transcend material loss and involve damage to the general well-being of the people and the perception thereof.

The same applies to corruption, the act itself may involve several situations; however, when an act of corruption is committed in a governmental institution, a negative effect is the perception generated in the people on the institutions of government. This insight not only clouds the positive

The interviewed entrepreneurs on the WEF consider that:

- 30% that the threat of terrorism creates costs for their businesses in the country.
- 23% that political instability creates costs in their businesses in the country.
- 78.9% that crime generates costs for their businesses in the country.
- 82% that corruption generates costs for their businesses in the country.
developments of the institutions but it also affects attracting foreign investment in terms of economic development.

Currently the cost of containing violence in the country stands at 8.7% of the GDP, which means that more money is spent on fighting against violence rather than preventing it. This economic cost is also a social cost. These costs represent expenditure in the finances of all countries in the world, both in the national budget and for private-sector companies.
In this scenario, in order to generate a positive impact it is necessary to set out, promote, and develop public policies for security prevention rather than fighting against it, which in the long term will ensure the conditions needed for an improvement in competitiveness.

“You cannot live on an island of prosperity, when you are surrounded by a sea of misery.” No country could be expected to develop or achieve economic growth without a short, medium and long term competitiveness agenda towards a suitable environment.

Therefore, it is important to understand that the general welfare of a nation depends not only on the efficiency of its systems, of the effectiveness of its public administration and / or other specific factors relating to governance.

In order for there to be general welfare conditions the quality of life must be comprehensive. Therefore, efforts should focus to seek the absence of felonies, conflict, crime, riots and social unrest; there should be hard work to set out a security agenda that ensures the development of a climate of prosperity. Preserving peace for Guatemalans is an action that must be holistic and should cover all areas, including all sectors. It is a task that involves working together towards a prosperous, secure and cohesive future.

It is time to define and think over the Guatemala where we would like to live in and how we can help to achieve this.
Health rather than the absence of illness: it is already known that half of Guatemalan children under 5 suffer from chronic malnutrition. In the case of the initiative Zero Hunger Pact, the government has been ineffective in coordinating and implementing resources to achieve substantial changes; it remains as a challenge that has not been approached firmly. (See Graph 1). The Alianza por la Nutrición (Alliance for Nutrition), an initiative of Mejores Guate which gathers the experience of over 20 expert institutions, has undertaken a very important task monitoring the issue and evaluating the implementation of the “Ventana de los 1,000” (Window of 1000 Days) in the field, especially visiting health care locations. Unfortunately, studies show that there is very little progress.

In the past 33 months three different ministers of Health have been appointed and several other deputy ministers have been removed. The crisis currently prevailing in this ministry shows the lack of good resource programming, neither by level of care nor focused on the poor. Additionally, there are serious problems in personnel administration and the signature of a collective bargaining agreement will not guarantee better results, but higher costs. Hopefully the new administration will impose order, improve service management and prioritize programs to reduce acute and chronic malnutrition. It is urgent to design a management model that effectively and sustainably allows a way to provide the service.

Reducing chronic malnutrition will take several years and various governments, which will have to be envisaged as a National Project, with quantitative goals, specific budget, ongoing monitoring and evaluation of results.

Guatemala is a beautiful country, rich in natural resources, with a privileged geographical position and a wonderful climate. However, people are the most valuable thing in our society and we must jointly ensure that all citizens have quality public services and opportunities for development. Despite the efforts that have been made since the signing of the peace accords, the country’s development is still pending. According to the RAE (Royal Spanish Academy), development means to increase, enlarge, extend, expand or improve some characteristic of something physical (concrete) or intellectual (abstract).

The word development has several surnames such as economic development, social development or human development. I wish to refer to human development, and focus on two areas: education and health. According to the Human Development Index (HDI) which measures a long and healthy life, access to knowledge and a decent standard of living - Guatemala is among the countries with medium human development, ranking 125 of 187 countries in the 2014 Human Development Report, only surpassing Honduras and Nicaragua in Latin America.
Education as a key to development:
In this century, education has improved, especially on the issue of educational coverage. In elementary education, the country went from 70% to 96% coverage in less than three decades. However, lack of progress has been perceived in recent years.

“Only half of the children are attending pre-school and only an average of 3 out of 10 young people are attending secondary school”. (See Graph 2)

The quality of education is a major challenge. Through standardized tests performed to both teachers and students it is evident that elementary teachers from the public sector barely master the language and only one third master Mathematics; and with regards to graduates, only 26% managed to understand the Spanish language and only 8 out of 100 pass the Mathematics evaluation. (See Graph 3)

Graph 2
Guatemala’s Education Coverage by level (2002-2013)

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</tr>
</thead>
<tbody>
<tr>
<td>Preschool</td>
<td>41.7%</td>
<td>43.9%</td>
<td>45.2%</td>
<td>47.0%</td>
<td>48.1%</td>
<td>48.2%</td>
<td>49.0%</td>
<td>57.1%</td>
<td>54.9%</td>
<td>47.7%</td>
<td>45.2%</td>
</tr>
<tr>
<td>Elementary</td>
<td>88.2%</td>
<td>89.7%</td>
<td>92.4%</td>
<td>93.5%</td>
<td>94.3%</td>
<td>95.0%</td>
<td>95.1%</td>
<td>98.7%</td>
<td>95.8%</td>
<td>92.8%</td>
<td>89.1%</td>
</tr>
<tr>
<td>Middle</td>
<td>28.2%</td>
<td>29.7%</td>
<td>31.3%</td>
<td>33.3%</td>
<td>34.7%</td>
<td>36.4%</td>
<td>37.3%</td>
<td>40.2%</td>
<td>42.9%</td>
<td>43.3%</td>
<td>43.3%</td>
</tr>
<tr>
<td>High</td>
<td>17.5%</td>
<td>18.2%</td>
<td>17.5%</td>
<td>19.0%</td>
<td>20.0%</td>
<td>20.7%</td>
<td>20.1%</td>
<td>21.2%</td>
<td>22.3%</td>
<td>23.6%</td>
<td>24.4%</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors based on the Integrated Social Information System, Business Objects, USAID.
In the last four years the budget of the Ministry of Education was increased by 50%, however, the majority of resources are used to cover the collective bargaining agreement which does not provide incentives for the good performance of teachers, it does not produce concrete improvements in the classroom, nor an extension in coverage.

It is vital to seek academic excellence and coverage, especially in technical education for the job. In this regard and with the support of the Project Mejoremos Guate, Empresarios por la Educación (Entrepreneurs for Education) have been following the issue since October of last year.

**Citizen Security and Social Peace:**

Despite the fact that the country has improved on the Law and Order issue (according to the Gallup Index) of 50-57 points out of 100 in the last four years, insecurity, lack of legal certainty, conflict, crime and drug activity is negatively affecting the population. Consequently, in the short-term, the priority must be to take concrete actions in the coming years to prevent violence, resolve conflicts peacefully, strengthening the police force and the penitentiary system, improving performance of prosecutors and the Judicial Branch and renovate Congress.

**Pursuing urban and rural development.**

It seems difficult to generate more and better opportunities without development. Today we are faced with two major issues which will have to be dealt with courage: poverty in rural areas and the relative poverty in marginal urban areas. Both require specific strategies and different tasks. Rural poverty demands programs for primary health care, training for mothers, basic education, potable water investment and expansion in electricity and roads. The marginal urban areas require extensive investment in children and youth, especially with higher risk factors of incurring in crime or joining a gang.

Serious violence prevention programs, that are organized and systematized are imperative. There is currently a Prevention Policy which is a good start for effective interventions in municipalities with higher crime rate. Preventing drug use, informing people on reproductive health, having orientation and formulation on life projects and the strengthening of families are key tasks.

Probably the main challenge we face in the short term is the number of young Guatemalans without schooling or technical training to work. Seventy percent (70%) of the population is under 30 years. There are one third of young people between 13 and 29 years, where 8 out of 10 (over 3.5 million) lack the skills to achieve a formal job. This situation requires innovative and intensive training programs with parallel efforts to improve our competitiveness, looking for more investment and generating enough jobs for these youths.

One must remember that the best social policy is a good job. It is essential that the government prioritize its resources in these areas but mostly to modify their management systems and make them result-based. Therefore, there is a need to re-discuss the importance of decentralizing health, education and security, to create new administrative systems, set goals and move forward in improving public services for the next decade.

“**We must put in first place the development of Guatemalans.”**

**GRAPH 3**

Graduate students performance – High School level (2006-2013)

<table>
<thead>
<tr>
<th>Year</th>
<th>Reading</th>
<th>Mathematics</th>
</tr>
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<tr>
<td>2006</td>
<td>23.6%</td>
<td>5.4%</td>
</tr>
<tr>
<td>2007</td>
<td>24.0%</td>
<td>5.2%</td>
</tr>
<tr>
<td>2008</td>
<td>21.1%</td>
<td>3.3%</td>
</tr>
<tr>
<td>2009</td>
<td>7.1%</td>
<td>1.9%</td>
</tr>
<tr>
<td>2010</td>
<td>22.4%</td>
<td>5.1%</td>
</tr>
<tr>
<td>2011</td>
<td>23.7%</td>
<td>7.5%</td>
</tr>
<tr>
<td>2012</td>
<td>24.5%</td>
<td>7.3%</td>
</tr>
<tr>
<td>2013</td>
<td>26.0%</td>
<td>8.0%</td>
</tr>
</tbody>
</table>

Source: Mineduc, Author CIEN 2014.
Overshadowing refers to the overpopulation in prisons, i.e. when there are more inmates than available spaces. According to international standards, overpopulation is considered critical when occupancy exceeds 120%. Guatemala currently has an occupancy rate of 280%. Overcrowding does not only affect Guatemala, in fact the whole Latin American continent is affected by this phenomenon. However, the levels of overcrowding in Guatemala stand out due to its higher rates, not only across the continent, but worldwide: Guatemala is ranked among the ten most crowded countries on earth. A recent study from CIEN analyzed the causes of this situation and the impact of prison overcrowding on public safety.

- **Prison population:**
  - **Rapid growth and long prison sentences**

  The prison population has grown rapidly during the past six years with an annual growth of 12-15% increase. From 2008 to 2014 prisoners increased from 8,000 to 18,000 people.

  Of the prisoners, 49% are serving pre-trial detention, which means that the trial is still pending. From this group, nearly half have a year or more in this situation. Moreover, 51% who already have been condemned, 37% are serving sentences of 10 to 50 years of imprisonment.

  These numbers show that the prisoners are in jail for long periods, in the case of the pre-trials due to the delay of the trials and for the convicted due to the type of violation that led to the conviction.

  The six most frequent crimes of the prison population are: aggravated theft (13%), homicide (9%), murder (9%), illicit association (7%), kidnapping or abduction (5%) and extortion (5%). None of them prescribe a lesser sentence than six years and three rule maximum sentences of 40 and 50 years.

- **Prison Infrastructure:**
  - **Three people into a space designed for one**

  To date, the prison system has 22 prisons with a total of 6,500 spaces. From 1999 to date the prison capacity has increased only by 5%, equivalent to about 400 spaces, while during the same period, several Latin American countries increased their space by up to 70%.

  The recent scant investment forces the institution to operate with an old, deteriorated and outdated infrastructure, since only 8% has less than 10 years of operation.

  The combination of the characteristics of the prison population - rapid growth and long convictions -, and the lack of investment in new prison spaces results in a 280% overcrowd premises occupation.

  That means there is an average of three persons sharing one space. However, in the most crowded criminal centers, that number may rise to six people per jail cell.
Consequences of overcrowding: Chaos and crime from prison

The levels of overcrowding that exists in Guatemala produce severe adverse effects. The issue goes far beyond the discomfort of inmates. While they suffer the immediate consequences, such as lack of internal security, scarcity of resources and services, and a hostile environment, they are not the only ones affected.

Overcrowding makes it immensely difficult for the Penitentiary System to fulfill their functions properly. Facilities suffer accelerated wear from heavy use they are given. Most prisons do not meet the needs and requirements of security measures required by the current prison population.

The limited physical space involves nearly impossible logistics to comply with the visitation rights and internal protocols. Unable to meet one of the main purposes, that of the internal security, has serious consequences, also for society.

The lack of infrastructure and operational staff leaves the institution at a disadvantage and favors weak institutional presence in prisons. Consequently, these are governed by their own internal dynamics and cluttered spaces arise, privileges, businesses and breach of internal rules without consequences.

The entry of illicit objects aggravates the situation and allows the detainees to continue to commit crimes from inside prisons. This type of crime affects the entire population because of the risk of becoming victims of such crimes. According to the Public Ministry, over half of extortions come from prisons.

The lack of investment in prisons: Is it only a budget problem?

The Penitentiary System Law, adopted in 2007, regulates the readjustment of prison infrastructure within 10 years. To meet the requirements of the law, it would be necessary to build a total of 19 additional prisons by 2017. This process has not yet started and it will be impossible to comply within the period established.

By 2012 the institution had no funds for investments. From 2012, Q300 million was allocated annually for the construction of new prison infrastructure.

However, in none of the three years were these funds successfully executed, mainly due to the absence of projects. Neither having an investment plan nor designed projects made it impossible to have an efficient implementation of the allocated funds.

On September this year, the Government published the Agreement 307-2014 which declares of national interest the expansion of prison space by acquiring modules to reduce overcrowding through direct contracting for the amount of millions Q.755.

It is expected to obtain 24 modules to generate 3,400 additional spaces.

However, it is not clear where the resources will be obtained, since this and next years allocated budget for penitentiary infrastructure will not be enough.

The overcrowded prisons negatively impact public security since crime originates from prisons affects all of society. The status of critical infrastructure requires investment in new facilities. But not only are more spaces needed but also better order, control and internal security. The new infrastructure must be accompanied by an administrative system and other internal rules, to change the culture in the new prisons. We must aim at an extension, but with a transformation of management.

No more of the same!

Article based on the Position Paper no. 18 by CIEEN dated August 6, 2014.
Study available at www.cien.org.gt
On October 9th 2014, FUNDESA hosted the eleventh edition of the National Meeting of Entrepreneurs, ENADE 2014. ENADE is a forum that brings together the productive private sector of Guatemala, representatives of the three branches of the State as well as civil society leaders, to introduce to them key international speakers to discuss a particular main subject. A proposal focused on this subject is presented containing the necessary elements for economic and social development. The subject this year was GUATE IN PEACE WITH COMPLETE SAFETY, “Citizen Security and Culture of Coexistence”.

The presented proposal was the result of months of work and preparation from the various projects and 5 thematic workshops carried out around the country involving more than 1,000 Guatemalans, committed to achieving convergence towards the objectives of the country on security issues, all of which was done with full support from FUNDESA.

The following illustration shows part of that proposal and highlights the six main areas of work, where it is necessary to prioritize reform proposals and the implementation of measures in the short and medium term.

To ensure the involvement of all social stakeholders, FUNDESA complemented its proposal with a call for the integration of a “COALITION FOR CITIZEN SECURITY”, consisting of experts who wish to accompany the process of development, implementation and evaluation of the Comprehensive Strategic Plan for Security
ENADE 2014 included two panels of experts.

The first consisted of national leaders on security issues such as Ms. Thelma Aldana, Attorney General of Guatemala; Mr. José Arturo Sierra, Chair of the Judiciary Branch; Mr. Mauricio López Bonilla, Minister of Interior and Mrs. Blanca Stalling, General Director of the Institute of Public Criminal Defense. The second panel discussed how to improve Citizen Security in Guatemala, with interventions from Dr. Rodrigo Serrano-Berthet, Latin American security expert from the World Bank and Dr. Peter Tarlow, an expert on Citizen Security, with a close approach to tourism.

In addition, General Rosso José Serrano Cadena, former director of the National Police of Colombia, gave a presentation on the experience of Colombia in strengthening security institutions. The keynote speech was given by the former mayor of New York City, Rudolph Giuliani, who spoke about the success story of New York City in reducing crime and its possible application in Guatemala. Mr. Giuliani is an American lawyer and politician, who assumed a more active leadership role after the attacks of September 11, 2001, for which he was named Time magazine’s “Person of the Year”. Before his political career he served as Attorney-General of the State of New York, he was Head of the Anti-Drug Department of the State’s Attorney-General and District Attorney for New York state’s southern region, where he led the fight against drug trafficking and organized crime.

Felipe Bosch, President of FUNDESA, convened the creation of a COALITION FOR CITIZEN SECURITY to work closely between civil society and the private sector to support state institutions with technical precision, while at the same time proposing effective solutions to
follow-up indicators of crime, creating the grounds for continuous progress monitoring and communicating to the public the obtained results.
In Guatemala, every four years, citizens go to the polls in a democratic celebration to cast their ballot for their favorite candidates, for President, Congressmen or Municipal Corporations.

However, during the previous months, these processes raise passions, due to power struggles, display of political power, top ranks in the polls and of course competition for voters. The features of the pre-electoral processes in the country should go through a serious debate, about the evolution of the legal and regulatory aspects that set the rules of the game, in terms of electoral law, but the general election process goes beyond that.

The pre-election period is the most confrontational in terms of different political positions that are striving to obtain power or remain in it, and in which the people, by voting, have the final decision to choose, since with this instrument they will determine who will occupy cherished political offices.

In this scenario and in recent years, it is remarkable how the practice of political parties have increasingly ignored the Electoral and Political Parties Law (LEPP), with is the applicable law, governing their behavior. It is common to see confrontations between political groups, repeatedly and consistently violating the precepts clearly defined in that Law by constantly displaying citizens with what the law defines as anticipated campaign, due to the fact that it is done outside the time period established by law.

This is flagrantly done in numerous and creative ways, and political parties, knowing that there are penalties for these offenses name started in cwoing the fines in their millionaire campaign budgets, completely ignoring ban.

Mejoremos Guate through Guatemala Visible (Visible Guatemala) and the Red Nacional por la Integridad (National Network for Integrity), supporting the vision that the first step in transforming a dysfunctional institution and high levels
of corruption is to improve the quality of their leadership and to raise awareness on levels of transparency and accountability, to strengthen the newly appointed Supreme Electoral Court, has invested time and resources in creating a smartphone application called “OJO GUATE” (Watch Out Guate). This application was developed to encourage reporting, vigilance and involvement of citizens, by sharing information of the location, of promotions or graphic pieces classified as early campaign, by using their smartphones.

This is a nationwide effort, which allows citizens to report via text message, email, Twitter, Facebook or directly through the app available for phones with Android OS.

Forty five days after its launch, the application offered numerous reports (over 300 valid), photographs, letters from citizens and comments on social networks with regards to early campaigning, involving all political parties currently registered with the Supreme Electoral Court. However, the most valuable achievement of the first report, and in general, on the use of the application was the opportunity to provide Guatemalans with a communication channel through which they could all share their frustration and outrage of seeing that those who seek to gain power in the country, were the first who failed to comply with the Law.

For the development of this initiative it was eminently necessary to use social networks highlighting the following aspects:

Steps to report anticipated campaign

#NoMasCampaña

This application has demonstrated its capabilities to provide real-time information and photos as well as the feature of geo-positioning reports to promote citizen participation to ensure law enforcement in all corners of the country without exception. In addition, the report submitted to the TSE, will serve as an important tool to contribute to their work to rectify and ensure the accuracy of the information received, but above all, to strengthen measures to ensure all parties have equal opportunities before the election. The application is still available for all citizens to report early campaigning.
Conozca a las familias que están cambiando Guatemala

El Programa Mejores Familias, a través de capacitaciones, transforma a las mujeres en agente de cambio en su ámbito personal, familiar y comunitario.

Indicador de efectividad
3 de 4 mujeres alcanzan el perfil de autoestima

Manifiestan un comportamiento de respeto y valoración hacia sí misma y se descubre como persona capaz de cambiar y mejorar.

Desarrolla capacidades de formación e información que le permite la toma de decisiones a nivel individual, familiar y comunitario.
VIVE TU SABOR FAVORITO COMO NUNCA ANTES

¡VISÍTANOS EN CC CONDADO SANTA AMÉLIA Y SANKRIS MALL!
Citizen Security in Guatemala

Guatemala in Numbers

The development process as a whole tends to generate larger cities, with high population concentrations and an increase in the availability of goods and services for their citizens, thus encouraging a more rapid urbanization.

However, available evidence suggests that the size of cities and their population density is directly related to the number of homicides and offenses against property. Alongside flourishing cities, there is a growing criminality against property in the centers of trade and against life in the perimeter areas and places of residence.

To illustrate the case of Guatemala, we will take as a reference point the most current available information provided by the National Civil Police and the National Institute of Statistics. Combining the Homicide registration by municipality in 2013 with population estimates made for the same year, it is possible to obtain the homicide rate per 100,000 inhabitants. During that year, 5,253 homicides, distributed into 333 municipalities were recorded.

The graph above shows how the homicide rate is increased to the extent that cities have larger population. It also shows that the variable grows exponentially, from a rate equal to 24.79 homicides per 100,000 for those municipalities with less than 20,000 inhabitants (117 municipalities), at a rate of 47.26 homicides per 100,000 inhabitants for municipalities with more than 200 inhabitants (6 municipalities).

By extrapolating this analysis, Guatemala being a country that has grown economically at a steady pace over the last two decades, as well as a country whose population increases close to 2.7% annually, the trend shows how a lack of planning on public security has resulted in an increasing trend in crime. Today, Guatemala is a country with higher levels of development (however meager it may be), but with higher crime rates.
The following graph shows the evolution of the number of homicides registered by the PNC since 1995 (a year prior to the signing of the Peace Accords) until 2013.

Over the past 18 years, more than 87,000 Guatemalans have died due to homicidal violence, figures may vary if a comparison is made with the murders recorded by the National Institute of Forensic Science and the Public Ministry. However, beyond differing on the figures, it is important to highlight the consequence of poor planning on public security after the signing of the Peace Accords, something that was intended to have a different result, which until recently has started to be envisaged as a reduction in the total of lives that have been victims of insecurity in the country.

Additionally, the lack of an institutional and multisectoral strategy for the preservation of peace in the country is evident, not only though the number of homicides but every month, the Guatemalan population victim of series of crimes against life and property.

Around 2,750 criminal acts are recorded each month throughout the country by the institutions in charge of security, including the breakdown of homicides and injuries according with the weapon used, as well as the registry of robbery, assault, extortion, rape disappearances and kidnappings. These statistics do not consider the aggravating factor of under-reporting due to the lack of filing complaints by civilians.

As an example, complaints on extortions reached 13,226 between 2009 and September 2014, being the fastest growing crime according to public statements by the authorities of the Ministry of Interior.

From the total of filed complaints concerning extortions, 90% are cases attributable to isolated and unrelated criminal structures. There is a record of about 1,000 telephone numbers used for extortions which are not related to an organizational structure capable of intimidation, threat and execution. The remaining 10% of extortions demand a full investigation on organized crime groups behind this type of crime. According to MINGOB, since 2011, 74 groups of extortionists have been disbanded and over 250 people have been captured for their involvement in extortion.

Source: PNC, MP and INACIF – monthly average according to available figures 2013.
These figures are intended to give a clear scope on one of the most troubling problems identified in the country; however, it is necessary to accurately dimension the cost incurred in Guatemala to address insecurity, considering not only the losses suffered by each individual due to criminal acts against life and property, but the costs associated with the preservation of public and private institutions responsible for ensuring security.

Studies show the direct and indirect economic impacts of insecurity, and the costs of state responses, translated into police action, imprisonment and strengthening of justice as a guarantee of the Rule of Law. However, despite the multitude of methodological approaches to estimate the costs of insecurity, there is no universally accepted method for comprehensively adding the present and future costs arising from these facts.

Trying to give a systematic answer to this challenge, the Instituto para la Economía y la Paz -IEP (Institute for Economics and Peace) has developed a methodology for grouping the associated costs of victimization, as well as public and private costs associated with the prevention, health services, insurance and institutions concerning research, intelligence, prosecution and punishment.

The methodology used by the IEP uses indicators from national budgets as well as estimates of the values related to the commission of a crime, covering the costs for the victim and sustaining the life of the criminal offender. This process was replicated in 162 countries, so that costs can be comparable, both nationally over time, and in relative terms to the rest of countries included in the sample, employing adjusted GDP for relative prices of each country (PPP).
For Guatemala, total costs reached **US$ 7.120 million per year** (2013 figures), representing **8.7% of GDP** (0.5% more than in 2012). Comparatively, the country is in position 28 of 162 countries surveyed (down 4 positions), being only surpassed by El Salvador (14.5% of GDP) and Honduras (19.2% of GDP) in Latin America. There are countries with higher numbers, but when referring to the size of their economies, the percentage is lower, as in the case of Venezuela, Colombia, Mexico and Brazil, to name a few.

**Every Year Guatemala loses 1.08% of GDP derived from a reduction in the productivity of workers, while the loss in the world is 0.29%.**

To understand the factors that comprise the cost of containing violence for Guatemala, it is necessary to disaggregate the figures for each component. As an example, the sum of the cost of public security forces (i.e. PNC), the Prison System and Justice System is similar to the cost of Private Security. However, the higher cost is that of Homicidal Violence, which includes a direct reference to the total amount of social investment in a citizen, the education system, health system and basic infrastructure such as water, sanitation, electricity and connectivity. This budget line consumes **2.27% of the GDP** of the country each year, equivalent to **US$ 1,858.3 million**, and it is estimated according to the investment made during the years before the death of the victim, considering the average age at which this event occurs in each country and the number of murders reported by the official source.

To complete this information, other indicators associated with victimization demonstrate its high impact on the country. The Global Burden of Armed Violence Report (GBAV) indicates that the potential gain in life expectancy associated with reducing the murder rate in Guatemala is 1.34 for men and 0.71 for women, while in the rest of the world is 0.16 for men and 0.09 for women. Translating this into GDP losses (in terms purchasing power parity), **Every year Guatemala loses 1.08% of GDP derived from a reduction in the productivity of workers, while the loss in the world is 0.29%.**

As a sign of how Guatemalans perceive, and indeed experience, high costs of insecurity in the country, over 31% of respondents in the National Household Survey on Armed Violence (conducted by the Small Arms Survey in 2012) indicated that expenditures were incurred to improve their safety over the past 12 months. In Guatemala City, this figure rises to 42.5%, with reference to expenses in life insurance, hiring private security, alarm installation and other prevention and safety features. In addition, 88% of respondents nationwide indicated that in the last year they spent money due to non-homicidal violence, specifically to repair or replace property damaged or affected by violent events.

So far a fairly general description of what the country has lost and is visible to the eyes of Guatemalans has been made; however, there are costs that are not easily seen and that directly impact the quality of life of citizens. In short, having fought for 18 years against crime rates to arrive today to the levels they had prior to the signing of the Peace Accords, has led to a diversion of resources that would otherwise have been used better.

After a reduction in the homicide rate per 100,000 inhabitants between 1997 and 1999, the country experienced a steady increase up to a rate of **46.4 murders per 100,000 inhabitants in 2009**, from which it has been possible to consolidate a steady decline until 2013 at a rate similar to the one had in 1995.

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1. In Guatemala, the life expectancy at birth is 71.8 years, 70.11 years for men and 73.47 years for women (UNDP 2012).
As a reflection, the available evidence provides sufficient arguments to illustrate that there is a **direct relationship between public security and development.** After analyzing data available for 219 countries, it was possible to identify that those countries with a homicide rate of over 10 per 100,000 inhabitants\(^2\) show a blockage of up to 25% of what could be its per capita income. In other words, countries that have raised the income levels of its residents have managed to sustain a murder rate below 10 per 100,000 inhabitants, which shows a real commitment to improving conditions for a holistic development.

**What is the COUNTRY we want TO BUILD?**

According to the business perspective, crime and insecurity, and the **lack of legal certainty and poor law enforcement**, remain major obstacles to investing in Guatemala, a condition that is necessary to fulfill the goal of reducing poverty below 35% of the population by 2021. A further consideration is the issue of **corruption in government institutions**, including the institutions in charge of security and justice. The challenge that need to be addressed involve having, a form to picture of the kind of country we want to build.

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**Homicides comparison in Latin América**

![Homicides comparison chart](chart.png)

Source: 219 surveyed countries (2013), Intentional homicides, (latest data available for each country according to official sources).

According to the UN Office on Drugs and Crime - UNODC (latest data available for each country according to official sources), Guatemala occupies **position 6 of 219 countries** in terms of the homicide rate per 100,000 inhabitants. Although the number of homicides is lower compared to countries like Brazil, Mexico, Colombia and Venezuela, when adjusting these figures by population, **Guatemala is in the most violent area of the world - region known as the Northern Triangle of Central America, which includes Guatemala, El Salvador and Honduras**.

This information may be supplemented by the report prepared by the **Consejo Ciudadano para la Seguridad Pública y Justicia Penal** (México: 2014) (Citizen Council for Public Safety and Criminal Justice), which illustrates at a local constituency level, which are the **50 most violent global cities**, with reference to the homicide rate per each 100,000 inhabitants. The study shows not only those cities with the highest homicide rates, but also the countries with the largest presence of these cities.

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\(^2\) According to the World Health Organization, a country may be considered to suffer an “epidemic” when registering a murder rate above 10 per 100,000 inhabitants. Also, according to the United Nations, a country may be considered “at war” when the homicide rate is above 20 homicides per 100,000 inhabitants.
With a rate of 68.64 homicides per 100,000 inhabitants, Guatemala City ranks as the 8th most violent city in the world, behind cities like San Pedro Sula, Caracas, Acapulco, Cali, Maceio, Fortaleza Central District, being part of a select group of 11 cities with more than 60 homicides per 100,000 inhabitants.

Moreover, if the analysis is moved to the local scenario, according to the latest data released by the National Civil Police, 22 municipalities have a homicide rate of over 80 per 100,000 inhabitants, being the most represented the departments of Guatemala, Escuintla, Zacapa, Chiquimula, El Progreso, Petén and San Rosa. In addition, if this list is to include the number of homicides recorded in the six most populous cities in Guatemala, 50% of all registered homicides are distributed in 28 municipalities at a country level.

This has a direct impact on the perception that the rest of the world has about what is happening in Guatemala. As an example, according to the Global Competitiveness Index 2014-2015, Guatemala remains in the last places in terms of costs to be incurred by employers to fight against insecurity, classifying the country in position 142 of 144 countries (World Economic Forum, 2014).

In the last ten years, Guatemala has consistently placed in the last positions according to the ranking prepared by the World Economic Forum, not only for this indicator, but also with respect to the costs incurred by companies due to organized crime and the lack of reliability toward public security forces. Certainly, this situation causes a negative trend in the kind of country we want to promote outward.

Guatemalans need to define what kind of country they want, working together among different sectors until positive results begin to emerge. Working for Public Security is an effort that involves defining life and private property as the most cherished values in a society, by agreeing that the primary responsibility of the States is to ensure unwavering respect for citizens’ rights, and in the case anumore threats against consequences public order are assuming that imparted.

Once convergence is achieved toward common goals as a country, the next step will be to identify the critical factors that can contribute to achieving success. As part of the comprehensive approach given to this issue, the proposal focuses on critical factors that must be strategically addressed to ensure that the progress made so far is retained, even after changes in the administration, as well as to ensure its continuity in the future.
Building a better country implies recognizing from the beginning that security and peace are necessary conditions to generate prosperity and development for all. Public Security certainly entails the right of all Guatemalans to a daily life with the lowest possible level of threats to their personal safety, their rights and the enjoyment of their private property.

It shall be the duty of the State to protect the life and property of every citizen, including all necessary actions to prevent criminal acts that threaten the construction of peace.

The proposal presented by FUNDESA during ENADE 2014 emphasize that it is essential to have a solid planning foundation to direct any coordinated efforts towards achieving specific goals, associating the implementation of strategic lines of action with expected results according to a general framework. This approach has been called the “Comprehensive Strategic Plan for Security and Justice”, where a single frame work is the reference to align the work of various national institutions that are responsible of the different stages of the security and justice chain.

Comprehensive Strategic Plan for Security and Justice

by Jorge Benavides
Proposal: Comprehensive Strategic Plan for Security and Justice

Approaching the Community

- Prevention and Dissuasion
  - Development Agenda
  - Risk Mitigation
  - Space Recovery

- Pacific Resolution of conflicts
  - Dialogue Culture
  - Community Authorities
  - Human Rights

- Coercion
  - Results-based Management
  - Equipment and Technology
  - Training and Professionalization

- Criminal Intelligence and Investigation
  - Recognition of the Territory
  - Analysis of organized criminal groups
  - Institutional Independence

- Judicialization
  - Responsive Criminal Proceedings
  - Specialization of Courts
  - Victim Support

- Penalization and Reinsertion
  - Modernizing Infrastructure
  - Human Resources Competency
  - Reinsertion Program

Information Monitoring System and Performance Assessment:
- Continuous and comparable generation of statistics on crime acts and performance of institutions
- MUNICIPALITIES
- PDH and PNC
- PNC and MINDEF
- MP and INACIF
- IDPP and OJ
- DGSP

Gathering of inputs, experts consultation and integration of information for the design of the “Comprehensive Strategic Plan for Security and Justice”

Approach
- Strategic: Alignment at an institutional level
- Tactic: Alignment at a territorial level
- Operational: Alignment at functional level

Today

- Definition of GOALS (short-term)
- Execution of the PLAN (mid-term)
- Obtaining RESULTS (long-term)

Country’s Vision

- Prevention Systems
- Support Systems
- Reaction Systems

Goals

- Reduction of GAPS in each of the indicators

Resource Allocation
- Resource allocation, personnel, deadlines and accountable parties to achieve the GOALS
- Involvement of all social ACTORS

Indicators: Qualitative and Quantitative Perspective
When reference is made to Public Security, it is important to stress the importance of citizen involvement (lower left corner box of the illustration above) in support to the institutional responsibility of the State; however, it will always be the State’s responsibility to ensure the protection of citizens’ lives and enjoyment of private property obtained as a result of their work.

To ensure the involvement of all social stakeholders, FUNDESA complemented its proposal with a call for the integration of a “COALITION FOR CITIZEN SECURITY”, consisting of experts who wish to accompany the process of development, implementation and evaluation of the Comprehensive Strategic Plan for Security and Justice. This group of people will be in charge of following up on actions implemented by state institutions to reach established goals. They will also be the ones interested in monitoring performance point out and challenges that might come up.

As a first short-term course of action, the members of the coalition will be suggested to activate an Extortion Management National Mechanism, as a serious strategy to project and promote the eradication of extortion through citizen participation in a comprehensive process of strengthening the culture of filing complaints, supporting the process of presenting evidence, tracking the presentation of files and resolution of cases, as well as a media campaign to show that Guatemalans are not willing to tolerate impunity from criminals that threaten the building of a peaceful society.

The ultimate goal of this mechanism is to return Guatemalans the confidence in the institutions in charge of security and justice who are responsible of protecting the life and property of all citizens, while ensuring strict compliance with the law and protected by the respect for the Rule of Law.

It will always be the State’s responsibility to ensure the protection of citizens’ lives and enjoyment of private property obtained as a result of their work.
Más de un siglo compartiendo sueños, construyendo realidades.

Somos una empresa guatemalteca con más de un siglo en el país. Durante este tiempo hemos contribuido al desarrollo de Guatemala a través de proyectos sostenibles que aportan a la vivienda, infraestructura, generación de empleo, cuidado del medio ambiente y, en general, al mejoramiento de la calidad de vida de miles de guatemaltecos.
EVENTS

Pre-ENADE Workshops San Pedro Carchá, Guatemala City, Villa Nueva, Quetzaltenango and Escuintla

As part of the pre-development actions of the Encuentro Nacional de Empresarios, ENADE 2014 (National Conference of Employers), whose theme was “Guate in Peace with Complete Safety: Citizen Security and Culture of Coexistence”, several workshops were held in major cities such as San Pedro Carchá, Guatemala City, Villa Nueva, Quetzaltenango and Escuintla.

The workshops played an extremely important role collecting inputs from the chosen cities which represent economic engines of the country. The aim was to reach consensus and gather information to create a comprehensive proposal on “Citizen Security and Culture of Coexistence.”

After the detailed presentation of the current situation and the draft proposal, working groups where gather to collect the participants contributions, which were later incorporated to the final proposal presented at the plenary of ENADE 2014.
On 14 August, the Council of the Americans held in Guatemala for the first time their meeting of regional leadership. The forum was an opportunity to present the progress that has been achieved on regional economic integration, public security and investment attraction, as well as fundamental axes for better development.

The regional leadership forum was attended by businessmen, representatives of civil society and government officials, who spoke on the actions that Guatemala is making to bring greater economic and social development. Felipe Bosch, President of FUNDESA, was responsible for opening the event along with Susan Segal, President of the Council of the Americas and Luis Fernando Carrera, former Foreign Minister of our country. The meeting is part of the regional leadership program of Latin American Cities conducted by the Council of the Americas, which for the case of Guatemala is organized in alliance with the Ministry of Foreign Affairs and FUNDESA.
Although there are several factors that affect the quality of education, international studies show that teacher preparation is critical in students learning. In order to achieve the goals of learning, it is necessary to establish a robust plan to strengthen the teaching profession. In support of national and regional efforts to align with the objectives under the Human Development National Agreement for the improvement of educational quality, Mejoremos Guate and Empresarios por la Educación (Entrepreneurs for Education) conducted the discussion on strengthening the teaching profession.

During the meeting, the Minister of Education, Ms. Cynthia del Águila shared about the importance of this issue and the actions being undertaken by the Ministry of Education to strengthen the teaching profession. Afterwards, Ariel Fiszbein, Director of the Inter-American Dialogue Education Program shared about Global Trends and Education.

The teacher should have the tools to work in the classroom as a facilitator for their students learning, as expected at each level according to established standards. The education system must attract and retain the best candidates.
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Radical answers could be given to the above questions, but would do little in the intention to work through these brief, but always important opportunities for reflection.

Public insecurity is a structural problem and as such, requires a comprehensive solution, both locally and internationally. In today’s world no government who proposes an effective policy to combat public insecurity could do without the cooperation of neighboring countries, hence the complexity.

At the same time, the Index of Public Safety in Latin America\(^1\) shows that while there has been economic growth in recent years, which has also been called the Rise of the South\(^2\), public insecurity and violence have increased dramatically.

Public insecurity threatens development and calls for investment in protective measures, which alongside other factor will turn the so desirable “Rise of the South”.

“The affirmation that there is no development without security, should mobilize us all.”

Public insecurity combined with incremental violence in some countries, impacts not only the economic potential of the region, and without the excess of deaths from homicides the Gross Domestic Product (GDP) of the region could have been higher by 0.5%, equivalent to a potential profit of over $24 billion dollars in 2009.\(^3\)

There are other equally important aspects that are affected, socialization skills, social structure and in general, the democratic life.

Why, if the effects of public insecurity are so devastating for regional growth initiatives, have there not been coherent and sustained policies to at least decrease it? Is it an issue of lack of political will?

Is it convenient for some governments to create a climate of fear in which public insecurity serves their objectives? Does citizen apathy to get involved in public affairs add obstacles in the season for solutions?

Now this is not to justify the lack of real commitment to take the civil service of some governments, because it seems clear that the increase in public insecurity indicates that efforts have not been sufficient.

A government that makes use of public insecurity as a tool of political and social control, is like “shooting itself on the foot” as it is detrimental to their governance.

Finally, citizens must take a more active role, practice citizenship, although we do not have power of force and coercion, we have resources and actions to positively impact on public insecurity, like spreading techniques or prevention mechanisms, the participation in legislative proposals and to force our representatives in parliament to legislate accordingly on the matter, the recall or apporative referendums and the vote as an opportunity for transformation, are just some of the actions that reaffirm that democracy exists if we look for it and that without public safety there will not be democracy.

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\(^1\) FTI Consulting, Public Security Index in Latin America. 2014
PREVENTING VIOLENCE AGAINST WOMEN IS A SMART INVESTMENT

By Aída Verónica Simán - UNFPA Representative

Changes are possible. Although the reality is overwhelming and sometimes transformations seem far away, we perceive that our societies have been changing the way they understand and act on violence against women, whether it is physical, psychological, sexual, economic or even the most extreme expression of this type of violence, which is femicide.

Currently, the right for women to live free from violence is being recognized in many decision-making spaces; however, after public statements and speeches, remains the urgency to take affirmative action for women, at a time that no area of public life is beyond our involvement.

Historically women have had less access to education, training, formal employment and social security, so that discrimination and sexism remains a constraint to achieving a better life and exercising our rights.

To think of a comprehensive response to violence against women, requires us to ask ourselves about the impact on national life, beyond the beat up or the hurtful words, it means recognizing that it is a violation of human rights and a serious social and public health problem.

Its many dimensions are given in a hierarchical society based on categories such as gender, age and economic inequality, where women occupy a disadvantaged position.

It is difficult to measure the impact of violence against women in different spheres of social life, but there are methods that have already yielded important results.

Some countries have defined as the economic costs of violence against women, all expenses in which a society must incur either to prevent, combat or face the consequences derived from it (Acevedo 2008), including expenses in the health system, legal processes, disability and absence from work, plus indirect costs such as lost income due to death and lack of productivity, loss of employment and loss of tax revenue due to mortality and others.

According to the National Maternal and Child Health Survey of Guatemala, ENSMI 2008-2009, 45% of women who have been married or cohabiting, reported having suffered violence (physical, verbal or sexual) from their husband or partner. Sexual violence affected nearly 10% of women and according to 2013 reports from the National Institute of Forensic Sciences in Guatemala (INACIF) 5,927 expert opinions were issued due to sexual violence against women of all ages.

It is impossible not to think about the fact that one in 10 Guatemalans has suffered and reported sexual violence; maybe we saw some of them cross the street this morning. Or even stop thinking in how this experience has marked her life and her involvement in the community, at work and in the development of the country. As a society we are faced with the challenge to assist women victims of sexual violence, and beyond that, to prevent further impact on the lives of more Guatemalan women. Therefore, it is important to remember that the actions taken today to prevent violence against women in all spheres of society, besides being a rights issue; it is a cost-effective measure in promoting development and peace in our countries.

All sectors of society have a responsibility to support these efforts, in cooperation with public institutions, civil society and the private sector.

“Guatemalan women deserve the effort and the achievement because preventing violence against women is a smart investment”
LA SEGURIDAD CIUDADANA SE LOGRA PROMOViendo EL DESARROLLO RESPONSABLE

En el mundo moderno existe una ampliación del campo de acción e influencia de las organizaciones. Actualmente, las empresas se incorporan en la sociedad no solo como agentes económicos activos, sino también como agentes sociales de cambio. Dentro de un contexto de globalización, inseguridad y grandes retos sociales, las empresas constituyen los grandes pilares del desarrollo económico de los países y son importantes promotores del desarrollo social a través de su participación en alianzas multisectoriales.

En Pantaleón, asumimos con entusiasmo esta responsabilidad y trabajamos para aportar al desarrollo sostenible de Guatemala. Ser una empresa socialmente responsable significa para nosotros promover una mejor calidad de vida de nuestros colaboradores y sus familias, así como de las comunidades donde operamos.

En nuestro pilar estratégico de Desarrollo Responsable, uno de nuestros ejes más importantes es el comunitario que implementa actividades como:

1. ESCUELA DE LIDERAZGO COMUNITARIO:
   Los líderes de los Ccodes juegan un papel importante en el fomento del bienestar social de sus comunidades. Contar con las aptitudes necesarias para trasladar la voluntad de la población hacia proyectos y programas de desarrollo requiere una formación integral, que los capacite para responder a las demandas e intereses de sus comunidades. En este sentido, al finalizar el año 2015, 150 líderes de comunidades rurales de la Costa Sur, obtendrán el Diplomado de Liderazgo Comunitario para el Desarrollo Sostenible de las Comunidades.

2. PROGRAMA DE VISITAS “UN DÍA EN PANTALEÓN”:
   Como parte de la política de puertas abiertas, contamos con un programa de visitas a nuestras operaciones para que nuestras comunidades, las autoridades locales y nacionales y demás públicos de interés, puedan tener una plataforma de comunicación directa y de ambas vías con Pantaleón. Durante la Zafra 13-14 más de 400 representantes de autoridades locales, entidades gubernamentales, empresariales y organizaciones comunitarias (Ccodes) visitaron nuestras operaciones.

3. ALIANZAS PARA EL DESARROLLO:
   Como empresa, creemos que las alianzas público-privadas orientadas al desarrollo constituyen un pilar fundamental para la atención de los grandes retos sociales que afronta Guatemala. Solo a través de la unificación de esfuerzos y capacidades se puede lograr dar una respuesta sostenible a los espacios donde las políticas públicas no llegan. Aliados con entidades gubernamentales y empresariales hemos desarrollado proyectos de infraestructura, salud y educación que benefician a más de 1,500 personas directamente.

Cumplimos nuestro propósito de promover el desarrollo transformando recursos responsablemente.
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Banco Industrial is committed to be always by your side, innovating and giving the best.
“We are headed to a Guatemala that is more Prosperous, Safer and with more Solidarity.”