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## Editorial

As it is usual, this edition of TRIARIUS presents a set of articles various and interesting on security and defence.

Firstly, Glavinich from Argentina brings us an analysis of the relationship between transnational organized crime and the illegal mining. Helps us to clarify what is transnational organized crime, which are their characteristics and what their types of activities, then into the subject of illegal as one of its current manifestations mining.

From Yemen, Mohammad Nusari presents an article framed in West Africa, where we are talking about the relationship between terrorism and organized crime, it complements the previous article, in addition to revealing links between the groups South American criminal organizations and terrorists.

Lorca, from Spain, speaks of the open source intelligence and his employment by the best-known terrorist groups for different purposes, suggesting also the importance of implementing the specialty of intelligence, even in the own training military professional, which by the way has already been made in Colombia.

"Risk appetite" is not only a suggestive title, is also a philosophical statement of organizations, and much more than that. Sanchez, from Colombia, introduces us to this interesting topic, presenting its fundamental elements.

Also from Colombia, Haylyn Hernández brings us an analysis of the Colombian electoral landscape and its complexities.

Ending this Edition with an academic exercise, which is intended to improve the physical and human security of a Colombian educational institution, as a viable proposal that eventually could complement each other and put into practice.

We are grateful to the analysts and experts who provide selfless way his writings to make this publication possible.

*Douglas Hernández*

Editor



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**Fuerzas  
Antiterroristas del Mundo**

## TRIARIUS

Values:

- Respect for cultural, religious and ethnic diversity.
- Rejection of violence and terrorism as a mechanism to achieve political ends.
- Respect for human rights.
- Plurality of points of view.
- Objectivity in information and analysis.

On the cover, *Cuban Troops*. See the “Avispas Negras” review at the end of the magazine.

TRIARIUS privileges the freedom of expression, however, the responsibility for what is said in the articles, is exclusive of its authors.

Special thanks to international analysts who have sent us their articles for this issue for free.

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# Organized transnational crime and illegal mining

By Edgardo C. Glavinich (Argentina)



The image shows an operation of the Colombian police against illegal mining. The environmental impacts are evident. Courtesy of the National Police of Colombia.

## Introduction

In this article you will ask in the phenomenon of the so-called crime organized transnational, so we will take it from what we mean by organized crime, by specifying what is meant by transnational, analyzing its characteristics determinants, which are not mutually exclusive of different existing analytical categorizations or new theoretical constructs that help the understanding of the problems, also will be the main activities developed by these companies with the purpose of exposing that if well today, and the everyday sense, it is associated with the scourge of drug trafficking, these organizations develop a range of activities, often having a main activity which does not exclude diversification in other processes. Finally, the phenomenon under analysis will be addressed through one of the activities being developed at the moment, which, although is unknown its existence or level of activity in the Republic of Argentina, shows us the above above: this type of criminal industries are flexible and conform to the requirements of the market. In other words, transnational criminal organizations are not stagnant; rather, it is an ever-changing industry that adapts to market and create new forms, activities and actions. Dynamism which

allows you to achieve your goal: profit, and this being their motivation always will be adapted and counter the State controls.

## I mean by organized crime

Is not simple expedient to initiate a work about the topic - "organized crime" - which gives its name to this work by the fact that if well in the word common, popular or coffee with friends, we have the habit of denominating under the concept of "crime ", criminal, criminal gang, etc." to many who understand the issues associated with the illegal, violent, to the crime. However, if we look at with more specificity also is common language used by reporters, sportscasters, journalists, writers and subjects of science, as a concept evolved from mafia, or as a common denominator to encompass all the related to illegal or the delinquent.

In keeping with the above, different authors indicate the risk of strong conceptual definitions of organized crime, a phenomenon that sometimes can be simply an Entelechy. Which can also cause a bias when it comes to investigations, which would lead to a kind of syndrome of Columbus to discover the Indies, i.e. that the analyst identifies as organized

crime to everything that is on the way<sup>[1]</sup>. Therefore, some recommend have a more empirical approach and observe the criminal activities, the interrelation between actors, and eventually what type of organizational structure is generated<sup>[2]</sup>.

By this question, it is necessary to approach, at least to the concept of organized crime, and defining what is and to be considered under this concept. However, its definition is a complex task. Let us start with a statement, on the basis of establishing a framework. We have a group, organization or group having as object and purpose providing goods and illegal and illegitimate services that the market demands, or else that organized crime provides goods and services both licit as illicit, but illicitly. In conclusion, we can argue that its aim and purpose is economic court, its purpose is profit.

Having explained his purpose, now we will dedicate to inquire about their characteristics. We will depart from a restrictive definition provided by the transnational United Nations against organized crime Convention, which establishes that: "organized criminal group' a structured group of three or more

persons existing means "for some time and to take concerted action with the aim of committing one or more serious crimes or offences established in accordance with this Convention in order to obtain, directly or indirectly, an economic or other benefit of the material order" <sup>[3]</sup>

Definition where various elements stand out: more than 3 persons, structured, with temporary stay, with more than 4 years, with the pursuit of profit. This was the way that found the Palermo Convention to reach a consensus and overcome the impasse have an identical definition accepted by all States. There is considerable theoretical debate around the definition of crime or organized crime; in this area where a first debate occurs. Crime or offence is defined and if this is organized?

Such mainly legal discussion is broad and complex, points out the existence of a type of crime that is different from what is known as "common criminals"; due to the processes of evolution or refinement that characterize this old phenomenon which, however, has rejuvenated with the advent of the information society.



It differs by several elements, namely:

- It goes beyond Government controls.
- It is structured under a complex system of type business, well structured for the Commission of criminal acts.
- Their actions, persuasion, intimidation or persecution, is structured according to obtain power economical (capital) a decisive, and to achieve this indirectly build social legitimation (symbolic power) and penetration into the bodies of Government (political power).
- Organized crime uses traditional and conventional crime.
- Additionally, it can be said that organized crime has a strong transnational dimension and high capacity to adapt to the new context, as well as a strong specialization in specific areas such as illegal trafficking of narcotic drugs, weapons, people, as well as

the money-laundering associated with previous offences.

In conclusion, we can sustain its core features are, in addition to its complex organization and joint networks, the use of persuasion mechanism - threat of use of violence - and its capacity of penetration and symbiosis with the sectors of the State - using corruption.

### Characteristics of organized crime

Specifically, following the postulated by Andrea Gimenez Salinas Framis<sup>[4]</sup> and Julio Rivera Claveria<sup>[5]</sup>, we can highlight a series of substantive aspects:

- *Existence of an organization*: understood as formal management features and standards to achieve in common of an illegal activity with a particular purpose.
- *Establishment of hierarchical structure*: establishes an authority that defines and planning objectives. However, with the development of the processes of decision-making, these organizations evolve flexible command structures and with power of adaptation and plasticity.
- *Provision and supply of legal and illegal goods and services*: Even though the main activity of criminal organizations consists in the provision and sale of illegal or restricted goods mainly for-profit, this is not a limiting factor to gains obtained from the illegal provision of services or goods legal when exists a demand of the population and a vacuum in the State provision of such goods or services.
- *Search for economic benefit and the use of the money laundering*: The economic purpose and the accumulation of wealth through organized crime is a key feature. What based us money laundering is an instrumental and necessary activity for them, as a way of masking and legally reuse the funds illegally obtained.
- *Continuity and tradition in the business*. There should be a vocation by the organization develop the illegal business with temporal continuity, not being part of this category groups sporadically planning criminal actions of occasional and opportunistic way.
- *Use of violence toward the inside and outside of organizations*. Violence is a traditional development of criminal groups and their use

has various objectives attending to victims or targets to whom it is directed: meets disciplinary purposes when it exerted themselves members of the organizations; defensive purposes when directed to members of public institutions, control agents or subjects belonging to other organizations; and commercial when acts of violence are necessary steps for the development of illegal business.

- *Without ideological purpose*: Although to reach its objectives it can pursue some political purposes; does not seek political power as such, influence on the State, but not to seize power for themselves. You are looking for having, in a context of stability, influence forms that allow them to a framework of impunity to develop its action. In this sense, organized crime is different from terrorism. Terrorism seeks political goals through terror.
- *Forms of corruption*: as a half instrumental of criminal business development. However, corruption will be directly related to the power or capacity of the Organization and of vulnerability gaps in local political and institutional system of reference.
- *Confusion with legal companies*. Other means of defence and protection used by criminal organizations is the use of legal enterprises such as screen and masking illegal activity and in order to launder illegal funds for later use.
- *Trans-nationalization*: is a growing consequence of globalization. In this context, organizations, acquire a great sophistication when accessing the use of cutting-edge technology. The resulting expansion of the operating scope of the organized criminal networks of trade and financial globalization processes constitutes a favourable scenario for the strengthening of illegal actions.

### Types of activities

We have established that organized crime is first and foremost an illegal activity; whose defining characteristic is the Permanent Association of people to generate profit illicitly. Now, these organizations, as in the legal sector, develop different types of activities, being generally specialised in one of them, without removing the development of diversification strategies. In this sense we can identify as main activities<sup>[6]</sup>:

- Drug trafficking, illicit traffic in narcotic drugs or psychotropic substances, and money laundering.
- These people.
- Illegal trafficking of migrants and people.
- Counterfeiting of money.
- Illicit trafficking or theft of cultural objects.
- Theft of nuclear material and drug abuse to the detriment of the population.
- Terrorist acts.
- Illicit trafficking or theft of weapons and explosive devices or materials.
- Illicit trafficking or theft of motor vehicles.
- Illicit trade of natural resources.
- Illegal trade in flora and fauna.
- Sale of adulterated drugs.
- Cybercrime.
- Corruption of public officials.

This enunciative list of activities, is established by the elaborate by different agencies and specialists in the field, or that it does not connote that it is the totality of the activities, and does not mean that only these are illegal type. In other words, transnational criminal organizations are not stagnant; rather, it is an ever-changing industry that adapts to market and create new forms, activities and actions.

#### **A case of analysis: illegal mining**

Transiting from the macro to the micro, and having dealt with the concept of transnational criminality, we abocaremos the issue of illegal, circumscripta gold mining within what we call as "illicit trade of natural resources". Activity which, although it is specific to this item, contains in its developed all kinds of criminal activities.

To address the issue we must bring us closer to the phenomenon of mining, which, by the way, even if it is an activity that accompanies man from long-standing, is not common analysis of this activity, exploring its gold facet, seeking in this way to specificity in relation to transnational organized crime.

The region is located in a privileged position in terms of wealth in natural resources, the diversity of environments, the geographical position and the variety of products of extraction of strategic interest in the subsoil.

Therefore, the increase in demand, the price volatility and new global conditions in resources belonging place countries in an attractive place for

domestic and foreign investment to small, medium and large scale.

The bodies of the States of the region, facilitate the possibility of findings of mineral deposits of unexplored economic interest, the increase in production, the development of mining and the growth of areas in which the activity is a bastion fundamental to the fight against poverty, marginalization and vulnerability, due to the wide range of jobs and revenue generated, as also the development boost for national economies.

Starting from this consideration, the alluvial gold mining as a formal activity is affected not only by criminal groups organized, because there are different stimuli that contribute to the strengthening of the illegality and informality, as burdens tax and contributions, regulations, prohibitions, corruption, problems, weakness in the control and oversight, maximizing profits and other factors that allow that formal mining comes in illegality, informality, illegality and criminality, due to that in places where a high legal production of gold is generated are present dynamic problems of violence and crime, given the high profitability of the activity, the ease of developing it, the low operating costs when you are not legal, since there is no environmental care, exists unprotected workers in pension for old age or invalidity, non-payment of taxes or royalties and weaknesses existing in the sector.

While drug trafficking remains a key threat to regional security, illegal gold mining activity has been increasing its dimensions and its operations in recent years, coming to settle as a new source of financing of the criminal groups, so much so that authors like towers<sup>[7]</sup> argue that illegal mining is new drug trafficking.

Illegal mining is a lucrative business that used the natural resources of irregularly and that in countries such as Colombia, Brazil and Peru has increased their networks between criminal gangs and armed groups who see in this activity a new engine for its economy .

Comparing variables of the gold mining illegal with the phenomenon of drug trafficking and criminal, as described in the report of the InSight Crime<sup>[8]</sup>, shows that they are different activities, where the development the criminal mining results more effective<sup>[9]</sup>. This is due to the time spent in obtaining the ore and production costs are lower, the product result of exploitation is illegal, and controls the distribution and marketing of the mineral are still lax.

This form of gold activity involved, as Isabel Esther Maldonado Sarmiento and Luis Mauricio Rozo Gutierrez argue it<sup>[10]</sup>, anti-tecnica extraction and the degradation of the environment, together with the convergence of criminal groups, is expressed with different offences, ranging from exploitation and illicit exploitation of minerals, violations against the natural resources and the environment, violation of rights human (forced displacement, killings and abductions), money laundering, illicit enrichment, to problems of social conflict: prostitution, child labour, school dropout, alcoholism, drug abuse and STDs sexual<sup>[11]</sup>, etc.

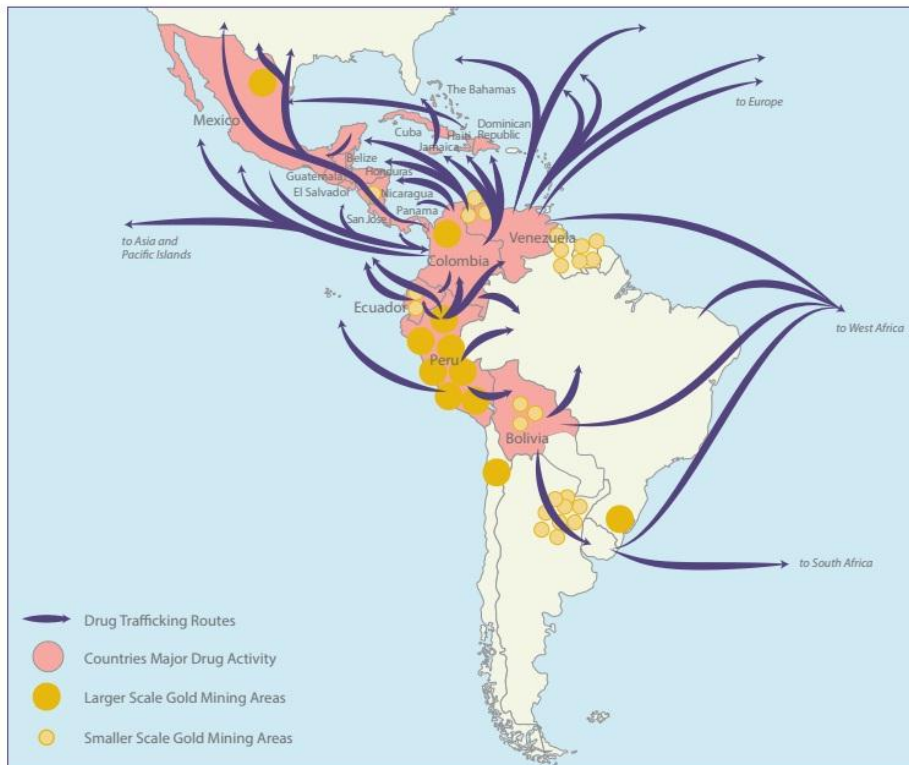
As the map shows, the same places and routes developed and used by the groups of drug traffickers

are used in the industry of illegal mining activity that undergoes an evolution as a collateral result of "War on drugs" policy left by the United States, which resulted in a reduction in the profitability of drug trafficking from Latin America to the United States.

As a result, criminal gangs that control the drug trade saw a great incentive to tip over toward the illegal exploitation of gold, and the fragmentation of the artisanal mining of gold in Latin America did nothing more than facilitating his entry.

These groups understood quickly that take control of large portions of land away from the eyes of the Government and dominate companies that had its mines in those lands would allow them to generate large margins of profit with much lower risks.

### Principales Rutas del Narcotráfico, y Principales Áreas de Explotación de Oro en América Latina y el Caribe



Source: *The Global Initiative against Transnational Organized Crime*

While the World Gold price has been falling in recent years, the criminal organizations continue to drive the expansion of the illegal extraction of gold. The region is currently characterized by high percentages of gold extracted from illegally; about 28% of the gold mined in Peru, from 30% in Bolivia,

77% in Ecuador, 80% in Colombia, and between 80% and 90% in Venezuela it is produced illegally.

Now well, and due to lack of information, not we have failed to obtain specific data on activity or their level of development in the Republic of Argentina, but as evident from the above table, Argentina has the



gold natural resource, and is listed as one of the countries with development in that area.

However, a journalistic News says "technical staff of the Directorate of mining of Mendoza observed aggregates extraction without authorization in the vicinity of the penitentiary of Almafuerde, in Cacheuta, so was fashioned an act as a first step of the" sanction process. There was detected that extraction of aggregates were conducting later clandestine manner, and therefore the Ministry of economy applied corrective and punitive laws and administrative actions to those responsible for this fact"<sup>[12]</sup>.

Now if all the countries in the region show a development of the criminal activity in relation to the extraction of mineral resources, and in particular the gold branch in the Republic of Argentina has not developed or will not develop?, question that we do not dilucidaremos in this work, but that contains and exposes the prevailing ignorance in criminal activities emerging in the region.

Returning to insofar as it represents the establishment and development of the illegal mining, specifically in his facet as gold, as well as drug trafficking, it is a problem that involves a variety of factors that make it difficult to eradicate. The first of these factors is largely wrapped the vulnerable civilian population has no access to other areas of economic activity, or in some cases come in illegal mining work a 'easy' way to keep reporting as well, according to the Organization Alliance Amazon 2030<sup>[13]</sup>, a high number of adults and children linked to the illegal mining in the countries of the region.

A second important factor is that this illegal activity is done in areas with little State presence and

in many cases in border areas, where transnational crime, the blurring of State sovereignty, permeates and transferred from one territory to another production illegal mining. As Carlos Fierro demonstrates<sup>[14]</sup>: are areas where the problem of regulation is complicated and the gold ends up moving between countries, passing from hand to hand without control until you reach cities like São Paulo, Bogota or Quito. Then it ends up in markets and financial centres of Europe, Asia and North America. During this extraction and marketing chain much of that metal melts with gold legal leaving no trace their illegal background.

Finally, the third factor, against this and all types of transnational crime, is the action and capacity that may have the security forces.

Considering the dynamic nature that has this threats at borders is required for coordinated action by the States which so far has still many deficiencies, which deepens the second factor, traffic of ore, emphasizing the First, exploitation of people, and extraction of natural resources.

Following defined, and holding a multi-dimensional perspective of the phenomenon, we must recognise that drug trafficking and illegal mining generated affectations that are not only directed to the security of States, also to the survival and well-being of the individual. While there have been policies by the States that comprise the region to deal, for example, to drug trafficking, the activities of criminal organizations, thanks to its dynamism continue in force and this is mainly due to that they are used by the illegal groups as a source of funding, and this being their motivation always will be adapted and counter controls the security forces.

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# The marriage of the organized crime and terrorism in West Africa

By Mohammad Nusari (Yemen)



Around the world, terrorist groups and organized crime gangs are no longer considered a new phenomenon. The Association of these groups and gangs are well known today, but their recent outbreaks in Africa and the interweaving of relationships, have become a growing concern both at the national, regional and international level.

In Africa, as in the rest of the world, there are many forms of transnational organized crime, such as drug trafficking, smuggling of natural resources, forgery, cigarette smuggling, arms trafficking, wash money, piracy and others. Today, there is a growing conviction that most of these forms, if not all, contribute directly or indirectly to the activities of the groups jihadists and terrorists on the continent, and this is in line with the outcome of a debate of the Council of UN Security in May of 2013 on growth and interdependence of terrorism and organized crime in Africa. In this sense, the UN Security Council expressed "concern about the synergy and cohesion, in many cases, between terrorism and transnational organized crime, on one side, and the widespread practice of illegal activities such as drug trafficking, weapons and human trafficking on the other." The Council stressed the need for "Strengthening the coordination of efforts at the national, subregional, regional and international level"

to redouble the means for the global response to this challenge and this serious threat to peace and security in Africa.

How, then, terrorism harmonizes or conflicts with transnational organized crime? To answer this question, we must know that the discussion on terrorism and organized crime occurs in the midst of an academic debate about the similarities and differences between these two phenomena. The academic literature is full of insights on how terrorism should be seen as different from organized crime and transnational organized crime. Certainly there are similarities and differences between criminals and terrorists.

Both the terrorists and criminal organizations have many things in common: they are rational and effective bodies, both produce victims, and both use tactics like kidnapping and murder, which operate in secret, and create problems of Security and governance in many areas.

In addition, terrorism is not limited to organized crime by different objectives and purposes (for example, politically motivated versus a higher proportion of illicit markets), but also to the form and the type of violence (e.g., terrorists tend more that criminals do not distinguish among its victims), not to mention the strategies of media for this or that group

(for example, terrorists are attributed the violence and used the media to publicize his case, while the criminals usually they avoid the media). It is also important to note that the terrorists are reluctant to stigmatize them as ordinary criminals, although there are few exceptions in this regard. Above all, terrorists provide a framework in which justify their actions, which can be reflected in their narratives and discourses political, ideological or religious. Groups / gangs of organized crime do not affect existing Governments, provided the State authorities do not interfere or interrupt its activities for profit. Terrorists will stand as opponents line lasts for the Government and the political system and are eager to use violent and indiscriminate attacks against targets and non-governmental to obstruct or undermine existing power. Terrorists tend to adopt their own vision of what the religious, political and ideological system should be - as they - see it to guide society, while such point of view does not exist in criminal gangs.

While the terrorism practiced by many extremists active in West Africa is a key factor in the threat to regional security, drug trafficking and illegal trade by gangs is also another essential factor to not be passed by Alto.

Al - Qaeda in the Maghreb ensures drug and provides a vital coastal route between suppliers of Latin American and European markets. Armed groups offered rewards very rewarding for the smuggling of cocaine from South America through Mali, Niger, Chad and Libya. Mali is characterized by drug traffickers important characteristics, since it is a station suitable Midway, as well as by the absence of a strong Government in the country, and the use of any advanced technology to put an end to the attempts of smuggling. Al Qaeda in the Maghreb WINS millions of dollars each year to provide trained troops: the drug trafficking in the Sahara and the safety of the smugglers. According to the Office of the United Nations for Drug Control (UNODC), about 35 tons of cocaine pass through West Africa each year. Kidnappings, especially of foreign tourists for money, are also important sources of financing for Al Qaeda in the Maghreb. Since 2008, the Organization has received huge sums of money from European Governments in Exchange for the release of the Western hostages.

One of the hostages amounted to \$ 66 million in 2013. Therefore the warlords involved in terrorism are underway with all illegal activities to finance and maintain certain armed group, and the latter don't fight

by certain principles or values, but all they care about is getting money to daily. Drugs and illicit trade are among the reasons most outstanding fighting recent in West Africa, for example, the region Anefis of Mali, tuareg groups, Imad platform and its allies, Gataa, pro-Government armed tuareg groups and descendants of Anefis, an area which is considered to be affiliated with it, in favour of the coordination of the movements Azawadi, armed groups of tuaregs, who carry out all illicit business activities related to drugs.

The route from northern Mali provides the South American cartels double benefits, which gives them the opportunity to avoid a greater vigilance by the US authorities outside the Caribbean.

The Mainland, with all our information, concludes that controlling drug trafficking is the most important challenge that the armed groups seek to gain, and that's that resumed hostilities between the Azzawid movements and pro-Government movements. Moreover, the routes of drug trafficking in West Africa provide opportunities that terrorist organisations obtain financial gains.

No doubt, West Africa has become a transit route and station of drug distribution. The cocaine from Latin America destined for Europe is the most lucrative activities of traffic in the country. The cocaine seized comes from Brazil, Colombia and Peru, and then reaches West Africa through Benin, Côte d'Ivoire, Guinea-Bissau and Nigeria by land, air and sea.

The United Nations Office on drugs and crime (UNODC) reported that seizures in West Africa in 2007 reached at least 50 tonnes of cocaine (2,000 million dollars worth) that pass through West Africa each year.

Guinea-Bissau has become a center of drug shipments destined to Europe, what arouses even more concern about this phenomenon. Two incidents witnessed in this country illustrate in April 2013, for example, Admiral Jose Américo Bobo Na Chutu, a former naval commander in Guinea-Bissau, was arrested after being caught in a trap by the U.S. drug enforcement agency (DEA) a boat in international waters off the coast of West Africa, where he and his partners planned to transport 3.5 tons of Colombian cocaine transported by ship from South America to Guinea-Bissau to store it there before sending it to other places, including United States. The second is what happened in April of 2013 when the British border forces confiscated a quantity of cocaine, valued at more than £17 million in the port of Tilbury in Essex.

This process is particularly important since it is believed that these drugs were smuggled through Senegal to Europe by a group of Al-Qaeda. UK officials suspect that cocaine is part of an important agreement between the Organization and the revolutionary armed forces of Colombia (FARC), which supplied cocaine in Exchange for some of the weapons that the Islamic terrorist group bought from Libya.

Other forms of activity-border criminal or through West Africa include, among others, cigarette smuggling, trafficking in persons and smuggling (including illegal immigration) and counterfeit medicines. Money laundering is also a great

challenge in the region due to corruption, weak Government and the rule of law disadvantaged, along with other factors as poverty and unemployment on a large scale. These flows contribute to the instability and insecurity in the region, providing a fertile environment for organized crime and terrorist activities related to the financing of terrorist organizations in the region.

Deal effectively with the threats of terrorism and organized transnational crime, requires a comprehensive approach that combines regional and national efforts to implement a strong strategy focused on improving and streamlining the governance, development and security in the region.

### **Mohammad Nusari**

(Yemen) Agent specialized in application of the law of Yemen, specialized in the management of public order, tactics and techniques of intervention, against terrorism, from September 2000 until now worked as a special agent, operator of camp and Commander of the team of Tasks already completed the 3rd Mission for operations of maintenance of the peace 2 in Africa (Chad, MINURCAT and Ivory Coast, UNOCI) and one in Haiti MINUSTAH, as head of the FPU and SWAT coordination which is battalion commander of the multinational police forces consisting of 1 1. formed police units (FPU) and 1 team SWAT (1650 officers from 10 different nationalities) under the command of the Chief component of police in MINUSTAH, then went to an adviser of the presidential security service and in fact security consultant for the Prime Minister.



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# The analysis of intelligence from open sources (OSINT)

By Ernesto Lorca (Spain)



Coordinated by Professor Miguel Angel Esteban Navarro intelligence glossary defines the term sources of information such as: the set of instruments that are used to meet the needs and demands of a user's information, this indicates that the identification, selection, acquisition, storage, organization, conservation and updating of many and varied information resources, are fundamental tasks and determinants when recovering data that will be suitably used

by analysts and by elaboration of intelligence bodies.

Search and utilization of information resources open for the elaboration of the strategic knowledge (Open Sources Intelligence) is something priority to any intelligence agency. The benefits of the use of open sources of information, have to do with its ease and speed to be communicated and shared with its function to generate an environment of easily upgradeable situation and above all, their ability to integrate with other intelligence sources, to form a picture of situation defined, structured and easily understandable. Hence that more efficient use is situated in the strategic to the operational and tactical level though, it comes as considered from the experiences in combat in Iraq and Afghanistan, is not always so.

To all this, we must add the effort from different departments and university faculties around the world,

being developed to make work with open sources of information for the preparation of intelligence, an academic matter, Scientific and curriculum, without losing sight of the open debate in some countries on whether to deploy a specialty of intelligence, even in the own professional military training.

There is an enormous relevant scientific production that has become apparent since ten years ago, the inherent link between the information from the network, and terrorist activity, specifically in the case of extremist terrorism or Islamist Court. Javier Jordán "terrorism in the information society".

One of the major concerns of intelligence and services of Governments in general, in the case of the anti-terrorism struggle of character jihadist, next to the radicalization in prisons, is the infiltration or penetration of radical elements among the rows of military or police units for the purpose of infiltration, theft of secrets involving the security and national defense from sensitive positions. José Antonio Gutiérrez, Javier Jordán and Humberto Trujillo "prevention of radicalisation jihadist in Spanish prisons. Current situation, challenges and dysfunctions of the prison system".

In the case of terrorist groups as Al - QAEDA, and TURKISCH, used the network as a tool, not only for communication between them and their cells, but of obtaining information for objectives location and planning levels. They do not hesitate to use the same

open sources to get information leading them to get the attacks successfully.

The information obtained in recent years on jihadist cells, has confirmed suspicions of how terrorism has made extensive use of the Internet as source of information for planning new attacks. This use is not only limited to the exploitation of information

from open sources, but it has also shown a clearly offensive profile in certain data of great importance.

Manuel Torres Soriano. "The propaganda dimension of global jihadist terrorism" in the fight against the terrorism of Islamic Court, proposed stripping to ALQAEDA and TURKISCH, support both financial and doctrinal new quarries of terrorists willing to commit armed actions.

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Source Image: <http://cfile4.uf.tistory.com/image/232CC034592393740DE450>

### **Ernesto Lorca**

(Spain) Enabling escort and also explosives in private security. Postgraduate Diploma in communication non-verbal, criminological profiling, (belongs to the S.E.I.P.C), and international security and intelligence. He has received courses of staff of the armies of the United States, Colombia, Spain, France and Italy.

# Risk appetite: A matter of corporate governance, preservation and creation of value...

By Franklin Rendon Sanchez (Colombia)

**The term "Risk appetite" has accompanied statements by boards of Directors and executives from organizations of all kinds in all parts of the world.**

International bodies responsible for establishing best practices in risk management - such as ISO, the Basel Committee, COSO, among others - have illustrated and guided about mean, and is there to meet him. But after a number of years, many might say, that the term "Risk appetite" Although it is known in the high level of the business, is also ignored in its use and its value when it comes to not only manage risks, but at the time of establishing priority s strategic, as well as to assess the allocation of authority and limits where official and executives can reach when it comes to doing business.

The term subject of this article has been developed in different sectors and companies often empirically, intuitive sometimes, and many other times emotional way, internal, and public statements in memoirs, reports, policies and procedures, in the definition of operational limits and the fixing of targets and performance indicators. Form as an organization deals with the identification and management of risk appetite, also defines the level of maturity in their culture of risk.

It is clear that the appetite for risk is not just a philosophical statement of organizations. It is the way in which the highest management of a company, directors and executives, face the sustainability of the entity as conscious, systematic, disciplined and, sometimes, even scientific. It is therefore to speak of risk appetite, it implies necessarily address the terms tolerance to risk and the risk capacity.

**How risk management support to the preservation, creation and realization of value in organizations?**

A few months ago a CEO of a bank commented that in the near future the head of risks of any financial institution become the second Executive in importance in financial institutions. Before qualifying this vision, which is very attractive and motivational, it is necessary to identify the barriers that the risk management may be running into so that, in future,

this statement can be materialized. Some of these challenges are related to how successfully the management of risks in an organization contributes or leads to the following:

1. Improve strategic and process definition of objectives in organizations;
2. Identify gaps that can be turned into opportunities for the benefit of the profitability of the business, but more importantly, for the future sustainability of the same;
3. Make more agile the process of decision-making, not only from a commercial perspective, but from an operational perspective efficient;
4. Timely alert when there is evidence of misalignment to objectives financial, customer, internal processes and people;
5. Analyze the cause root of hazards or impending situations that exposed to unexpected losses or missed; opportunities
6. Use technology effectively and data to identify profiles, attributes, behaviours and their correlations with moments and situations, products and services (current or past) and, from there, identifying initiatives that increase the institutional value;

**New frame of reference COSO Enterprise Risk Management (ERM): aligning risk with the strategy and performance.**

Among some executives and senior management risk management is still a misunderstood issue. But not because the Board of directors or management do not know what this means, but because in some cases risks units need to re-orient their practices and working methods, its reports and its analysis and recommendations on the basis of the use of tools and methodologies more aligned to the expectations of the business, perhaps more simple and effective performance to make visual and drinking - at the highest level and at the level of those who manage the risks every day in front of the business - the relationship of risk c on the strategy, the processes of decision-making, the goals and indicators of performance and the mission and vision of the organization.



The appetite to risk under a more strategic approach to the risk, as proposed by the new version of COSO ERM, has a wide place and certainly would be better understood and managed at the level of the Board of Directors and senior management. Apart from the form of illustration of the risk profile, interested as the risk has been managed by repairing

in the financial, commercial and operational performance and talent in an institution, how it has handled the challenge in different categories of risks, and as the Administration has responded to variations in the estimated performance and the expected behavior of the risks.



**What is the risk of your organization profile?**

Know the risks of the organization profile implies having a high-level view of the risks in the business model, key activities and the segments that are relevant to its key stakeholders. As behaviors and variations in performance and scope of business objectives correlate with situations of market, social or

economic conditions, weather, unexpected aspects made of fraud or operational risk, inter alia, These help to get an idea of what is the appetite for risk or what this should be, although it is aspirational way. The risk profile of the Organization us approaches the primary concept of risk appetite that

is incorporated in the mission, Vision and values of the organization.

### **Involving the Board of Directors.**

In the agenda of the Board of Directors, or of the risk Committee of an entity constantly different data, information and reports involving the definition of operational limits are being (credit, investments, other), which somehow they segment the appetite for risks of the organization. Now, if the risks that can be assumed are set at the highest level of management, discussed what is the maximum level of risk that the organization can assume taking into consideration the levels of regulatory capital and liquidity needs, and is scenarios of stress which discusses the possible impact of conduct internal and external changes in the course of business and markets, effects of new or potential regulations, the impact of competition and other disruptive elements set out in the industry, then the Board of Directors will be determining what is the capacity of risks of the entity. This concept is important to highlight discussions that risk with the Board, and thus, avoid confusing it with appetite for risk. What is the worst that can happen to the business? That is the risk capacity.

For example, issues over about the risks of an organization ability may be related with:

- Possible effects of the losses in the rating of the institution, its short-term perspective and confidence in the market;
- How would the market react to losses by different types of risk. In general, losses due to credit risk are more tolerable for operational risk.
- How would the market react to an event affecting the reputation or the ways of doing business.

The above leads us to conclude, that prior to determining risk appetite it is necessary to know what is the capacity of risk. Once you have the scenarios analyzed in their different perspectives, will be preparing to answer questions from the Board on:

- What level of risks we are facing?
- How much risk can we make?
- How much risk should take?
- How much risk do we want to take?
- How much risk we will take?
- How much risk are you taking?

A question that perhaps the executives should be is if the Board is aware and is able to question policies and the current status of the risk management in the entity. Otherwise, it will be necessary to educate and

help develop Directors (or search them out) more sensitive to risk, in the best sense, that we can give to this phrase. On the other hand, some responses to proactive boards who question constructively the Organization risk management, usually involve proposal represented in indicators management limits or risk tolerance limits. Across boundaries management seeks to shape risk appetite, segmenting it to make it tangible and digestible at all levels in the organization. It also provides guidance on when to begin to respond to the behavior of those risks and performance that they show the indicators referred to when implementing mitigation measures and when to escalate an issue to senior management or the Board of Directors.

### **Risk appetite: more than just a statement.**

Appetite represents, in itself, the aggregate level of the types of risks that an entity is willing to assume for each of them, within its "risk rating" in order to achieve its strategic objectives and work within the guidelines of your Plan business, its mission, vision and values.

But, a critical aspect that defines the "appetite", is the "attitude" to take on the balance between risk and reward. In an organisation, shareholders, Board of Directors and management have visions that share and others not. It is here precisely where good corporate governance is needed so that it can be given the balance in the relationship between risks and rewards. The attitude toward risk is sometimes related to different ratios, indicators and targets, which can be determined in a reasonable manner considering the history, trends and the nature of operations and markets as well as expectations compensation to shareholders. But sometimes it can be related to elements "more subjective" and unrealistic around profitability, efficiency, participation of market, among other key indicators. For example, range operating goal of an entity (TOR for its acronym in English) may reflect evidence of how that attitude and how it has an impact on the capital of the institution, preserving it, creating it, eroding it, or doing it.

The determination of limits of management, indicators of risk and the ability of risk tolerance involves the use of qualitative and quantitative analysis. As are formulated strategic objectives, management limits are established to ensure achievement of the targets and providing control to the operation, so you can check what so entrenched,

robust and reliable is the appetite for risk. In any other publication we will have time to delve into the qualitative and quantitative analysis.

#### **Joints sensitive policies to risk.**

The definition of the risk appetite is a matter of corporate governance. It implies first of all that the Board ensure that the model of three lines of Defense is well structured. This is key because that risks units defined guidelines of management that the "Front Office" must accept and manage. In addition, internal audit units must submit inputs and methods you used the risk unit to discuss with the Administration the proposals limits, appetite and tolerance that finally the Board approves. This leads to the need to ensure that corporate governance policies established elements that are decisive to ensure that risk policies are appropriate based on capacity, profiles, appetite and tolerance of risk than they correspond to the institution. In this sense, it is necessary to consider:

1. The Board of Directors and its committees include directors with knowledge or experience in the field of risks;
2. Not having experience in the field of risks within the Board is going to be key to consider the recruitment of the figure of external advisors to the Board or the Committee of risks;
3. The plan of continuing education of Directors, must be strengthened so that the language, practices, reports situations that pose risk management on the one hand may be subject to challenge, and on the other hand, have a level of surveillance aligned

to the request of interested parties (Rating agencies, regulators, correspondents, investors,) among others

4. The agendas of the Board should include at least one year of evaluation of appetite for risk;
5. Submit the methodology, inputs and assumptions that determine the capacity, profile, appetite and tolerance to risk an assessment independent and periodic;
6. Involved in the strategic process and make sure that the riesgos-recompensa balance is appropriate;
7. Be sure to have the capital human to promote and comply with the limits and controls hazards that contribute to the creation of a robust risk culture and to ensure the sustainability of the business, and that conducive to the strengthening of the reputation of the Organization.

The Board of Directors, management and risks and Control units have the challenge to be very aware of emerging risks in the financial services industry. The disruptive forces of new technologies and the opportunities and threats that this can bring about, changes in the expectations of clients and stakeholders, the changing environment of the regulations, and the ability to maintain performance expected or recover from failure; they represent elements that condition the ability of risk, the way how to set strategic objectives and it is defined from there to risk appetite.

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Image Source: <http://sdj.com.co/servicios/mejora-del-mapa-riesgos/>

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## The complex Colombian electoral panorama

By Haylyn Andrea Hernández Fernández (Colombia)

On March 11 were held legislative elections in Colombia, was elected the members of the Senate and the Chamber of representatives of the Congress, but beyond the legislative renewal, was the scene in which the political map was defined for the four years in the face of presidential elections that will take place on May 27 for the first round, and if necessary, there would be another day on June 17 for the second round. Also carried out two Interpartidistas popular consultations; Great consultation by Colombia and the Social Inclusion consultation for peace.

The elections have been marked by a complex social and political scenario, influenced by the implementation of the peace agreements and the so-called post-conflict, in addition, the tense political situation is marked by violence and persecution to social leaders. The country's social activists and human rights defenders feel that they do not have collateral, according to the latest report of Front Line Defenders, in 2017, first year of the agreement, were killed 105 representatives (Ciurlizza, 2018).

At the same time, according to the organisation we are defenders, presented a report where the rise in homicides is evidence for 2017; an increase of 32.5%. Of the total of murders, 82% were men, 15% women and 3% to LGBTI people. On average, last year, every three days they murdered a social leader (Sepulveda, 2018).

Although the end of the conflict with the forces Armadas Revolucionarias de Colombia - FARC - impacted on the reduction in the number of fatal victims, since 2017 closed with the lowest homicide rate since three decades ago (22 homicides per 100,000 inhabitants), Colombia does not cover the social debt that has with respect to violence against the leaders. This is evident in the rise in homicides product of the confrontations of groups of paramilitary ancestry, ELN, EPL, the disagreements of the FARC and the organized armed groups by territorial control and criminal incomes.

As if this pressure by armed groups is not enough, the corruption and fraud have been breeding ground traditionally at election time. However, must be taken into account that subsequent to the signing of the agreements, the setting for the map of electoral risk, which has classified all the country's municipalities in any of the three categories of risk: medium, high or

extreme, changed in many regions of the country where (e) the FARC practising presence, relieving the electoral landscape in a way.

Table No. 1  
Social leaders killed by Department

DEPARTAMENTO	CASOS
Cauca	18
Antioquia	14
Valle del Cauca	8
Chocó	7
Córdoba	6
Nariño	6
Norte de Santander	6
Putumayo	6
Cesar	5
Risaralda	5
Caquetá	4
Meta	3
Atlántico	2
Bogotá	2
Caldas	2
Guaviare	2
La Guajira	2
Tolima	2
Arauca	1
Bolívar	1
Casanare	1
Huila	1
Magdalena	1
Sucre	1
<b>TOTAL</b>	<b>106</b>

Note: (Sepulveda, 2018). Violence against social leaders: the nightmare that is worse.

According to the latest report of the observation mission electoral - MOE-, national electoral risk lives its lowest level since measurements are made, the fraud at the national level is of 31 municipalities in 2014, which is equivalent to a reduction of 8% , (Electoral Observation Mission, 2018, p. 65). In terms of the electoral risk for issues related to armed groups dropped by 20%, i.e., that there is a real effect

resulting from the process of peace and the ceasefires when they are enabled with the ELN.

(...) Since the beginning of the measurements of the MOE we have fallen from 666 municipalities at risk by violence in 2007 to 305 in 2018, a reduction of more than 50%, by 2018 the elections with the minor historical figure of risk of violence in the history of the MOE. (Electoral Observation Mission, 2018, p. 42,43)

While there are important advances that are highlighted in the present elections, not is should belittle facts such as the escalation of violence against political and social leaders, which shows the beginning of the end of the war in Colombia, at least against a group insurgent, it increases the challenges security. So this is an alert for the competent entities responsible for formulating public policy, so they pay special attention to challenges generated violence Dynamics product, now in the field of politics.

Past legislative elections is set for a new Congress that reveals a balance of political forces that already starring strategies of alliances and coalitions that aim to the arrival at the Casa de Narino. Democratic Centre is the party with the largest number of Congressmen (19), followed by change Radical (16), conservative (15), Liberal (14), party of the U (14), Green Alliance (10), Polo (5), alternative force revolutionary of the common - FARC - (5), decency (4 ) and Mira (3).

This political spectrum is the setting for the distribution of power between parties that tend to define the Coalition for the first presidential round, marked now by the winners of the interpartidistas consultations; Iván Duque, the Democratic Centre and Gustavo Petro by human Colombia, party which is part of the coalition of the left "Decency". Note that these queries were characterized by polarization of the citizenship, which in many cases were due to practice patronage, but not an informed vote.

The bet is aimed at the strengthening of democracy and the legitimacy of institutions, so the outcome of these elections is the option for renewal and change, since reality is pessimistic. According to Invamer Gallup's latest survey, the favorable image of Congress comes just 19% with an unfavorable opinion of 68.6%, and the political parties is even lower: 68.6% negative with just 19.6% positive.

Other figures confirm that perception of Colombians toward the political institutions is at its lowest in several years. The bi-monthly survey by Invamer Gallup in - February records of 84 percent of Congressional disapproval and only 12 percent

approval - and 7 for the parties-, the figure lower since 2000. (Week, 2018)

It is clear that the political institutions through a crisis of legitimacy and one of the reasons that more weight is by the polarization generated by the peace accords, unfortunately has become the bastion of political leaders to build their speeches, but with an undercurrent of hatred where there is no chance the rhetoric but the ideas catch fire seeking prominence and ideological imposition that ultimately ends up affecting the image of the collective political.

Another issue that generates discomfort and dissatisfaction in society is corruption, the list is broad and increasingly involve more representatives of public life, which constantly squandering the trust of the voters, since in the collective imagination is the sinsabor that are public resources that are at stake.

The recurrence of corrupt practices shows that it is not a phenomenon isolated and occasional, on the other hand, seems to be rooted to the history and tradition. In this sense, planning and control systems appear to be inefficient and are associated with poor quality and precarious settlement of liabilities and punishments, this allows the emblematic cases have a high effect media, but at the end of the years continue to perpetuate similar corruption cases in different instances.

According to the annual report of the Office in Colombia of the United Nations High Commissioner for human rights, corruption deprives communities of social investment and undermines the efforts of the State to guarantee human rights, in addition

He said that between 2012 and 2016, the Office of the Attorney-General had received 64.095 complaints of corruption. OHCHR notes that only 1.6 per cent of the cases were resolved, which illustrates the significant historical impunity. (office in Colombia of the United Nations High Commissioner for human rights, 2018, p. 11)

Therefore, the Office of the High Commissioner urges the public prosecutor, the Comptroller and the Attorney General to continue increasing its efforts to prevent, prosecute and punish cases of corruption of officials, public and political representatives, since the corrupt practices are a direct affront to the economic, social and cultural rights of Colombians.

Finally, the political context in which the elections are being are a trial period for post-conflict society, on the one hand after the implementation of the agreements and the transition from the FARC's weapons policy, the uncertain stage of the talks with

the ELN, and undoubtedly the challenge in security that represent the organized armed groups and on the other hand, the dynamics of violence linked to the policy, as the facts against the integrity of the rights

activists humans and corruption, the challenges are diverse and multidimensional, and it is expected that the State's response is equivalent.

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# Station monitoring and Control, to provide security to a central school in Colombia

By Douglas Hernández (Colombia)



By way of academic exercise, we aim to explore how to increase security in the facilities of a (fictitious) educational institution in the Republic of Colombia, this taking into account that within them and in their surroundings, the facts of intolerance, theft, violence, bullying and other problems, are increasing. In addition to anthropogenic threats to the security of the educational community, are others that could obey accidents, or natural phenomena such as earthquakes, floods or fires. Against all this, it is

important that measures are taken by the appropriate authorities.

The first step is to logically know physical facilities, and the number of people who make life there, in order to understand the magnitude of the challenge facing. For the purposes of this exercise, the (fictitious) educational institution has 1 Rector, 3 coordinators, 32 teachers, 2 secretaries, 1 librarian, 1 goalkeeper, 4 employees of General Services, and 1,100 students in different grades and conferences. The following are the facilities to protect.

## Facilities detail:

Quantity	Type of facility
1	Waiting room.
1	Reception.
5	Administrative offices.
20	Classrooms. <i>In Colombia: salons.</i>
1	Gym.
1	Battery of toilets for men and women.
1	Playground.
1	Casino. <i>In Colombia: school store.</i>
1	Kitchen.

1	Food cellar.
1	Winery of maintenance materials.
1	Winery of school supplies.
1	Library.
1	Machine room.
1	Outdoor parking with capacity of 60 vehicles, which is located in the front of the school.

**Additional information requested:**

1. Nature of the educational institution (in later I.E.). It is required to know in advance if the I.E. is public or private, as this will determine the legal and Budgetary Affairs. In Colombia the budget of the public I.E. is rotated by the Ministry of national education, depending on the number of students - by grade and level-that each of them attend. This budget is determined by law, and can only be used for a pre-established split accounting. There is an express prohibition for hiring. In this way, if you would like to have a season of internal monitoring, not you could hire to monitoristas, and the central of monitoring should be serviced by staff of the I.E., for example, the goalkeeper or the discipline Coordinator, which would create problems by having them other work that meet. The obvious choice would be to service with a specialist company. With the private I.E. wouldn't the problems previously identified, and perfectly you could create a Central Monitoring own (internal).
2. The budget available. This will determine the level of technological sophistication to use, the number of systems to be used, and whether or not redundancy.
3. Is required to know what type of surveillance has the (electronic, human) I.E..
4. Is required to know what kind of sensors are already installed in the I.E.
5. Is required to know what alarm systems are installed in the I.E.
6. Is required to know what Automation are installed in the I.E.

**Type of Center of monitoring suggested:**

In the case of an educational institution of basic education and media in Colombia, there are two moments that must be taken into account to maximize the cost-benefit ratio:

to. Surveillance and control that is made from Monday to Friday, from day, which would be oriented to the maintenance of discipline and security - especially children - inside the facility.

b. Monitoring and control is made for evenings and weekends, when this activity is oriented to the possible emergence of ladones or vandals, or the start of a fire or other emergency internal.

In the first case, it is in the interest of the directors of the I.E. have on-line access to video images, because this allows them to control efficiently the different spaces, and monitor activities that there occur. Able to act where necessary. What is monitored during the school day, usually it has nothing to do with police or firefighting topics, and is not expected to declared any emergency (although you have to be prepared when that happens).

In the second case, it is safeguarded facilities, information and assets contained there. In the absence of management staff, administrative teacher and laborer, alarm systems and stations of monitoring are important. In Colombia there are multiple institutions that do not have (human) monitoring service, which makes them very vulnerable to theft and vandalism.

For all of the above, it is suggested a system with two stations for monitoring and control, an internal which will serve as the directors of the institution (only CCTV), and an external, managed by a specialized company that involves the entire package (CCTV, sensors and alarms).

**Elements of security on site:**

Where they were not previously, the installation of the following devices in each of the spaces listed below is recommended.

Type of facility	Device
Waiting room.	Cam.
Reception.	Cam./CA/AL
Administrative offices. (5)	DHx5/SMx5/to the



Class rooms. <i>In Colombia: salons. (20)</i>	DHx20
Gym.	Cam. / SM
Battery of toilets for men and women.	DI
Playground.	Cam.
Casino. <i>In Colombia: school store.</i>	Cam. / DH
Kitchen.	DH / DI
Food cellar.	DH/SM
Winery of maintenance materials.	DH/SM
Winery of school supplies.	DH/SM
Library.	DH/DI/SM
Machine room.	Cam./DI/DH/CA/AL
Outside parking in front of the school.	Cam. Dome in post.
Internal corridors	Cam. / SM
Perimeter	Cam.

Cam.: Camera; DH: Smoke Detector; SAY: Flooding Detector; AC: Access Control; SM: motion Sensor; To the alarm

All devices connected to the control unit for monitoring, and a small video wall in one of the offices of the directors. The bulk of the sensors would be run for evenings and weekends, when there is no staff at the facilities.

### Perimeter security

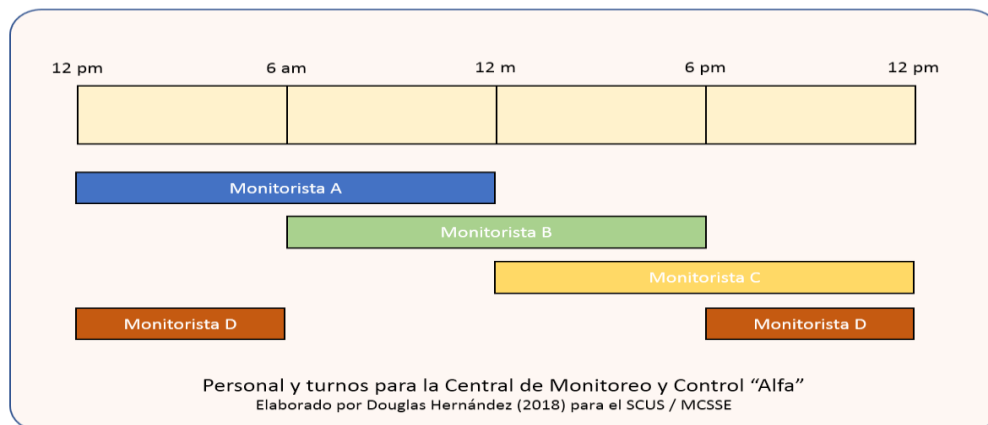
Each of the sides of the physical plant of the I.E. should have a surveillance camera with night capacity. In addition, an outdoor camera, mounted on a pole, allowing 360-degree surveillance would be used for surveillance of the parking lot. It is not necessary that this camera has night capacity, because there should be no cars there at night. In case due to its elevated location, this House offers a panoramic view of the I.E. or of one of its sides, then if you should possess ability to night, and would replace one of the above mentioned cameras.

### Monitoristas to use

The central of monitoring external must operate 24/7/365, this requires a good number of man hours. On the understanding that staff serving the stations must be rested and alert, shifts should be short, in particular with the theme of the video wall. Even though the educational institution would not have interference in the internal organization of the company that hires, for academic purposes proposed in this article, is tentatively proposed the following schedule.

### Central of monitoring alpha

- Monitorista A - 12 pm-12 m.
- Monitorista B - 6 am. at 6 pm.
- Monitorista C - from 12 pm to 12 pm.
- Monitorista D - 6 pm to 6 am.



The working hours of each employee is 12 hours, however, each one will be on call just two 3-hour shifts. To note that under this proposal always there are two people in the central of monitoring. When each employee becomes central, it is a fellow who stands guard, i.e. that gets to rest for 3 hours, after which receives the guard and it is informed about the news, after three hours of guard rests again 3 hours , and receives a final guard for three hours. Fired co-worker and receives another.

This staff must be properly trained in the technological part, and procedures to follow for your service with efficiency. In addition, there must be a strict for each type of emergency Protocol to attend. The monitorista not considered outdated an emergency, as long as the situation is not in the hands of authorities, or customer.

#### **Support of information**

Is necessary that the central of monitoring support information, in the event that this is required by a judicial authority in the framework of a legal process, required by the customer, or to review it, because it was an event that was not detected immediately.

In addition to the possibilities of recording of video images that have the VCR devices that are part of

video surveillance systems, it is convenient to make a digital back, one on physicist and the other is stored on the cloud. Thus you have a redundant backup that ensures the security of information.

#### **Other issues to consider**

1. Both in the Central monitoring and on-site customer, are needed on critical devices, or failing that auxiliary power units an engine generator itself for the purposes of having power to cut the flow of network external. This would ensure the continuity of the monitoring and control.
2. You need to know how far is the nearest police station and what is the response time for a call from the I.E.
3. You need to know how far is the nearest fire station and what is the response time for a call from the I.E.

Finally, it is recommended that educational institutions form a brigade of prevention and emergency care, including staff from all walks of life, and that it is being regularly trained in the use of fire extinguishers, basic first aid, transfer injured, and evacuation of the premises.

#### **Douglas Hernandez**

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# Antiterrorist Forces of the World

*Audentes fortuna iuvat*



*Cuban Revolutionary Armed Forces*

## **Black Wasps**

Black Wasps is the name by which the elite forces of the Revolutionary Armed Forces of Cuba (FAR) are known. His training turns out to be very specific because he can face a possible offensive to the island. It was officially created at the end of the 80s of the 20th century, but a decade earlier, there were already special mission units that acted as part of the Ministry of the Revolutionary Armed Forces (MINFAR), called "Tigers" and "Lions". Angola, for what was considered to be in 1977, when the MINFAR became its military force, dependent on the special forces of the Ministry of the Interior in the Battle of Quifangondo, Angola, at the end of 1975.

The official clothing consisted of the camouflage suit, with a red beret, which from 2011 became a green beret, leaving the red beret only for the Troops of Prevention (Military Police), and the shield of a wasp Black with the stinger ready to attack, in a bracelet. In the case of professional members, an "Professional" code is added on the bracelet.

It is important to note that the red beret was not always used, which for reasons of camouflage is not recommended to use in the jungle and is replaced by a dark green hood or simply a normal military cap. These missions are also experts in martial arts, in masking techniques, and in the use of jungle environments to put deadly traps on the enemy. The "Black Wasps" work in subgroups composed of 5 members, which can be men or women. Its main bases are in the old Bomba "El Pitirre", located at Km 8 of the National Highway, and in the "Playa Baracoa" unit, near the El Mariel port area, current province of Havana, and with smaller units in "El Bosque de la Habana", this is where the Special Troops Directorate of the MINFAR and "El Reloj Club" is located, the latter near the Rancho Boyeros airport.

Its main training camp is called "El Cacho", in the province of Pinar del Río, also named "Baraguá



Academy". His training is highly rigorous. On graduation, the soldiers and professional officers of this force carry out exercises in the Ciénaga de Zapata or in the swamps to the south of the Isle of Pines, huge wetlands located in western Cuba, under strict conditions of survival. Approving said exercises means graduating.

The "Black Wasps" have received training from officers of the Vietnamese, North Korean, Chinese, Israeli special forces, as well as Russian VDV and Spetsnaz, they learned to move and move silently through narrow tunnels underground.

The armament is very varied and is largely the same as the rest of the Revolutionary Armed Forces of Cuba (FAR) although in recent years it has been seen (in the military parades since the FAR has a jealous secrecy about its technology ) new weapons that include nationally manufactured weapons and modernized Soviet weapons with accessories such as Vilma optical riflescopes and silencers, as well as antimaterial rifles, which are kept secretly.

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They have a series of vehicles of different types to make this force as mobile as possible in case of an attack on the island, among which are:

- Fiero: highly mobile and well-armed all-terrain vehicle with AGS-17 grenade launchers on the roof and a PKM machine gun.
- UAZ: it is the standard all-terrain of the FAR. The Black Wasps have alternative versions of this vehicle, including a very well armed with a PKM machine gun, an ASG-17 grenade launcher and a SPG-9 recoilless gun.
- BRDM2: they are used by the exploration bodies of the Black Wasps and have the standard weapons such as the PKT machine gun and the KVPT heavy machine gun.
- BTR60: Also used with exploration bodies in small quantities.

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**MITIGA RIESGOS EN TU ORGANIZACIÓN**

# ANTES, DURANTE Y DESPUÉS

**IMPLEMENTA CONTROLES QUE REDUZCAN LOS RIESGOS**

Auditorias e implementación de estándares en seguridad física, electrónica, de la información, realización de visitas domiciliarias, verificación de antecedentes, pruebas de lealtad, poligrafía pre-empleo y específica. Investigaciones.

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