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RINOE Journal-Public Economy

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Support the international scientific community in its written production Science, Technology and Innovation in the Field of Social Sciences, in Subdisciplines of Structure and scope of government; Taxation, Subsidies, and Revenue: Efficiency, Optimal taxation, Incidence, Externalities redistributive effects, Environmental taxes and subsidies, Personal income and other Nonbusiness Taxes and subsidies, Business taxes and subsidies, Tax evasion; Fiscal policies and behavior of Economic Agents: Household, Firm; Publicly provided goods: Public goods, Publicly provided private goods, Project evaluation, Social discount rate; National government expenditures and related policies: Government expenditures and health, Government expenditures and education, Government expenditures and welfare programs, Infrastructures, Social security and public pensions, National security and war, Procurement; National budget, Deficit, and Debt: Budget, Budget systems, Deficit, Surplus, Debt, Debt management; State and local government; Intergovernmental relations: State and local taxation, Subsidies, and Revenue, State and Local budget and expenditures, Interjurisdictional Differentials and their effects, State and Local Borrowing, Intergovernmental relations, Federalism; Miscellaneous issues: Governmental loans and credits, Governmental property, International fiscal issues.

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IT Governance and risks

Gobierno y riesgos de TI

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Abstract

The term "governance" describes the ability of an organization to control and regulate their own performance in order to avoid conflicts of interest, related to the division between the beneficiaries and the IT Governance actors. Derived from Corporate Governance, and mainly on the relationship between business and IT management of an organization. Highlight the import of matters concerning IT in modern organizations and recommends that strategic IT decisions are made by the highest level of directives. The Institute of Information Technology Governance (ITGI) was established in 1998 by the Audit Association and Control Information Systems (ISACA) in order to advance international thinking and standards in directing and controlling the information technology companies. According to ITGI IT governance is regarded as critical and as a management discipline within public or private companies. Effective IT governance helps to supports the business goals, maximizes business investment in IT, and appropriately manages IT-related opportunities and risks. These risks include legal and financial consequences for non-compliance with financial corporatives laws. The main objectives of IT Governance are: (1) ensuring that investments in IT generate business value and (2) mitigate the risks associated with IT. This is achievable through the implementation of an organizational structure with well-defined roles for information functions, business processes, applications, infrastructure, etc.. They have several best practices, standards, certifications and government IT risks.

Resumen

El término "gobernanza" describe la capacidad de una organización para controlar y regular su propia actuación con el fin de evitar conflictos de intereses, relacionados con la división entre los beneficiarios y los actores de la Gobernanza de TI. Derivado de la Gobernanza Corporativa, y principalmente sobre la relación entre el negocio y la gestión de TI de una organización. Destaca la importancia de las cuestiones relativas a las TI en las organizaciones modernas y recomienda que las decisiones estratégicas en materia de TI sean tomadas por las directivas del más alto nivel. El Instituto de Gobernanza de las Tecnologías de la Información (ITGI) fue creado en 1998 por la Asociación de Auditoría y Control de Sistemas de Información (ISACA) con el fin de hacer avanzar el pensamiento y las normas internacionales en materia de dirección y control de las empresas de tecnologías de la información. Según el ITGI, el gobierno de las TI se considera fundamental y una disciplina de gestión dentro de las empresas públicas o privadas. Un gobierno eficaz de las TI contribuye a apoyar los objetivos empresariales, maximiza la inversión empresarial en TI y gestiona adecuadamente las oportunidades y los riesgos relacionados con las TI. Estos riesgos incluyen consecuencias legales y financieras por incumplimiento de las leyes corporativas financieras. Los principales objetivos del gobierno de TI son: (1) garantizar que las inversiones en TI generan valor para el negocio y (2) mitigar los riesgos asociados a las TI. Esto se consigue mediante la implantación de una estructura organizativa con roles bien definidos para las funciones de información, los procesos de negocio, las aplicaciones, la infraestructura, etc. Disponen de varias buenas prácticas, normas, certificaciones y riesgos de TI gubernamentales.

Government, Risks, IT

Gobierno, Riesgos, TI

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† Researcher contributing as first author.

Introduction

An important concept for the alignment of Information Technology (IT) with the Business is IT Governance. Governance is based on the Latin word 'gubernare' (to direct or lead), hence it is the set of responsibilities and practices exercised by the board and executive management with the goals of providing strategic direction, ensuring that objectives are achieved, determining that risks are appropriately managed, and verifying that enterprise resources are allocated and leveraged responsibly.

IT Governance is defined as a discipline relating to the way in which the top management of organisations directs the evolution and use of information technology. It is considered a part of "Corporate Governance", focusing on the performance, risk and control of Information Technology.

ISACA's IT Governance Institute describes: "IT Governance as the responsibility of the Board of Directors and senior management. It is an integral part of corporate governance and consists of leadership, organisational structures and processes to ensure that IT underpins and extends the organisation's objectives and strategies" ¹⁵. IT governance is therefore primarily concerned with the ability to make decisions, oversee and control information technology.

IT Governance Institute, [Online]. Available from <http://www.isaca.org/About-ISACA/IT-Governance-Institute/Pages/default.aspx>; Internet; accessed 1 April 2014.

IT Governance

Currently, IT Governance systems are successfully implemented in other sectors (banking, insurance, industry, etc.) reaching a maturity of 2.67 out of 5 on the scale proposed by the IT Governance Institute (ITGI). Universities around the world are also incorporating IT governance, and according to the study carried out by Yanosky and Borreson (2008) they have already reached a maturity of 2.30 out of 5, which means that universities are still in an incipient situation and in the process of maturing.

The elements that support effective IT governance are often not structural or procedural but people-related: managerial support, personal skills and capabilities, and the participation and involvement of all stakeholders.

IT management is becoming increasingly complex but at the same time growing in importance; according to Dahlberg and Kivijarvi (2006), some of the reasons for this are:

- Management would like to improve the cost-effectiveness of the use of its IT resources. They want to ensure that IT investments provide value to their business and are aligned with the achievement of the organisation's other objectives.
- You demand reports that set out what the improvement is in relation to IT and you need IT to meet the new management needs of the organisation.
- Corporate governance and performance measurement actions have led the call that IT should be managed with practices similar to those used for other functions, such as the Balanced Scorecard (BSC) or reliance on suppliers in relation to the organisation's strategy.
- IT service providers and their users must measure and manage the service levels, costs, risks, etc., of IT services.

IT Governance best practices are: ISO 38500, COBIT (Control Objectives for IT) 5.0 and CGEIT Certification.

ISO 38500

ISO/IEC 38500 defines IT Governance as The system by which the current and future use of information technology is directed and controlled. Authors Peter Weill and Jeanne Ross, in their book IT Governance, mention the following definition: "Specification of the decision-making capabilities and accountability framework to encourage the most appropriate behaviour in the use of information technology" ¹⁶.

Based on the definition, the standard starts by making it clear that IT governance is not an isolated element but -is a system, made up of different elements -strategies and policies, each of which has value in its own right and the value of the system that integrates them is greater than the value of the sum of their parts (systems thinking).

Peter D. Weill and Jeanne W. Ross, IT Governance. Harvard Business Review Press. U.S.A. 2004.

IT governance is about -directing and controlling, the former being understood as making decisions and planning their implementation and the latter as monitoring and evaluating the results.

- It refers to the current and future use of IT because the organisation's managers must ensure that they control the systems in place but must not forget to have a plan for their future operation and for integrating new technologies. IT plans should support the organisation's business plan and their goal should be to achieve the established objectives or, in other words, to seek alignment with business objectives¹⁷.

For the implementation of IT Governance, the ISO/IEC 38500 standard published in June 2008 is recommended, with the -main objective of providing a framework of principles for business management to evaluate, direct and monitor the use of Information Technologies; its principles are¹⁸:

- Accountability. Everyone needs to understand and accept their responsibilities for the supply or demand of IT.
- Strategy. The organisation's business strategy takes into account current and future IT capabilities.
- Investment. IT acquisitions are made for valid reasons, based on appropriate and continuous analysis, with clear and transparent decisions.
- Performance. IT is sized to support the organisation, providing services of adequate quality to meet current and future needs.

- Compliance. The IT function complies with all applicable legislation and standards.
- Human Conduct. IT policies, practices and decisions demonstrate respect for human conduct, including the current and emerging needs of all people involved.
- Establishing accountability. Competent decision-makers.
- Alignment. of IT with the organisation's strategic objectives.
- Investment. In appropriate IT assets.
- Procurement. IT acquisitions are made for valid reasons, based on appropriate and continuous analysis, with clear and transparent decisions.
- Compliance. The IT function complies with all applicable laws and regulations. Policies and practices are clearly defined, implemented and enforced.

ISO 38500. [Online]. Available at <http://www.iso.org/iso/pressrelease.htm?refid=Ref1135>, accessed on 30 April, 2014

IBÍDEM.

In the same way, this standard applies to the governance of information technology management processes in all types of organisations that use (today almost 100%), providing the basis for the objective assessment of IT governance.

- -ISO 38500 IT Governance Principles Adapted from ISO 38500 2008.
- Responsibility. Establishing the responsibilities of each individual or group of people within the organisation in relation to IT.
- Strategy. The potential of IT must be taken into account when designing the organisation's current and future strategy.

- Procurement. IT acquisitions should be made after proper analysis and decision making based on clear and transparent criteria. There must be an appropriate balance between benefits, opportunities, cost and risks, both in the short and long term.
- Performance. IT must support the organisation by delivering services at the level of quality required by the organisation.
- Compliance. IT must comply with all laws and regulations and internal policies and procedures must be clearly defined, implemented and supported.
- Human factor. Established policies and procedures must include the utmost respect for the human component, incorporating all the needs of the people who are part of the IT processes.

The standard emphasises the fundamental role of management in establishing policies and strategies as well as in monitoring the management of compliance with existing internal and external legislation and standards and the performance of the resources used.

The standard also recognises that there is no great expectation that managers will have a high degree of technical expertise, so their decisions will be based on advice from their executives and from external sources. Where IT is critical to the organisation, it would be feasible for management to obtain independent opinions in the same way that financial auditing is a routine activity for many organisations.

Business Framework for the Governance and Management of Enterprise IT: COBIT 5.0

COBIT Control Objectives for Information-Related Technologies 5.0 provides a comprehensive framework that helps companies achieve their objectives for the governance and management of corporate IT. Simply put, it helps companies create optimal value from IT while maintaining the balance between generating benefits and optimising risk levels and resource usage.

COBIT 5 enables IT to be governed and managed in a holistic enterprise-wide manner, encompassing the entire end-to-end business and functional areas of IT responsibility, considering the IT-related interests of internal and external stakeholders. COBIT 5 is generic and useful for enterprises of all sizes, whether commercial, not-for-profit or public sector¹⁹.

- COBIT 5.0 is a unique and integrated framework because²⁰:
- It aligns with other standards and frameworks allowing it to be used as the overall integrating framework for management and governance.
- It is comprehensive in its coverage of the enterprise, providing a basis for effectively integrating other frameworks, standards and practices used.
- Provides a simple architecture for structuring guidance materials to produce a consistent set.
- It integrates all the knowledge previously dispersed in the different ISACA frameworks.

COBIT 5 offers globally accepted principles, practices, analytical tools and models to help business and IT managers maximise confidence in the value of their information and technology assets.

Businesses around the world need guidance to govern, manage and ensure that they derive value from the vast amounts of information they manage and the rapidly changing technologies they employ. COBIT 5 provides a guide for enterprises to make effective decisions, taking into account the needs of different stakeholders.

COBIT 5 is adaptable to all business models, technology environments, industries, geographies and corporate cultures. It can be applied to:

- Information security.
- Risk management.
- Corporate governance and enterprise IT management.

- Review and assurance activities.
- Legal and regulatory compliance.
- Processing of financial data or CSR information.

COBIT 5 equips practitioners with the definitive tools and techniques to govern corporate IT with a business focus. The COBIT 5 framework simplifies the challenges facing corporate governance with just five principles and seven families of drivers. It also integrates other approaches and models, such as TOGAF, PMBoK, Prince2, COSO, ITIL, PCI DSS,

Un marco de negocio para el gobierno y la gestión de las TI de la empresa, [En línea]. Disponible en <http://www.isaca.org/COBIT/Documents/COBIT5-Framework-Spanish.pdf>, accesado el 29 de abril de 2014.

Un recorrido por COBIT 5.0, [En línea]. Disponible en <http://www.isacacr.org/archivos/UN%20RECORRIDO%20POR%20COBIT%205%202019-06-13.pdf>, accesado el 29 de Abril de 2014.

Sarbanes-Oxley Act and Basel III.

IT Governance Certification

The CGEIT accreditation is aimed at professionals involved in the Corporate Governance of ICT in Enterprises [and other bodies/entities]. IT Governance has always defended the borderline nature of Corporate Governance of IT: it is a responsibility of the governing bodies and senior management of organisations; but IT managers and specialists play a fundamental role in its development and implementation. Taking this statement as a starting point, the CGEIT certification is aimed at the boards of directors or senior management teams of companies or organisations.

At the time of its creation, ISACA stated that CGEIT is aimed at both business and IT people to understand the contribution that IT makes to generating value for organisations. The contents in the -CGEIT body of knowledge are: (1) frameworks for Corporate Governance of IT, (2) strategic alignment of IT with the business, (3) IT value delivery, (4) IT risk management, (5) IT resource management and (6) performance measurement of the IT function itself.

The contents allow us to define the CGEIT certification as a professional certification related to the CIO and his -circle of trustl team of collaborators; that is, a professional certification that is perfectly adapted to the professional profiles of those individuals involved in the smooth running of IT Corporate Governance, from the supply side: CIO, members of CIO offices, those in charge of IT strategic planning, IT portfolio management, management of corporate risks derived from the use of IT, those in charge of IT marketing, etc.

- The CGEIT programme supports the growing demands and recognises the wide range of professionals whose knowledge and application of IT Governance principles are key to the success of a management programme. Certification is synonymous with excellence and offers a number of benefits both professionally and personally, constituting a -competitive advantage forl22:

Companies and Organisations:

- Establish a standard of best practice, adding credibility and recognition.
- Provide an orientation to technology and business risk management.
- Upgrade staff competencies.
- Facilitate access to a global network of industry and subject matter experts.

The Practitioners:

- Demonstrate knowledge of IT governance.
- Link with a professional programme that has worldwide acceptance.

- Improve their career opportunities and financial stability.
- To distinguish oneself as a qualified professional.
- Certification is currently considered as a recognition that the professional who has obtained it has the necessary theoretical and practical knowledge to perform adequately.

5.5 IT Risks

The definition of Information Security Risks based on the international standard ISO/IEC 27005:2011 is: -the potential for a certain threat to exploit vulnerabilities of an asset or group of assets and thus cause damage to the organisation²³.

Risk management enables an organisation to identify what it needs to protect, how it needs to protect itself and how much protection it needs, and thus to invest its efforts and resources effectively. In order to identify risks, it is necessary to determine: assets, threats, existing controls, vulnerabilities, consequences and impacts.

There are various risk frameworks, some of them are:

- ISO 31000
- IEC/DIS 31010
- ISO/D Guide 73
- BS 31100
- ISO/IEC 27005
- ITGI - The Risk IT Framework
- Basel III
- OCTAVE
- NIST SP800-30
- CRAMM
- MAGERIT
- TRA Working Guide

- Microsoft - SRMG
- BS 7799-3
- AIRMIC, ALARM, IRM - ARMS - UNE 71504
- AS/NZS 4360

ISO/IEC 27005:2011 Information technology — Security techniques — Information security risk management (second edition, [En línea]. Disponible en <http://www.iso27001security.com/html/27005.html> ; accesado el 25 de abril de 2014.

The most in demand are: ISO 31000 and ITGI - The Risk IT Framework. Each is described below.

ISO 31000

The variety, complexity and nature of risks are likely to be very diverse and the International Standard developed by the IOS (International Organisation for Standardisation) proposes generic guidelines on how to manage risks in a systematic and transparent way.

The design and implementation of risk management will depend on the diverse needs of each organisation, its specific objectives, context, structure, operations, operational processes, projects, services, etc.

The approach is structured around three key elements for effective risk management²⁴:

- The principles for risk management.
- The supporting structure.
- The risk management process.
- -ISO 31000 is designed to help companies to²⁵:
- Increase the likelihood of achieving objectives.
- Encourage proactive management.
- Be aware of the need to identify and address risk throughout the enterprise.

- Improve in the identification of opportunities and threats.
- Comply with relevant legal and regulatory requirements as well as international standards.
- international standards.
- Improve financial reporting.
- Improve governance.
- Improve stakeholder confidence.
- Establish a reliable basis for decision-making and planning.
- Improve controls.
- Allocate and effectively use resources to address risk.
- Improve operational effectiveness and efficiency.
- Improve health and safety and environmental protection.
- Improve loss prevention and incident management.
- Minimise losses.
- Improve organisational learning.
- Improve business resilience.
- For greater effectiveness, risk management based on ISO 31000 in a company is likely to take into account the following principles²⁶:
 - Create value. Helping to achieve objectives and improve aspects such as occupational health and safety, legal and regulatory compliance, environmental protection, etc.
 - It is integrated into a company's processes. It should not be understood as an isolated activity but as part of the main activities and processes of an organisation.
 - It is part of decision-making. It assists decision making by evaluating information about different options.
- It deals explicitly with uncertainty. Addresses those aspects of decision-making that are uncertain, the nature of that uncertainty and how it can be dealt with.
- It is systematic, structured and appropriate. Contributes to efficiency and reliable results.
- It is based on the best available information. The inputs to the process are based on sources of information such as experience, observation, forecasts and expert opinion.
- It is tailor-made. It is aligned with the company's external and internal context and risk profile.
- It takes into account human and cultural factors. Recognises people's capabilities, perceptions and intentions, which are likely to facilitate or hinder the achievement of objectives.
- Is transparent and inclusive. Appropriate and timely involvement of stakeholders and decision-makers at all levels ensures that risk management remains relevant and up-to-date.
- It is dynamic, iterative and responsive to change. The enterprise should ensure that risk management detects and responds to business changes.
- Facilitates continuous business improvement.

ITGI - El marco informático del riesgo

- The RISK IT framework is intended for a broad audience, as risk management is a global practice and a strategic requirement in any organisation. The target audience includes²⁷:
 - Senior executives and board members who need to set direction and monitor risk at the organisational level.
 - IT and business department managers who need to define the risk management process.

- Risk management professionals who need specific direction regarding IT risks.
- External stakeholders.

The RISK IT framework is based on organisational risk management (ERM) principles, standards and frameworks such as COSO ERM 2 and AS/NZS43603, and provides information on how to apply these principles to IT. RISK IT applies the generally accepted concepts of the main standards and frameworks, as well as the main concepts of other IT risk management related standards.

Although RISK IT aligns with the main ERM frameworks, the presence and application of these frameworks is not a prerequisite for the adoption of RISK IT. By adopting RISK IT in organisations, all ERM principles will automatically apply. In the event that ERM is present in some form in the organisation, it is important to leverage the strengths of the existing ERM programme as this will help the organisation to adopt risk management, save time and money and avoid misunderstandings about specific IT risks that can lead to increased business risk.

RISK IT is defined and based on a set of guidelines for effective IT risk management. These guidelines are based on commonly accepted ERM principles that have been applied in the IT domain. The IT risk process model is designed and structured to make it feasible for organisations to put the principles into practice and benchmark their results.

- The RISK IT framework is based on IT risks. In other words, organisational risk is related to the use of IT. The connection to the organisation is based on the principles on which the framework is built, i.e. effective governance of the organisation and management of IT risks, Some of them are²⁸:
- Always align with organisational objectives.
- Align IT management with organisational risk related to total ERM.
- Balance the costs and benefits of IT risk management.

- Promote open and fair communication of IT risks.
- Setting the right tone from a top-down approach, defining and enforcing staff accountability with well-defined and acceptable tolerance levels.
- Through IT risk management, a process model has been developed that will be familiar to COBIT and Val IT users. Guidance is provided on key activities within each process, responsibilities for the process, information flows between processes and process performance management. The model is divided into three domains: risk governance, risk assessment and risk response, each with three -processes²⁹:
- Risk Governance (RM)
- Establish and maintain a common risk view.
- Integrate with ERM.
- Make risk-aware decisions for the business. Risk assessment (RE)
- Collect data.
- Analyse risks.
- Maintain risk profile.
- Risk response
- Articulate risk
- Manage risks
- React to events

Risk Certification

Introduced in 2010, the Certificate in Risk and Control Information Systems (CRISC) is a new certification offered by ISACA and is based on the association's intellectual property, independent market research and input from subject matter experts around the world.

The certification is designed for IT and business professionals who identify and manage risk by developing, implementing and maintaining appropriate systems of information controls.

- The CRISC designation is designed for:
 - IT professionals.
 - Risk professionals.
 - Economic analysis.
 - Project managers.
 - Compliance professionals.
- The CRISC designation focuses on:
 - Identification, assessment and evaluation of responses to risks.
 - Risk monitoring.
 - It is control design and implementation.
 - It is monitoring, control and maintenance.

CRISC prepares IT professionals for future professional growth by linking IT risk management with enterprise risk management. Professionals from a wide range of functions including IT, security, audit and compliance have achieved CRISC certification since it was established in April 2010. To date, more than 16,000 professionals are CRISC certified. Of these professionals, more than 1,200 are CIOs, CISOs and compliance, risk and privacy managers.

Each company has to select the methodology that meets its requirements and objectives. However, if a structured and systematic process to manage risk is to be specified.

Within Corporate Governance, IT-related Risk Management is being addressed and understood as a key aspect of business and IT Governance is becoming increasingly important as it is integral to the success of the enterprise by ensuring measurable, efficient and effective improvements of business-related IT processes.

Conclusions

IT governance is an integral part of corporate governance, understood as a set of practices and responsibilities exercised by the board of directors and board of management of the corporation, with the objective of providing strategic direction, ensuring that objectives are achieved, facilitating that risks are properly managed and verifying that the organisation's resources are used in a responsible manner, taking into account the demands of different stakeholders, and the continuously evolving corporate environment. In this context, IT governance comprises the leadership, organisational structures and processes that ensure that the organisation's IT underpins and extends the organisation's objectives and strategies.

IT governance is the responsibility of senior management to ensure that information technology supports business objectives and strategies. IT Governance is a simplified, schematic and conceptual representation that provides a framework for:

- Align IT objectives with the business.
- Generate and sustain value.
- Manage risks to an acceptable level.

IT governance guides how to generate value for the organisation and its stakeholders, and minimise risks, by aligning strategy, managing the necessary resources, and developing tools for measuring and communicating the different facets of performance. Efficient and effective use of IT is likely to generate value for the organisation.

The standard tools and certifications available to organisations to achieve alignment of IT strategy with the organisation's overall business strategy (and how this alignment generates value), for the construction of appropriate measures and indicators to guide managers and executives in the control and implementation of IT strategy, and for the proper coordination of the resources that an organisation has or can afford to acquire.

All organisations, regardless of size or sector, are exposed to a number of threats that make them vulnerable and are likely to hinder the successful achievement of their objectives, such as operational accidents, illness, fire or other natural disasters.

IT governance is the responsibility of the members of the Management Committee and the senior management of the organisation.

This is an important issue, which derives from the inclusion of IT governance within corporate governance, and which suggests that we are not talking about the management of an IT department or the simple provision of IT services in organisations.

Boards typically lack adequate information on IT strategy as well as IT management. But as Boards become more involved in the

But as Boards become more involved in IT decisions, understand their roles and delve deeper into the definition of strategy, IT becomes more effective in supporting the business.

In IT Governance, a key role of both the Chief Executive Officer (CEO) and the Chief Information Officer (CIO) develops, especially the latter, which requires new competencies, knowledge and managerial skills. Business executives are as responsible for the successful use and management of IT and the delivery of business value as the CIO.

The main objective of IT governance is to achieve alignment between business strategy and IT strategy. This process is essential for IT governance to fulfil its primary function of delivering value to stakeholders while minimising risk.

IT governance includes strategies, policies, responsibilities, structures and processes for the use of IT in an organisation. The inclusion of present and future operational and strategic elements is an essential aspect of IT governance, and guides the development of management and administration tasks. Governance and management or administration should not be confused, because the former establishes the systems and policies that guide and control the latter.

For IT governance, alignment implies more than strategic integration between the (future) IT organisation and the future business organisation. It also implies that IT operations are aligned with ongoing business operations. Of course, IT alignment is difficult to achieve when the business model is not clearly integrated and shared across the different units and areas that make up the organisation.

Organisations have to manage the risk that at any given point in time may affect and negatively impact their activities and processes, thereby jeopardising the achievement of their objectives. In the IT domain, it is necessary to analyse how to preserve business value through the security provided by IT in order to protect their assets, maintain continuity of services and recover from a disaster. But in designing their future strategies they must also assess the new risks that arise from the incorporation of IT into the organisation's processes and strategies.

From a strategic point of view, proper risk management means preserving the ability of the business to deliver results in the medium and long term. The organisation's management is responsible for using and/or equipping itself with the capabilities and competencies it requires to deploy its strategy and achieve the ultimate goals embodied in its mission.

Another fundamental aspect of risk management is to ensure continuity of operations that will secure the organisation's performance and preserve its ability to achieve its objectives in the medium and short term. To this end, it is feasible to use ISO 31000 and CRISC and other business continuity management mechanisms to identify potential accidents that threaten the organisation and to formulate and implement viable continuity strategies.

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IT public policy

Política pública de TI

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Abstract

In this document we discuss about the importance of public policy in Information Technology, and really know what position we are in Mexico, this article is about a Foundation and a program they talk about how important IT in Mexico, but really we are ready to make the most of IT? Have you wondered what do to add value in the IT job or something better, you really know what is IT?

Public policies, Information Technologies, Mexico

Resumen

En este documento se habla sobre la importancia de las políticas públicas en Tecnologías de la Información, y saber realmente en que posición estamos en México, este artículo es sobre una Fundación y un programa que hablan de lo importante que son las TI en México, pero ¿realmente estamos preparados para sacarle el mayor provecho a las TI? ¿Te has preguntado que hacer para agregar valor en el trabajo de TI o algo mejor, que realmente sepas que es TI?

Políticas públicas, Tecnologías de la Información, México

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Introduction

FUMEC foundation has been responsible for promoting science and technology to solve problems in Mexico through programs that are focused on development of talent at all levels, among others. Helps SMEs learn to detect bi-national interest issues, initiate pilot activities and build programs that can be transferred to specialized organizations. Through TechBA Program created by FUMEC foundation in order to encourage small and medium-sized technology companies in Mexico looking to expand its operations in international markets and that companies have greater ambition of international recognition.

At present, feature technology accelerators worldwide strategic alliances for doing that are linked to innovation networks that allow them to leverage existing resources in the most productive ecosystems and innovative companies, supported in previous care model TechBA representing the incorporation and work plan, initial penetration plan, sales support and business maturity.

All this leads us to analyze according to the evolution of IT in business, analyze whether it is worth investing in an IT product that exceeds the company's ambitions and expectations that are raised in this company. Always keep in mind that it should have more benefits than costs and reduce time must always be present in business, do not risk not investing would be a big mistake to not grow as a company.

FUMEC

Mission

Promotes bi-national science and technology cooperation to contribute in Mexico's and US's problem's solution for also identifies opportunities for economic and social development.

Vision

To be a leader organization in bi-national collaboration promotion for Mexico's and US's social and economic development through science and technology programs focused on:

Talent development in every educational system level.

Competitiveness in North American key sectors including the emergent enterprise and growing sector.

Importance in economic and social themes related with the border line.

Objectives

Identify and define bi-national cooperation opportunities in science and technology.

Promote actor's net's creation and information.

Support bi-national financing the management of resources that can support the solutions development in mid and long term.

Promote the preparation of science and technology politics to amplify and strength the bi-national cooperation between Mexico and the US.

Hook the programs and actions in communities and the institutional net, so the results can get permanency.

The United States-Mexico Foundation for Science (FUMEC) is a binational nonprofit organization created in 1993, in the context of the negotiations of the North American Free Trade Agreement (NAFTA). Our mission is to promote binational collaboration in science and technology, in order to contribute to the solution of problems of common interest, especially those which support economic and social development of Mexico.

To achieve this goal, FUMEC brings to Mexico successful experiences of United States and other countries with the purpose of promoting best practices in our three program areas:

Economic Development based on Innovation.

Human Resource Development in Science and Technology.

Health and Environment.

The Foundation has an annual budget of around 2 million USD, and operates projects funded by governmental institutions of the United States and Mexico, as well as by contributions from businesses and philanthropic institutions.

Our approach is to detect issues of binational interest, initiate pilot activities and build programs that can be transferred to specialized organizations.

México’s TI start

Thanks to IT the public policy creation was the high value employment generation in the organizations, but Mexico’s software exportations were not representative.

Prosoft (Process model for Software Industry) started in Guanajuato having work tables with government, Industry and academic representatives.

Actual Action Lines

To promote the creation of companies and to stimulate existent companies strength.

Support the training and specialization of human resources and the improvement of production processes.

Promote the investment for companies in the IT sector.

Promote regional economic development and strengthen the domestic market.

To promote exports.

Encourage the business association/integration of companies in the IT sector.

Facilitate financing access.

Encourage the innovation, development and technological modernization for the IT sector.

Encourage the IT use in productive country sectors.

Promote the development and strengthening of rapid growth companies.

The programs that stemmed from the lines of current actions were:

MexicoFirst

Mexico IT

IT link

Fundación México digital (Mexico digital foundation).

Sistema Macional de Aceleradoras de empresas- Programa nacional de empresa Gacela. (National system of accelerating companies – National program of Gacela company).

TechBA (International Technology Business Accelerator)

TechBA is a program created in 2004 by Mexico’s Secretary of Economy and the US-Mexico Foundation for Science (FUMEC) whose objective is to strengthen the entrepreneurial, technological, and innovative capacity of small and medium sized technology-based companies and to facilitate the process of internationalization through consulting services customized to companies’ needs.

Along with the Economy Secretariat, FUMEC created the TechBA program international acceleration of Mexican technology based on companies looking to expand their operations.

Achieving the start of operations in Silicon Valley (San Jose California) and was a focus to detect innovative companies with potential for accelerated growth.

IT relies on 8 accelerators

Silicon Valley

Austin

Montreal

Madrid

Detroit

Phoenix

Seattle

Vancouver

TechBA’s accelerating model allows companies to make strategic alliances and to link with innovation networks that allows them to take advantage of existing resources in the most innovative and productive ecosystems.

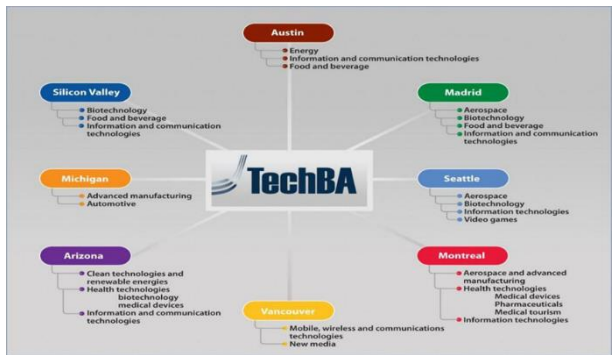


Figure 1



Figure 2

following scheme represents the model of attention of TechBA

TechBA serves companies by high values software niches, advanced manufacture, clean technology, health and food. They rely on specialists net in specialized economic niches and on the support of actors and key organizations to contribute the accelerated companies’ growth. The constant consultancy of experts facilitates companies to improve their value offer with attractive products and services.

The companies involved and their projects were

- CANIETI
- Nyce-Moprosof
- México First
- AMITI
- IT Link

ANIEI

Contenidos

Sistema Nacional de Incubadoras de Empresas.(Company’s National System Incubators)

Tec de Monterrey

Sistema Nacional de Aceleradoras de Empresas (National Accelerator Company System)

FUMEC-TechBA

Visionaria, Endeavor Impulsa, New Ventures, ITESM Microsoft, HP, Intel, Sun*, IBM (Begginers)

Software, net.mx

Actividades específicas. (Specific activities)

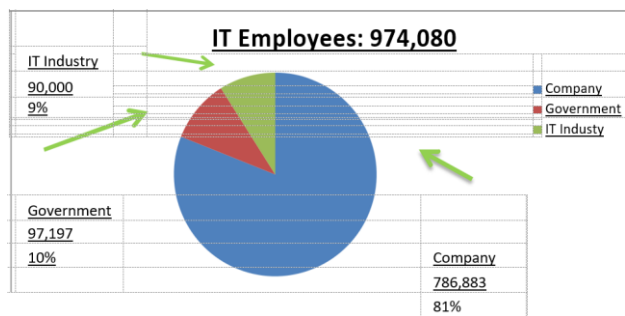
IT’s FUMEC’s coordination was a focus in cloud, BI, mobile, Animations, VFX and Videogames. Activities started in 2010 with 110 companies Cloud companies, 45 mobile, 36 new media and BI-Red Tic Conacyt.

They generated IT support programs with more than 500 incubators in the country, they occupied Conacyt, SE, NAFIN, European Community and Tractor Enterprises.

CONACYT conducted Innovation State Agendas, advance, fiscal stimulus, new Fund for science and technology, innovation stimulus programs, IDEA, IBEROEKA, FONCICYT, bilateral technological cooperation, sabbatical stays in the industry, innovation nets, technology innovation funds, sectorial funds of energy.

The Economy Sectretariat conducted INADEM, national system of incubators, companies accelerators, centers Mexico starts, funds: Prosoft, Promedio, Prologyca, Promexico, digital creative city.

NAFIN perform, seed capital, sales to Government, productive chains, risk capital. In México IT employees are distributed as follows:



Graphic 6
Source: Select, IT Demand Model, May 2010

Conclusions

Actually in organizations it is necessary to take under consideration the foundations or projects that go out at national and international level in TI sector, since they have given very much value to companies in the branch of technologies of information, FUMEC supports the promotion of the the best practices in programmatic areas as there are the innovation based economical development, topic that is very important in the organizations for any pilot project that it is needed to develop, another topic of supreme importance for the companies is the part that is based on personal training in science and technology. Having the personnel occupied in these two aspects is of supreme importance because they are creatives in the projects that are to be introduced to the company. The program techBA is important for the companies that have a managerial vision and that want to expand its operations on the internacional markets putting in account the incorporation and plan of work, initial plan of penetration, sales company and company’s maturity, all this facilitates the companies to improve its value offer with products and attractive services.

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Influence of media groups in electoral elections and the right to social communication

Influencia de los grupos de medios de comunicación en los comicios electorales y el derecho a la comunicación social

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Abstract

The present article took as principal objective determinate the influence of the Communication Media in Sucre about the judge and the valuation that the population understood between the 18 and 25 years could have respect to the electoral polls, and like that release the rate of influence of the groups of communication media in politic aspects. For such reason it recurred to different researches related with the topic and facts of first source, because surveys were made. Contextualizing also the right of Social communication in Bolivia.

Influence, Communication media, Electoral polls

Resumen

El presente artículo tuvo como objetivo principal determinar la influencia de los Medios de Comunicación en Sucre sobre el juicio y la valoración que la población comprendida entre los 18 y 25 años pudiera tener respecto a las encuestas electorales, y así dar a conocer el índice de influencia de los grupos de medios de comunicación en aspectos políticos. Por tal motivo se recurrió a diferentes investigaciones relacionadas con el tema y hechos de primera fuente, pues se realizaron encuestas. Contextualizando también el derecho de Comunicación Social en Bolivia.

Influencia, Medios de comunicación, Encuestas electorales

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Introduction

The article shows the influence exerted by the media groups in the city of Sucre on the judgement and evaluation that the population between 18 and 25 years of age may have with respect to the electoral elections, the media group they follow most and the role of the media.

As the mass media have a massive reach, they have highlighted a notable polarisation in the population of the city of Sucre, in relation to aesthetic and philosophical positions that have to do with the socio-political, economic and cultural aspects that mark the Bolivian daily dynamics. This is due to the fact that the citizens of Sucre have different media outlets as a source of information, where these media clearly mediatise certain events that take place in the country. Even more so now that we have entered an electoral stage that will end with the general elections on 12 October 2014 [TSE call].

The article is divided into four sections the first one refers to the media groups in Bolivia that are connected to the city of Sucre; the second section contextualises the legal economy related to the fundamental right to social communication in Bolivia; the third section makes an analysis of the role of the media and finally the fourth section makes a cross-check of data with reference to the influence of media groups in the electoral elections on the population between 18 and 25 years of age in the city of Sucre.

Media groups in Bolivia that connect with the city of Sucre

Let us begin by defining what a media is: To avoid reductionism about the media, we propose to understand them as three-dimensional entities: they are, at the same time, an organisation (commercial, social or state), a professional community and a political actor. These three dimensions make up a unique mix of pressures, ideals and interests, which in each specific media, under different circumstances, combine in different ways.

Each specific media outlet should be analysed in detail to see which of these three dimensions is the most influential on its final product. Some are run almost entirely as political actors, subordinating their economic performance and giving no professional autonomy to their editorial staff; others are run purely as profit-making animals; and still others have an editorial staff of journalists who make their decisions on professional criteria. Of course, in most cases, mixed influence is most common. The media that actually exist in the region have a complex combination of these three elements, even changing that combination according to circumstances. [Ruiz, 2010]

Over time, the different media groups have become the main information providers, an evolution supported by technological advances, which have had an impact on their growth, forming large chains at a global or regional level.

Although the 2012 world report on information technology reports that Bolivia ranks 127th out of 147 countries in terms of information technology development. Its strengths are its capacity and its weaknesses are its affordability, infrastructure and content:

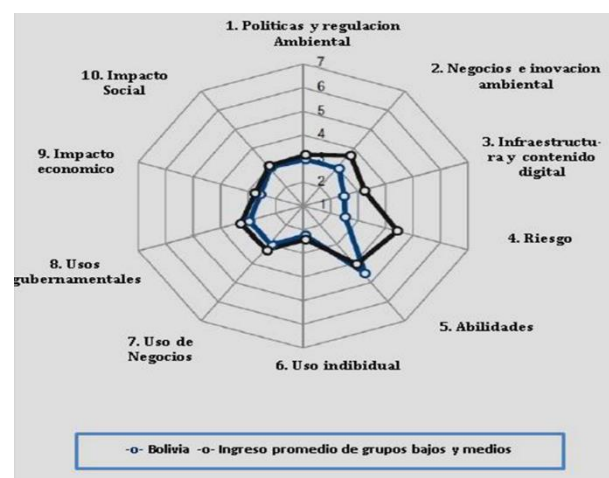


Figure 1 Environmental policy and regulation
 Source: World Information Technology Report 2012

Already in Bolivia, the General Telecommunications Law makes a differentiation between media outlets by allowing for an equal distribution of frequencies: 33% for private media, 33% for state media, and 33% for community and indigenous media. [LGT, 2011].

Bolivia's media have come to be known as groups of media outlets according to their origin. The first group is the state media, which has undergone a restructuring since the beginning of this government (the government of the socialist movement). Secondly, there are the private media, which are privately owned; among the owners of these media groups are mostly businessmen, especially the large chains, there are also small private media owners, and there are even community media that are privately owned, but the large percentage is owned by the big media businessmen.

The third group is made up of alternative media, which, regardless of where they come from, the ownership or who they belong to is not so important; they can be private, they can respond to an institution, even to some churches, some unions, (but) these have the characteristic of responding to the community very directly, they are local media and are not large chains. [La Migraña, 2012]

In Bolivia, however, there is also a theoretical division within a group of media. The group of private media is subdivided into "parastatal" and "independent" media, defining parastatal as those media that, despite being private, coordinate with state power to define the editorial and informative line of the media, thus giving the government control over these media. Independent media, according to the author, are those that have no relationship with the government's interests and develop the independent press. [Peñaranda, 2014]

Most of the media, in addition to having a website, have also taken up the space of social networks, as they currently have official accounts for the station and its journalists, where they also disseminate the news on their agenda. In Bolivia, there are television channels that are connected at the departmental level; in Sucre there are also channels at the departmental level, whose broadcasts allow interaction between the city of Sucre and its provinces.

Contextualisation of the legal economy related to the fundamental right to social communication in Bolivia

The Right to Information and Communication (RIC) enables all parties to express themselves individually and collectively through all media in order to improve their lives.

The RIC is vital for full participation in society and is therefore a universal human right that belongs to all men, women and children. ICD includes democratisation of the media, protection of traditional means of communication, linguistic rights, and the right to enjoy the fruits of human creativity. These are issues of inclusion and exclusion, mutual respect and human dignity. [Van, 2012]

In the new constitutional text there is a qualitative advance by recognising not only the right to freedom of expression, but also the right to information. At the same time, it regulates journalistic activity when it recognises freedom of the press framed within the principles of truthfulness and responsibility and grants the profession the capacity to self-regulate its activities. [Chasqui, 2010]

In Bolivia, the DIC has been recognised in the constitution as the right to communication and the right to information.

The current political constitution of the Bolivian state in its first part, title II, chapter seven, article 106, paragraph I, guarantees the right to communication and the right to information. At the same time, in the same article, the Bolivian state recognises and guarantees Bolivians the right to freedom of expression, opinion and information, to rectification and reply, and the right to freely broadcast ideas by any means of dissemination, without prior censorship. It also guarantees press workers freedom of expression, the right to communication and information.

Article 107 of this fundamental charter of Bolivia stipulates that information and opinions issued through the media must respect the principles of truthfulness and responsibility and that these principles shall be exercised through the ethical and self-regulatory rules of journalists' and media organisations and their law. [CPE, 2009]

Analysis of the role of the media

After the contextualisation of the media in Bolivia in both legal and group aspects, we move on to the role of the media in Bolivia, which is logically reflected in the context of the city of Sucre.

Certain events that have to do with socio-politics, the economy, culture in the spheres of power, such as the divisions of the legislative, executive, judicial and electoral bodies, or within the Bolivian state's own departmental or municipal governments, are widely covered by some media groups, others not, and others relatively, depending on the event in question. "Each media outlet has its own editorial policy, so when one has been through several media outlets, one knows perfectly well which issues are on the agenda and which are not. Therefore, media discourse is important for what it says, but also for what it does not say" [La Época, 2012].

The media groups have highlighted in the population of Sucre a notable polarisation in relation to aesthetic and philosophical positions that have to do with the socio-political, economic and cultural aspects that mark the Bolivian daily dynamics (e.g. the case of the new FANCESA line), and one can normally observe opposing positions among citizens regarding public issues, as a result of the fact that the citizens of Sucre have different media outlets as a source, where these outlets clearly mediatise certain events that take place in the country.

In this respect, some investigations in the country, together with some debates undertaken by groups closely linked to the subject, such as the National Press Association and others, have questioned the role of the media in providing information and giving their opinion on the subject. As well as the appropriateness and ethics of the judgements they might make.

These debates reveal positions that expose corporate, business and governmental interests that influence the media when providing information and especially when issuing an opinion; these interests have an impact on the judgement and evaluation that the population makes in this regard.

In Bolivia, since 12 April 2006, the UNIR foundation, which was created with the aim of generating spaces for information, negotiation, deliberation and dialogue among Bolivians, has been operating in Bolivia. The idea is that the observatory will contribute to raising the quality of journalistic performance in the country and fostering a greater critical awareness among journalists in favour of ethics and the improvement of the quality of information.

Its composition is mixed and includes professors and students from the universities affiliated to the Bolivian Association of Social Communication Careers (ABOCCS) as well as representatives of business, trade union and academic journalism organisations.

Its main activity is to critically and proactively monitor the professional work of the media, to learn about the conditions of production and supply of media content, and to study citizens' perceptions in this regard. [Herrera and Christofolletti, 2006].

But beyond the media observatory, Claudia Espinoza Iturri, a communicator with a postgraduate degree in gender and interculturalism and current vice-minister of communication policies of the Bolivian state, maintains that the media are political actors that respond to specific interests, not only economic ones, an element that was corroborated in the survey carried out in this study when respondents were asked whether the media responded to political and economic interests. Espinoza argues that there is neither impartiality nor objectivity, it is impossible, not only because of the interests that may be pursued, but also because of the human impossibility of reflecting something in an integral way, you cannot necessarily cut out reality, and you construct it from your point of view, your subjectivity, so what is reported or the discourse that is emitted responds to the interests of certain sectors of society, so to the extent that they respond to certain interests, others are denied.

Results obtained on the influence of media groups in the electoral elections on the population between the ages of 18 and 25 in the city of Sucre

Now that the city of Sucre and the entire Bolivian state have entered an electoral stage that will end with the general elections on 12 October 2014, it is important to foresee the role that the media will play in terms of the media coverage they have on the citizens of the city of Sucre, specifically those aged between 18 and 25, beyond the electoral campaign spots that the different political factions in contention will request in the media. In other words, the issues that the different media will take as an agenda will necessarily influence the citizens of the city of Sucre at the moment of exercising their right to vote.

Thus, for this study, a survey was carried out specifically to measure the influence of the media groups on the population of Sucre between the ages of 18 and 25.

Community media groups were not included in the survey because it is evident to the entire population of the city of Sucre that these community media groups are concentrated in rural areas and not in the cities.

Sixty citizens of both sexes were surveyed in certain areas of the city: Villa Margarita area (Parada CBBA), Airport area (Av. 6 de Agosto), Petrolero neighbourhood area (Av. Las Américas), Mercado Campesino area (Plazuela San Juanillo) and the central area (Plaza 25 de Mayo). The methodology used to form the sample was simple random sampling. The results obtained from the survey were as follows.

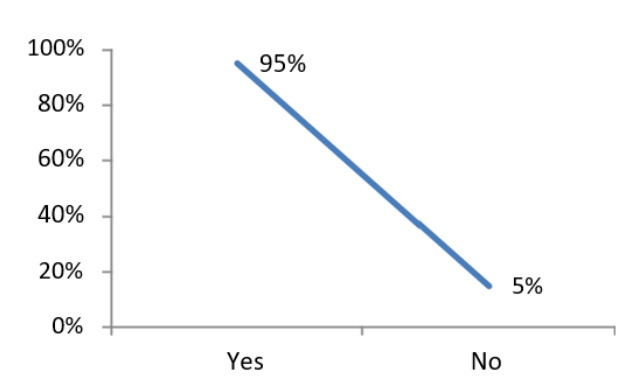


Figure 1 Do you think that the media influence the population when it comes to making value judgements on political issues?

When respondents were asked whether or not the media influences them to make value judgements on political issues, 95% said "Yes", while the remaining 5% said "No".

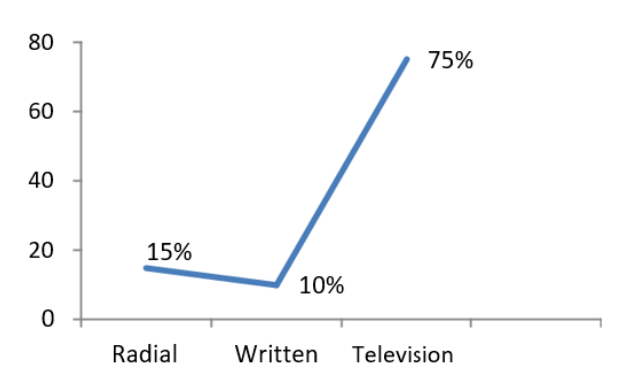
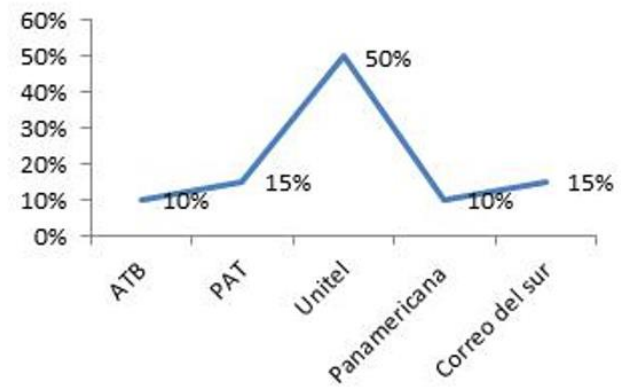


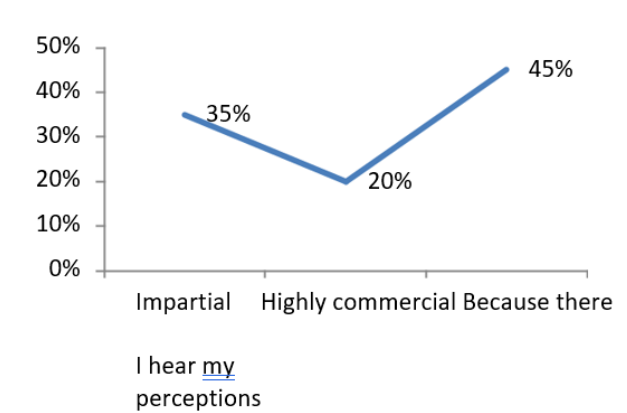
Figure 2 What is the type of media you access most often?

When respondents were asked about the type of media they access most, 75% responded that they access television, while only 10% access print media.



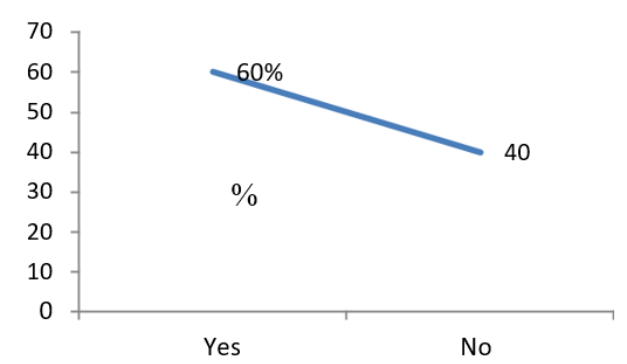
Graphic 3 Which radio, newspaper or TV channel do you usually follow?

The media most followed by the population is the Unitel network, with 50% of those surveyed indicating that they follow it, and only 15% indicate that they follow the local newspaper Correo del Sur.



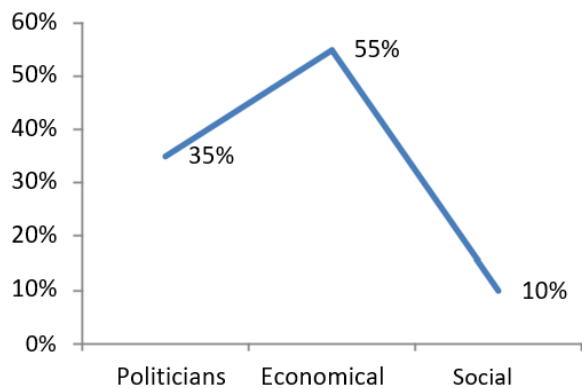
Graphic 4 Why do you think you follow a media outlet for information?

35% of respondents indicated that they follow a certain media outlet for information because it is unbiased, 30% because it has a political position, and the remaining 35% indicated that they follow a media outlet for information because it listens to their perceptions.



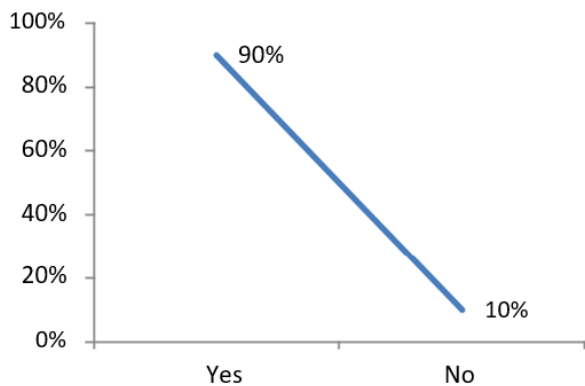
Graphic 5 Do you think that some private media have certain interests behind them?

60% of respondents believe that the Private Media has some interests behind it, while 40% believe that the Private Media does not have any interests behind it.



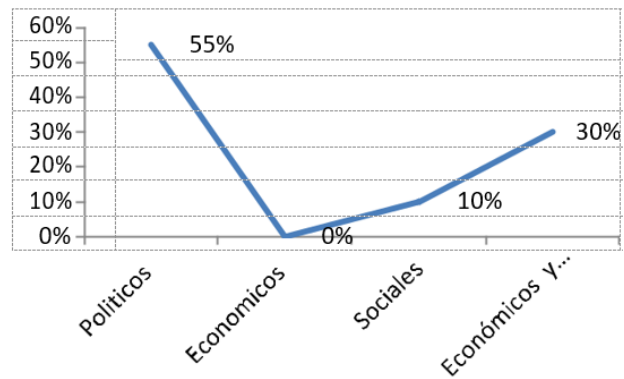
Graphic 6 If you answered "Yes" to question 6, what do you think those interests are? If not, please refrain from answering this question.

40% of respondents believe that the private media have economic-political interests behind them, and only 5% believe economic interests, 10% indicate social interests and 40% indicate that the state media have economic-political interests behind them.



Graphic 7 Do you believe that the state media have some economic-political interests behind them?

90% of respondents believe that the State Media have interests behind them and 10% indicate that they do not.



Graphic 8 If you answered "Yes" to question 8, what do you think those interests are? If not, please refrain from answering this question.

55% of respondents indicated that the State Media have political interests behind them, 10% indicated social interests and 30% indicated that the State Media pursue economic-political interests behind them.

Conclusions

It is the private media groups that have the greatest influence in the city, as they are the private media that most people follow in order to get information.

Despite the lack of technology to which the media have access, as reflected in the World Information Technology Report, it is the television channels to which the population has most access.

Despite the fact that the majority of the population believes that both state and private media groups pursue specific interests, one third of the population believes that they follow a media outlet for information because they believe it to be impartial, whether state or private.

Acknowledgements

To the Universidad Mayor, Real y Pontificia San Francisco Xavier de Chuquisaca, to the Rector Ing. Wálter Arízaga Cervantes.

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Analysis of Chuquisaca's participation in the evolution of the trade balance

Análisis de la participación de Chuquisaca en la evolución de la balanza comercial

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Abstract

Analysis of the current situation from the economic approach, the department of Chuquisaca serves as showing the scope of work projected on a macroeconomic analysis to establish quantifiable parameters from the analysis of participation in the trade balance: appending points sequentially as foreign trade in goods and services, market access, its impact on exports and imports, trade opportunities incidence in the last five years.

Trade balance, Imports, Exports, Market, Economic analysis

Resumen

Análisis de la situación actual desde el enfoque económico, el departamento de Chuquisaca sirve como muestra del alcance del trabajo proyectado sobre un análisis macroeconómico para establecer parámetros cuantificables a partir del análisis de la participación en la balanza comercial: anexando secuencialmente puntos como comercio exterior de bienes y servicios, acceso a mercados, su incidencia en las exportaciones e importaciones, incidencia de oportunidades comerciales en los últimos cinco años.

Balanza comercial, Importaciones, Exportaciones, Mercado, Análisis económico

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Introduction

This article shows an evolutionary analysis of the participation of Chuquisaca in the trade balance, the economic changes will help to focus strategies from the current situation to project new transcendental changes, their importance and their impact on economic growth.

The main objective of this work is to analyse the economic behaviour of the balance of trade during the period 2008-2013, identifying the changes that occurred before and after in the CB (Balance of Trade) in the period 2008-2013; sectors of the economy to which it is oriented and what are the challenges for the Department to generate growth and capture income.

The first part of the analysis is based on statistical data provided by the INE (Instituto Nacional de Estadística), its development based on the department's economic data.

Finally, it is summarised in 4 moments that denote the present analysis.

Economic and economic situation

Chuquisaca's economy is based mainly on the external sales of hydrocarbons, but also on agriculture, livestock and tourism.

Tourist attractions include: the old town of Sucre, with buildings dating back to the 16th century, the Cretaceous Park, and museums.

The economy of Chuquisaca is developing gradually. In 2013, for example, Chuquisaca's trade balance showed a downward trend, so that regional exports fell by 56.98% compared to 2012, a year when the trade surplus almost doubled thanks to the dizzying growth of the hydrocarbons sector.

According to an assessment by the Economic Analysis Unit of the Federation of Private Businessmen of Chuquisaca (FEPCH), the export sector at the departmental level showed a considerable decrease, although it does not explain the reasons. In 2012, regional exports amounted to \$451.65 million, while in 2013 they fell to \$194.30 million.

Chuquisaca's share at the national level represented just 1.61% of the total volume exported by the country in 2013. In 2012, the region contributed 3.89% of total exports.

At the import level, likewise, the sector presented a decrease of 41.30% during 2013 with respect to 2012, when the imported value reached \$ 41.73 million. The figures for regional imports are also of little significance in the national context. They approximated 0.28% during 2013, which is lower than the figure recorded in 2012, when there was an intervention of 0.44%.

Theoretical framework

The trade balance

Understood as the difference of what is exported minus what is imported. The trade balance is the record of a country's imports and exports during a period.

The balance of trade is the difference between exports and imports. It is the difference between the goods a country sells abroad and the goods it buys from other countries.

There are two types: negative, which is when the value of exports is lower than the value of imports, a situation that typically occurs in developing countries, and positive, which is when the value of exports is higher than the value of imports. Typical scenario for industrialised countries among others.

Imports are purchases by a country's citizens, businesses or government of goods and services that are produced in other countries and brought from those other countries into the country.

Exports are goods or services produced in the country, which are sold and then shipped to customers in other countries and counties.

The trade balance is defined as the difference between total exports minus total imports into the country.

This difference, depending on what the imports and exports are at a given time, could be positive (which is called trade surplus) or negative (which is called trade deficit).

A deficit is said to exist when one quantity is less than another with which it is compared. We can therefore say that a trade deficit exists when the quantity of goods and services a country exports is less than the quantity of goods it imports. Conversely, a trade surplus implies that the amount of goods and services a country exports is greater than the amount of goods it imports. If net exports are zero, its exports and imports are exactly equal, the country is said to have balanced trade.

Deficit	Surplus	Balanced trade
Quantity is less than	Quantity of goods	Equal quantities
other	imported	

Table 1 Growth

According to (GARCIA, 2011), Bolivia's economic activity is the exploitation of hydrocarbons (gas and oil) and has turned Bolivia into an exporter of gas to Brazil and Argentina.

It should be noted that the largest flows of foreign investment in Bolivia in recent years have been in this sector, with Spain and Brazil being the largest investors. Brazil is an important mining producer. Bolivia is the world's fourth largest tin producer and has one of the largest lithium reserves in the world. It also has large reserves of gold, silver, antimony, copper, zinc, lead, sulphur, potassium, lithium, borates and semi-precious stones.

Economic movement of Chuquisaca exports and imports

Exports

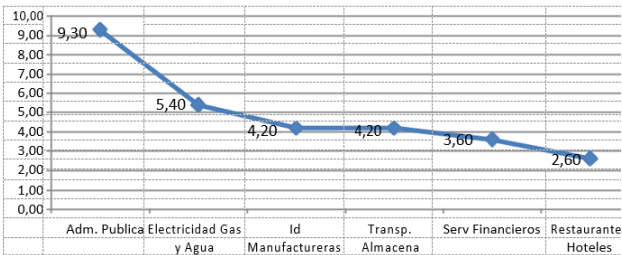
In 2012, exports from the department of Chuquisaca reached US\$ 452 million (4% contribution to the national total).

million (4% contribution to the national total) growing by 85% compared to 2011, due to mining and natural gas sales which represent 65.3% and 33.4%, respectively of the exports made by this department and the rest (1.4%) comprises Cocoa, Wood and Leather. Non-traditional exports include sales of cocoa (\$US 33,000) and timber (\$US 20,000).

Mining, especially gold, grew four times more than in 2011. In relative terms, it increased by 321%, reflecting the fact that gold sales abroad were not only higher, but also compensated for the fall in the rest of the exported sectors.

By country of destination, in 2012 exports from Chuquisaca to the United States represented 64.59%, Brazil 22.85% and Mexico 0.38% of total exports.

In recent years, Bolivian exports have increased sharply, so much so that in 2011 the total was slightly more than US\$ 9 billion. Exports of minerals and hydrocarbons, i.e. traditional products, grew by 43.4 per cent and 37.6 per cent respectively. However, non-traditional products decreased in value by 1.5 per cent.



Graphic 1 Growth of economic activities

Imports

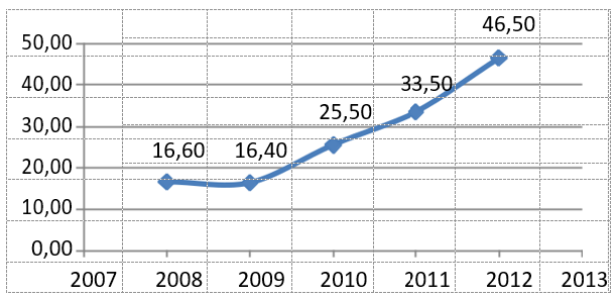
In 2012, the value of imports by customs of the department of Chuquisaca reached US\$ 46 million, which represented 0.5% of the total value of imports of Bolivia and registered an increase of 38.9% compared to the 2011 period. According to the Classification by Major Economic Categories

Economic Categories, imports of Capital Goods by customs of the Department of Chuquisaca, recorded a positive variation of 234.4%, Industrial Supplies 59.2% and Consumer Goods 5.5%. On the contrary, the rest of the categories showed a negative variation; Transport Equipment -41.8% and Food and Beverages with -3%.

Imports by border entry routes were through Iquique - Pisiga, showing a positive variation of 688.4% and a 69.6% share in total imports. Spain was the country of origin with a 31% share of total imports in 2012.

During 2012, imports by customs of the Department of Chuquisaca by road transport represented 97.1%, registering a positive variation of 122.5% compared to 2011, and imports by air showed an increase of 23.8%.

In the first quarter of 2013, the USA was the main destination of exports from Chuquisaca (47 million dollars, in purchases of minerals and hats). Argentina (31 million) and Brazil (12 million) - buyers of natural gas - followed in importance. Chuquisaca imported 403 products during the first quarter of 2013, with purchases of industrial supplies standing out. The 10 main imported products accounted for 77% of the total, with road tractors being the main purchases (29% of the total) (INE, 2012). (INE, 2012).



Graphic 2 Evolution of Imports by management (In million dollars)

Foreign trade of goods and services

Foreign Trade of Chuquisaca

The Department of Chuquisaca exported 1,174 million US dollars during the period 2008-2012, while its imports amounted to 137 million, leaving a positive balance of 1,037 million.

In 2012, Chuquisaca had a 4% share of the country's total exports. In the first quarter of 2013, Chuquisaca exported only six products to the world, the main sales being gold waste (US\$47 million), while sales of natural gas (US\$37 million) were second. Crude petroleum oils (6 million), hat shells (1 million), oregano (230,000), and zinc ore (202,000) were also exported.

Chuquisaca: 10 main imported products. First quarter of 2013 (In US dollars)

Products \$US Road tractors for semi-trailers 1,813,566. Balls and similar articles for mills 896,898. Machines for mixing ore with asphalt 428,700-Boils for combing wool or fine hair 417,342. Electric accumulators 322,173. Multi-ply bags 248,800. Parts of machines and apparatus for classifying, screening, separating, earth, stone and other solid mineral matter 215. 964. Carpets and other floor coverings 165.048. Bricks, plates, tiles and similar ceramic building blocks 141.594. Mechanical shovels, excavators and loaders 139.730. Other products (393 products) 1.435.151.

Market access

The domestic market in Chuquisaca is sustainable as there is a relatively acceptable economic movement, however, it is demonstrated that in terms of exports and imports in the last five years there have been certain implications.

In terms of trade surplus, new companies are born, gas exportation, credits that exceed and relatively the economic policies of the department are being sought to improve.



Figure 1 Incentive strategies in the competitive market

Impact on exports and imports

Chuquisaca's main driver is the public sector, which is responsible for promoting policies that balance the distribution of wealth, the regulation and provision of public services, the formulation of policies and programmes for local and regional economic development, but there are also other actors that interrelate with each other in order to promote this impact.

The private sector

It is one of these actors that intervenes in this process, through active participation in the proposal of policies and concerted strategies that make possible the dynamisation and promotion of the local economy, constituting one of the main engines to achieve the objectives of sustainable and inclusive growth, within what corresponds to the departmental economic development.

Commercial opportunities

The challenges of the competitive marketplace contain major responses that emerge from the needs. Agribusiness, cooperative tourism, re-engineering processes, growth.

Quality and excellence in their products and services, social responsibility, respect for the environment, generation of employment and generation of added value were also taken into account.

The award aims to identify and reward departmental companies that, having achieved success, have an ambitious growth plan ahead of them and are able to generate employment.

Materials and methods

Statistical analysis of trade balance

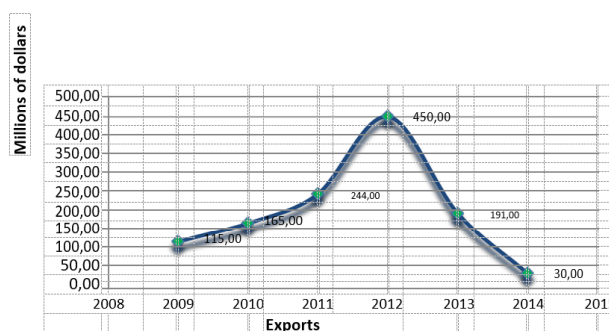
Factors that could influence exports, imports depend on:

- Consumers' tastes for domestic goods and for foreign goods.
- The prices of goods at home and abroad.
- The exchange rates at which individuals can use domestic currency to buy foreign currencies.
- The incomes of domestic and foreign consumers.
- The cost of transporting goods from one country to another.
- Government policy with respect to international trade
- The Balance of Trade is very important nowadays, especially because most

countries are open economies, i.e. they trade and provide services abroad. In this exchange there are imports and exports. This is what the balance of trade is, "knowing how to balance imports and exports". It is important because it governs the development of a country, its GDP.

Exports

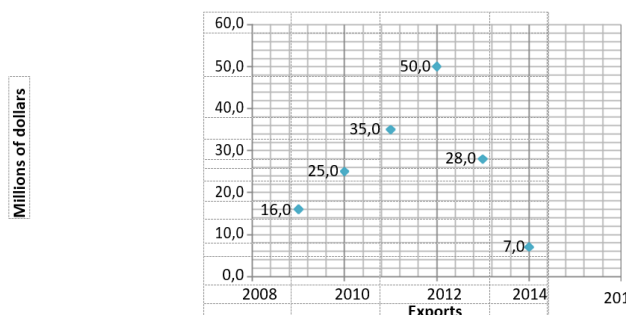
The department of Chuquisaca until 2012 reached 451.65 million dollars. The main exported products were: Scrap and Amalgam of precious metal 290.81 million dollars, Natural Gas 150.51 million dollars and Felt Hats 5.38 million dollars.



Graphic 3 Chuquisaca: Trade Balance. Period 2009-2013 and progress to March 2014

Imports

The department of Chuquisaca in the period 2012, reached 46.48 million dollars. The entry of products through the Department's border routes with Chile presented the highest value of imports with 40.15 million dollars and Pisiga was the main entry route with 32.35 million dollars, followed by Tambo Quemado with 7.80 million dollars. (Molina, R Sandoval, 2007).



Graphic 4 Exports from Chuquisaca decreased by 56.98% in 2013 Economic Activity

The economy of the Department of Chuquisaca is mainly based on the external sales of hydrocarbons; however, agriculture, cattle raising and tourism are also important.

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The main tourist attractions are: the old part of the city of Sucre, with buildings dating back to the 16th century in perfect condition, as well as the Cretaceous Park, a palaeontological exhibition with more than 5000 dinosaur footprints and life-size replicas of extinct reptiles. (R, 2014).

General data		General data
PIB		USD 2049
GDP per capita		8,7%
GDP growth		3,41 M
Inflation		1033 thousand barrels
Oil Production		46523 million cubic
		cubic feet
ZIC production	ZIC production	

Table 2 General data

Gross Domestic Product (GDP)

On the other hand, the composition of the departmental GDP for 2012, as 2013 is not available, showed the weight of the agricultural sector (agriculture, livestock and forestry) in the regional economic activity, which represents 18% of the total, followed by Manufacturing Industries with 17% and Public Administration Services and Mining and Quarrying, both with 14%, among the most representative.

The sectors that experienced significant growth, such as Mining and Quarrying, registered the highest increase (66.20%), followed by Financial Establishments, Insurance and Real Estate (11.63%) and Construction (8.02%), among the most important.

Composition of Departmental GDP	
Agricultural sector	18%
Manufacturing	17%
Services	
from	14%
Administration	
Public Administration and Mining and Quarrying	
Quarrying	

Table 3 GDP

On the contrary, the sector that presented a negative trend in its activity was transport, storage and communications, which registered a decrease of 2.23%.

The sectors that show the lowest contribution to the departmental GDP are represented by communal, personal and domestic services; construction; restaurants and hotels; electricity, gas and water, which together represent only 10% of the total value. Regarding GDP per capita, for 2012 it amounted to Bs 12,773 (\$ 1,835), higher than the figure recorded in 2011, which was Bs 10,928 (\$ 1,563).

Business base

Chuquisaca is looking for markets to become competitive and bet on new ventures, as the government also helps with financing for investment projects that favour the public and private sector in the department.

In 2013, the legally established business base in Chuquisaca registered a total of 5,120 companies, an increase of 106.95% over the previous year. At the national level, Chuquisaca's share only represents 4.16%, ranking seventh in the national business base.

Public investment

Public investment doubled from 47 million dollars annually between 200-2005 to 98 million dollars between 2006-2011.

With public investment, works are carried out to benefit the population with schools, health posts, bridges, roads and others (finances, 2013).

Chuquisaca's participation in the national context, the public investment budget for 2013 represents only 5.63%, being one of the lowest at the national level, however, in 2013 the public investment budget for Chuquisaca increased by 76.55%, so that from Bs 1,170 million recorded in 2012, the figure rose to more than Bs 2,066 million in 2013. As for budget execution, in 2013 only 65.73% of the investment programmed for that management was executed.

Results

The implication of the evolution of Chuquisaca's participation in the trade balance in recent years has been relatively positive, as previous studies and reports have shown structural changes in Chuquisaca's economy.



Figure 3 Analysis changes implication effect

Doing this analysis implies referring to substantial facts that managed to demonstrate that there was an evolution in the changes of the Balance of Trade in Chuquisaca; which leads to face new dynamic policies in motion.

Conclusions

- The relevance of information from the analysis facilitates the changes that can be generated in the macroeconomic policy of the department.
- The identification of variables will contribute to the management and monitoring of action plans in a systematic way to public and private actors in decision making.
- The dynamics in the economic sector generates and implies the adaptation of sustainable strategies to face all kinds of changes.
- The quantitative and qualitative analysis of the trade balance makes it possible to evaluate the effects and their adaptation to the economic conjunctural realities.

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Banco Central de Bolivia

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De circular, t. i. p. o., de origen-incoterms, a. i. n., de origen, c. e. r. t. i. f. i. c. a. c. i. o. n. e. s., de minerales, c. o. t. i. z. a. c. i. ó. n., monetaria, c., ley, a., ... & ductos, e. p. disposiciones aduaneras por tipos listado de tipos de circulares.

De origen-incoterms, a. i. n., de origen, c. e. r. t. i. f. i. c. a. c. i. o. n. e. s., de minerales, c. o. t. i. z. a. c. i. ó. n., monetaria, c., ley, a., biministerial, r., ... & ductos, e. p. disposiciones aduaneras por tipos listado de tipos de circulares.

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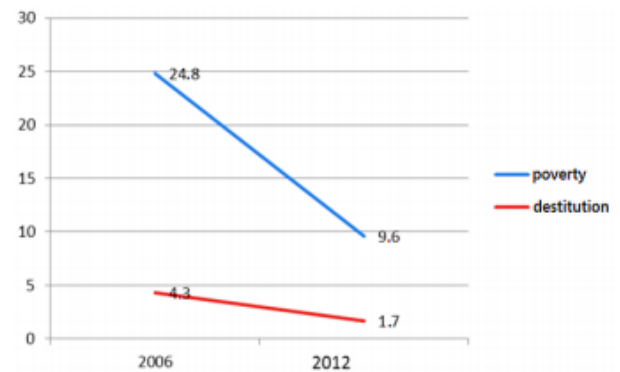
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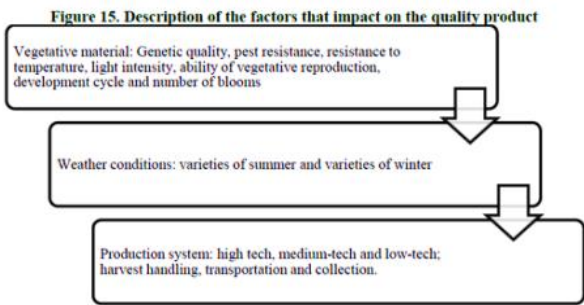


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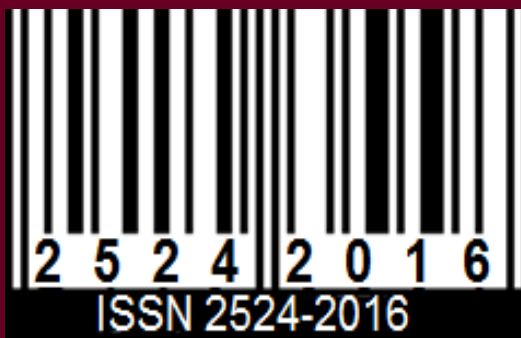
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