

**STRATEGY
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THE CHILEAN ARMY, ITS HISTORY, ORGANIZATION, REGIONAL ENVIRONMENT AND CHALLENGES OVER THE NEXT 25 YEARS

BY

LIEUTENANT COLONEL SERGIO LARRAIN
Chilean Army

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Ltc. Sergio Larrain
Chilean Army

Col. Joseph Núñez
Project Advisor

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U.S. Army War College
CARLISLE BARRACKS, PENNSYLVANIA 17013

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ABSTRACT

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The purpose of this work is to inform the reader about the Chilean Army, its history, organization, regional environment and challenges over the next 25 years.

First, this paper quickly reviews the history of the Chilean Army, since its creation in 1603, to establish its historical context and role in the defense of Chile's fatherland and national security matters.

Second, it describes the mission, organization, deployment and size of the Chilean Army, and also describes the Chilean armed forces budgetary process.

Third, it describes the regional environment, the actual situation and challenges of the Chilean neighbors, (Argentina, Bolivia and Peru) in order to try to put the past threats in the 21st Century perspective. It also places the United States in this regional environment and the things that both countries can do to face the future challenges.

Fourth, it identifies its future challenges and determines some things to do for the next 25 years. Finally, it draws some conclusions.

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PREFACE

This work is dedicated to all the wonderful people of the US AWC that I have met here. They made my life so good. This year will be an unforgettable one.

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THE CHILEAN ARMY, ITS HISTORY, ORGANIZATION, REGIONAL ENVIRONMENT AND CHALLENGES OVER THE NEXT 25 YEARS

HISTORIC OVERVIEW

The Chilean national history has been mainly the history of its Army, which has allowed it to show a single saga, where civilians and military personnel had filled the country with pride and glory. Since its creation in 1603, it has played a relevant role in the defense of its fatherland and national security matters.¹ Its men and women have exhibited testimony of the most cherished Chilean values; likewise, they have created the motto: "*Always victorious; never defeated.*" This permanent Army, was improved by constant reforms according to the needs of the country and served the basis for the composition of the first National Army, created by order of the First National Meeting of the Government (2 December 1810), while the King of Spain was a prisoner of Napoleonic troops.² It fought for the independence and the sovereignty of the Nation (1810-1817) and, in spite of its limitations, did perform gallantly on the fields of battle. Once liberated from the Spanish rule, which insured the life of the new republic, Chile organized and financed the Liberating Expedition of Peru (1823-1825), with troops made up by 86% of a national force (4,000 men) and 14% by Argentinean (600 men).

Between 1836 and 1839 Field Marshall Andrés de Santa Cruz formed the Peru-Bolivian Confederation³ which wanted to restore the ancient Inca empire. The Chilean government saw that as a threat, because that empire included half of the Chilean territory and sent an army to defeat the Confederation. This war ended at the Battle of Yungay with the victory of Chilean troops.

In 1879, Chile was again in war against Peru and Bolivia, in the so called War of the Pacific⁴ which stimulated the development of the important industrial economy that served in large measure to supply the Army in the field. At the same time, the pacification of the Araucano territory concluded with the occupation of Villarrica in 1883.⁵ This bloody quest culminated and its fields began to be colonized. Finalizing the War of the Pacific in 1884, Chile obtained territory from Peru and from Bolivia, the Army high command initiated the evaluation of the conflict, understanding the necessity of modernization, and committed itself to the task of changing the old organizational methods by adopting the German-Prussian doctrine.

The Civil War of 1891, found the Army in the middle of this modernization process.⁶ After this Civil War, Chile enjoyed a long period of peace. The Chilean Army undertook successful military missions,⁷ collaborating in the re-organization of other armies in Latin America

(Colombia, Ecuador, El Salvador, Honduras, Guatemala and Nicaragua), increasing its prestige in the region.

In 1970 a leftist Communist coalition was elected with 36% of the popular vote (there were three main candidates). This minority tried to make fundamental changes in the way of life of the country; as a consequence of this experiment Chile fell into the worst economic, political and social crisis in its history.⁸ Congress and the Supreme Court declared that the government of Salvador Allende was unconstitutional, thus the Armed Forces and Police saw it as their obligation to assume control of the nation on 11 September 1973. This military government ruled the country from 1973 to 1990. In that same period, Chile had to face the international crises of 1974 (Peru) and 1978, (Argentina) in which the Armed Forces were successful in their role of national defense, acting as a deterrent in the presence of external threats, which permitted them to continue in a tradition of peace enjoyed for more than a century.

MISSION OF THE ARMY

The Chilean Armed Forces *"exists for the defense of the country, essential for national security and guarantees the institutional order of the Republic."*⁹ Furthermore, as armed entities they are essentially obedient and non-deliberating, they are subservient to the minister in charge of the national defense and are professional, hierarchical and disciplined. They participate and contribute in various forms, and with a varied intensity in the economic and social development of the country. Likewise they execute protection support tasks during domestic emergencies or natural catastrophes. In what specifically refers to external defense, they have as their mission to prevent conflict, deterring all potential adversaries. If necessary they defeat foes to protect the sovereignty and territorial integrity of the country. In this way, the Chilean Army has as its mission to assist in guaranteeing the territorial integrity and the national sovereignty by means of an efficient preparation and the correct employment of its human and material potential. Likewise, it participates in those tasks that maintain public order during election acts and those constitutional states of exception (catastrophe situations or serious internal social conflict or external danger), with the objective of providing stability to national development, to assure civic normality and the free exercise of fundamental institutions.¹⁰

ORGANIZATION OF THE ARMY (2002)

The Chilean Army, consists of about 45,738 people of which 26,000 are conscripts.¹¹ This constitutes 57.59% of the Army and the Army is 0.31% of Chile's 15 million inhabitants. The Army is responsible to the President of the Republic through the Ministry of National

Defense. The Commander in Chief (CINC), the Army General Staff, the Operative Units (8 Divisions), the Commands, and the Garrison Post Commands constitute the Army's basic structure.

The superior command of the Army is found in the CINC. As a principal advisory organization for the decision-making at the highest institutional level, the Army General Chief of Staff is structured with divisions comprised by the Offices of Personnel, Intelligence, Operations, Logistics, Education, Rationalization and Development, and Finance. Under the command of the CINC are the following entities, the different Divisions and Brigades that cover the country, along with the Commanders of Military Institutes, Logistic Support, Administrative Support, Engineers, Signal Corps, and other entities. The General Inspector of the Army provides oversight of the institutional activities.

The Army physically materializes through what are known as "Operational Units" in the military garrisons of the country, from the high plateau in the extreme north, to the Chilean Antarctic. Depending on their configuration, these are division or brigades. Each Operational Unit is under the command of a general officer, who is responsible for the military training plus the administrative, logistic and juridical aspects of the staff under his command. At the same time, each regiment is under the command of an officer such as a colonel or lieutenant colonel.

OPERATIONAL PEACETIME UNIT DEPLOYMENT¹²

- VI. Army Division: Covering the First Region. Its subordinate units are found deployed in Arica, Putre, Iquique and Baquedano and its general headquarters is located in the city of Iquique.
- I. Army Division: Covers the 2nd and 3rd Regions. Its general headquarters is found in Antofagasta.
- II. Army Division. Covers the 4th, 5th, 6th and Metropolitan Region. Its general headquarters is found in Santiago.
- III. Army Division: Covers the 7th and 8th Regions, Its general headquarters is found in Concepción.
- IV Army Division: Covers the 9th and 10th Regions. Its general headquarters is found in Valdivia.
- VII. Army Division: Covers the 11 th Region. Its general headquarters is found in Coihaique.
- V Army Division: Covers the 12th Region. Its general headquarters is found in Punta Arenas.

- Aviation Brigade: Its general headquarters is found in Rancagua.
- Education (Executive Units): The Command of Military Institutes (Comando de Institutos Militares -CIM) is responsible for the education in the Army, assembled under its command are: the War College, the Army's Polytechnic College, the Military Academy, The Non-Commissioned Officers School, and the Branches, Services and Specialties Schools.

ADMINISTRATIVE, LOGISTIC AND TECHNICAL SUPPORT.

The organisms that furnish administrative, logistic and technical support to the different units of the Army depend directly to the CINC of the Army:

- Logistic Support Command (Comando de Apoyo Logistico -CALE). This unit centralizes the execution of logistic support at the Army level. The Logistical Services that the unit provides: Ordnance, Quartermaster, Health, Veterinary and Transportation.
- Administrative Support Command (Comando de Apoyo Administrativo -CAAE). This unit directs, administers and controls the activities and resources in the recreational, assistance,¹³ housing, student and cultural areas in benefit of the personnel of the Army.
- Military Industry and Engineering Command (Comando de Industria Militar e Ingeniería -CIMI). This unit has under its command the military industries: Factories and Metalwork's of the Army (FAMAE)¹⁴, Military Geographic Institute (IGM)¹⁵, Institute of Research and Control (IDIC) and Chemical and Industrial Complex of the Army (CQIE).
- Engineers Command (Comando de Ingenieros -CINGE). This unit centralizes the activities that supports in what refers to the material and resources of engineers, and which are undertaken through the Military Work Corps for the building of roads and highways.
- Telecommunications Command (Comand de Telecomunicaciones -CTEL). This unit centralizes the activities of support for communication resources and electronic warfare.
- Health Command (Comando de Salud - COSALE). This unit plans activities and administers the resources that are related to the health of the personnel, their family dependants and retired members of the Institution.

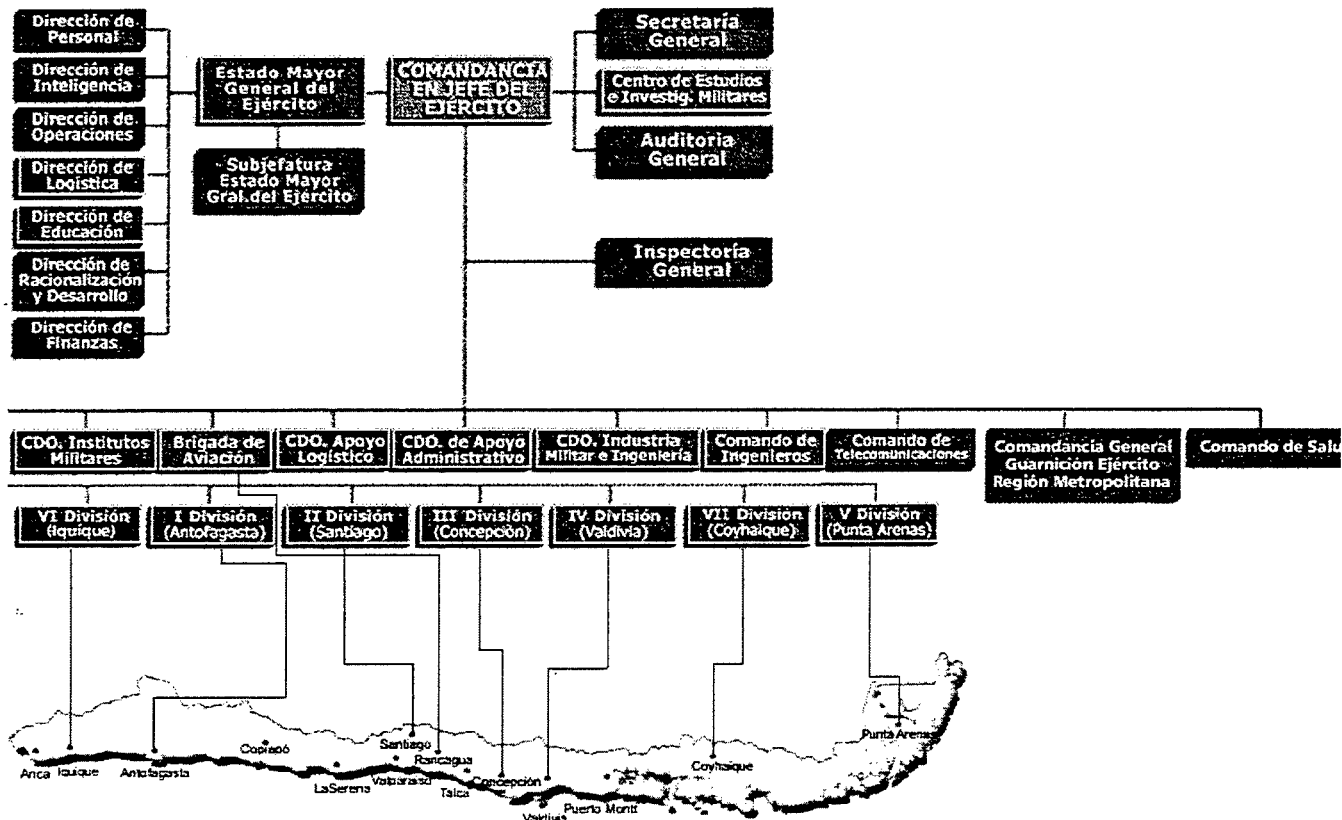


FIGURE 1 ORGANIZATION OF THE CHILEAN ARMY ¹⁶

THE CHILEAN ARMED FORCES BUDGETARY PROCESS

The Chilean Armed Forces have two main financing sources: the fiscal contribution included in the budget law and the resources that come from a special law that burdens the exports of the Copper Corporation (Codelco), also known as the "copper law." These two represent, depending on the service, between 85% and 95% of the total of the financial resources received by the Armed Forces. The rest comes from operation revenues that are essentially formed of the sale of goods and services.¹⁷

The funds contributed by the revenue every year in the budget law, are dedicated, to finance operation expenses, that is to say salaries, consumption goods and necessary services to maintain the forces in a certain enlistment state.

THE "COPPER LAW"

This law number 13,196 dates from 29 October 1958 (15 years before General Pinochet seized the government in 1973).¹⁸ Resources can only be devoted to the acquisition of defense systems and associated inputs. It has a minimum floor of US\$ 233 millions. These resources came from the 10% tax to the exports of Codelco. Their use does not require the approval of the Congress and its registration is carried out in a parallel accounting that is not consolidated with the rest of the financial information of the state. In general, the "copper law" is characterized by a level of superior classification compared to the other institutional expense departures.

THE FISCAL MILITARY BUDGET¹⁹

It is interesting to note how the various military, technical and political actors contribute to the definition of the defense-oriented fiscal and public level of expenditures. Within the political environment, these actors are represented by the Executive Branch and the National Congress at the technical level they are represented by the Ministry of Finance through its Budget Directorate. The military services (Army, Navy and Air Force) represent the politico-strategic level through their corresponding undersecretariats. (They are called Secretaries In the United States).

The defense budget follows the general regulations established for the Chilean public sector. It has three introductory steps followed by the execution itself. The process starts with the planning of the activities to be carried out the following year by each service. The activities are valued and given a priority order, in accordance with the significance each service grants to their fulfillment of their institutional mission.

CHILE'S NEIGHBORS

Chile faced two wars with Peru and Bolivia during the 19th century. With Argentina, there has never been an armed conflict, despite border disputes that were due to the difficulties of interpretation that took place at the end of the Spanish empire, (in relation to the territories subject to the political-administrative division of the same). The most recent and serious crisis with Argentina happened in 1978, as a result of the Arbitration Decision of Her Majesty the Queen of England on the Picton, Lenox and Nueva islands, located in the Beagle Channel, its was solved peacefully by both countries with the mediation of the Pope of Rome in 1982.

Chile has a very good relationship with all the countries in the continent, except for Bolivia, where the diplomatic links are restricted to the consular level only, with special emphasis on commercial matters. Over 40% of Chile's exchange takes place in the region, with Argentina,

Brazil, and the United States as the most important trade associates. It also values the fostering of mutual confidence within the defense environment. It has been developing **mutual confidence-building measures**²⁰ (MCM) with some of its neighbors. It holds periodic "Rounds of Talks with the High Commands of the Armed Forces" with Peru, since 1986, and with Argentina since 1994, (alternatively held in Santiago and Lima, and Santiago and Buenos Aires). The recent Chilean decision to buy F-16 Combat aircraft in order to renew its Air Force, has been understood by its neighbors, but not welcome.²¹ That is why Chile is trying to adopt a transparent system of military spending in the region.²²

Finally, Chile is in complete agreement with the purpose of shaping a continent driven by peace, development, and mutual respect among the American nations. The impact of economic and political changes, (that have coincided with the end of the Cold War and the expansion of democracy across the continent), generated links never before seen, which fall under the heading of "integration." Just as the MCM within the defense environment aim at reducing the risk of confrontation, arms control is also a mechanism that helps to dissipate conflicts, and consequently, facilitates political stability in the region.

ARGENTINA

Lack of budgetary resources is the most serious problem facing the Argentine military today. Current economic conditions and the government's commitment to reduce public sector spending have slowed modernization and restructuring efforts. Argentina's traditionally difficult relations with its neighbors have improved dramatically, *and Argentine officials publicly deny seeing a potential threat from any neighboring country.*²³ The South Common Market (Mercado Común del Sur) MERCOSUR²⁴ has exercised a useful role in supporting democracy in the region, intervening, for example, to discourage the Paraguayan military during an attempted coup in early 2000.

The president and a civilian minister of defense control the Argentine Armed Forces. The paramilitary forces under the control of the Interior Ministry are the Gendarmeria (border police) and the Prefectura Naval (coast guard). The Argentine Armed Forces maintain close defense cooperation and military-supply relationships with the United States.

MCM Between The Armed Forces of Chile and Argentina:²⁵

- Combined exercises between the Armed Forces.
- Bilateral conferences on Intelligence.

- Exchange of military personnel in instruction and training activities, and other activities of a professional and sporting nature.
- Professional and intelligence meetings among Army, Air Force, and Navy border garrisons.
- Reciprocal invitations to participate in historical celebrations and official, social, cultural, artistic, and sporting events.
- Exchange of reviews and publications of interest for the Armed Forces.
- Welfare facilities for military personnel of both countries.
- Scientific-logistic cooperation in matters of common interest.
- Treaty for homologation of defense spending.

BOLIVIA

Bolivia maintains normal diplomatic relations with all hemispheric states except Chile. Relations with Chile, strained since Bolivia's defeat in the War of the Pacific (1879-83) and its loss of the coastal province of Atacama, were severed from 1962 to 1975 in a dispute over the use of the waters of the Lauca River. Relations were resumed in 1975 but broken again in 1978 over the inability of the two countries to reach an agreement that might have granted Bolivia a sovereign access to the sea.²⁶

Bolivia pursues a foreign policy with a heavy economic component. Bolivia has become more active in the Organization of American States (OAS), the Rio Group, and in MERCOSUR, with which it signed an association agreement in 1996. Bolivia promotes its policies on sustainable development and the empowerment of indigenous people. Bolivia is a member of the UN and some of its specialized agencies and related programs; Organization of American States (OAS); Andean Community; International Telecommunications Satellite Organization (INTELSAT); Non-Aligned Movement; International Parliamentary Union; Latin American Integration Association (ALADI); World Trade Organization; Rio Treaty; Rio Group; MERCOSUR; and Uruguay, Paraguay, Bolivia (URUPABOL, restarted in 1993). As an outgrowth of the 1994 Summit of the Americas, Bolivia hosted a hemispheric summit conference on sustainable development in December 1996. A First Ladies' hemispheric summit was also hosted by Bolivia that same month.

Between 1998 – 1999, Bolivia hosted the 23rd Conference of American Armies (CAA), and handled over the responsibility to Chile for the period,²⁷ the Chilean CINC of the Army visit Bolivia in 1999 for the Conference (during 2000 – 2001 three Bolivian Officers worked in Chile in the conference planning). This was an instance of cooperation and mutual understanding

between the armies of the hemisphere, but specially positive for the armies of Chile and Bolivia for the personal links created, and for setting the precedent of working as allies and not as enemies.

PERU

In October 1998, Peru and Ecuador signed a peace accord which definitively resolved border differences which had, over the years, resulted in armed conflict. Peru and Ecuador are now jointly coordinating an internationally sponsored border integration project. Chile and the United States, are part of the four guarantor states, actively involved in facilitating the 1998 peace accord between Peru and Ecuador and remains committed to its implementation. The United States has pledged \$40 million to the Peru-Ecuador border integration project and another \$4 million to support Peruvian and Ecuadorian demining efforts along their common border.²⁸

In November 1999, Peru and Chile signed three agreements which put to rest the remaining obstacles holding up implementation of the 1929 Border Treaty. (The 1929 Border Treaty officially ended the 1879 War of the Pacific). During 2001 and 2002 Peru and Chile militaries are working of an agreement in order to make defense spending more transparenence and to reduce them.

MCM Between Armed Forces of Chile and Peru:²⁹

- Combined exercises between the Armed Forces³⁰.
- Staff-level bilateral conferences.
- Military personnel exchange in instruction and training activities, and other activities of a professional and sporting nature.
- Professional meetings between Army, Air Force, and Naval Zones border garrisons.
- Reciprocal invitations to participate in historical celebrations, and protocol, social, cultural, artistic, and sporting events, both at the internal and border levels.
- Exchange of reviews and publications of interest for the Armed Forces.
- Welfare facilities for military personnel in both countries.
- Scientific-technical cooperation in matters of common interest.
- Treaty for homologation of defense spending.

UNITED STATES AND CHILE RELATIONS

Relations between Chile and United States are better now than at any other time in history.³¹ The U.S. Government sees the maintenance of a vibrant democracy and a healthy and sustainable economy as among the most important U.S. interests in Chile. The economic relationship between Chile and the United States is flourishing.³² In addition to being Chile's main trading partner, representing nearly 20% of the country's total trade, the United States is also the principal foreign investor in the Chilean economy. The two governments consult frequently on issues of mutual concern, and dialogue takes place in five major bilateral commissions – covering defense, agriculture, trade and investment, and bilateral issues.³³

Many other prominent Americans and senior U.S. officials visited Chile during the period 1995-2000, addressing issues ranging from education to international trade. But there are also some troubles; according to the CIA, Chile is "a growing transshipment country for cocaine destined for the US and Europe; economic prosperity has made Chile more attractive to traffickers seeking to launder drug profits; imported precursors are passed on to Bolivia; domestic cocaine consumption is rising."³⁴

MILITARY-TO-MILITARY RELATIONS

For the U.S. and Chilean Armies there are common threats, opportunities and challenges that could be addressed in a more cooperative way. Relations between both armies should be expanded and improved. At the defense, government and private contractor levels there are also a lot of opportunities to cooperate that will affect or involve both armies. For example, at the governmental level, there is discussion of the possibility of a free trade agreement between Chile and the United States.³⁵ Also, the Chilean Air Force is interested in buying F-16 fighters.³⁶

OPPORTUNITIES FOR THE U.S. ARMY

Peace operations and combined joint training

The decision to participate in Peacekeeping Operations (PKO) is a sovereign decision, adopted considering the broad criteria of the "National Policy for the Chilean State's participation in Peacekeeping Operations." (updated in 1999, including UN Chapter VII. type missions, of peace enforcement).³⁷

Chile, by March 2002 has 44 personnel³⁸ in UN PKO, according to its national politics and capacities, also has collaborated with Military personnel in the following countries.³⁹

- Bosnia - Herzegovina: UNMIBH⁴⁰, from 1997.
- East Timor⁴¹ from 1999.
- India - Pakistan: UNMOGIP,⁴² from 1949.
- Iraq: UNSCOM,⁴³ from 1996.
- Israel: UNTSO,⁴⁴ from 1967.
- Kosovo⁴⁵ from 1997.
- A Colonel has also been designated as Defense Attaché in the Chilean mission at the UN with duty functions in the Department of Peacekeeping Operations (DPKO), since July 1998, at the headquarters in New York.

But this presence (44 people) could be expanded. Chile must get involved more and more in UN PKO, or in other particular coalitions, (like MOMEF), in accordance with its common interest. For the U.S. Army this could be an opportunity for getting help (save in manpower), especially in Spanish speaking countries, and for the Chilean Army an invaluable opportunity for new experience and first quality training.

The pursuit of combined joint training would become essential in order to work in coalitions. This can be done by expanding the actual combined exercises, (UNITAS, Cabañas) and establishing a common doctrine and procedures to operate. Also some Chilean units can act as opposing forces at the National Training Center (NTC), providing with different material and doctrine.

Training areas.

Chile is a long and narrow country with different climates and terrain, (desert, jungle, plains and mountains). This constitutes a variety of training opportunities for the U.S. Army. Also, as it is located in the Southern Hemisphere, Chile has snow to train mountain or Special Forces units during the Northern Hemisphere's summer period. For the Chilean Army it can be a good combined training opportunity.

Recreational and health facilities for the personnel of both armies.

The personnel of both armies could mutually benefit from the recreational facilities of each other. The Chilean armed forces has multiple recreational facilities (Guest Houses and Hotels) in places of particular beauty, so the personnel on leave visiting Chile could pay the same rates that Chilean military personnel pay. This will contribute to the increase of mutual understanding

and friendship. Also the Chilean militaries on leave in the U.S. could benefit. (This already is in effect for personnel in courses or exchange programs). This system could be expanded to the health facilities of both armed forces on an emergency or space available basis.

OPPORTUNITIES FOR THE UNITED STATES AND CHILEAN ARMIES

Strategic

- Obtaining inter-operability capabilities to participate in joint and combined operations.
- Diversification of options for the modernization and renovation of materiel.⁴⁶
- Knowledge and familiarization with the new conflict scenarios.
- Optimization and reduction of costs of operational training.
- Diffusion of the operative capacities of the Chilean Army for the effects of deterrence toward third countries.

Operational

- Participation of units of the Chilean Army in combined & joint exercises.
- Define instances of specialization & training of personnel of both Armies (creating a listing of those that could apply).
- Participation of officers and NCOs in academic activities in the schools and colleges of both Armies.
- Participation of units of both Armies in peace operations that the United States carries out in those places where Chilean interests apply.

Research & Development

- Exchange of technologies in the field of simulation and training of personnel.
- Training and specialization of the personnel of the I.G.M (Military Geographical Institute) in geographical information systems, digital cartography, satellite photographs and GPS technology.
- Certifications of quality for the military industry, obtaining international licenses and certificates for maintenance and repair of United States military materiel in use by the Chilean Army.⁴⁷

Financial

- Obtaining scholarships for the training of officers and NCOs of the Chilean Army.

- Executions of superior level maintenance in the United States for those items require depot level rebuild programs.

Others

- Exchanges of recreational facilities of both armies for military personnel on leave.
- Exchange of health facilities of both armies, for military personnel on leave.

THE CONTINUITY OF CHANGE

In the last years, the administration of the Army command has been centered on three cardinal areas:

- (1) The reappraisal of the military role in the Chilean Society;
- (2) Deepening its task of contributing to the progress of the country; and
- (3) Integration with the stratum that make it up.

It is necessary to broaden the roles for the next Army, with more focus on the international projection of the country in peace-keeping missions.

The qualitative growth of its cadres is a complex and dynamic process that continually demands increasing the levels of excellence in the formation and training of its components.

The identification of the challenges that the next century presents, defining the roles of the Institution and the profile of its members. (the basis to organize the modernization process in progress of the Army).

The modernization of the Army will rest on two main pillars, the design of the forces and the military education; all of this within the frame of the laws the Constitution and the administrative norms.

ARMY OF THE 21 ST CENTURY

The important changes in the world concerning the balance of power have produced institutional adaptations to which the Chilean Army is not an exception. A new way of approaching professional tasks permits the organizations to adapt themselves in a better fashion to this dynamic process.

Thus, the Army seeks to project itself in the future and to anticipate the possible theatres that it could operate in while maintaining its capability and efficiency. In this sense the efforts of all the members of the Army have been oriented in a programmed fashion to achieve, the modernization of the Institution. This modernization does not imply the loss of traditions, but instead implies a process of transformation and adaptation to assert itself in the 21st century.

The general concept of the process of modernization, (which frames the vision of the future that the Chilean Army should project and be committed to), fits the following parameters:

- Capable to fulfill its Constitutional obligations.
- Support the security of the State to achieve levels of development that will permit the improvement of the quality of life for its fellow citizens.
- Adhere to the traditions and values of the Chilean Society and of the Institution.
- Commit to the Institutional order.
- Participate in the management process of the State through the legal and statutory channels.
- Become part of the social task.
- Be fundamentally vocational, with a mixed composition system of its personnel.
- Maintain a powerful, efficient, and swift force, with the human and material resources necessary to achieve an operational level that serves as a basic element to dissuade potential enemies.

All modernization processes bring with it material progress that constitutes the clearest signal of change. However, there is a preceding step, and one that accompanies every transformation, constituted by the mental and spiritual disposition reached by the members of the Institution to assume the change and to become a part of it. Thus, the soldier of the Chilean Army is more modern, not only because he has a more efficient weapon, but because he is in a positions to make use of all the advantages that the weapon provides him, after a process of instruction and training that permits him to apply his capacities and to prepare himself in the best possible fashion to undertake his responsibility in the fulfillment of his principle mission, that is the defense of the country.

Meanwhile, from a integration perspective within the new world order, the relationship with other armies of the world provides professional enrichment that the institution values. The exchanges and contacts beyond the Chilean frontiers, concerning themes of the most varied nature in the context of military activities, forms part of a policy that will continue to flourish through the march of time.

The obligations that the State assumes beyond its borders, in the area of peace operations, (and always under a previously defined State policy), generate a commitment that the State has assumed and for which it finds itself prepared, such as has been demonstrated through its participation in the following peace operations:

- The Neutral Military Commission of Chaco Boreal (Bolivia-Paraguay 14 June to 26 October 1935).

- Military observers in India and Pakistan (1949 to the present).
- Conflict in El Salvador-Honduras (1969).
- Mine removal of Nicaragua (1993).
- Supervision of the Palestinian Truce (1967 to the present).
- Military observers in the conflict between Peru and Ecuador,⁴⁸ MOMEPE,⁴⁹ (From 01 March 1995 to 1999).
- Peace mission to the conflict on East Timor, (1999 to the present).

In the international context, the Chilean Army is an active participant in the Inter-American Defense College and the Inter-American Defense Board, both of the OAS. In addition, the Chilean Army is a founding member of the Conference of American Armies⁵⁰ (CAA), and must expand that participation in order to face the challenges of globalization. This means more combined exercises, meetings and relations in order to be prepared to face the common threats that this Century will bring (Narcoterrotism, organized crime, environmental protection to mention some⁵¹).

Internally, the geographic configuration, with vast desert zones in the north of the country, and with extensive areas of fiords, ice and channels in the southern part of the country, as well as the distribution of the resulting human resources has been a constant concern that has strongly influenced the organization and characteristics of the Army.

The technological advances diminish the natural disadvantages of large empty areas with no communication between them, as well as the economic restrictions and the limitations of a climate, which in some cases, is extreme. For that the modernization of the Chilean Army must fuse all these factors together in order to establish a fair balance among the forces that are deployed in peacetime and the capacity of obtaining the necessary flexibility to face a future conflict somewhere.

In this fashion, the Chilean Army seeks to develop a force with deterring capacity, and if the circumstances oblige it, to fight and obtain victory. In order to reach these levels it requires the following attributes:

- To have an updated and consistent doctrine, capable of explaining how to execute national requirements.
- Strong and balanced in the configuration of its forces and that can quickly grow with the mobilization of its reserves.
- Optimum training for soldiers, units and joint forces, giving it the capacity to project itself in different theatres and conditions.

- Flexible and rapid, with an organic structure and resources that will permit it to operate efficiently anywhere in the country.
- Soldiers that stand out for their combat capabilities, solid values and human quality.
- A state of the arts technology, based on their own creativeness and set in an optimized level of expenditures.

The advances in the scientific area contribute in order that the national defense industry can satisfy its operational necessities with the objective of diminishing the dependence on external markets. On the other hand, technological progress permits the generation of projects that increase combat capability. It stimulates the basic research through the agreements with universities or institutes of superior education, giving to the military industry the applied research. It incorporates into its plans the development of modern weapon systems, in addition considering the permanent exchange with other institutions of the Armed Forces and foreign corporations.

In this framework, the Tactical Computer Training System (Sistema de Entrenamiento Táctico Computacional -SETAC)⁵² employed at the War College is set, designed by military polytechnic engineers in conjunction with civil engineers. The aforementioned support system permits the training of Commanders and their staffs on the planning and leading of a unit at the Brigade and Division levels in combat, through computer simulations of the effects that the enemy, land, weather, available resources and the action of its various weapons have on real time confrontation, in a determined scenario. The capabilities of the software also permit its use in training activities of civil organizations to face catastrophic situations and natural disasters.

Likewise, advances in rocketry have crystallized with the rocket "Rayo,"⁵³ which has secured the technology and the entrepreneurial base for the manufacturing of rocket artillery and other types of missiles. This placed the Chilean Army in a privileged position due to the achievements of its military engineers. The following have also reached a high degree of development:

- The Factories and Metalworks of the Army (FAMAE) is the principal industry of the institution and an autonomous government company. Said company has defined the areas of interest in which its comparative advantages permit it to sustain its development, based on weapons, ammunitions and armored vehicles, that are produced in its own factories, with emphasis on weapons systems, the sale of technological know how, and engineering services.⁵⁴
- The Military Geographic Institute (IGM) is an official organization of the State for national map making. With a high degree of technology and quality, it satisfies the

requirements of the different ministries, public divisions, the Armed Forces, mining corporations and private users. At the same time, it undertakes important research activities, for which a great economic effort was expended in acquiring the technology, equipment, instrumental and computer programs of the latest generation, which added to the restructuring of its procedures that will satisfy the high demand of its services and products.⁵⁵

- The Research and Control Institute (IDIC) is an official entity of the State for the qualitative reception of the materials, equipment, ammunitions, and other elements acquired abroad as well as in the internal market. It is the official organism of the State for the quality control of firearms and explosives for civilian use through Chilean Test Bench. It represents the country on the International Permanent Committee for testing portable weapons and counts with various laboratories for the quality certification of diverse material, raw materials, products and productive processes in different areas.
- The Chemical Industrial Complex of the Army has the technology for the production of simple base gun powder and propellant for the ammunitions that FAMAE produces, it is engaged in the development of missile propellants and new conventional ammunitions.

LEADERSHIP REQUIRED OVER THE NEXT 25 YEARS IN THE CHILEAN ARMY

The next 25 years are going to be very important to the Chilean Army because a great deal of issues, like the above stated, must be faced, and that would imply significant changes throughout the organization. It will have to decide the Army's future force and mission design, along with deployment of the peace time army. This will concern congressmen, retired army and civilian population that will not want to close a post or will want to create another in order to provide work to activate the economy of an area. Finally, the list of troops most suitable for accomplishing the mission stated must be redefined.

All the above are within a complex political and strategic situation with varied scenarios, because the geography will impose different ways of employment of the forces and equipment requirements. Modernization will involve material (tanks, vehicles and weaponry); command and control system (digitalization of the battlefield and data transmission) and logistics procedures (computerization system, readiness of logistic support and mobility improvement).

To increase the quality of the force, the army leader must focus on teaching, training and development of skills in his soldiers. This must be a sequential, progressive and permanent

effort of all the organizations involved (Education department, Military Institutes Command and Operative Units). This must start at the formative levels (Military Schools and Academy), continue at the professional training level (specialties courses) and finish at the higher training level (War College).⁵⁶

Some of the special characteristics essential for strategic leadership success over the next 25 years are:

- Effective Critical thinkers, with the ability to reason critically about complex and difficult issues within an uncertain and volatile environment.
- Active listeners, to know the opinions of others without any biases or prejudices.
- Team player, to understand the group process in order to deal with the volatile and uncertain challenges faced by strategic leaders in joint, coalition, and interagency environments. Being inclusive and participative, willing to share with others. He must talk and think in first-person-plural "we."
- Must establish a good organizational environment, in the Army.
- The most difficult task will be understanding the environment, must be attuned to the variables that help form possible futures.
- Know military culture, in order to be able to predict how those cultures will interact with each other and respond to the substantial changes the revolution in military affairs demands.
- Proactive, to anticipate events and not to react, must know how to read and understand the signs of the environment and to discriminate for the "big rocks."
- Must have a clear vision of where the organization must go and the ability to communicate and motivate the rest of the culture to achieve it.
- Read and speak English fluently, to interact with other strategic leaders, and to grasp first-hand what is happening in the world.
- Flexible, to accept when something is wrong and to correct the mistake.
- Negotiations skills, to employ effectively the interpersonal skills required to further the interests of the organization.
- Strong military vocation, believing that being in the Army serves the country (and not as a job to make money). This generates the highest sense of sacrifice and loyalty.
- Solid moral foundation, to act at all times in accordance with principles and ideals that are ethically right.

- Good Mentor, an example for subordinates to imitate and always willing to give advice and counseling to others.

CONCLUSION

As it can be appreciated through this brief outline, the Chilean Army, has always been present in the country's history as an active participant in its formation, development and consolidation as a sovereign nation, as well as a basic protagonist in the progress of Chile. This role will continue in the future, since its main mission is that of service to the Chilean society, as much as in Defense, as well as all the areas of its responsibility that are focused on the common good and assist in the national development.

The Army, spearheaded the evolution of the military industry (and scientific research and technology); prioritized its needs, for which this institutional mission area represents an important contribution to the growth and well being of Chile.

The procedure by which the annual budget is drafted, amended and passed into law in Chile contributes to two tendencies: fiscal restraint and the realization of presidential preferences on spending policy. Specifically, the President has the exclusive ability to propose an annual budget law that becomes the policy if Congress does not pass an alternative, as well as restrictions on Congress's ability to amend the executive proposal. In Chile, both Government and the Opposition agree that this system is not very "democratic." It will probably change, but has been working effectively for the last 12 years.

The U.S. and Chilean Armies in the 21st Century will face lots of challenges and cooperation between them is a desirable condition to positively confront those challenges. Even though the U.S. Army is a huge institution, it could find some interesting opportunities with the Chilean Army. If the Chilean units could interoperate with other international militaries as part of a coalition, they would take missions that United States forces are doing now and liberate manpower to do other things, like train to fight and win wars.

In order to achieve some of these ideas there will have to be a lot of consensus, but this is possible in the near future. The leaders of the Chilean Army in the 21st Century will face a lots of challenges. That is why they must have special characteristics essential for success over the next 25 years. They must be effective critical thinkers and active listeners, team players, capable of establishing good organizational environments, sensitive to the particularities of the environment and military culture, proactive, with a clear vision for the organization, multilingual, flexible with good negotiators skills, and have strong moral foundations, so that military leaders become good mentors for their subordinates.

Word count : 6,775

ENDNOTES

¹ More at CHILE - A Country Study. Library of Congress / Federal research division / countries studies at <http://memory.loc.gov/frd/cs/cltoc.html> Also the history of Chile. Hartford Web Publishing at <http://www.hartford-hwp.com/archives/42a/index-d.html>

² See Galdames, Luis. A history of Chile, Russell & Russell, 1964.

³ War Against the Perú-Bolivian Confederation (1837-1839) It was then when Chile had to face a serious threat to its freedom: On 20 January 1839, Chilean General Manuel Bulnes definitively defeated Field Marshall Andrés de Santa Cruz at the Battle of Yungay. Chile emerged as a respectable nation due to its internal organization, its national unity and its privileged situation along the shores of the Pacific Ocean. Bulnes was elected President of the Republic and during his administration the most important literary and economic movement of the century arose. The country grew rapidly, and acquired prestige for its constant development in all fields of national activity. Chilean Army official web page. at <http://www.ejercito.cl/english>

⁴ Mason, Theodorus Bailey Myers, The war on the Pacific coast of South America between Chile and the allied republics of Peru and Bolivia 1879-1881, Govt. Print Off., 1885. See also Sater, William F., Chile and the war of the Pacific, University of Nebraska Press 1986. (both available US Army Military History Institute Library). This war began when Bolivia rescinded a contract with a Chilean company to mine nitrates in its territory and Chile, in reprisal, seized the Bolivian port of Antofagasta. Peru was drawn into the war by a defensive alliance with Bolivia. Chilean forces conquered a Peruvian border province, gained control of the sea, and entered Lima in triumph. The treaty of Ancónin 1883 assigned Bolivia's only coastal territory, Atacama (now Antofagasta), to Chile. By the truce at Valparaiso in 1884 Peru ceded Tarapacá and control of Tacna and Arica provinces to Chile; eventually, Chile returned Tacna to Peru in 1929.

⁵ The Army was in charge of the Pacification of the Araucania. After three centuries of constant fighting, this pacification began in the days of the administration of Manuel Montt, in agreement with the plan presented by General Cornelio Saavedra. The aforementioned plan considered not only warlike action, but also the pacific penetration in order to carry out the civilization to all the spheres of the Frontier (founding of cities, road construction, telegraphs, the creation of schools, medical attention etc.), with the safeguard of Army units. Chilean Army official web page. at <http://www.ejercito.cl/english>

⁶ Chilean Civil War 1891. Complaining about the heavy-handed rule of the president, and in particular his interference in congressional elections, Congress led a revolt against Balmaceda in 1891. Conservatives generally supported the rebels; Liberals and Democrats backed the president. Along with some renegade Liberals, the newly emergent Radical Party aligned with the so-called congressionalists, not wishing to see legislative prerogatives curtailed just as the party was gaining clients and strength. Those provincials resentful of the growing centralization of political and economic power in and around Santiago also backed the rebellion, especially in the north. Initially, the navy, the armed service that included the highest percentage of aristocrats, sided with the rebels; the army sided with the president. The rebellion also attracted British entrepreneurs worried by Balmaceda's threat to encroach on the independence and revenues of the foreign-owned nitrate mines. Although not opposed to foreign investment, Balmaceda had proposed a greater role for the state and higher taxes in the mining sector. Tension mounted because nitrate sales were in a slump, a recurring problem because of the volatility of that commodity's price on international markets. The most famous

British mine owner was John North, the "nitrate king," who was angry that his nitrate railroad monopoly had been terminated by Balmaceda. Although not directly involved, the United States supported Balmaceda as the legal president. The insurgents won the bloody but brief Civil War of 1891, when the army decided not to fight the navy. As a result of the rebel victory, Congress became dominant over the chief executive and the nitrate mines increasingly fell into British and North American hands. Having gained asylum in the Argentine embassy, Balmaceda waited until the end of his legal presidential term and then committed suicide. As Portales became a legendary hero to the right, so Balmaceda was later anointed by the left as an economic nationalist who sacrificed his life in the struggle for Chilean liberation. Already tense as a result of the civil war over Balmaceda, United States-Chilean relations deteriorated further as a result of the *Baltimore* incident. In late 1891, sailors from the U.S.S. *Baltimore* brawled with Chileans during shore leave in Valparaíso. To avert a war with an angry United States, the Chilean government apologized and paid reparations.
<http://www.onwar.com/aced/data/charlie/chile1891.htm>

⁷ Chilean Army official web page. Military Missions of the Chilean Army at
http://www.ejercito.cl/english/main_misiones.htm

⁸ In 1970, Senator Salvador Allende, a Marxist and member of Chile's Socialist Party, who headed the "Popular Unity" (UP) coalition of socialists, communists, radicals, and dissident Christian Democrats, won a plurality of votes in a three-way contest and was named President by the Chilean Congress. His program included the nationalization of most remaining private industries and banks, massive land expropriation, and collectivization. Allende's proposal also included the nationalization of U.S. interests in Chile's major copper mines. Elected with only 36% of the vote and by a plurality of only 36,000 votes, Allende never enjoyed majority support in the Chilean Congress or broad popular support. Domestic production declined; severe shortages of consumer goods, food, and manufactured products were widespread; and inflation reached 1,000% per annum. Mass demonstrations, recurring strikes, violence by both government supporters and opponents, and widespread rural unrest ensued in response to the general deterioration of the economy. By 1973, Chilean society had split into two hostile camps. A military coup overthrew Allende on September 11, 1973. As the armed Forces bombarded the presidential palace, Allende reportedly committed suicide. A military government, led by General Augusto Pinochet, took over control of the country. The first years of the regime were marked by serious human rights violations. A new constitution was approved by a plebiscite on September 11, 1980, and General Pinochet became President of the Republic for an 8-year term. In its later years, the regime gradually permitted greater freedom of assembly, speech, and association, to include trade union activity. In contrast to its authoritarian political rule, the military government pursued decidedly laissez-faire economic policies. During its 16 years in power, Chile moved away from economic statism toward a largely free market economy that fostered an increase in domestic and foreign private investment. U.S. State Dept. web page at <http://www.state.gov/r/pa/ei/bgn/1981.htm>

⁹ Political Constitution of the Republic of Chile (Article 90).

¹⁰ Ibid Art. 40.

¹¹ E-mail from a Staff Officer from the Chilean Army, Directorate of Personnel November 2001.

¹² Ejercito de Chile: Chilean Army official web page. at <http://www.ejercito.cl/english>

¹³ It is like the U.S. Army Community Services, also consider legal assistance.

¹⁴ Factories and Metalwork of the Chilean Army FAMA E, the longest-running defense industry in the Americas, has had a leading role in Infantry weapon and ammunition manufacture ever since it was founded, in 1811. Renowned for its lifetime-guaranteed products, this arms industry has meant soaring development in military, police, and civil areas during the last few decades. Nowadays, in early response to the increasingly demanding customer-suited operational requirements, FAMA E has developed and keeps ongoing production of a wide range of weapon systems for defense. The joint effort of specialized skilful Engineers and Technicians in the fields of armament, ammunition, armored Vehicles, rockets and missiles has had a lot to do in the achievement of this goal. FAMA E's relentless support to Chile's industrialization is also reflected on the input of various in-house designed-and-manufactured goods and services channeled through its civil production plants, now subsidiary companies. In summary, FAMA E's constant endeavor to keep its attained leadership shows itself in the full devotion of its creative skills to fulfilling its customers' needs. FAMA E, web page <http://www.famae.cl>

¹⁵ Having covered almost all of the territory of Chile with regular cartography at differing scales, the Military Geographic Institute is currently dedicated to creating updated cartography in digital formats at various scales. The IGM offices are located in the block on Santa Isabel and Dieciocho streets in Central Santiago. It is made up of about 600 staff, both military and civilian, amongst whom there are professionals and technicians of substantial experience, such as geographic military engineers, topographical engineers and technicians, geographers, and cartographers. Military Geographic Institute (IGM) web page <http://igm.cl>

¹⁶ Ejercito de Chile: Chilean Army oficial web page: <http://www.ejercito.cl>

¹⁷ See, Pattillo, Guillermo. El Presupuesto de Defensa en Chile: Procesos Decisionales y Propuesta de Indicadores de Evolución" (The Defense Budget in Chile: Decision Processes and Proposed Indicators of Evolution) Security and Defense Studies Review, the Interdisciplinary Journal of the Center for Hemispheric Defense Studies. ISSN: 1533-2535, Volume 1 No. 2 Winter 2001, also in: <http://www3.ndu.edu/chds/Journal/PDF/Pattillo-final.pdf>

¹⁸ See, CESIM, Ley Reservada del Cobre: Fuente y Mecanismo de Recursos para la Defensa de Chile", (Reserved Copper Law: Source and Mechanism of Chilean Defense Resources, at <http://www.cesim.cl/pags/investigacion/pags/20000606175132.html>

¹⁹ At this aspect the Chilean Government is applying a transparency policy, you can find, in Spanish, the entire national budget law in the Chilean Finance Minister Budget Directorate (Ministerio de Hacienda de Chile, Dirección del Presupuesto) Ley de Presupuestos 2002 (Budget Law 2002) at <http://www.dipres.cl/ASP/LeyPpto2002/LeyPpto.asp> Also you can read the specific Defense budget details at http://www.dipres.cl/ASP/estadisticas_financieras/fpublica.asp

²⁰ See more in Cheyre, Juan Emilio, (actual CINC of the Army) Medidas de Confianza Mutua: Casos de América Latina y el Mediterráneo, (*Confidence Building Measures: Cases from Latin America and the Mediterranean*), GENIART, Santiago - Chile June 2000. Also see in

Rojas Aravena, Francisco, "Confidence Building Measures And Strategic Balance: A Step Toward Expansion and Stability" from: Tulchin Joseph S. and Rojas Aravena, Francisco with Ralph H. Espach, Strategic balance and confidence building measures in the Americas, Washington, D.C.: Woodrow Wilson Center Press ; Stanford, Calif.: Stanford University Press, c1998. pp. 121-138.

²¹ There is a lot of people who is writing about this issue. One of the most critics is Andres Oppenheimer and his columns in the Miami Herald, "*If countries in the region are going to continue buying expensive weapons – as Chile foolishly did by purchasing 10 U.S.-made F-16 combat planes for \$660 million – they should at least buy aircraft they could use in peacekeeping missions across the world as a way to be a player in the global arena.*" There are also some official statements about the Chilean decision from the Presidents and Defense Minister of Argentina, Bolivia, Chile and Peru.

²² Pion-Berlin David, Will soldiers follow? Economic integration and regional security in the Southern Cone, Journal of Interamerican Studies and World Affairs; Beverly Hills; Spring 2000 This paper looks at the impact of economic changes on defense policies and explores the possibility for a regional defense plan. "

²³ U.S. State Department. <http://www.state.gov/r/pa/bgn/2904.htm>

²⁴ About MERCOSUR there are also a lot of literature and different positions, some positives about it (Op. Cit. Pion-Berlin David); and also the perspective that Chile has not much to obtain within this organization (Oviedo, Humberto, Chile and MERCOSUR: On strategic perspective, SRP US Army War College, 2000 at US AWC library). See also Cooper, Mary H., Is globalization a positive trend?, CQ Reseracher, June 09, 2000, <http://www.cq.com>;

²⁵ Ministerio de Defensa Nacional (Chilean Minister of Defense) "Book of the National Defense of Chile", 1997, at <http://www.defensa.cl> To see in detail a list of all these MCM see Cheyre, pp. 69-78.

²⁶ U.S. State Department. <http://www.state.gov/r/pa/bgn/1958.htm>

²⁷ Conference of American Armies (CAA) (Conferencia de Ejércitos Americanos CEA) web page at <http://www.redcea.org/english/home.html>

²⁸ U.S. State Department. <http://www.state.gov/r/pa/bgn/2056.htm>

²⁹ Ministerio de Defensa Nacional (Chilean Minister of Defense) "Book of the National Defense of Chile", 1997, at <http://www.defensa.cl> To see in detail a list of all these MCM see Cheyre, pp. 78-83.

³⁰ This has not been complete fulfill yet, see Cheyre, p. 78.

³¹ The bilateral relationship between Chile and the United States has reached one of the highest levels in its history. The two countries share multiple principles and values. The United States and Chile focus their relations in a constructive and cooperative manner, giving special relevance to respect for such universal values as democracy, human rights, the non-proliferation of weapons of mass destruction, the protection of the environment and the full

implementation of a market economy. These principles are contained in the Miami Summit Declaration of Principles and Action Plan. See Embassy of Chile in the U.S.A. web page at <http://www.chile-usa.org/documents/political/bilarel.htm>

³² *It is time for the United States to seek great things, to roll up its sleeves and help enlarge the number of true democracies in the world community.* Addicott, Jeffrey F. and Roberts, Guy B., Building Democracies with Southern Command's Legal Engagement Strategy, US. AWC Parameters, Spring 2001, pp. 72-84. <http://carlisle-www.army.mil/usawc/Parameters/01spring/addicott.htm>

³³ U.S. State Department. <http://www.state.gov/r/pa/bgn/1981.htm>

³⁴ CIA Factbook <http://www.cia.gov/cia/publications/factbook/geos/ci.html>

³⁵ Positive evaluation of the trade negotiating round between Chile and the United States, see the U.S. Embassy in Chile Web page at <http://www.usembassy.cl/pa/presrel/2001/ftapr011101-en.htm> The chief negotiators of the Free Trade Agreement between Chile and the United States scheduled two new meetings for March and April 2002. This agreement was reached at the end of the 10th Round of Negotiations held between January 22 and 25, in Santiago. see the Office Of The United States Trade Representative Web page at <http://www.ustr.gov/releases/2002/01/02-11.htm>

³⁶ Journal of Aerospace and Defense Industry News, 08 Feb. 02, "Chile signs agreement to buy Lockheed Martin F-16s" at http://www.aerotechnews.com/starc/2002/020802/Chile_F16.html

³⁷ This new National Policy for the Chilean State's participation in Peacekeeping Operations (nueva política nacional para la participación del estado de Chile en operaciones de paz, Decreto Supremo Ministerio de Defensa nacional, Subsecretaría de Guerra N° 68 de 14 de octubre de 1999, publicado en el Diario oficial N° 36.510 del 10 de noviembre de 1999.) Can be found, in Spanish at the Chilean Minister of Defense web page at <http://www.defensa.cl>

³⁸ See updated March 2002 in the UN official web page at <http://www.un.org/Depts/dpko/dpko/contributors/31032002.pdf>

³⁹ Participation of the Chilean Army in Operations of Peace Maintenance. Ejército de Chile: Chilean Army official web page: <http://www.ejercito.cl>

⁴⁰ Set up in 1995, UNMIBH exercises a wide range of functions related to the law enforcement activities in Bosnia and Herzegovina. It also coordinates other UN activities in the country relating to humanitarian relief and refugees, demining, human rights, elections and rehabilitation of infrastructure and economic reconstruction. See updated of this UN mission at UN web page at http://www.un.org/Depts/DPKO/Missions/unmibh/unmibh_body.htm

⁴¹ By its resolution 1392 of 31 January 2002, the Security Council extended the mandate of UNTAET until 20 May 2002. See updated of this UN mission at UN web page at <http://www.un.org/peace/etimor/UntaetF.htm> Also at the Chilean Ministry of Defense web page at http://www.emdn.cl/operaciones%20de%20paz/peloton_timor.htm

⁴² Set up in 1949, UNMOGIP was deployed in January of that year to supervise the ceasefire agreed between India and Pakistan in the State of Jammu and Kashmir. Since renewed hostilities in 1971, UNMOGIP monitors the ceasefire called for by the United Nations Security Council. See updated of this UN mission at UN web page at http://www.un.org/Depts/DPKO/Missions/unmogip/body_unmogip.htm

⁴³ UNIKOM was established in April 1991 following the forced withdrawal of Iraqi forces from Kuwait. Its task is to monitor the demilitarized zone along the Iraq-Kuwait border, deter border violations and report on any hostile action. See updated of this UN mission at UN web page at http://www.un.org/Depts/DPKO/Missions/unikom/unikom_body.htm

⁴⁴ Set up in 1948, UNTSO was the first peacekeeping operation established by the United Nations. UNTSO military observers remain in the Middle East to monitor ceasefires, supervise armistice agreements, prevent isolated incidents from escalating and assist other UN peacekeeping operations in the region. See updated of this UN mission at UN web page at http://www.un.org/Depts/DPKO/Missions/untso/body_untso.htm

⁴⁵ UNMIK was born on 10 June 1999 when the Security Council in resolution 1244 authorized the Secretary-General to establish in the war-ravaged province of Kosovo an interim civilian administration led by the United Nations under which its people could progressively enjoy substantial autonomy. See updated of this UN mission at UN web page at <http://www.unmikonline.org/>

⁴⁶ U.S. officials have taken an active role in encouraging Chile to purchase U.S.-manufactured aircraft. *"I have spoken to the Chileans in the past about my belief that U.S. equipment, obviously, is superior,"* Defense Secretary William Cohen said during a May 1998 trip to Chile. Cohen added that Chilean purchases of U.S. weapons *"would help solidify our long-term relations with Chile as we continue exchange programs with our military-to-military contacts."* Douglas J. Gillert, "Cohen Announces Gulf Pullback, Latin American Objectives," American Forces Press Service, May 25, 1998
http://www.defenselink.mil/news/May1998/n05281998_9805283.html.

⁴⁷ For now, Chile is not a major Foreign Military Sales customer. Chilean FMS purchases mostly consist of spare parts and ammunition. Chile is consistently among the hemisphere's top ten recipients, however, of licenses for weapons sales from U.S. companies through the Direct Commercial Sales (DCS) program. Technical assistance, small arms, ammunition, spare parts, and a few helicopters (particularly six MD500 helicopters in 1997) account for much of Chile's recent DCS licenses. Center for International Policy, 1755 Massachusetts Ave NW, Suite 550 Washington, DC 20036 (202) 232-3317 / fax 232-3440 cip@ciponline.org at <http://www.ciponline.org/facts/cl.htm>

⁴⁸ See more at Marcella Gabriel and Downes Richard, Security Cooperation in the Western Hemisphere: Resolving the Ecuador-Peru Conflict, May 1999, Lynne Rienner Publishers, Inc. ISBN: 1574540645.

⁴⁹ The Military Observer Mission Ecuador - Peru (MOMEPE) was an international peacekeeping force established to oversee the cease-fire agreement that ended a brief 1995 border conflict between Ecuador and Peru. With the border dispute resolved in October 1998, the United States set a final withdrawal date of June 30, 1999 for the U.S. military personnel

who had served as part of the mission. MOMEPE, which included personnel from the United States, Argentina, Brazil and Chile, was "conceived and implemented by U.S. Southern Command." The mission was fully funded by Peru and Ecuador. The peacekeepers' presence allowed 5,000 Ecuadorian and Peruvian troops to vacate the zone of conflict. "Operation Safe Border" was the name given to the U.S. Southern Command (Southcom) military contingent participating in MOMEPE. The operation was the first use of U.S. special forces in a multi-national observer mission in South America. In December 1997, Southcom had transferred most MOMEPE support responsibilities to Brazil, Chile and Argentina. By mid-January 1998, Operation Safe Border (the U.S. contingent) was reduced from 62 to 21 people. Center for International Policy, 1755 Massachusetts Ave NW, Suite 550 Washington, DC 20036 (202) 232-3317 / fax 232-3440 cip@ciponline.org at <http://www.ciponline.org/facts/momepe.htm#3>

⁵⁰ See the Conference of American Armies web page at <http://www.redcea.org/english/home.html>

⁵¹ Op. Cit. Pion-Berlin David, Will soldiers follow?...

⁵² The Tactical and Operational Training Center (C.E.O.T.A.C.) is the organization in charge of overseeing compliance to military doctrine, computer training and/or computer-assisted training systems application for military administration. It also acts as a research and development organization with respect to the above-mentioned systems (SEOTAC). C.E.O.T.A.C. is presently at the forefront of computer simulation technology, incorporating digital satellite images into its workstations, but fundamentally due to its uniform application in both workstation and PC platforms which means substantially reduced maintenance and updating costs for the equipment being used. The system's merits include not only the simulation of combat situations, but also the necessary flexibility for the development of other applications, such as the Institutional and Organizational Management Training System, which brings the Army into the national development support arena by creating spaces for the training of those organizations responsible in the case of national catastrophes.

⁵³ See about this rocket, in Spanish, in the FAMAEE, web page <http://www.famaee.cl/rayo.htm>

⁵⁴ See FAMAEE, web page <http://www.famaee.cl>

⁵⁵ Military Geographic Institute (IGM) web page <http://igm.cl>

⁵⁶ There are also, others elements in this system, that it must be stated like a educational doctrine definition, modifications on the officers & NCO's training system, the service support & physical training school, the army's language center, the Army's post degree system and finally the Army's research & development system.

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