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***A Systems Approach for  
Border Management Challenges  
Module 2***

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***5 Objectives of Border Management***

- Protect against dangerous people
- Protect against dangerous goods
- Protect critical infrastructure
- Strengthen preparedness and emergency response
- Strengthen and unify border operations and management capabilities

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***Constraints***

Every country's border management system is subject to a variety of constraints, internal and external, potentially limiting freedom of action. These include:



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### Constraints

*Border management systems face many constraints*

**Political**

- Public Support and Relations
- Border Security Doctrine
- Treaties and Agreements
- Environmental Impact
- Trade
- Diplomatic

**Legal**

- Functions such as Search and Seizure
- Rules of Engagement
- Disposition of Persons and Materials
- Human Rights
- Authorities
- Boundaries

**Operational**

- Personnel
- Equipment
- Materials
- Coverage and Gaps
- Responsibilities
- Reporting
- Administrative

**Organizational**

- Central Authority
- Interagency Coordination
- Organizational Jurisdictions

**Logistical**

- Supply
- Maintenance
- Training
- Technology Development
- Test and Evaluation

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### Geopolitical Challenges

- Differing, and possibly opposing, country border management policies and postures
- Militarized tensions between countries
  - Ongoing hostilities
  - Disputed boundaries
  - Opposing forces
  - Demilitarized zones
- Unstable and/or uncooperative neighbors


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### Human Challenges

Human challenges to effective border management take many forms:

	Routine	Non-routine
Non-threatening	<ul style="list-style-type: none"> <li>Cross-border nomads and tribal movement</li> <li>Traders</li> <li>Travelers and tourists</li> </ul>	<ul style="list-style-type: none"> <li>Refugees</li> <li>Illegal immigrants</li> </ul>
Threatening	<ul style="list-style-type: none"> <li>Criminal</li> <li>Smugglers and illicit traffickers</li> </ul>	<ul style="list-style-type: none"> <li>Non-state national security threats</li> <li>Terrorists</li> <li>Insurgents</li> </ul>

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### Commodity Challenges



- Fraudulent documents
  - Visas, travel papers, passports
- Tariff/license avoidance products
  - Cigarettes, autos, counterfeit goods, etc.
- Contraband
  - Drugs, wildlife, literature, precious gems/metals, stolen goods, etc.
- Currency
  - Real and counterfeit
- Human beings
  - Voluntary and non-voluntary, for purposes of immigration, employment, prostitution, etc.
- Dual-use items
- Conventional weapons
  - Small arms, heavy weapons, explosives, etc.
- Weapons of mass destruction
  - Nuclear, biological, **chemical**, radiological, missile delivery systems

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### Why Utilize a Systems Model?

- All levels of border security policy, planning, and operations need to be considered as an integrated, interactive whole.
- What happens in one area inevitably impacts another.
- No person or organization operates in a vacuum.
- The systems model provides an integrated framework by which we can consider all of the components of border management.

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### Model Mission Statement

***Strategically deploy a system of personnel, physical elements, and information systems to implement border policies regulating the flow of people and goods across national boundaries, and defending against national security threats.***

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Model Principles

- Command Structure Clarity**
  - Clear top-down articulation of policies, postures, and priorities
- Information-Driven Operations**
  - Operators should be informed by timely intelligence and event analysis
- Deterrence through Enforcement and Defense-in-Depth**
  - Enforcement and defensive measure send a message to challengers and adversaries
- Technology Deployment as a Force Multiplier**
  - Technology is not a substitute for human resources, but can enhance capabilities
- Flexibility to Address Dynamic Challenges**
  - The system must respond and adapt to ever growing and adapting challenges

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Border Management Systems Model

**Border Elements**

- Physical
- Personnel
- Information

**Country Elements**

- Policy
- Organization
- Resources

**Global/Region Elements**

- Transparency
- Cooperation
- Communications

Points of Entry and areas in between in the domains of

- Land
- Water
- Air

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Border System Elements

**Border**

- Region
- Country

**Personnel**


- Training
- Logistics
- Operations

**Information**

- Communications
- Intelligence
- Data Management & Analysis

Points of entry and areas in between, in the domains of:

- Land
- Water
- Air



**Physical**

- Infrastructure
- Equipment & Technology
- Logistics

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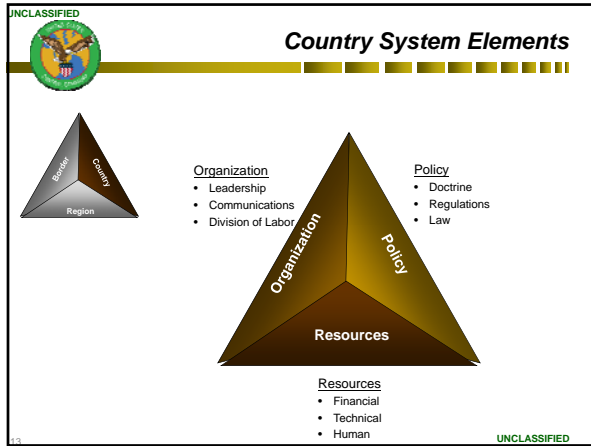
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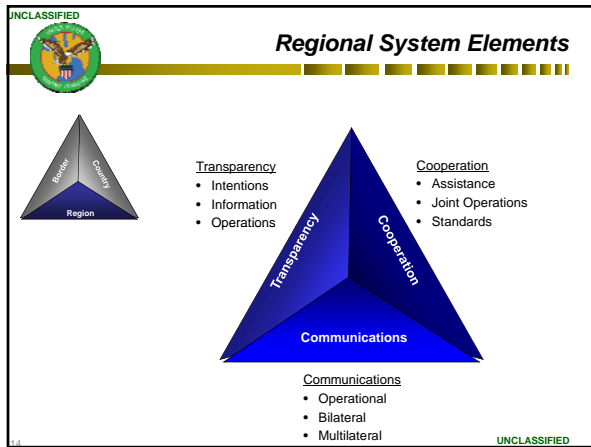
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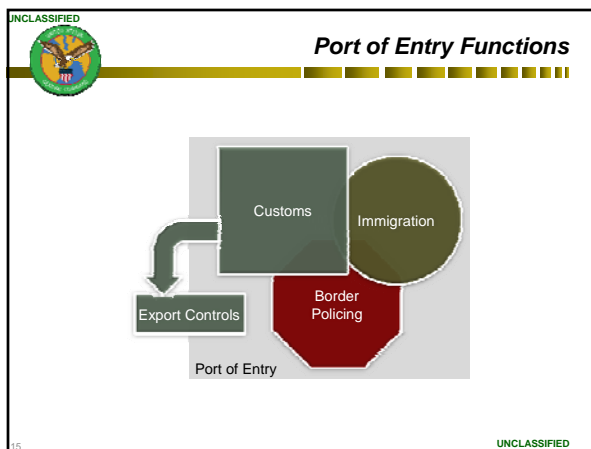
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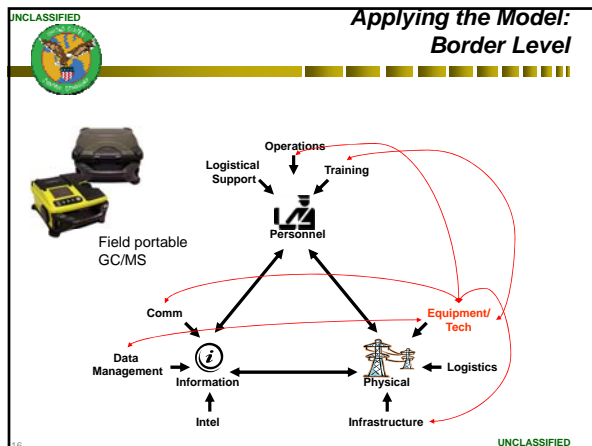
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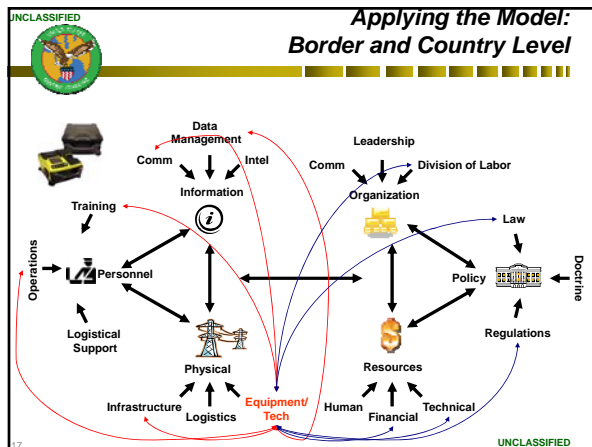
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### Exercise 2-1 Country Border Security Overview

- What are the largest constraints or challenges you have for interdicting chemical weapons at your borders?
  - Political, Legal, Organizational, Operational, Logistical
- What are the specific border issues related to chemical weapons in your region?
- Describe your country's borders:
  - What are the bordering states?
  - What is the level of stability in each of these states?
  - Identify official ports of entry (land, maritime, air).
  - What is the physical environment at the POEs? Does the physical environment present Customs challenges?

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Exercise 2-2

## Applying the Systems Model

- Based on information received from your country's intelligence agency you are on the lookout for quantities of a potentially hazardous precursor material crossing your border.
- Referring back to the Systems Model, determine some of the necessary steps for the detection and disposition this material.
  - For example, determine:
    - Who is involved?
    - What is the flow of information?
    - How will the material be detected?
    - What personnel safety measures are in place?
    - Once interdicted, who is responsible for the material?
    - What is the final disposition of the material?

Does applying the model help address potential capability gaps?

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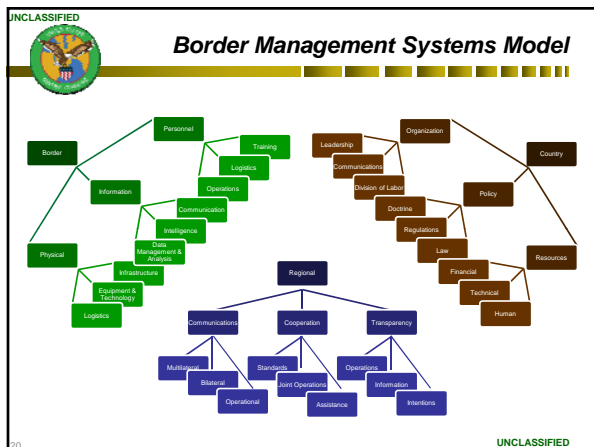
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