

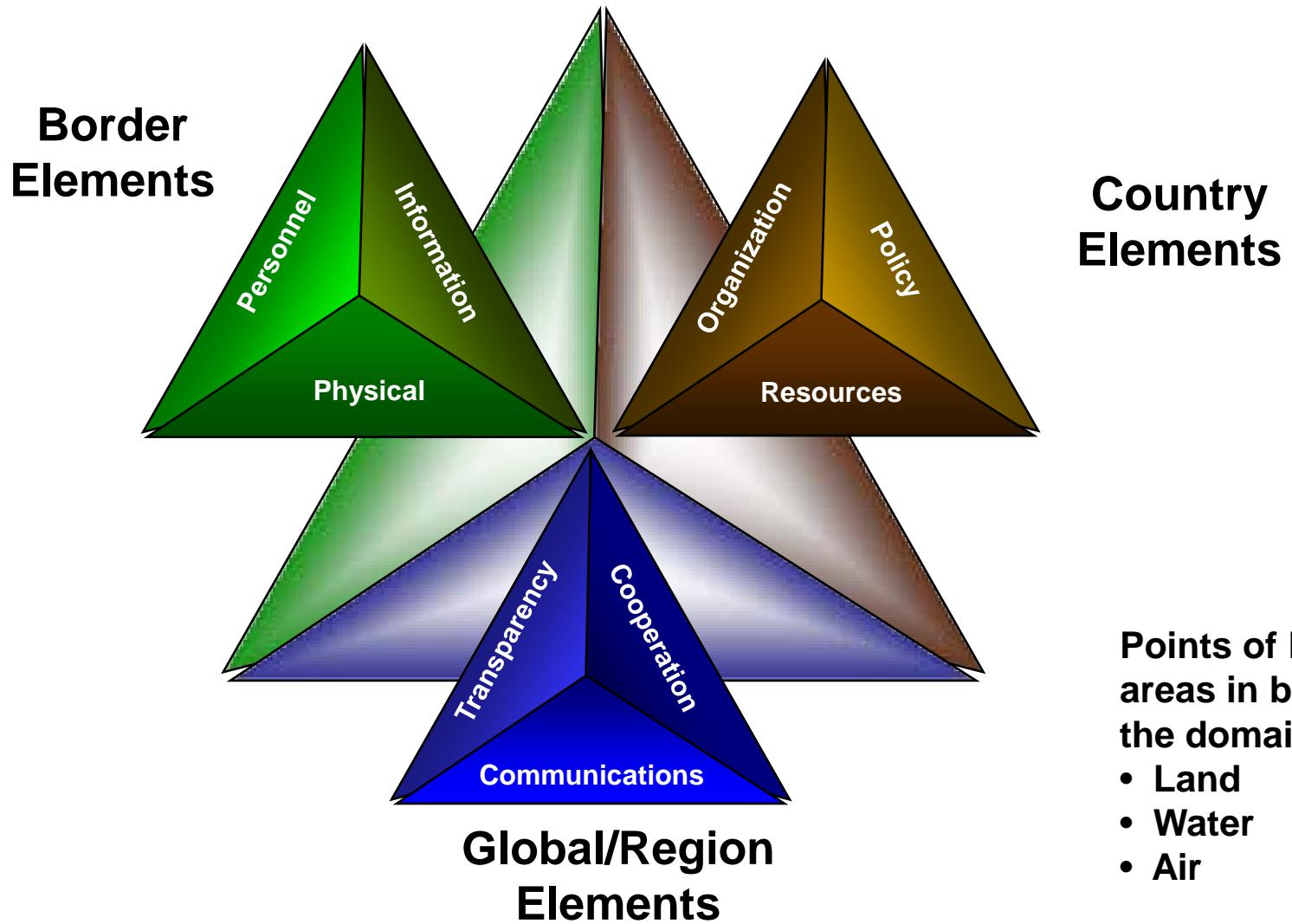


National Level Considerations

Module 3



Border Management Systems Model

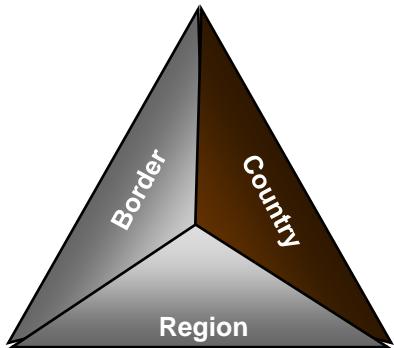


Points of Entry and areas in between in the domains of

- Land
- Water
- Air

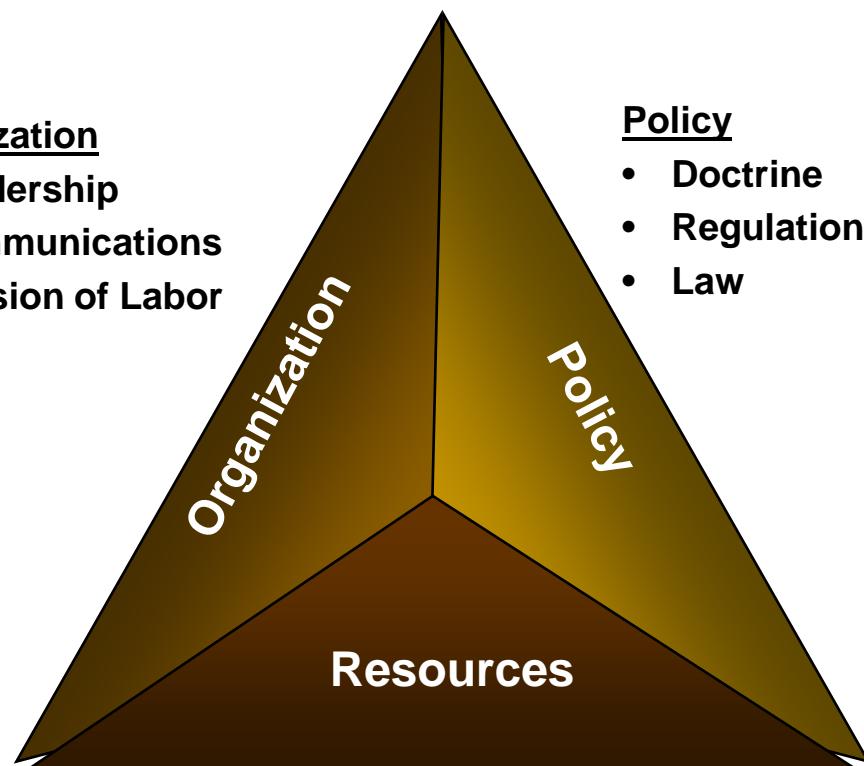


Country System Elements



Organization

- Leadership
- Communications
- Division of Labor



Policy

- Doctrine
- Regulations
- Law

Resources

- Financial
- Technical
- Human



- **Doctrine** – the principles that guide policies and strategy, where strategy is the art of applying various measures (legal framework, security forces) to fulfill ends of policy
- **Organizational Structure** – functional organizations to implement doctrine



Border Security Doctrines



- National Security threats drive border security decisions
- Threats are those perceived by strategic and political elites
 - Military
 - Economic
 - Stability (refugees, criminal acts, regime threats)
- Perceived threats → governing doctrine → policies → strategy
- A government's strategy determines implementation measures; for example, on legal frameworks, force strengths, how they are to be distributed and applied, the desired level of control along a border sector



Border Security Legal Framework

- Legal framework provides the authority to support border security mission
 - Jurisdiction
 - Response hierarchy
 - Search
 - Seizure
 - Arrest
- International and National laws also support implementation of treaties and obligations at borders
 - UNSCR 1540
 - Bilateral cross-border agreements



Legal Framework—Implementation

- **Laws and regulations must be understood and applied fairly by personnel**
 - Authorities, liabilities, and time constraints must be well defined and understood
 - Violators must face prosecution
 - Border guards should be trained in and sensitive to human rights issues
- **Bi/multilateral agreements, local laws and customs are also important**



Exercise 3-1

Legal Framework

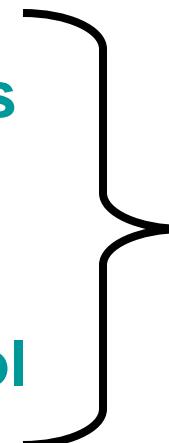


- In groups, discuss the laws and regulations giving your organizations authority for border control
- Complete the worksheet for Exercise 3-1



Border Security Forces—Functions

- **Border Forces**
- **Immigration**
- **Customs/
Export Control**



**Border
Security**

- Surveillance
- Detection
- Interdiction
- Inspection
- Disposition
- Deterrence
- Emergency Response



Border Security Resources

- Human
 - Basic skills, knowledge, and abilities
 - Pay structure and benefits
 - Career development and promotions
- Financial
 - Total budget
 - Budget decisions
 - Budget distribution
- Technical
 - Production
 - Maintenance
 - Supply



Exercise 3-2 *Resources*



- In groups, discuss the resources used for border management
- Complete the worksheet for Exercise 3-2



Organizational Structure

- **Command Structure – Chain of Command**
 - National
 - Regional
 - Local
- **Communications linkages**
 - New laws, requirements, procedures, intelligence to the field elements
 - Intelligence, events back to the central command and intelligence agencies
- **Standard Procedures**
- **Standardized Training and Certification**



Example: Elements of Organizational Structure

A horizontal bar consisting of a series of colored squares in various shades of yellow, gold, and brown, arranged in a gradient pattern.

- Military
- Border Police
- Tribal Police
- Customs
- Immigration
- Coast Guard
- Headquarters
- Intelligence Agencies
- Training Academies
- Port Authorities
- Export Control



Exercise 3-3

Comprehensive Organizational Model

- Develop an organization chart identifying
 - The organizations involved with border security
 - The relationship between each organization



Communication Flow

For an organizational structure to be effective,

- **Communication flow must be bi-directional**
- **Must provide information to the field elements to properly prepare and respond to changing threats**
- **Must provide event data to the decision makers for**
 - Strategic Planning and Prioritization
 - Procedures Modification/Development
 - Intelligence Coordination
 - Equipment Procurement planning



Discussion

Communication Linkages



- **Do you think this organizational structure hinders or helps information flow?**
- **Is the chain of command clear in this organizational structure?**
- **Are areas of responsibility clearly defined?**



Select a land-based border sector for further analysis during the workshop.

- **The sector should include**
 - a fixed Port of Entry (POE) and
 - an Open Border element.
- **There should be significant existing knowledge amongst the group members about this sector, particularly concerning**
 - the sector contexts,
 - configuration,
 - operations, and
 - threats.