



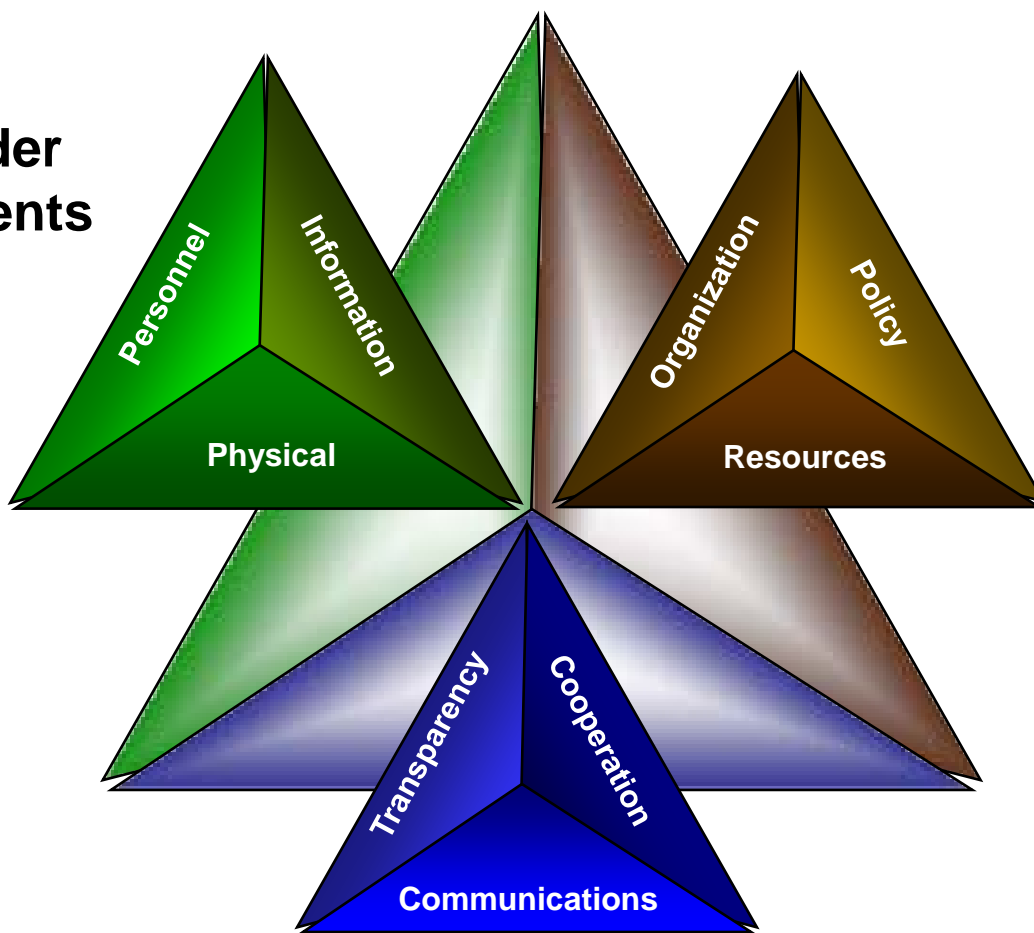
# ***National Level Considerations***

## ***Module 3***



# Border Management Systems Model

**Border Elements**



**Country Elements**

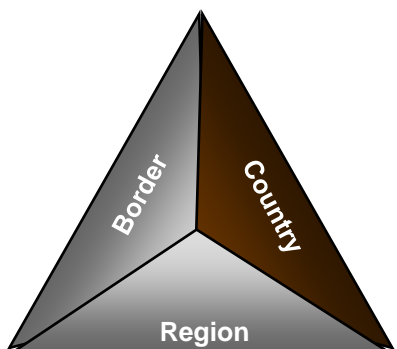
**Global/Region Elements**

Points of Entry and areas in between in the domains of

- Land
- Water
- Air



# Country System Elements

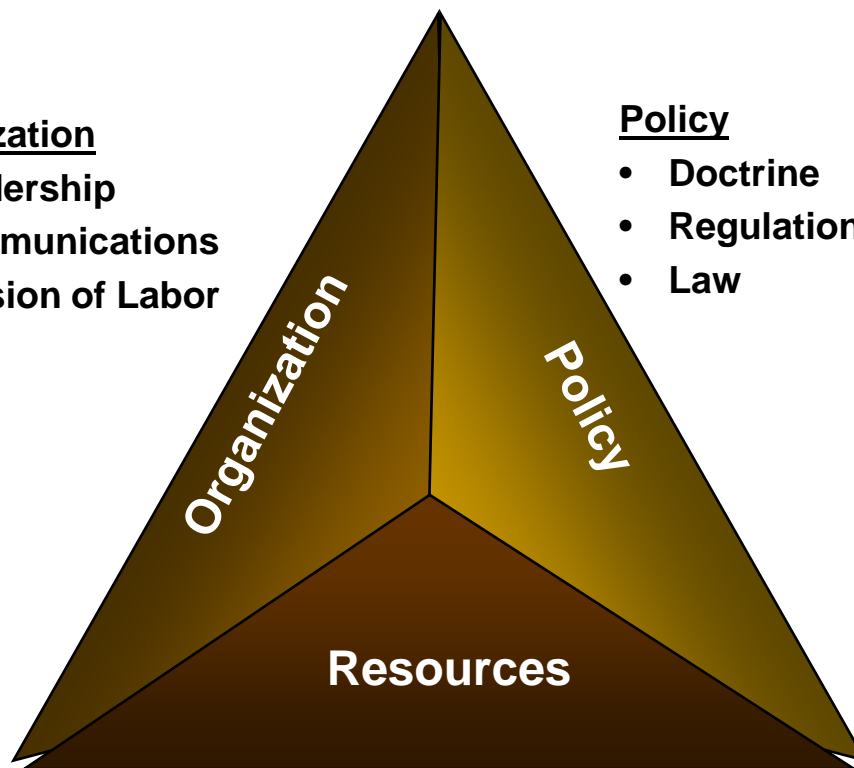


## Organization

- Leadership
- Communications
- Division of Labor

## Policy

- Doctrine
- Regulations
- Law



## Resources

- Financial
- Technical
- Human



# *Policy*

- **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***

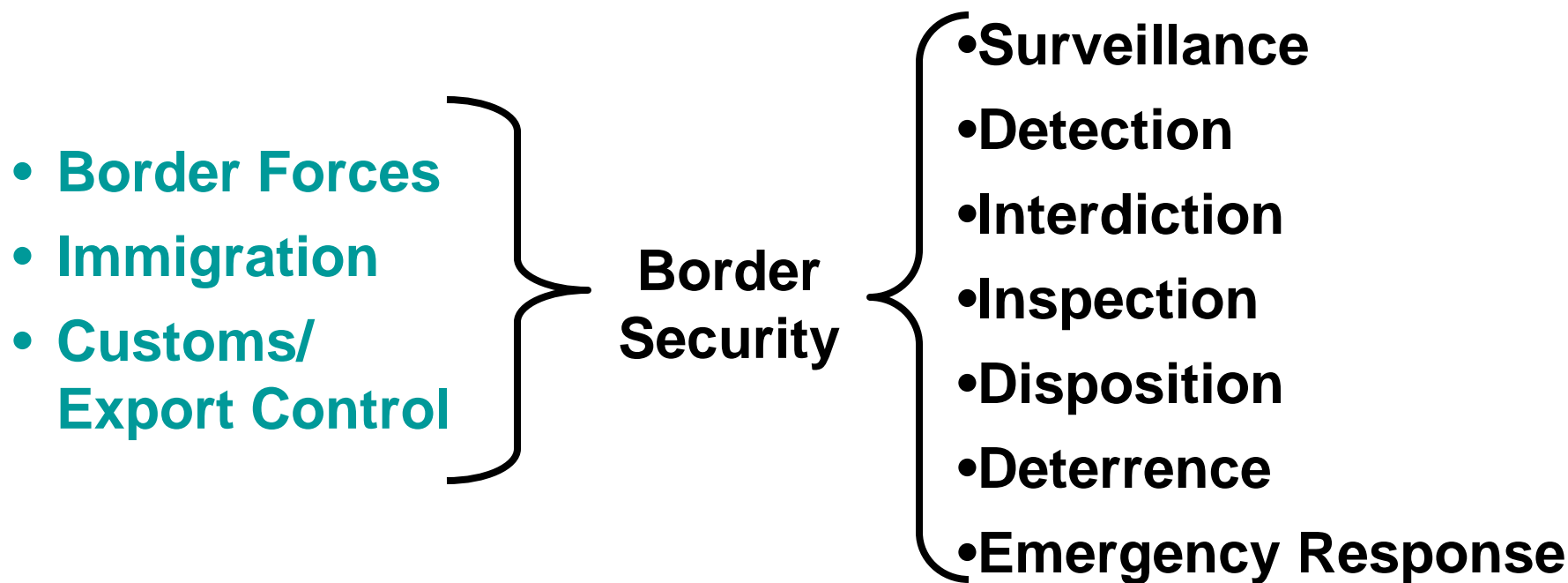
## ***Legal Framework***

- 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 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***

- **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?**





## ***Next Step***

**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.