



How to Measure Effective Border Security: A Focus on Metrics and Recommendations for Addressing Illicit Arms and Technology Transfers



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Introduction

- Interviewed **11 border security experts** from CBP, EXBS, academia, and private sector
- Analyzed border management and security practices from over **46 countries** and various agencies, international organizations, and independent audit reports

Key Challenges:

1. **Geography**
2. **Range of Threats**
3. **Implementation and Governance**
4. **Barriers to Cooperation**

Key Best Practices:

1. **National Action Plan (NAP)**
2. **Multilayered and diverse approaches**
3. **Useful technology & equipment procurement**
4. **Intelligence & database sharing**
5. **Multi-focused training**
6. **Collaboration with neighbors as well as regional & international partners**
7. **Frequent reviews of strategies**

Methodology



Best practices: based on discussions with experts, academic papers, reports, and policies from national and international actors

Measuring Success

Crime and Governance Indicators

Indirect measure of a country's ability to implement effective border strategy by assessing governance quality and criminal actors.

Adherence to an Effective National Action Plan (NAP)

Performance based on a country's NAP and frequent assessments of the degree to which strategic goals are being met.

International Agreement Adherence

Involvement, reporting, and adherence to international agreements and organizations.

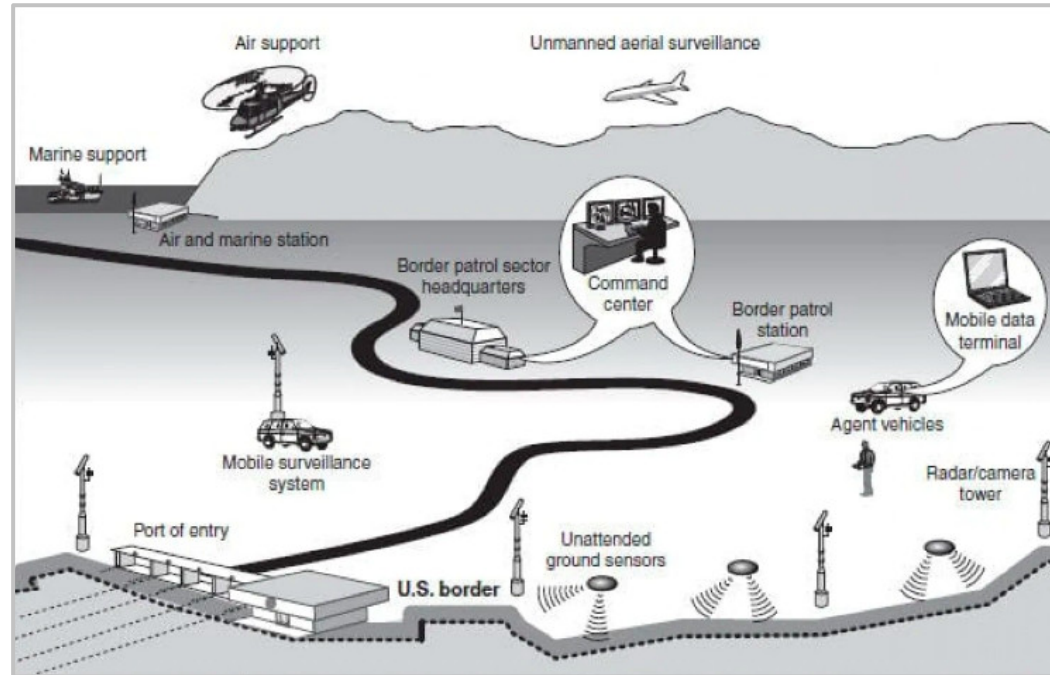
Use of Tactical Tools

Tracking methods and technologies to measure interdiction, deterrence and exploiting networked intelligence.

Challenge 1: Geography

Best Practices:

1. Basic Specialized Equipment
2. Geospatial and Signals Intelligence Collection and Analysis



Examples from the E.U. and U.S.

Frontex Equipment:

Seaborne Surveillance	Offshore Patrol Vessels	2
	Coastal Patrol Vessels	6
	Coastal Patrol Boats	11
Airborne Surveillance	Fixed Wing Aircrafts Short Range (coastal and land)	2
	Fixed Wing Aircrafts Medium Range	6
	Fixed Wing Aircrafts Long Range	5
	Rotary Wing Aircrafts (Helicopters)	7
	Medium Altitude Long Endurance Remotely Piloted Aircraft Systems	1
	Vehicles with Thermal Camera	22
Land Borne Surveillance	Vehicles with Thermal Camera and Radar	3

CBP Capabilities:



Integrated Surveillance Towers

Persistent Surveillance

Surveillance capabilities to detect, identify, track and classify incursions along the border.



Mobile

Mobile Surveillance

Surveillance capabilities that mitigate blind spots created by shifts away from fixed and other mobile sensors.



Infrastructure

Infrastructure Management

Border barrier and tactical infrastructure, planning, construction and maintenance.



Communications, Command & Control

Situational Awareness

Capabilities providing situational awareness by enabling communications, and synthesizing data and intelligence.



Subterranean

Domain Awareness

Land domain awareness and underground surveillance capabilities along the border.



Operations Systems

Planning, Detection, and Classification

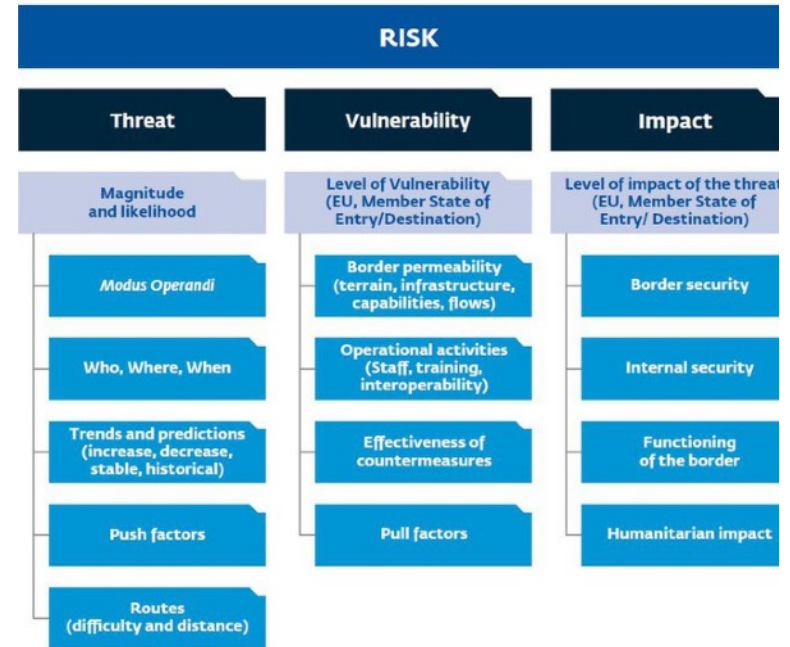
Enforcement and administrative systems, applications, and equipment that support operations.

Challenge 2: Range of Threats

Best practices:

1. Multilayered Systems to Manage Risk
 - a. Cargo and travel preclearance models and risk-based screening (RBS)
 - b. CBP's automated targeting system-global (ATS-G) & global travel assessment system (GTAS) software
 - c. Frontex's Common Integrated Risk Analysis Model (CIRAM)

Frontex Common Integrated Risk Analysis Model (CIRAM)



Challenge 2: Range of Threats (Continued)

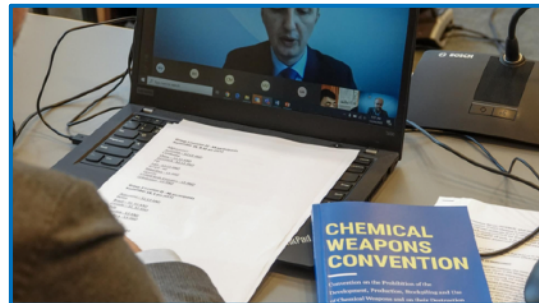
2. Cooperation with International Organizations

Weapons of Mass Destruction (WMD) and Dual-Use Materials Management

- a. The World Customs Organization's (WCO) Strategic Trade Control Enforcement Program (STCE)
- b. The Australia Group

Small Arms and Light Weapons (SALW)

- a. UNODC Firearms Protocol; UNODA Programme of Action (PoA) to Prevent, Combat, and Eradicate the Illicit Trade in Small Arms and Light Weapons; UNODC Modular Small-arms-control Implementation Compendium (MOSAIC)
- b. Regional Centre on Small Arms and Light Weapons (RESCA)



Challenge 2: Range of Threats (Continued)

More Best Practices:

3. Intelligence Capabilities and Data Sharing

- a. Cross-border cooperation, internal cross-agency sharing
- b. **Cases:** EUROSUR and EU Integrated Border Management Framework (IBM)

4. Collaborative Cross-Border Management

- a. Results in decreased costs, increased accountability, and other benefits
- b. **Case:** U.S.-Canada Free and Secure Trade Program (FAST)



Challenge 3: Implementation and Governance

Best practices:

1. Implement a National Action Plan (NAP):

- a. Define standards for specific threat and develop diverse metrics
- b. Utilize guidelines like Center for Armed Violence Reduction guide
- c. Include strategies for intelligence, anti-corruption, and cooperation
- d. Use tools like SWOT analysis to understand border management

2. Border Patrol Training:

- a. Train border guards in customs practices and inspections
- b. Use handbooks and manuals for daily operations
- c. Training from international partners like EXBS and INTERPOL
- d. Review training programs regularly and train with other agencies

3. Anti-Corruption Strategies:

- a. WCO stresses legal and regulatory framework with anti-corruption policies
- b. Mechanisms to report corruption
- c. Adequate human resources and training
- d. Integrate technology/equipment for transparency



Challenge 3: Implementation and Governance (Continued)

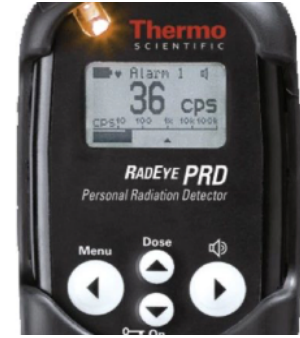
More best practices:

4. Support from Assistance Providers:

- a. Leverage international resources for diverse support, including WCO and EU projects
- b. EU's COARM OP and iTrace engage in workshops, study visits and remote assistance to enhance SALW export controls

5. Procurement and Project Management Strategies:

- a. High-tech equipment may not be as useful as anticipated
- b. Basic, affordable solutions can be more effective
- c. Lessons from DHS's SBInet



Challenge 4: Barriers to Cooperation

Best practices:

1. Greater Collaboration and Information Sharing Amongst Internal Agencies (e.g. utilization of OSINT)
2. External Support from Third-Party Countries and International Organizations
3. Participate in Joint Training Sessions



Case: Cyprus

- United Nations Peacekeeping Force in Cyprus (UNFICYP) est. 1974 monitors a buffer zone between Republic of Cyprus (RoC) and the Turkish Republic of Northern Cyprus (TRNC)

Conclusions

There is no one set of metrics or best practices that can be applied to all borders. However, there are several generally applicable factors that are useful for determining how secure a border is. These factors include:

- 1) establishing a multilayered approach;
- 2) building a NAP that addresses the mitigation of illicit weapons and technology transfers while promoting internal cooperation amongst border and law enforcement agencies;
- 3) participating in international cooperation partnerships and membership in relevant international organizations;
- 4) striving to meet well-defined threat mitigation objectives with good use of the resources available;
- 5) regularly looking for ways to improve and establish new best practices to meet changing threats.

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