

Exercise:

Using the ISACS–AT to Support Border Control and Law Enforcement Cooperation

ISACS Operational Module 05.60: Border Control and Law Enforcement

SCENARIO—Context

Country A is currently undergoing a far-reaching border control review process, with particular focus on the review of its Customs Service.

You are part of an international team that is implementing a large, multi-year border management programme in Country A, coordinating with relevant law enforcement authorities, including the police, customs, and border guards. Your area of responsibility includes the north-eastern province of Country A and you are reporting to the Regional Programme Manager.

There is an 865km border between the north-eastern province of Country A and the south-western province of Country D. There is a large river marking the border. There are two large bridges that connect the provinces of Country A and Country D, with official border crossing points (BCPs) located on each side of the river (one on the side of Country A and one on the side of Country D) prior to the bridges (for a total of two official BCPs for Country A). The road that connects to the bridge in Country A leads into a large and populated district (75,000 inhabitants), approximately 120km from the border. Between the BCP and the populated city, there are several small low-income communities that are isolated, independent from strong governance structure.

There has been increasing unrest and tension in this border area between Countries A and D due to an increase in the reported number of drugs- and firearms-related crimes in the urban areas on both sides of the border. The media in Country D recently accused Country A of harbouring narcotics traffickers and small arms and light weapons smugglers, which has turned the two countries' relations sour. Country A has refuted the claims, while it has previously noted that the remote communities living close to the border in their territory are difficult to govern and that they may be responsible for issues related to trafficking. There are no concrete data found to support or dispute this claim. Elder leaders from these local communities near the border have continuously argued that their communities played no part in such illegal trafficking activities, and that claims by the Government of A are simply just excuses to divert the attention from escalating drug, firearms, and crime problems in the urban areas.

The Ministry of Interior (Moi) of Country A is the acting HQ, coordinating strategies on effective border management. The Moi, within the framework of its comprehensive review of its border management strategy, has begun implementing a series of capacity assessments of its official BCPs across the country, including at the two BCPs in the north-eastern province.

The existing information on the capacity and effectiveness of these two BCPs were obtained from a review conducted one year ago. There has not been a review since. The results show that the border control authorities deployed at these two BCPs, mainly border police and customs, have not received adequate and up-to-date training and have largely been ineffective in preventing and detecting illicit, cross-border movements of SALW. The infrastructure and equipment at the two BCPs is in a state of disrepair and generally considered inadequate.

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TASK #1—HQ: Assign assessments at BCPs

The HQ submitted a project proposal to two international donors five weeks ago on improving the capacities of BCPs in Country A, focusing on custom authorities. As part of this project, the Regional Programme Manager responsible for the north-eastern province has requested that you organize a border assessment at the two BCPs in the region, specifically focusing on the following (i.e. only assessing the following measures): 1) Premises and 2) Equipment capacity of Custom Service Authorities. In addition, you are interested in obtaining information on the security context from each BCP. As part of the HQ team, your task is to obtain information above from the two BCPs in the north-eastern province. The HQ has limited funds and has asked you conduct this from the capital, thus you have no opportunity to obtain data from the two BCPs in person. You are aware that the Regional Programme Manager collects implementation data on the ISACS–AT to communicate with the donors. In undertaking this task, you may also liaise with the local staff from the customs services at the two BCPs, with whom you have been in contact before and have a good working relationship.

Refer to the Help Tip (points 1–3) to carry out this task.

TASK #2—HQ: Report back to Regional Programme Manager

Based on the information you have received from the two field BCPs in the north-eastern province, you are now responsible for analysing this data prior to making it available to the Regional Programme Manager. In this process, you are aware that the Regional Programme Manager wants to know in which areas there is a need for most improvement, specifically:

- 1) the cost consideration associated in implementing the measures (low, medium, high) [NOTE: You do not need to provide cost estimate—your task in relation to cost consideration is to determine what measures may take more/less cost to implement];
- 2) the estimated time frame required to implement (immediate, medium, long), and;
- 3) who will implement them (local or international actors).

Based on your findings and analysis, organize a capacity report for your Regional Programme Manager. You must decide what measures require more attention than others based on the information you have. If there is certain information needed to complete this task, identify what would be needed and why. Your briefing should contribute to helping the Regional Programme Manager make informed decisions on where and how to allocate funding for improving the capacity of customs officials and the BCPs.

Additional information for reporting:

You may utilize the following format to report to the Regional Programme Manager (optional format):

- a) Measures implemented well;
- b) Measures not in line with relevant procedures;
- c) What measures should be taken as a matter of priorities in order to reduce risk; and
- d) Explain why those measures are important.

TASK # 1 BCP (A)—Border assessment

You are a coordinating leader at BCP (A), managing the overall operations at this site, including for border guards and custom officials. As mandated by HQ, you have received word from the Regional Programme Manager that in the coming week your BCP will be assessed on the capacity of its premises and equipment of your custom service authorities. While you have been extremely busy, you have found about 30 minutes to take a quick look at the current status. Based on the questionnaire received from the HQ, you begin the assessment process.

Refer to Help Tip (point 3(a) and 3(b)) to complete this task.

Situation at BCP (A)

Ahead of the assessment, you walk through a very busy and crowded area with vehicles at the BCP. There seems to be a slight traffic jam at the site as cars are not following the assigned lanes. You note that there is currently one parking area for both departing and arriving transport vehicles (shared parking). Random cars are inspected in the same lane as other cars trying to cross the BCP. There is no specialized infrastructure for the inspection area. There is a total of four lights at each of the BCP points of entry, but one of the bulb seems to be blown. The BCP only hosts border officials from your country. The building hosting the customs officials have been created based on the operational needs of the site. You have not communicated with border officials from Country D across the border in quite some time.

You note that your officers use hand-held metal detectors while inspecting on vehicles. While it was common before, you have not had canine units for a long time. All screening of documents is done manually with no technological support at the BCP. Screenings are not recorded unless there is a problem. No other technological equipment is available to examine containers. From time to time, equipment is made available by police stations close to the BCP, but this is done only on request.

Additional security context for BCP (A)

While there has been recent tension between Country A and Country D over the issue of trafficking in illegal goods and materials—including small arms and light weapons—there are no cases of known organized criminal groups operating close to BCP (A) at this time. Given that BCP (A) is located on relatively high ground with little vegetation around its 2 km² area, the geographic nature of BCP (A) allows relevant authorities to observe visually most incoming personnel or vehicles. There are some known cases of crossing between official border posts near BCP (A) by the local communities, but they are not regarded by law enforcement as a direct threat to BCP (A). There are approximately 300,000 vehicles passing at BCP (A) per year (approximately 820 vehicles passing through a day). There is no armoury on site, and it is unclear how confiscated weapons are stored and transported.

TASK #1 BCP (B)—Border assessment

You are a coordinating leader at BCP (B), managing the overall operations at this site, including for border guards and custom officials. As mandated by HQ, you have received word from the Regional Programme Manager that in the coming week your BCP will be assessed on the capacity of its premises and equipment capacity of your custom service authorities. While you have been extremely busy, you have found about 30 minutes to take a quick look at the current status. Based on the questionnaire received from the HQ, you begin the assessment process.

Refer to Help Tip (point 3(a) and 3(b)) to complete this task.

Situation at BCP (B)

Ahead of the assessment, you walk through a very busy and crowded area with vehicles at the BCP but see that the vehicles are in their assigned lines and traffic seems to be moving along smoothly. There seems to be a slight traffic jam at the site. The parking areas for departing and arriving transport vehicles are clearly separated and marked at the site. Vehicles that are selected for inspection are given a special lane to offload goods, and these areas are covered by a flat roof. There are four light posts installed at each of the four entry points at the BCP, although the area is known to not have electricity at all times. It is not clear at the moment if there is a backup generator in place. The BCP only hosts border officials from your country. The building hosting the customs officials have been created based on the operational needs of the site. You have not communicated with border officials from Country D across the border in quite some time.

You note that your officers use hand-held metal detectors while inspecting vehicles. While it was common before, you have not had canine units for a long time. All screening of documents is done manually with no technological support at the BCP. Screenings are not recorded unless there is a problem. No other technological equipment is available to examine containers. From time to time equipment is made available by police stations close to the BCP, but this is done only on request.

Additional security context for BCP (B)

The recent tension between Country A and Country D over the issue of trafficking in illegal goods and materials, including small arms and light weapons, has resulted from a rise in reported cases of known organized criminal groups operating close to BCP (B). As BCP (B) is located in a deeply forested area with frequent rain and flooding, the geographic nature of BCP (B) makes it difficult for relevant authorities to observe most incoming personnel or vehicles. There are some known cases of crossing between official border posts near BCP (B) by the local communities, but the threat has not been assessed to date by relevant law enforcement agencies in the region. There are approximately 500,000 vehicles passing BCP (B) per year (approximately 1,370 vehicles passing through a day). There is one armoury on site, which hosts border guards' weapons as well as confiscated weapons. It is not clear what type of storage and transport procedures are in place, but there is a police station about 20km away. The armoury comprises the following items:

Number of weapons	Make	Model	Calibre (mm)	Type
120	AK	47	7.62	Rifle
70	Glock	17	9	Handgun
5	HK	23E	5.56	Machine gun
2	RPG	7	40	Grenade launcher

HELP TIP

Recall the steps to conducting an assessment:

1. Identify the information needs that need to be measured in the Module:
 - a. Identify specific clauses/subclauses you wish to measure. Check with the facilitator to ensure that you have identified correctly the measures to be assessed;
2. Design a questionnaire to formulate a baseline assessment:
 - a. Use the ISACS–AT to design the questionnaire based on the identified clauses/subclauses;
 - b. Use additional questions to inquire for information that is not covered by the ISACS module criteria;
3. Export the questionnaire and send as attachment to the border posts:
 - a. Import the questionnaire;
 - b. Complete the questionnaire and return to HQ using the Export/Import Function;
4. Analyse the results to inform the findings and report, with particular focus on:
 - a. Priority needs (utilize the priority-setting function, as well as targeted analysis).

KEY NOTE

1. Implemented: Measure that you are certain has been implemented (100%).
2. In Progress: Measures that you observe have been undertaken, but not completely implemented (1%–99%). In Progress may also be used in cases when a certain aspect of the measure (as described by the indicator) is implemented.
3. Not Implemented: Measures that you are certain have not been implemented based on the information provided and/or observed.
4. Not answered: Measures that you are not able to evaluate due to lack of information provided.
5. Not applicable: Measures that are not applicable to the context you are dealing with.

ASSUMPTION

All available information is presented above. If certain information is missing, consider that the relevant information has not been observed, presented, or made available to you.