

## Expanded borders, integrated controls

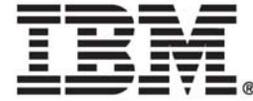
*Achieving national prosperity and protection through integrated border management*

Government leaders who are responsible for border integrity face rising complexity in accomplishing their missions. Around the world, the threat of terrorism and the promise of globalization are reshaping the fundamental nature of borders and how they are managed. In leading nations, control operations are now executed beyond the physical border and before arrival at a nation's official points of entry. The result: a much broader and more complicated scope of operation for border management.

To obtain a hands-on perspective on how governments are coping, the IBM Institute for Business Value interviewed executives in customs, port operations and other border management agencies worldwide. The study concentrated on countries that are actively pursuing modernization and standardization, particularly the avant-garde that are implementing advanced border management practices.

A number of themes emerged from these discussions:

- *Respondents agree on importance of integration, differ on implementation.* A few nations have fundamentally reorganized, consolidating border-related functions into a single organization. But most are implementing border security programs through existing agencies directed by national security documents and cross-agency coordinating committees.
- *Challenges more complex ... and more commonplace.* Border management challenges are undoubtedly complex, but they are also relatively common across nations. Legal and policy issues top the list. And though information and communications technology (ICT) is considered an important enabler, it was not a primary concern.
- *"It will never happen here" attitude dissipates.* Nations are increasingly aware that the threat of terrorism is pervasive. And how easily global terrorist and criminal networks can move people, finances and tools depends directly on the actions governments take to control borders.
- *Risk management aspirations exceed abilities.* Although every nation surveyed has some type of screening process in place, most continue to struggle with implementation of a fully integrated risk management approach based on timely, factual information.
- *National security and intelligence remain segregated from other agencies.* Even among those countries that have reorganized to facilitate increased collaboration, national security and intelligence agencies are rarely included fully.
- *Adoption of new methods gaining momentum.* More nations are making investments in border management such as traveler registration, identity credentials and screening. And the pioneers that began experimenting with new enabling processes and technologies are pushing past the pilot stage and putting these practices into operation.



The insights offered by these border management leaders, coupled with the results of our research and experience with clients worldwide, suggest significant implications for governments:

- *Integration is no longer optional.* Terrorist networks and criminal cartels now employ sophisticated strategies and techniques that require coordinated interagency and international responses. In addition, traders and travelers expect integrated electronic government services similar to those widely available in the private sector.
- *Control and efficiency are not mutually exclusive.* Though security and facilitation seem to be diametrically opposed, they are actually opposite sides of the same coin. As the experience of leading nations has demonstrated, their mutually reinforcing nature helps improve overall risk management.
- *Travel, cargo and frontier border management disciplines can learn from each other.* Leading practices and international standards vetted in one domain can be used as models

for the others, accelerating progress and facilitating greater integration. For example, standards bodies in the travel and immigration arena could develop a set of guidelines that parallels the World Customs Organization (WCO) Framework of Standards to Secure and Facilitate Global Trade 2.0.

- *A structured approach to strategy development is necessary.* The inherent complexity of the trade, travel and frontier border environment – and the broad base of diverse yet interdependent responses to it – demand a structured method for rationalizing and synchronizing strategies at a national level.

Despite unprecedented levels of complexity, citizens and corporations are counting on governments to keep their nations safe while supporting international trade and travel. An integrated border management strategy can help governments accomplish that mission.

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10-05  
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