

Border Security Evaluation (for Land and Maritime Projects) Evaluation Metric Tool (EMT)						
Evaluation Questions	Baseline Score	Current Score (0-5)	Projected Score (0-5)	Baseline Justification (As of Project Initiation)	Requirements for Capability Development	Current Increment Activities (As of [date])
Capability #1: Command and Control (C2) End-State: Relevant organizations within the recipient state have the C2 capability to plan, direct, manage, control, and coordinate border security resources and respond to border security threats, thereby deterring or detecting WMD smuggling attempts.	2					
Doctrine -- C2: Does doctrine and other documentation (i.e., laws, executive decrees, internal policies, operating procedures, etc.) exist and is it applied effectively to a C2 architecture supporting end-state requirements?	2					
Does doctrine exist and is it applied effectively to facilitate maintaining situational awareness/OPSEC (Friendly force, threat, and unidentified force status) by: -- Classifying information? -- Processing and storing information? -- Presenting information?	2					
Does doctrine exist and is it applied effectively to facilitate decision analysis and COA execution by directing action/movement?	2					
Does doctrine exist and is it applied effectively to facilitate logistics in support of C2?	2					
Organization --C2: Does the organizational structure exist to support C2 end-state requirements?	1					
Does the organizational structure exist to facilitate maintaining situational awareness/OPSEC by: -- Classifying information? -- Processing and storing information? -- Presenting information?	1					
Does the organizational structure exist to facilitate decision analysis and COA execution by: -- Directing action/movement? -- Performing action/movement?	1					
Does the organization structure exist to pass information required for border security operations from lower echelon personnel to leadership or vice versa for effective decision-making?	1					
Does the organization structure exist to pass information required for border security operations from border security or customs personnel to law enforcement or other ministries (as appropriate)?	1					
Training -- C2: Does a training system exist and is it used effectively to support C2 end-state requirements?	3					
Is a training system in place and is it used effectively to increase personnel skills in situational awareness? Does the training program provide instruction in: -- Classifying information? -- Processing and storing information? -- Presenting information?	2					
Does the training program provide instruction in decision analysis and COA selection for junior and senior personnel?	3					
Does the training program provide instruction for directing action/movement (senior personnel) and performing action/movement (junior and senior personnel)?	3					
Material -- C2: Does adequate material exist to support C2 end-state requirements?	2					
Does adequate materiel exist to facilitate maintaining situational awareness/OPSEC by classifying, processing, storing, and presenting information?	2					
Does adequate materiel exist to facilitate decision analysis and COA selection and execution?	2					
Leadership -- C2: Is there effective leadership at all levels committed to achieving C2 end state requirements?	3					
Is there effective leadership at all levels committed to maintaining situational awareness/OPSEC?	4					
Is there effective leadership at all levels committed to decision analysis, COA selection and COA execution?	4					
Is there effective leadership at all levels committed to logistics in support of C2?	4					
Do sufficient relationships exist between leaders of various recipient state organizations to facilitate whole of government efforts on border security and WMD interdiction?	1					
Personnel -- C2: Do sufficient numbers of qualified personnel exist to successfully achieve C2 end state requirements?	3					
Do sufficient numbers of qualified personnel exist to successfully maintain situational awareness/OPSEC?	3					
Do sufficient numbers of qualified personnel exist to successfully conduct decision analysis and COA execution?	3					
Do sufficient numbers of qualified personnel exist to successfully facilitate logistics in support of C2?	3					

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Facilities -- C2: Do appropriate facilities exist to adequately support C2 end-state requirements?	1					
Do appropriate facilities exist to facilitate maintaining situational awareness/OPSEC?	1					
Do appropriate facilities exist to facilitate conducting decision analysis and COA Execution?	1					
Do appropriate facilities exist to facilitate logistics in support of C2?	1					
Sustainment -- C2: Does the sustainment capability exist to effectively support C2 end state requirements?	2					
Does the sustainment capability exist to effectively support maintaining situational awareness/OPSEC?	2					
Does the sustainment capability exist to effectively support decision analysis and COA execution?	2					
Does the sustainment capability exist to effectively support C2 logistics?	2					
Capability #2: Communications (Voice and Data) End-State: Relevant organizations within the recipient state possess a data and voice communications capability that fully supports border security efforts, allowing for expeditious communication among key entities, and supporting operational activities.	2					
Doctrine -- Comms: Does doctrine (i.e., laws, executive decrees, internal policies, operating procedures, etc.) exist and is it applied effectively to facilitate a communications architecture that supports end-state requirements?	2					
Does doctrine exist and is it applied effectively to facilitate relaying secure and non-secure information, both horizontally and vertically, through (1) voice and (2) data communications?	2					
Do appropriate methods, plans, SOPs, etc. exist for interagency cooperation and communication in support of border security and/or VMD interdiction goals?	2					
Organization -- Comms: Does the organizational structure exist to support communications end-state requirements?	3					
Does the organizational structure exist to facilitate relaying secure and non-secure information both, horizontally and vertically, through (1) voice and (2) data communications?	3					
Training -- Comms: Does a training system exist and is it used effectively to support communications end-state requirements?	2					
Is a training system in place and is it used effectively to facilitate relaying secure and non-secure information, both horizontally and vertically, through (1) voice and (2) data communications?	2					
If a training system exists, is it used effectively to facilitate logistics in support of Communications?	2					
Material -- Comms: Does adequate materiel exist to support communications end-state requirements?	1					
Does adequate material exist to facilitate relaying information, both horizontally and vertically, through (1) voice and (2) data communications?	1					
Does adequate material exist to facilitate maintaining required communications security?	1					
Does adequate material exist to facilitate logistics in support of communications?	1					
Does the recipient state have a communications modernization plan? Does it reflect current and/or future needs and requirements? Is it adequately funded?	1					
Leadership -- Comms: Is there effective leadership at all levels committed to achieving communications end state requirements?	4					
Is there effective leadership at all levels committed to relaying information both, horizontally and vertically, through (1) voice and (2) data communications?	4					
Is there effective leadership at all levels committed to maintaining required communications security?	4					
Is there effective leadership at all levels committed to logistics in support of communications?	4					
Personnel -- Comms: Do sufficient numbers of qualified personnel exist to successfully achieve communications end state requirements?	1					
Do sufficient numbers of qualified personnel exist to successfully relay information, both horizontally and vertically, through (1) voice and (2) data communications?	1					
Do sufficient numbers of qualified personnel exist to successfully maintain required communications security?	1					
Do sufficient numbers of qualified personnel exist to successfully carryout logistics in support of Communications?	1					
Facilities -- Comms: Do appropriate facilities exist to adequately support the communications end-state requirements?	2					

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Do appropriate facilities exist which adequately facilitate relaying information, both horizontally and vertically, through (1) voice and (2) data communications?	2					
Do appropriate facilities exist which adequately facilitate maintaining required communications security?	2					
Do appropriate facilities exist which adequately facilitate logistics in support of communications?	2					
Sustainment -- Comms: Does the sustainment capability exist to effectively support the communications end state requirements?	2					
Does the sustainment capability exist to effectively support relaying information, both horizontally and vertically, through (1) voice and (2) data communications?	2					
Does the sustainment capability exist to effectively support maintaining required communications security?	2					
Does the sustainment capability exist to effectively support logistics in support of communications?	2					
Capability #3: Surveillance End-State: Relevant organizations within the recipient state possess a surveillance capability that can detect, classify and track activities and individuals along the state's territorial borders during the day and night, and during inclement weather.	2					
Doctrine -- Surveillance: Does doctrine (i.e., laws, executive decrees, internal policies, operating procedures, etc.) exist and is it applied effectively to support surveillance end-state requirements?	2					
Does doctrine exist and is it applied effectively to facilitate object of interest detection, tracking, and classification?	2					
Does doctrine exist and is it applied effectively to process and analyze data and information gathered during surveillance activities?	2					
Does doctrine exist and is it applied effectively to facilitate logistics in support of surveillance?	2					
Does doctrine exist to disseminate surveillance information to other organizations (within recipient state or with regional/interactional partners) for further action?	2					
Organization -- Surveillance: Does the organizational structure exist to support surveillance end-state requirements?	3					
Does the organizational structure exist to facilitate object of interest detection, tracking and classification?	3					
Does the organizational structure exist to facilitate logistics in support of surveillance?	3					
Are roles and responsibilities clearly defined within recipient state organizations for surveillance direction, collection, analysis, and dissemination activities?	3					
Is it clear which organizations have operational control over surveillance equipment?	3					
Training -- Surveillance: Does a training system exist and is it used effectively to support surveillance end-state requirements?	2					
Is a training system in place and is it used to provide effective instruction in surveillance skills (to include objective of interest detection, tracking, and classification)?	2					
Is the recipient state organization employing the appropriate national resources (military, police, etc.) and international resources (foreign government provided training) to increase surveillance skills?	3					
Is a training system in place and is it used effectively to facilitate logistics in support of surveillance?	2					
Material -- Surveillance: Does adequate materiel (equipment and consumables) exist and is it utilized effectively to support the surveillance end-state requirements?	2					
Does adequate material exist to facilitate object of interest detection, tracking, and classification?	2					
Does adequate material exist to facilitate logistics in support of surveillance?	2					
Leadership -- Surveillance: Is there effective leadership at all levels committed to achieving surveillance end state requirements?	4					
Is there effective leadership at all levels committed to object of interest detection, tracking, and classification?	4					
Is there effective leadership at all levels committed to logistics in support of surveillance?	4					
Personnel -- Surveillance: Do sufficient numbers of qualified personnel exist to successfully achieve surveillance end state requirements?	2					
Do sufficient numbers of qualified personnel exist to successfully conduct object of interest detection, tracking, and classification?	2					

Defense Threat Reduction Agency

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Are personnel allocated in such a manner to facilitate the timely collection, exploitation, and dissemination of surveillance information? Are there any bottlenecks or significant weak points in the process?	2					
Do sufficient numbers of qualified personnel exist to successfully conduct logistical functions in support of surveillance?	2					
Facilities -- Surveillance: Do appropriate facilities exist to adequately support the surveillance end-state requirements?	2					
Do appropriate facilities exist which adequately facilitate object of interest detection, tracking, and classification?	2					
Do appropriate facilities exist which adequately facilitate the conduct of logistical functions in support of surveillance?	2					
Sustainment -- Surveillance: Does the sustainment capability exist to effectively support the surveillance end state requirements?	2					
Does the sustainment capability exist to effectively support object of interest detection, tracking, and classification?	2					
Does the sustainment capability exist to effectively support logistics in support of surveillance?	2					
Capability #4: WMD Detection End-State: Relevant organizations within the recipient state possess a WMD and related materials detection capability that enables them to detect WMD and related materials being smuggled through territorial borders.	1					
Doctrine -- WMD Detection: Does doctrine (i.e., laws, executive decrees, internal policies, operating procedures, etc.) exist and is it applied effectively to support WMD detection end-state requirements?	1					
Does doctrine exist and is it applied effectively to facilitate protection of personnel who are (1) incident responders (2) others within the hazard area?	3					
Does doctrine exist and is it applied effectively to facilitate examination of (1) documentation, (2) persons, (3) cargo, (4) conveyances, (vehicles, vessels, trains, etc.)?	2					
Does doctrine exist and is it applied effectively to facilitate detection of WMD and related materials?	0					
Does doctrine exist and is it applied effectively to facilitate localization of WMD and related materials?	0					
Does doctrine exist and is it applied effectively to facilitate identification/confirmation of WMD and related materials?	0					
Does doctrine exist and is it applied effectively to facilitate logistical functions in support of detection of WMD and related materials?	0					
Organizational -- WMD Detection: Does the organizational structure exist to support WMD detection end-state requirements?	2					
Does the organizational structure exist to facilitate protection of personnel who are (1) incident responders (2) others within the hazard area?	2					
Does the organizational structure exist to facilitate examination of (1) documentation, (2) persons, (3) cargo, (4) conveyances, (vehicles, vessels, trains, etc.)?	3					
Does the organizational structure exist to facilitate detection of WMD and related materials?	2					
Does the organizational structure exist to facilitate localization of WMD and related materials?	2					
Does the organizational structure exist to facilitate identification/confirmation of WMD and related materials?	2					
Does the organizational structure exist to facilitate logistical functions in support of detection of WMD and related materials?	2					
Training -- WMD Detection: Does a training system exist and is it used effectively to support WMD detection end-state requirements?	1					
Is a training system in place and is it used effectively to facilitate protection of personnel who are (1) incident responders (2) others within the hazard area?	3					
Is a training system in place and is it used effectively to facilitate examination of (1) documentation, (2) persons, (3) cargo, (4) conveyances, (vehicles, vessels, trains, etc.)?	3					
Is a training system in place and is it used effectively to facilitate detection of WMD and related materials?	0					
Is a training system in place and is it used effectively to facilitate localization of WMD and related materials?	0					
Is a training system in place and is it used effectively to facilitate identification/confirmation of WMD and related materials?	0					

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Is a training system in place and is it used effectively to facilitate logistical functions in support of detection of WMD and related materials?	0					
Material -- WMD Detection: Does adequate materiel exist to support the WMD detection end state requirements?	1					
Does adequate material exist to facilitate protection of personnel who are (1) incident responders (2) others within the hazard area?	2					
Does adequate material exist to facilitate examination of (1) documentation, (2) persons, (3) cargo, (4) conveyances, (vehicles, vessels, trains, etc.)?	2					
Does adequate material exist to facilitate detection of WMD and related materials?	0					
Does adequate material exist to facilitate localization of WMD and related materials?	0					
Does adequate material exist to facilitate identification/confirmation of WMD and related materials?	0					
Does adequate material exist to facilitate logistical functions in support of detection of WMD and related materials?	0					
Leadership -- WMD Detection: Is there effective leadership at all levels committed to achieving WMD detection end state requirements?	1					
Is there effective leadership at all levels committed to protection of personnel who are (1) incident responders (2) others within the hazard area?	2					
Is there effective leadership at all levels committed to examination of (1) documentation, (2) persons, (3) cargo, (4) conveyances, (vehicles, vessels, trains, etc.)?	2					
Is there effective leadership at all levels committed to detection of WMD and related materials?	1					
Is there effective leadership at all levels committed to localization of WMD and related materials?	1					
Is there effective leadership at all levels committed to identification/confirmation of WMD and related materials?	1					
Is there effective leadership at all levels committed to logistical functions in support of detection of WMD and related materials?	1					
Personnel -- WMD Detection: Do sufficient numbers of qualified personnel exist to successfully achieve WMD detection end state requirements?	1					
Do sufficient numbers of qualified personnel exist to successfully conduct protection of personnel who are (1) incident responders (2) others within the hazard area?	3					
Do sufficient numbers of qualified personnel exist to successfully conduct examination of (1) documentation, (2) persons, (3) cargo, (4) conveyances, (vehicles, vessels, trains, etc.)?	1					
Do sufficient numbers of qualified personnel exist to successfully conduct detection of WMD and related materials?	1					
Do sufficient numbers of qualified personnel exist to successfully conduct localization of WMD and related materials?	1					
Do sufficient numbers of qualified personnel exist to successfully conduct identification/confirmation of WMD and related materials?	1					
Do sufficient numbers of qualified personnel exist to successfully conduct logistical functions in support of detection of WMD and related materials?	1					
Facilities -- WMD Detection: Do adequate facilities exist and are they utilized effectively to support the WMD detection end-state requirements?	1					
Do appropriate facilities exist which adequately facilitate protection of personnel who are (1) incident responders (2) others within the hazard area?	2					
Do appropriate facilities exist which adequately facilitate examination of (1) documentation, (2) persons, (3) cargo, (4) conveyances, (vehicles, vessels, trains, etc.)?	2					
Do appropriate facilities exist which adequately facilitate detection of WMD and related materials?	1					
Do appropriate facilities exist which adequately facilitate localization of WMD and related materials?	1					
Do appropriate facilities exist which adequately facilitate identification/confirmation of WMD and related materials?	1					
Do appropriate facilities exist which adequately facilitate logistical functions in support of detection of WMD and related materials?	1					
Sustainment -- WMD Detection: Does the sustainment capability exist to effectively support the WMD detection end state requirements?	1					

Defense Threat Reduction Agency

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Does the sustainment capability exist to effectively support protection of personnel who are (1) incident responders (2) others within the hazard area?	2					
Does the sustainment capability exist to effectively support examination of (1) documentation, (2) persons, (3) cargo, (4) conveyances, (vehicles, vessels, trains, etc.)?	2					
Does the sustainment capability exist to effectively support detection of WMD and related materials?	1					
Does the sustainment capability exist to effectively support localization of WMD and related materials?	1					
Does the sustainment capability exist to effectively support identification/confirmation of WMD and related materials?	1					
Does the sustainment capability exist to effectively support logistical functions in support of detection of WMD and related materials?	1					
Capability #5: Interdiction End-State: Relevant organizations within the recipient state possess the requisite infrastructure and capabilities to intercept and secure illicit WMD and related materials at the territorial borders, and transfer responsibility for the material, for security, and for follow-up investigations to the appropriate recipient state agencies.	2					
Doctrine -- Interdiction: Does doctrine (i.e., laws, executive decrees, internal policies, operating procedures, etc.) exist and is it applied effectively to support interdiction end-state requirements?	2					
Does doctrine exist and is it applied effectively to facilitate object of interest interception?	3					
Does doctrine exist and is it applied effectively to facilitate security and isolation of objects of interest?	3					
Does doctrine exist and is it applied effectively to facilitate logistical functions in support of interdiction of WMD and related materials?	1					
Does doctrine exist to facilitate transfer of intercepted WMD or related materials from the intercepting party to the appropriate authorities (other ministries, etc.)?	1					
Organization -- Interdiction: Does the organizational structure exist to support interdiction end state requirements?	2					
Does the organizational structure exist to facilitate object of interest interception?	3					
Does the organizational structure exist to facilitate security and isolation of objects of interest?	3					
Does the organizational structure exist to facilitate the conduct of logistical functions in support of interdiction of WMD and related materials?	1					
Training -- Interdiction: Does a training system exist and is it used effectively to support interdiction end-state requirements?	2					
Is a training system in place and is it used effectively to facilitate object of interest interception, security, and isolation?	3					
Is a training system in place and is it used effectively to facilitate the conduct of logistical functions in support of interdiction of WMD and related materials?	1					
Have personnel been trained in procedures for the transfer of intercepted WMD or related materials from the intercepting party to the appropriate authorities (other ministries, etc.)?	1					
Material -- Interdiction: Does adequate material exist to support the interdiction end-state requirements?	2					
Does adequate material exist to facilitate object of interest interception?	2					
Does adequate material exist to facilitate security and isolation of objects of interest?	2					
Does adequate material exist to facilitate the conduct of logistical functions in support of interdiction of WMD and related materials?	1					
Leadership -- Interdiction: Is there effective leadership at all levels committed to achieving interdiction end state requirements?	4					
Is there effective leadership at all levels committed to object of interest interception, security, and isolation?	4					
Is there effective leadership at all levels committed to the conduct of logistical functions in support of interdiction of WMD and related materials?	4					
Personnel -- Interdiction: Do sufficient numbers of qualified personnel exist to successfully achieve interdiction end state requirements?	3					
Do sufficient numbers of qualified personnel exist to successfully conduct object of interest interception?	3					
Do sufficient numbers of qualified personnel exist to successfully secure and isolate objects of interest?	3					

Defense Threat Reduction Agency

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Do sufficient numbers of qualified personnel exist to successfully conduct logistical functions in support of interdiction of WMD and related materials?	3					
Facilities -- Interdiction: Does adequate facilities exist and is it utilized effectively to support the interdiction end-state requirements?	2					
Do appropriate facilities exist which adequately facilitate object of interest interception?	2					
Do appropriate facilities exist which adequately facilitate security and isolation of objects of interest?	2					
Do appropriate facilities exist which adequately facilitate conduct of logistical functions in support of interdiction of WMD and related materials?	2					
Sustainment -- Interdiction: Does the sustainment capability exist to effectively support the interdiction end state requirements?	2					
Does the sustainment capability exist to effectively support object of interest interception, security, and isolation?	2					
Does the sustainment capability exist to effectively support logistical functions in support of interdiction of WMD and related materials?	2					