

## FRONTEX EVALUATION REPORT 2017

# Focal Points Concept

## Joint Operation

## Focal Points 2017 Air - Intermediate Managers

Approved at Warsaw



*[signed]*  
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## 1. Background information

Joint Operation Focal Points Air 2017 - Intermediate Managers was implemented under the umbrella of Focal Points Concept 2017. One of the objectives of the Focal Points Concept was to support Member States by establishing at airports, seaports and land border crossing points, permanent or temporary platforms for information and knowledge exchange in order to facilitate the implementation of Integrated Border Management at the European external borders.

Under the umbrella of Focal Points Concept 2017, there were two Focal Points operational activities launched at the external air borders: Joint Operation Focal Points Air 2017 - Regular Officers and Joint Operation Focal Points Air 2017 - Intermediate Managers. Therefore, synergies between those two joint operations applied.

The Joint Operation Focal Points Air 2017 - Intermediate Managers provided a platform for information, experience and smart practices exchange at intermediate managerial level and supported operational cooperation among Member States and Third Countries airports.

### 1.1. Brief risk assessment

The Focal Points system established under the Joint Operation Focal Points Air 2017 - Regular Officers was used also for the purpose of Intermediate Manager deployments.

During the planning phase of the Joint Operation Focal Points Air 2017 - Regular Officers, Frontex Risk Analysis Unit assessed the level of irregular migration threat at different European airports creating a list of recommended Permanent Focal Points to be activated in 2017. This list identifies the European Union airports where a semi-permanent all-year round presence in 2017 was deemed appropriate in order to support these airports in dealing with their level of exposure.

### 1.2. Operational aim

The operational aim of the Joint Operation Focal Points Air 2017 - Intermediate Managers was to exchange border guards with intermediate decision-making roles among different airports within and outside Europe in order to contribute to the Integrated Border Management (IBM) enhancement and to increase operational coordination at the external border of the European Union by using the established Focal Points system. Air Border control managerial capabilities at operational level were strengthened by exchanging Intermediate Managers knowledge and smart practices. Deployed officers were able to share experience and expertise with their counterparts at the respective hosting airports.

Furthermore it was intention of the Frontex to exchange experiences and best practices to better align border control at the external air borders of Member States with the Schengen Border Code and to implement a more effective border management strategy.

### 1.3. Period of implementation and operational areas

Joint Operation Focal Points Air 2017 - Intermediate Managers was implemented between 15 February to 31 December 2017.

During the Joint Operation in total 26 airports, within and outside EU, were activated by deploying officers.

### 1.4. Participants

In total 24 Member States and 9 Third Countries participated in the Joint Operation by deploying or hosting intermediate managers.

During the implementation of the Joint Operation 56 officers were deployed at different airports according to the proposal made by Member States or Third Countries to Frontex; during the planning phase were taken in consideration the hosting capacity of the proposed airports.

## 1.5. Financial information

By 12 January 2018, the committed budget of the Joint Operation amounted to 202,387 Euro.

## 2. Achievement of objectives

1. **Enhance exchange of information (Frontex & MS/SAC & TC)**  
Sharing information in accordance to the Operational Plan - **ACHIEVED**
2. **Enhance exchange of smart practices (at intermediate managerial level)**  
Exchange of best practices at intermediate managerial level - **ACHIEVED**
3. **Support establishment of permanent structures**  
Activate airports defined as Focal/Coordination Points 2016 - **ACHIEVED**
4. **Support enhancement of operational cooperation**  
Deployment of intermediate managers inside and outside the EU - **ACHIEVED**

## 3. Link to other Frontex activities and best practices

The officers deployed under Joint Operation Focal Points Air 2017 - Intermediate Managers had all the possibilities to make use and to take advantage of other Frontex projects and products, especially the ones created within Air Border Sector (e.g. Vega Handbooks, Reference Manual). The officers have been also involved and contributed to other Air Border Sector joint operations running in parallel at the spot, depending on the local hosting authorities.

## 4. Assessment of joint operational activities

The Focal Point concept ensures the smooth implementation of operational activities at the external air borders in a long-term perspective, allowing deployed officers to take advantage of their experience and sharing their expertise with similar counterparts at the respective hosting airports.

The tasks of intermediate managers are different from the tasks of operational officers. The main focus of these deployed officers covered the organization and management of the border control at the respective airport. The operation gave the opportunity to exchange work experiences and knowledges and to compare methods applied in similar situations.

The deployments were based on the proposals of Member States and Third Countries to Frontex; during the planning phase were taken in consideration the hosting capacity of the proposed airports.

### 4.1. The main benefits of the operational activity

Joint Operation Focal Points Air 2017 - Intermediate Managers delivered the following main benefits:

- Positive impact on the operational cooperation among EU and Non-EU airports based on the intermediate managers experiences and established contacts.
- Increased knowledge about different managerial practices in Member States and Third Countries.
- Increased knowledge at the managerial levels in Member States and Third Countries about Frontex operational activities and its values.
- Increased response capacity of Frontex having permanent Focal Point structure established.