

# European Funds Directorate Ministry of Interior

Ex-post evaluation of the Home Affairs Funds for the  
Programming Period 2014-2020

November 2024



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Evaluation Scope and Methodology

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Programme Analysis

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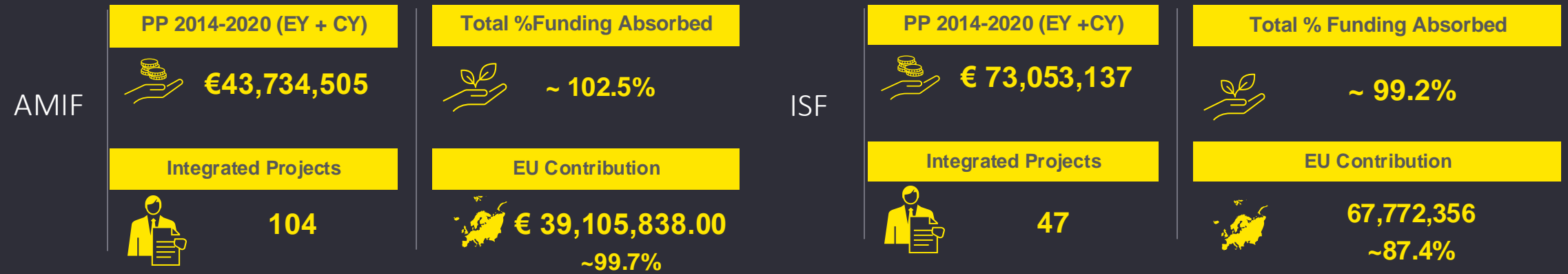


# 01 | Introduction

# Executive Summary

## Overview

The Ex-post Evaluation Report for the 2014-2020 Home Affairs Funds Programmes is mandated by Article 57(2) of the Regulation (EU) No 514/2014. The Member States are obligated to submit the final evaluation by the end of the year. The report has been prepared by external experts per Cyprus's Public Procurement Law N. 73(I)/2016.



## Observations

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Procedural inflexibility hindered the ability to address changing needs, prior to the adoption of Regulation 2018/2000
- 

Multiannual programming created administrative overload for beneficiaries
- 

Need to have a process in place which in complementarity with the EC tools and guidance shall mitigate crisis risks.
- 

COVID-19 Pandemic disrupted programmes' smooth implementation and funding absorption.
- 

The absence of SCOs led to a weakness in process streamlining
- 

Identified need for an integrated operating system (OPS)



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# 02 | Evaluation Scope and Methodology

# Ex-Post Evaluation Scope and Objectives



## Value and Benefits



Provide insights on the extent to which the approved Home Affairs Funds Programs **achieve their objectives according to the regulatory framework**, are **cost-effective**, provide appropriate support to **address** evolving needs, **add European value**, and **complement** other funding sources.



## Purpose

- Impact-oriented: to examine the extent to which actions under the national programmes contributed to the achievement of the objectives
- Answering various evaluation questions defined in the CMEF
- Inform the policy cycle on what worked well or less well



## Objectives

- Cover entire NPs
- Cover from the beginning of the programming period until the finalisation of the projects
- Granularity: by specific/ national objective in line with the evaluation questions
- Critical analysis

# Ex-Post Evaluation Criteria



## Effectiveness

To what extent have the **objectives of the Funds** have been achieved as defined in the **Regulations**?



## Efficiency

Were the general **objectives** of the Fund achieved at **reasonable cost**?



## EU added value

Was any added value brought about by the **EU support**?



## Reduction and Simplification of Administrative Burden

Were the Fund management procedures simplified, and the administrative burden reduced for its beneficiaries?



## Relevance

Did the **objectives** of the **interventions** funded by the Fund **correspond** to the **actual needs**?



## Coherence

Were the **objectives** set in the **national** programme **coherent** with the ones set in **other programmes** funded by **EU resources** and applying to similar areas of work? Was the **coherence** ensured also **during the implementation** of the Fund?



## Complimentarity

Were the objectives set in the NPs and the corresponding implemented actions complementary to those set in the framework of other policies, in particular those pursued by the Republic of Cyprus?

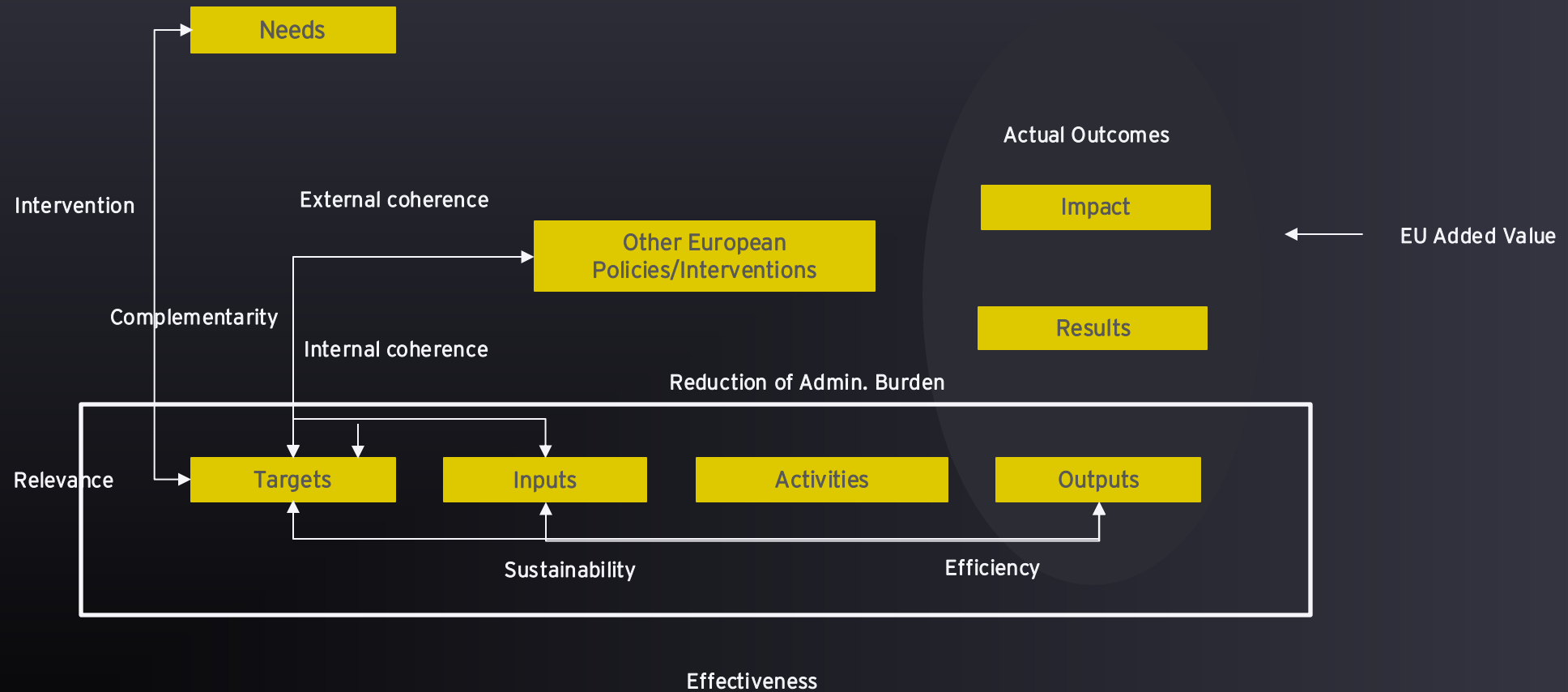


## Sustainability

Are the positive effects of the projects supported by the Fund likely to last when the financial support will be over?



# Intervention logic





# Data Sources

## Regulatory Framework and Guidance

This includes **program-specific** and **horizontal regulations 2014-2020**, the Financial Regulation, COM Delegated Regulation (EU) 207/2017.

## HAF Programmes

This encompasses the Home Affairs Funds Program structure, **output indicators**, **fund objectives**, and the **role** of management and control systems.

## Program Implementation and Monitoring Framework

This includes templates, contracts, indicator guidance, **performance frameworks**, **monitoring indicators**, evaluation plans, and **management and control systems** for project integration.

## Qualitative primary and secondary data

The data areas that were studied and analyzed include data received from the EFD and primary data obtained after meetings and interviews both with the EFD as RA and beneficiaries.

## Reporting and Oversight Documentation

This includes ministerial decisions, **committee reports** and minutes, **annual performance reports**, **interim reports**, diagnostic hazard reports, and forecasts of payment schedules, ensuring transparency and accountability in program execution.

## Procurement and Project Selection Information

This involves the **processes** and **documents** related to the **call for tenders** for the performance framework and the selection of projects to be tendered.



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# 03 | Programme Analysis



# AMIF Programme

Output Indicators and Results



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## General Objective



Improve the areas of asylum, migration and integration and strengthen capacity towards meeting the demands for an open and safe Europe



## Specific Objectives

- **SO1/ Asylum** - Strengthen and develop all aspects of the Common European Asylum System
- **SO2/ Integration/legal migration** - Support legal migration to the Member States in line with their economic and social needs such as labour market needs, while safeguarding the integrity of the immigration systems of Member States, and promote the effective integration of third-country nationals
- **SO3/ Return** - Enhance fair and effective return strategies in the Member States, which contribute to combating illegal immigration, with an emphasis on sustainability of return and effective readmission in the countries of origin and transit
- **SO4/ Solidarity** - Enhance the solidarity and responsibility sharing between the Member States, in particular towards those most affected by migration and asylum flows, including through practical cooperation



# AMIF Results 2014-2020 per SO

Specific objective 1 - Asylum	% Absorbed		93,55%	
Indicator	Target value	Final target Value	Final Achieved	% achieved
C1 - Number of target group persons provided with assistance through projects in the field of reception and asylum systems supported under this Fund	7.000	7.000	10.606	152%
C2.1 - Capacity (i.e. number of places) of new reception accommodation infrastructure set up in line with the minimum requirements for reception conditions set out in the EU acquis and of existing reception accommodation infrastructure improved in line with the same requirements as a result of the projects supported under this Fund	120	120	45	38%
C2.2 - The percentage in the total reception accommodation capacity	18	18	6,75	38%
C3.1 - Number of persons trained in asylum-related topics with the assistance of the Fund	105	105	-	0%
C3.2 - That number as a percentage of the total number of staff trained in those topics	80	18	-	0%
C4 - Number of country of origin information products and fact-finding missions conducted with the assistance of the Fund	-	105	-	0%
C5 - Number of projects supported under this Fund to develop, monitor and evaluate asylum policies in Member States	2	2	-	0%
C6 - Number of persons resettled with support of this Fund	-	-	-	0%

# AMIF Results 2014-2020 per SO

Specific objective 2 - Integration	% Absorbed		94,41%	
Indicator	Target value	Final target Value	Final Achieved	% achieved
C1 - Number of target group persons who participated in pre-departure measures supported under this Fund	3.000	3.000	13.000	433,3%
C2 - Number of target group persons assisted by this Fund through integration measures in the framework of national, local and regional strategies	5.000	7.000	182.590	2608,4%
C3 - Number of local, regional and national policy frameworks/measures/tools in place for the integration of third country nationals and involving civil society, migrant communities as well as all other relevant stakeholders, as a result of the measures supported under this Fund	3	4	1	25,0%
C4 - Number of cooperation projects with other Member States on integration of thirdcountry nationals supported under this Fund	1	1	2	200,0%
C5 - Number of projects supported under this Fund to develop, monitor and evaluate integration policies in Member States	1	1	-	0,0%

# AMIF Results 2014-2020 per SO

Specific objective 3 - Return	% Absorbed		93,53%	
Indicator	Target value	Final target Value	Final Achieved	% achieved
C1 - Number of persons trained on return-related topics with the assistance of the Fund	150	150	-	0,00%
C2 - Number of returnees who received pre or post return reintegration assistance co-financed by the Fund	3.000	4.000	4.234	105,85%
C3 - Number of returnees whose return was co-financed by the Fund, persons who returned voluntarily	3.000	4.000	3.588	89,70%
C4 - Number of returnees whose return was co-financed by the Fund, persons who were removed	12.000	12.000	2.160	18,00%
C5 - Number of monitored removal operations co-financed by the Fund	1.200	1.200	388	32,33%
C6 - Number of projects supported under the Fund to develop, monitor and evaluate return policies in Member States	-	-	-	0,00%



# AMIF Results 2014-2020 per SO

Specific objective 4 - Solidarity	% Absorbed		68,17%	
Indicator	Target value	Final target Value	Final Achieved	% achieved
C1 - Number of returnees who received pre or post return reintegration assistance co-financed by the applicants transferred from one Member State to another with support of this Fund	-	-	30	3000,00%
C2 - Number of cooperation projects supported under the Fund to develop, monitor and evaluate return policies in Member States with other Member States on enhancing solidarity and responsibility sharing between the Member States supported under this Fund	1	1	1	100,00%
<del>C1 - Number of persons trained on return-related topics with the assistance of the Fund-</del>	150	-	-	0,00%
<del>C2- Number of returnees who received pre or post return reintegration assistance co-financed by the applicants transferred from one Member State to another with support of this Fund-</del>	40.000	-	-	0,00%
<del>C3 - Number of returnees whose return was co-financed by the Fund, persons who returned voluntarily-</del>	4.000	-	-	0,00%
<del>C4 - Number of returnees whose return was co-financed by the Fund, persons who were removed-</del>	12.000	-	-	0,00%
<del>C5 - Number of monitored removal operations co-financed by the Fund-</del>	1.200	-	-	0,00%

# ISF Programme

Output Indicators and Results



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## General Objective



Improve the areas of the common visa policy, effective border management, crime prevention and crisis management



## Specific Objectives

- **SO1/ Visa Policy**
- **SO2/ Borders**
- **SO3/ Crime**
- **SO4/ Risks and Crisis**



# ISF Results 2014-2020 per SO

Specific objective 1 - Visa Policy	% Absorbed		44,53%	
Indicator	Target value	Final target Value	Final Achieved	% achieved
C1 - Number of consular cooperation activities developed with the help of the Fund	0	0	0	0,00%
C2.1 - Number of staff trained in common visa policy related aspects with the help of the Fund	50	50	0	0,00%
C2.2 - Number of training courses (hours completed)	700	700	0	0,00%
C3 - Number of specialised posts in third countries supported by the Fund	0	0	0	0,00%
C4.1 - Number of consulates developed or upgraded with the help of the Fund out of the total number of consulates	40	40	21	52,50%
C4.2 - Percentage of consulates developed or upgraded with the help of the Fund out of the total number of consulates	81	81	42,86	52,91%

# ISF Results 2014-2020 per SO

Specific objective 2 - Borders	% Absorbed		96,02%	
Indicator	Target value	Final target Value	Final Achieved	% achieved
C1.1 - Number of staff trained in borders management related aspects with the help of the Fund	800	800	1726	215,75%
C1.2 - Number of training courses in borders management related aspects with the help of the Fund	1.550,00	1.550,00	3426	221,03%
C2 - Number of border control (checks and surveillance) infrastructure and means developed or upgraded with the help of the Fund	20	21	114	542,86%
C3.1 - Number of border crossings of the external borders through ABC gates supported from the Fund	2.800.000,00	2.800.000,00	0	0,00%
C3.2 - Total number of border crossings	49.000.000,00	49.000.000,00	0	0,00%
C4 - Number of national border surveillance infrastructure established/further developed in the framework of EUROSUR	7	7	1	14,29%
C5 - Number of incidents reported by the Member State to the European Situational Picture	35	35	-	0,00%

# ISF Results 2014-2020 per SO

Specific objective 3 - Crime	% Absorbed		73,20%	
Indicator	Target value	Final target Value	Final Achieved	% achieved
C1 - Number of JITs and EMPACT operational projects supported by the Fund, including the participating Member States and authorities	3	3	0	0,00%
C2.1 - Number of law enforcement officials trained on cross-border-related topics with the help of the Fund	400	400	484	121,00%
C2.2 - Duration of the training (carried out) on cross-border related topics with the help of the fund	4800	4800	1127,5	23,49%
C3.1 - Number of projects in the area of crime prevention	25	27	18	66,67%
C3.2 - Financial value of projects in the area of crime prevention	3.730.000,00	3.730.000,00	0	0,00%
C4 - Number of projects supported by the Fund, aiming to improve law enforcement information exchanges which are related to Europol data systems, repositories or communication tools (e.g. data loaders, extending access to SIENA, projects aiming to improving input to analysis work files etc.)	2	2	0	0,00%



# ISF Results 2014-2020 per SO

Specific objective 4 - Risks and Crisis	% Absorbed		87,08%	
Indicator	Target value	Final target Value	Final Achieved	% achieved
C1 - Number of tools put in place or upgraded with the help of the Fund to facilitate the protection of critical infrastructure by Member States in all sectors of the economy	25	25	11	44,00%
C2 - Number of projects relating to the assessment and management of risks in the field of internal security supported by the Fund	0	0	0	0,00%
C3 - Number of expert meetings, workshops, seminars, conferences, publications, websites and (online) consultations organised with the help of the Fund	5	5	13	260,00%

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# 04 | Evaluation Findings

# Key Evaluation Findings AMIF

Effectiveness	Efficiency	Relevance	Coherence	EU Added Value	Complementarity	Sustainability	Admin. Burden
<ul style="list-style-type: none"> <li>• Significant interventions implemented e.g. reception, infrastructure to shelter asylum seekers, provision of basic subsistence needs, returns etc.</li> <li>• SO1-3 were implemented efficiently.</li> <li>• SO1 absorbed unused funds from SO4</li> </ul>	<ul style="list-style-type: none"> <li>• SOs were implemented at a reasonable cost, and were addressed at an adequate level</li> <li>• SOs that were not met (e.g. Solidarity) was due to change in scope, not funding</li> </ul>	<ul style="list-style-type: none"> <li>• The National Programme (regularly revised) established its objectives in alignment with agreements made, addressing both national and regional concerns project indicators, and target values.</li> <li>• Reallocation of funds</li> <li>• Decommitment policy to leverage unused amounts, thereby supporting the beneficiaries' changing needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of MCs</li> <li>• The actions within each SO are aligned with the state agencies involved</li> <li>• The involved parties are coherent to the specific objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Heavy reliance on community funding to realise actions</li> <li>• Spillover effect of community funding to benefit other sectors of society e.g. through integration, through returns etc.</li> </ul>	<ul style="list-style-type: none"> <li>• During the programming stage, a special focus is given to synergies and complementarity with the European Regional Development Fund</li> <li>• However, no such complementarity materialized throughout the lifetime of the programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Heavy reliance increases the risks of actions being discontinued when the funding is concluded</li> <li>• Long term projects are more secure that they create a necessity of implementation e.g. operation of Pournara</li> <li>• Information systems guarantee sustainability through maintenance contracts, service level agreements etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing processes do not reduce administrative burden</li> <li>• Beneficiaries burdened with heavy paperwork to submit for reimbursement</li> <li>• 100% review of financial and not financial documents create administrative burden.</li> </ul>

# Key Evaluation Findings ISF

Effectiveness	Efficiency	Relevance	Coherence	EU Added Value	Complementarity	Sustainability	Admin. Burden
<ul style="list-style-type: none"> <li>• Significant interventions implemented e.g. consular section upgrade, building modifications, equipment purchased.</li> <li>• SO Police was generally effective in terms of implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Significant shortage of personnel to implement SO Visas and SO Borders</li> <li>• SO Police indicated efficient implementation</li> <li>• In the cases where the projects involved public tendering, the market set the pricing</li> <li>• For the SO Visa Policy, the absorbed funds were 44% of the initial budget.</li> </ul>	<ul style="list-style-type: none"> <li>• The National Programme seemed to respond to the identified needs</li> <li>• Regardless of the implementation, the planned interventions were relevant to the policies and strategic priorities set</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of MCs</li> <li>• Two major stakeholders are involved in this programme, the Cyprus Police and the Ministry of Foreign Affairs.</li> <li>• The actions within each SO are aligned with the state agencies involved</li> <li>• The involved parties are coherent to the specific objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Heavy reliance on community funding to realise actions</li> <li>• Spillover effect of community funding to benefit other sectors of society e.g. integration, through returns etc.</li> </ul>	<ul style="list-style-type: none"> <li>• During the programming stage, a special focus is given to synergies and complementarity with the European Regional Development Fund</li> <li>• However, no such complementarity materialized throughout the lifetime of the programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Heavy reliance increases the risks of actions being discontinued when the funding is concluded</li> <li>• Long term projects are more secure that they create a necessity of implementation e.g. operation of vessels</li> <li>• Information systems guarantee sustainability through maintenance contracts, service level agreements etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing processes do not reduce administrative burden</li> <li>• Beneficiaries burdened with heavy paperwork to submit for reimbursement</li> <li>• 100% review of financial and not financial documents create administrative burden.</li> </ul>





Q&A

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