

Project Document Format for non-CPAP Countries or Projects outside a CPAP

United Nations Development Programme

Country: Cyprus

Project Title: Cyprus 2015

UNDAF Outcome(s): N/A

Expected CP Outcome(s): Inter-communal think tank mechanism incorporated into the policy making process and public discourse in Cyprus.

Expected Output(s): OUTPUT 1: Better informed public engaged in reconciliation efforts
OUTPUT 2: Key actors working together to create an inclusive environment for reconciliation

Executing Entity: UNDP-ACT (Cyprus)

Implementing Agencies: Interpeace

Narrative

The Cyprus 2015 initiative aims to build on previous research while retaining its reputation as a provider of objective information to the public. Whereas in the first phase the project emphasized the production of research outputs, the strategy for the second phase is to put much greater emphasis on continuous “inclusive advocacy”¹ and communication from the beginning and throughout the process. Although the project has been successful in finding out and communicating the sentiments of the two communities regarding each other and the peace process, there is still a long way to go until these communities and their leaderships converge towards an agreed solution to their differences. Moreover, even in the case of such an agreement, the process of acceptance (referendum) and implementation of those agreements will quickly show the need for deeper understanding and engagement among and between the two communities. Beyond archiving concerns, there is a need to put them on the agenda so that negotiations can also consider means of mitigating implementation problems. In the next phase of the project ‘Cyprus 2015’ will be positioned to contribute to this need and address these gaps through not only the utilization of its existing tools and expertise, but the access to all tracks and stakeholders in both communities.

Programme Period: October 2011 – September 2013

Country Programme Component:

Project Title: Cyprus 2015

Atlas Award ID: _____

Start date: 1 October 2011

End Date 30 September 2013

PAC Meeting Date _____

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Total allocated resources: \$721,976

Regular _____

- Other:
 - Donor: UNDP-ACT \$584,399
 - Donor: Interpeace \$137,577

Agreed by (UNDP): _____

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II. SITUATION ANALYSIS

I.1 THE CYPRUS CONTEXT

The Cyprus conflict remains one of the long-lasting unresolved issues of the international community. This conflict has taken its toll and has been extremely costly for both the Greek Cypriots and the Turkish Cypriots. Although it has been addressed over the past four decades by dozens of UN Security Council resolutions and countless conflict-resolution efforts, all have thus far failed to resolve the problem.

Since 1977 the basis of a settlement has been to negotiate a bizonal, bicomunal federation in Cyprus. Thus the envisioned reunification of Cyprus entails a federation comprised of two territories and power sharing constitutional arrangements between the two communities. Over the decades and several rounds of negotiations the Greek Cypriot and Turkish Cypriot sides have worked to elaborate these parameters. During the current round of negotiations that commenced in 2008, slow but significant progress has been reported by the sides and the UN Good Offices mission. If negotiations are successfully concluded the communities will be called upon to ratify the settlement deal through simultaneous, separate referenda on both sides of the Green Line.

Yet, over decades the respective communities have not been adequately prepared for or encouraged towards a political culture conducive to a new power sharing system on the island. Examples of the gap between the public opinion within both communities and the peace process can be seen in the most recent Cyprus 2015 inter-communal public opinion poll, which reveals clashing perspectives over the Security, Territory and Citizenship dossiers of the peace talks.¹ The neglected sociological dimension of the peace process jeopardizes both the prospects for approval through referendum and the implementation of a settlement thereafter. During the current round of negotiations, the UN Secretary-General has expressed concern calling on the respective sides to demonstrate “strong and determined leadership that will make the public case for a united Cyprus with all the benefits this brings.”² The Secretary-General has also reminded the leaders that “Security Council resolutions have repeatedly urged the sides to prepare their respective publics ‘well in advance’ of a referendum... Leaving citizens largely in the dark until a comprehensive solution is more fully at hand is to potentially face an unprepared and unreceptive public at the time of the referenda.”³ Crucially, “the leaders have agreed that they must begin to build support for a comprehensive agreement,” acknowledging “the need to begin to prepare their respective communities for the compromises required for a settlement and the prospect of living together in a united Cyprus.”⁴

The method of negotiations through the years has affected public perceptions. On the one hand, due to the official secrecy of the negotiations, based on the principle of “nothing is agreed until everything is agreed”, there has been a vertical gap between leadership and the public especially vis-à-vis the need to find negotiated solutions to the conflict. Historically, the inter-communal reconciliation attempts have been formal affairs entailing only the respective leaders and their advisers. Political parties have had relatively limited contacts in parallel to formal negotiations. On the other hand, civil society having been largely neglected, afforded precious few entry points into the negotiations. At the level of society, many reconciliation initiatives have been implemented by

¹ Cyprus 2015 Public Opinion Survey *Bridging the Gap in the Inter-communal Negotiations*, July 2011

² paragraph 30, “Report of the Secretary-General on his mission of good offices in Cyprus” of 24 November 2010, S/2010/603

³ Paragraph 32, “Report of the Secretary-General on his mission of good offices in Cyprus” of 24 November 2010, S/2010/603

⁴ Remarks of the Secretary General following his meeting with the Cyprus Leaders in Geneva on 7 July 2011.



civil society organizations (CSOs) and some political parties to bring the deficit of trust and cooperation between the two communities.

In short, the negotiation process lacks sufficient multi-stakeholder engagement. Consequently, different stakeholders can feel they are insufficiently consulted or engaged in the negotiations over their own future. Likewise, they feel inadequately informed regarding the outcome of these negotiations. The sense of many is that the negotiations tend to be unresponsive to many of the desires and needs of the public. Greater awareness and responsiveness to the broader public in the solution discourse would likely lead to greater support for, and an accelerated path to, a solution. In fact, there is consensus within both communities that the negotiation process should more actively engage the wider public.⁵

Moreover, the societal dimension is not limited to the vertical gap. There is also a horizontal dimension whereby deep ideological rifts exist between various segments of society and within the respective communities. The deepest such rift is between what can be called the “Reconciliation Camp” in each community, which on the whole supports the notion of a negotiated settlement based on a compromise, and what can be called the “Assertive Camp”, made up of people who for one reason or another have strong misgivings about the suggested parameters for a settlement as had been proposed in the past. Between these two groups a third segment exists, made up of people who are ambivalent and unsure as to how they would like to see the future of Cyprus developing. This fragmentation within each community, often times predicated on misinformation or unawareness, has become a major obstacle to achieving a settlement, insofar as each community approaches the negotiation process unsure of its overall priorities and under threat from internal opposition.

Beyond these long term structural weaknesses, it is important to highlight the critical juncture that the peace process has currently entered: Essentially, a period of intensified talks between the two leaders which will culminate in a meeting with the UN Secretary General on 21st October 2011. Depending on the progress in the peace talks during coming months, early 2012 could either find Cypriots face to face with a new comprehensive peace plan, to be validated by the people and then put to referendum, or in a highly stagnant political environment, with the prospect of a collapse in the peace talks which will in any case definitely be put on the back burner as the Republic of Cyprus takes over the EU Presidency during the latter half of 2012 and then proceeds to Presidential Elections in February 2013. The recent explosion at a naval base in the south – leading to 13 deaths, the destruction of 60% of Greek Cypriot energy generating capacity and the calling into questioning of the government’s legitimacy, as well as recent demonstrations in the Turkish Cypriot community against austerity measures imposed by the Turkish government, add further unknowns into the equation. Thus, the proposed next phase of the Cyprus 2015 initiative will need to be designed in such a way as to ensure applicability and relevance regardless of which scenarios prevail in the coming months.

1.2 CYPRUS 2015 ORIGINAL OBJECTIVES (PHASE I)

The goal of the ‘Cyprus 2015’ initiative in Phase I was to contribute towards the development of a public atmosphere and social dynamics that promote and sustain a constructive inter-communal engagement for the discussion and solution of the Cyprus problem. In practice, the ‘Cyprus 2015’ initiative has contributed towards addressing the aforementioned vertical and horizontal gaps through objective research and respectful dialogue between relevant stakeholders, in a way that has complemented the peace efforts on the island. By facilitating information flow based on research, including polling data, the initiative provided feedback to the leaders regarding public

⁵ Cyprus 2015 Public Opinion Survey *Next Steps in the Peace Talks*, December 2010



opinion and concerns, contributing to the bridging of the vertical gap. At the same time, recognizing that awareness challenges are not limited to inter-communal discourses, but are also present intra-communally, the project started working with intra-communal stakeholder panels and moved to inter-communal panels later on. Stakeholder panels were designed to be as inclusive as possible, seeking input from ‘unusual suspects’ not generally associated with bicommunal projects or workshops. Through the inclusiveness of the stakeholder panels, as well as through the presentation of polling data in the media and in public events, the initiative has contributed to the bridging of the horizontal gap.

During Phase I the ‘Cyprus 2015’ initiative focused on two research modules, “Sustainable development in a unified Cyprus”, and “Daily life in post-settlement Cyprus”, and on conducting Participatory Polls.

- **“Sustainable development in a unified Cyprus”** focused on several key dimensions of economic sustainability, as understood in the broader European context. Sustainable development was conceived as an issue where Greek Cypriots and Turkish Cypriots can work together, to jointly prepare and plan for a prosperous future. A comprehensive report dealing with issues like energy-efficient transportation systems for the whole island, shared sustainable production of energy, joint management of water resources, and common construction standards for sustainability, was published at the end of the project together with a video documentary addressing the same topics.
- **“Daily life in post-settlement Cyprus”** was geared towards helping the two communities prepare for the societal conditions that will prevail after the two communities approve an agreement, by working to remedy the deficit of contact and trust between different groups within and across the two communities. A second report was published at the end of the project focusing on the hopes and fears from both communities regarding their situation and possible solutions to the different aspects of the conflict. A video documentary also accompanied this report.
- **“Participatory Polling”**, was developed in conjunction with the Daily Life module. The Cyprus 2015 initiative utilized polling as a means of communicating to the broader public and with the respective leaderships. By soliciting input from the leaders and various stakeholders, polling was designed in a participatory way to be interactive and useful for the negotiation process. Three polls were conducted during the project period and a report was prepared for each one. The results were shared with the leadership, and the population at large through wide exposure to the media in both communities.

To summarise, the objectives of the ‘Cyprus 2015’ project during Phase I have been:

- A better informed public debate that relies on more objective and de-politicized information
- Increased channels of communication between the leadership and the general public
- A better informed policy-making process
- Improved awareness, understanding and trust between the two communities

I.3 ACHIEVEMENTS IN PHASE I

During Phase I, the ‘Cyprus 2015’ initiative succeeded in:

- Engaging all three tracks of society, the leadership, the broad civil society and the general public both as producers of information, through polls, and as consumers of information,



through the media. Surveys were designed in consultation with the leaders' representatives through Track 1 and the relevant stakeholders through Track 2. Findings were disseminated publicly but also through direct presentations to the leaders and the relevant stakeholders.

- Creating local ownership of the project, which was designed and managed entirely for Cypriots by Cypriots while drawing on best practices from around the world. This was accomplished through Cyprus 2015's efforts to consult with a broad spectrum of society and to address all concerns. Stakeholders were called upon to impart their technical expertise so as to record policy prescriptions appropriate to the context of Cyprus.
- Going beyond bi-communal issues and addressing issues of trust, understanding, and the healing of the internal rifts within each community. This was achieved through Cyprus 2015's organization of numerous panels and focus group meetings focusing on matters that concerned different elements in society. For instance, in bringing 'unusual suspects' together, the project contributed to discourses between displaced persons and settlers, among other combinations.
- Involving all groups and schools of thought within each community. Cyprus 2015 acknowledged diversity and sought inputs from individuals and groups often assumed to be opposed to a federal settlement in Cyprus. The project encouraged diversity in viewpoints, treating each as legitimate.

1.4 GAP ANALYSIS

Although the project has been successful in finding out and communicating the sentiments of the two communities regarding each other and the peace process, there is still a long way to go until these communities and their leaderships converge towards an agreed solution to their differences. Moreover, even in the case of such an agreement, the process of acceptance (referendum) and implementation of those agreements will quickly show the need for deeper understanding and engagement among and between the two communities. As demonstrated through polling and the "Hopes and Fears" report and documentary, mistrust regarding the implementation of any agreed blueprint manifests a potential impediment to peace in Cyprus. Large majorities of Greek Cypriots and Turkish Cypriots believe that the 'other side' would not honour commitments made under an agreement. Implementation concerns are not limited to trust, but also span concerns for bureaucratic competence and equity. In short, beyond archiving such concerns, there is a need to put them on the agenda so that negotiations can also consider means of mitigating implementation problems. In the next phase of the project 'Cyprus 2015' will be positioned to contribute to this need and address these gaps through not only the utilization of its existing tools and expertise, but the access to all tracks and stakeholders in both communities.



III. STRATEGY

INTRODUCTION: STRATEGIC AIMS AND BASIC PRINCIPLES

For the second phase the Cyprus 2015 initiative aims to build on previous research while retaining its reputation as a provider of objective information to the public. Whereas in the first phase the project emphasized the production of research outputs, the strategy for the second phase is to put much greater emphasis on continuous “inclusive advocacy”⁶ and communication from the beginning and throughout the process. This strategy will allow the team to play a more assertive role to try to influence the policy makers and the peace process. The new approach will rely on a carefully designed plan of public communications and networking that will constitute the foundation for the achievement of the main objectives of the Project, namely: 1) contribute to the empowerment of the public to engage constructively in the peace process, and 2) facilitate collaboration among key policy makers and high-level stakeholders from both communities on the basis of objective information to the benefit to both communities.

An important feature of Cyprus 2015 that will continue to be preserved in the second phase is its flexibility and capacity to adapt to the changing nature of the political discourse and the peace process. By design, the program is adaptable to changing dynamics, including the possibility that a settlement is reached during the course of the project. Being well-networked and attentive to any significant changes in the social and/or political dynamics, the project team can quickly design new courses of action to address any new challenges and needs that arise in the negotiation process.

Empowering an informed public to contribute constructively to the peace process is important in any democratic process. In the case of Cyprus, public input and subsequent ownership is crucial in preparation for a solution. However, it is also critical that the public is better informed. Given the significant difficulties that have challenged the negotiations over the years, leading to what is largely perceived as a perpetual stalemate between the two sides, it is clear that when a solution is agreed upon, the successful implementation of such a settlement will require more constructive participation of the citizens.

UTILIZATION OF FINDINGS FROM THE PRIOR PHASE OF THE PROJECT

The public will initially benefit from the work produced by Cyprus 2015 during the first phase. Given the research already produced, including two reports, two documentaries and three public opinion polls, the project will engage in policy advocacy on key points arising from these outputs. This will be achieved through efforts to promote the outputs both directly with the key stakeholders and policy makers, as well as in the media in order to reach a broader audience. Cyprus 2015 has already demonstrated its ability to engage media during the first phase. The second phase will entail published editorials, interviews in printed media, radio, television, as well as through Internet and online social networking. Targeted presentations with the public and key stakeholders will also be organized with the aim of obtaining maximum impact in terms of policy implementation and public awareness.

PRODUCTION OF SEVERAL BRIEF POLICY PAPERS

During various stages of the project, brief policy papers will be produced that will be designed to influence policy discourse and public understanding. These policy papers will be prepared by the project team focusing on: (i) the findings from its previous work, (ii) new polls undertaken by the

⁶ Cyprus 2015, by design, is approaching advocacy from a more inclusive and informed approach. Cyprus 2015 recognizes that by engaging stakeholders at all levels of society in the process of advocating for change (including representatives of the leaderships of each community), the process will have deeper buy-in and can accelerate the efforts of arriving at a solution.



team in the areas of security/guarantees and property/territory, and (iii) new developments in the negotiation process. The policy briefs will typically not be longer than four sides of A4 paper, and will target busy policy makers who would not normally have time to read full length reports. To ensure that the policy briefs and any recommendations contained therein actually represent the needs and expectations of society, they will be extensively discussed with key stakeholders and with the societal working groups which the project will establish. More specifically, some themes which the policy briefs are expected to cover include the following:

- The principle of participatory democracy, as it could apply to the Cyprus Peace Process
- Addressing fears and concerns of the two communities from a human security viewpoint
- The property and territory issues from the point of view of directly affected persons
- Possibilities of cooperation between the two communities in the direction of energy sustainability

PUBLIC OPINION POLL

Cyprus 2015 will conduct an additional poll to engage the general public and to obtain and share important information about the perceptions of the two communities on the topics of security/energy and property/territory, two key issues that must be addressed in the peace process in which public concerns and sensitivities are particularly pertinent. The critical nature of most of these specific dossiers in achieving – or losing – public support of the peace process has been highlighted in several prior Cyprus 2015 polls, while the energy issue has become very prominent recently due to the explosion at the naval base and the energy co-operation between the two communities which followed in the aftermath of the explosion. It should be noted, however, that the specific timing and content of the poll may be affected by the scenario which will prevail vis-à-vis the peace process: While the current project document envisions a poll in late 2012, as the culmination of a participatory process with stakeholders which will produce policy recommendations, in case a comprehensive peace plan is tabled in early 2012 by the two leaders then a poll will follow immediately to test the public acceptability of different provisions of the peace plan.

CONSULTATIONS WITH KEY STAKEHOLDERS TO ENSURE POLITICAL RELEVANCE

Consultations with key stakeholders and specific working groups (see below) will also form a strategic part of the project implementation, allowing for both the further dissemination of their findings and policy briefs, as well as the opportunity to get feedback, make amendments, and ultimately to get greater validation and buy-in of their policy recommendations. As has been demonstrated, working with key people is essential and will continue to be an important focus of the project in its second phase. Cyprus 2015 will leverage its capacity for producing objective research to help facilitate the successful collaboration of policy makers from both communities. Building on the consultative peace polling experience from the first phase, Cyprus 2015 will consult with policy makers and other key stakeholders in the design and analysis of a poll on security and property issues in Cyprus.

WORKING GROUPS TO ENSURE SOCIETAL INCLUSIVENESS AND PARTICIPATION

Concurrent with its policy briefings and polling efforts, the team will organize four mono-communal working groups, one focused on security/guarantees and one focused on property/territory for each community. These groups will meet regularly (approximately once every two months) during the first year, and once following the poll in the second year. Their composition will remain the same throughout the process to ensure a sustained discourse. They will be organized and professionally facilitated to ensure an inclusive process, while the composition of the groups will be such as to ensure representation of a broad cross section of society in each community. These groups will be engaged in trying to find policy options to address current challenges on property/territory and security/energy, as well as providing feedback on policy briefings and other



outputs by the project team. Their inputs will also be very valuable for the definition of the poll questionnaire that will be launched on the second year. After the poll is conducted the groups will meet again to analyze the results together with the project team.

As discussed above for the poll, the function of the working groups may need to be altered in the case of rapid progress in the peace talks and the tabling of a comprehensive peace plan. In such a scenario, the working groups will become sounding boards to explore in depth the public acceptability of different components of the peace plan. In the alternate scenario of political stagnation the working groups will take on a much more pro-active role, producing original policy recommendations which will hopefully contribute to a rejuvenation of the policy making process at a track 1 level.

The working groups will initially meet in their own communities with proceedings taking place in their own language, but after the necessary level of trust and confidence is achieved, inter-communal meetings will be convened by the team to share positions and further discuss potential solutions jointly. In the inter-communal meetings, translation services will be made available in case participants do not feel adequately fluent in English. The benefit of a process which starts with mono-communal meetings and culminates with inter-communal meetings is that greater inclusiveness and representativeness can be achieved in each community's groups, than if the process began with inter-communal meetings straight-away. Furthermore, the mono-communal meetings will provide an opportunity for each group to develop internal cohesion – a sense of what the whole community expects of the other community and of the peace process – and therefore ensuring greater authenticity of communal expression, once the inter-communal meetings begin to take place. It is hoped that the working groups will achieve during the process enough purpose and cohesion to develop a life of their own, and continue meeting and taking action of their own accord even after the completion of the project.

FINAL DISSEMINATION OF PROJECT FINDINGS

An important participatory aspect of the project will be pursued through the introduction of poll result analysis in both communities. Although statistical analysis does require some training, the research team will be on hand to assist participants in the technical analysis and interpretation. Thus the drafting of reports based on poll findings may acquire greater ownership among participants and will reflect the interests of broader sectors in society.

Whereas in the first phase the emphasis was on understanding and documenting the different perspectives within and across the two communities – such as, for instance, in the Hopes and Fears report but also through all the public opinion polls, in this current phase the emphasis will switch to evidence based inclusive advocacy. In this context an evidence-based, objective policy report on security/energy and property/territory issues, as key aspects of the Cyprus debate, will be used as the basis for dialogue with policy makers. The report will be based on the culmination of the policy briefings described above, the continuous dialogue with policy makers, key stakeholders and the working groups, the poll results and reactions from a more informed society through discourses stemming from the project team's efforts.

HIGHLIGHTING THE REGIONAL AND INTERNATIONAL DIMENSION

Cyprus 2015 has also recognized that some of the important actors in the ultimate Cyprus solution are external actors who have played a role in the negotiation process. Given the roles played by Turkey, Greece, and the larger international community (e.g. the UN and the EU), the project team will deploy to a number of key international venues to engage with international stakeholders, share findings, and better understand the roles and dynamics of these actors, all with the intent to include such findings in the policy recommendations but to also ensure that these external



stakeholders are made more aware of the internal dynamics and key findings of the project. It should be noted at this point that inter-communal initiatives tend to neglect the regional and international dimension of the Cyprus issue, and therefore the opportunity to increase the knowledge base of regional actors, and to build bridges of dialogue and trust between local and regional actors, is usually missed. The Project Implementation Team of the Cyprus 2015 initiative already has very good linkages with regional and international actors involved in the Cyprus Problem. These linkages include the Greek Turkish Forum, in which three members of the Project Implementation Team participate, several think tanks in Ankara, Istanbul, Athens, and Brussels, political parties in Greece and Turkey, and representatives of the European Commission both in Cyprus and in Brussels. These efforts would also link into the “Peace it Together” network (of which Cyprus 2015 is a member), and the networks aim to share peace building knowledge and experience within the region and globally.

ADVOCACY STRATEGY

As mentioned above, Cyprus 2015 will make a stronger emphasis on advocacy and communications during this second phase of the programme. In terms of advocacy, the project team will carry out a detailed strategic mapping of the most influential actors and institutions related to the issues at stake: property and security. The team will then develop a network of contacts to ensure the strategic actors and institutions identified in the mapping process are engaged. Furthermore, a fluid communication flow will be pursued with these actors throughout the project. Based on their research findings, the project team will engage and consult with key actors, advocating for strategies most favorable to the peace process emanating from their research. This advocacy will thus try to use the value of objective research and the strength of the public concerns (since any peace settlement should pass through a referendum) to convince the policy-makers and other key high-level stakeholders what are the best steps to advance towards reaching an agreement. Through an inclusive advocacy approach, Cyprus 2015 will continue its efforts to engage policy and decision-makers in a more inclusive process of identifying the challenges and working towards collective solutions.

COMMUNICATIONS STRATEGY

The project team has clearly recognized that although they have excellent reach in terms of the different media (press, radio, TV) and good participation in their web-based information systems (web site, facebook page) they could benefit from professional assistance to strengthen their communications strategy and develop a more coherent, and intentional communications plan. In this second phase, the team will call upon a communications specialist to develop a communications strategy and plan for the project that capitalizes on their strengths and the opportunities this project presents. This strategy will be developed immediately at the outset of the project and shared with the Steering Committee to ensure the strategy reflects the expectations and strategic direction called for by the steering committee. The team will then commit part of its time to the implementation of this strategy using the means at their disposal and the various communications elements that they will be producing, like policy briefs, poll results, policy booklet, etc.

Table III.1 Publications

Communications Product	Target Audience	Target Release Date	Target dissemination approach
Policy Briefing Papers	Key-policy makers in both communities; media; general public	Q4 2011 to Q2 2012	Strategic dissemination of policy briefing papers through direct contact with key actors, mailing lists and the media
Policy report on key aspects of the Cyprus Issue	Key-policy makers in both communities; media; general public	Q1 2013 to Q2 2013	Strategic dissemination of policy briefing papers through direct contact with key actors, mailing lists and the media
ACT-II Documentaries & Reports disseminated	Key-policy makers in both communities	Q4 2011 to Q2 2012	Strategic dissemination of policy briefing papers through direct contact with key actors, mailing lists



Table III.2 Events Calendar

Event description	Target Audience	Target Date	Target communications approach
Sustainable Development Documentary & Report presentations	key-policy makers in both communities; media; general public	Q4 2011 to Q2 2012	Public presentation (ideally in collaboration with appropriate civil society partner); copies of documentary and report available
Consultation process with policy makers and other high-level stakeholders from both communities to design the poll and analyse the findings	key-policy makers in both communities	Q4 2011 to Q4 2012	Face-to-face consultations
Engaging mono-communal working groups in dialogue specific to the issues of security and property, with intra-communal dialogue at strategic times	General public	Q4 2011 to Q4 2012	Focus groups consultations
Events for the dissemination of Property and Security policy recommendations	Key-policy makers in both communities; media; general public	Q1 2013 to Q2 2013	Public presentations; copies of policy report available

SUSTAINABILITY STRATEGY

To ensure the continuity and sustainability of these efforts beyond the project cycle, Cyprus 2015, with the support of Interpeace, will institutionalize the initiative into the first “inter-communal think tank” in Cyprus.

An initial assessment of the different options for the establishment of a Cypriot-led inter-communal organization has already begun in Phase I. During the first year of the project, a viable option will be selected and the registration process will be completed, including the finalization of the registration process, the creation of institutional accounts, and the setting up of all required systems. Once the institution has been registered and is fully operational, a capacity assessment will be carried out by UNDP to confirm the institution’s ability to implement the continuation of the work plan. At that time, a handover of the project ownership from Interpeace to the new institution will take place, to implement the second year of work.

The institutional presence of the Cyprus 2015 team, coupled with a deepening recognition of the value of their contribution towards reconciliation and the consolidation of peace in the post-solution period will ensure the sustainability of the team’s efforts in this proposed phase. By creating local institutional capacity, and a think tank that spans the communal-divide, Cyprus 2015 will establish its identity and seek direct support for future initiatives.

It is important to note that UNDP-ACT will sign with Interpeace a grant agreement corresponding only to year 1 of this Project Document, whereas the grant agreement for Year 2 will be signed with the newly-registered institution.

A parallel approach to sustainability is to ensure that the work of Cyprus 2015 remains needed and relevant. In the first phase of the project, Cyprus 2015 demonstrated a unique approach and quickly became recognized as an initiative of substance. The participatory polling work shed light on the complex Cyprus condition and engaged the broader public in ways that highlighted the team’s expertise in peace building initiatives. This phase of the project is designed to ensure adaptability to a number of possible scenarios with respect to reconciliation, as well as to further



demonstrate the importance and need for a think tank committed to connecting with and engaging in the society in which it operates. As with all think tanks, the sustainability will rely on the relevance and need of the information and analysis provided and its demonstrated impact on policy and change in a society. Cyprus 2015 believes they will be well positioned to demonstrate precisely that at the end of this project cycle.

The success of any think tank is in how relevant and needed its research and advocacy is perceived and the visible impacts it has produced. To this extent, and as a key part of the sustainability strategy, Cyprus 2015 will strategically connect with those sectors and groups that can benefit most from the work. These include:

- CSOs who could benefit from effective use of key research findings.
- The broader population, via the communications strategy, in order to increase the recognition of the institution.
- Penetrating deeper into the political discourse both within Cyprus and with the broader international community will ensure that Cyprus 2015 has tremendous depth to their reach, which will also deepen the interest across many levels of society.

Once the institution has been established, its ability to promote itself and its work as the only inter-communal think tank in Cyprus will further its mission. A fundraising strategy will be developed early in the project to identify and begin to nurture those relationships that could lead to further investment in Cyprus 2015 as an institution, while at the same time always holding true to their niche and intent.

GENDER

Political leadership within both communities has historically been male-dominated. Women's voices that tend to emphasize the societal parameters of the conflict have traditionally remained away from the process.

The project aims to pursue the participation of women as a cross-cutting theme, reflecting the particular views of women in relation to each of the thematic areas.

A guiding principle of the project's approach is that sustainable solutions are forged through participatory processes which actively engage different and alternative perspectives within a society in a way that enables identification of a new common ground. Thus, the project team will at all times strive to ensure that all relevant groups in society, and all relevant perspectives, take part in the various research activities of the project and are also included in the dissemination and communication phase of the project's implementation.

As for the project team, an effort will be made to ensure that both genders will be represented at the level of full time project staff.

ENVIRONMENTAL SUSTAINABILITY OF EFFORTS

The monograph on Sustainable Development "Navigating the Paradigm Shift" that was developed during phase I of the programme, discusses the challenges and opportunities for the two communities of Cyprus, in the search for sustainable patterns of economic and social development. The document presents different policy alternatives for the people of Cyprus to advance in the direction of Environmental Sustainability in several areas: transportation, water management, energy production and construction. The report is intended to be a versatile policy resource for decision makers in the two communities, whether these be policy makers, businesspeople, researchers, or civil society activists. During this second phase of the programme the team will continue to disseminate the recommendations of this report both with the public at large and with key decision makers.



In addition to the very important substantive aspects of the programme with respect to environmental sustainability, Interpeace and Cyprus 2015 will continue to use measures that reduce the impact of the project on the environment. These include the use of conference calls rather than physically travelling for members of the team to meet (given the fact that the team is geographically spread across the island, and Interpeace's base of support is also off the island), use of electronic publication dissemination in lieu of hard copy publications, and inhabiting office space built to modern energy standards, which is much more energy efficient than many buildings in Nicosia.

	Environmental Considerations
Outcome	Reduced impact of project on environment
Output 1	Limiting unnecessary travel through the use of video conferencing and other ways to connect physical distances without resorting to planes and automobiles
Output 2	Electronic publications in lieu of hard copy publishing (environmentally friendly from both the publishing and distribution aspects) Less energy consumption by occupying a modern, energy efficient office space

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
Inter-communal think tank mechanism incorporated into the policy making process and public discourse in Cyprus				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Conclusions from polling and Cyprus 2015 research discussed by the leadership and wider public.				
Baseline 1: 2 reports on hopes and fears and sustainable development shared with the leadership –3 polls designed and analysed in collaboration with the leadership				
Baseline 2: Cyprus 2015 results have received extensive media coverage and continue to be referenced as a legitimate source of information for public discussion				
Target 2011	Target 2012	Target 2013		
1 policy level recommendation discussed with the leadership and presented in the public arena	3 policy level recommendation discussed with the leadership and presented in the public arena	5 policy level recommendation discussed with the leadership and presented in the public arena		
Applicable MYFF Service Line: N/A				
Partnership Strategy: Cyprus 2015 will continue to engage with the act partners, individually and collectively within the “peace it together” network, through mutually beneficial roles. The team will meet with each of the partners within the first three months of the project to develop a specific plan of collaboration and communications. Given the significant number of outreach and dissemination activities that Cyprus 2015 will carry out throughout the programme, the team will also use these opportunities to invite relevant partners. The project will be guided by the steering committee made up of UNDP, Interpeace, the project manager, and the project advisors.				
Project title and ID (ATLAS Award ID): Cyprus 2015				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YRS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS ⁷
OUTPUT 1: BETTER INFORMED PUBLIC ENGAGED IN RECONCILIATION EFFORTS Baseline: 1.1 3 polls have been produced to gauge public awareness and views and relay them to the Leadership 1.2 Public has had exposure to <i>Hopes and Fears & Sustainable Development</i> but have not been exposed to what its broader implications could be for the negotiations and post-solution Cyprus. Also: Public dissemination and	<u>Targets (Year 1)</u> 1.1: <i>Trust surveys reveal that 40% of respondents feel they as an individual have a strong voice in the ongoing peace process</i> 1.2: <i>100 Positive Media Mentions (in both communities) of key policy recommendations</i> <u>Targets (Year 2)</u> 1.1: <i>Trust surveys reveal that 60% of respondents feel they as an individual have a strong voice in the ongoing peace process</i> 1.2: <i>100 Positive Media Mentions (in both communities) of key</i>	Activity Result 1.1: General public is better informed and increasingly engaged in public debates over constructive and forward-looking policy options Action 1.1.1 Conduct Public Opinion Poll on Security & Energy and Property & Territory issues Action 1.1.2 Disseminate Policy Briefing Papers through the media (newspapers, radio stations, TV stations). Action 1.1.3 Disseminate Final Policy Report (including polling data) through the media (newspapers, radio stations, TV stations).	<i>Cyprus 2015 project Team</i>	<i>Human Resources, Print production, Polling services</i> 1.1: € 105,540 (US\$ 150,771): - 1.1.1: € 53,602 -1.1.2: € 25,202 -1.1.3: € 26,736

⁷ US\$ amounts calculated using UNORE for August 2011 = 0.7

<p>awareness of policy briefings has not been pursued in areas of Security and Property</p> <p>Indicators:</p> <p>1.1 Number of people in Trust surveys who state: “I believe that as an individual, I have a strong voice in the ongoing peace process”</p> <p>1.2 Increase in spontaneous media coverage of Cyprus 2015 policy recommendations</p>	<p><i>policy recommendations</i></p>	<p>Activity Result 1.2:</p> <p>The general public is increasingly aware, and begins to actively support, recommendations produced from prior phase of Cyprus 2015 (‘Solving the Cyprus Problem: Hopes and Fears’ and ‘Sustainable Development in Cyprus: Challenges and Opportunities’ Documentaries and Reports)</p> <p>Action 1.2.1</p> <p>Disseminate the two documentaries & reports through the media (newspapers, radio stations, TV stations)</p>		<p>1.2: € 47073 (US\$ 67,247):</p> <p>1.2.1 € 47,073</p>
SUBTOTAL OUTPUT 1				€152,613 (US\$218,019)
<p>OUTPUT 2: KEY ACTORS WORKING TOGETHER TO CREATE AN INCLUSIVE ENVIRONMENT FOR RECONCILIATION</p> <p>Baseline:</p> <p>2.1 Little to no evidence that participatory processes coupled with research are being included in the negotiation discourse or among the international actors with access to the negotiations</p> <p>2.2 No bi-communal think tank institution of this nature currently exists</p> <p>Indicators:</p> <p>2.1 # of Cyprus 2015 recommendations endorsed by the Leadership</p> <p>2.2 # of key Cypriot decision-makers approaching the think-tank for advice</p>	<p><u>Targets (Year 1)</u></p> <p>2.1: Cyprus 2015 recommendations endorsed by the Leadership and/or other key decision-makers</p> <p>2.2: 5 key Cypriot decision-makers approach the Cyprus 2015 project for a briefing</p> <p><u>Targets (Year 2)</u></p> <p>2.1: 2 of the recommendations endorsed in the previous year implemented.</p> <p>2.2: The Think Tank receives 5 formal requests for its opinion from the Leadership and/or other key decision-makers</p>	<p>Activity Result 2.1:</p> <p>Policy makers from both communities are successfully collaborating on the basis of objective research.</p> <p>Action 2.1.1</p> <p>Conduct consultation with policy makers and other high-level stakeholders from both communities to design the poll and analyse findings</p> <p>Action 2.1.2</p> <p>Engage mono-communal working groups in dialogue specific to the issues of security and property (one for security and one for property for each community – 4 total), with intra-communal dialogue at strategic times.</p> <p>Action 2.1.3</p> <p>Production of 10-15 interim policy briefings on key aspects of the Cyprus Issue, based on research, dialogue with policy makers, and discourse among the working groups.</p> <p>Action 2.1.4</p> <p>Production of an evidence based and objective policy report on key aspects of the Cyprus Issue, based on the culmination of the policy briefings, research, dialogue with policy makers and discourse among the working groups</p> <p>Action 2.1.5.</p>	<p><i>Cyprus 2015 project Team, Working Groups, Opinion Leaders, International Stakeholders</i></p>	<p><i>Human Resources, Print production, Polling services, Event Management, Travel, Facilitation Services</i></p> <p>2.1: € 320,921 (US\$ 458,459):</p> <p>-2.1.1: € 74,346</p> <p>-2.1.2: € 78,006</p> <p>-2.1.3: € 137,767</p> <p>-2.1.4: € 30,802</p> <p>-2.1.5: Included above</p>

		<p>Conduct private presentations of ‘Solving the Cyprus Problem: Hopes and Fears’ and ‘Sustainable Development in Cyprus: Challenges and Opportunities’ Documentaries and Reports to key policy makers</p> <p>Activity Result 2.2: Greater awareness by key international actors of key results from both Phase I and Phase II.</p> <p>Action 2.2.1 Consultation process with key international stakeholders directly involved in or affected by the negotiations (international stakeholders from Turkey, Greece, USA and Brussels-EU)</p> <p>Activity Result 2.3: Independent inter-communal think tank registered</p> <p>Action 2.3.1 Assess all possible options for the establishment of an inter-communal institution</p> <p>Action 2.3.2 Register inter-communal institution, open institutional accounts, and put all institutional systems in place</p> <p>Activity Result 2.4: Phase II successfully concluded under the ownership and management of a fully functional inter-communal institution.</p> <p>Action 2.4.1 Conduct UN assessment, and facilitate transfer of grantee status</p> <p>Action 2.4.2 Raise funds for post-Phase II programme of work to ensure sustainability and continuity</p>		<p>2.2: Included above</p> <p>2.3: € 19,602 (US\$ 28,003): Included above-2.3.1: €19,602 -2.3.2 Included above</p> <p>2.4: € 12,247 (US\$ 17,496): -2.4.1: € 12,247 -2.4.2: Included above</p>
SUBTOTAL OUTPUT 2				€352,770 (US\$503,957)
PROJECT TOTAL				€ 505,383 (US\$721,976)

V. ANNUAL WORK PLAN BUDGET SHEET

YEAR 1: 2011 - 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME								RESPONSIBLE PARTY	PLANNED BUDGET		
		2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013 Q1	2013 Q2		Funding Source	Budget Description	Amount
Output 1: BETTER INFORMED PUBLIC ENGAGED IN RECONCILIATION EFFORTS Baseline: 1.1 3 polls have been produced to gauge public awareness and views and relay them to the Leadership 1.2 Public has had exposure to <i>Hopes and Fears & Sustainable Development</i> but have not been exposed to what its broader implications could be for the negotiations and post-solution Cyprus. Also: Public dissemination and awareness of policy briefings has not been pursued in areas of Security and Property	Activity Result 1.1: General public is better informed and increasingly engaged in public debates over constructive and forward-looking policy options									Cyprus 2015	UNDP-ACT	Activity 1.1: € 52,770: -1.1.1: €26,801.00 -1.1.2: €12,601.00 -1.1.3: €13,368	
	Action 1.1.1 Conduct Public Opinion Poll on Security & Energy and Property & Territory issues					X							
	Action 1.1.2 Disseminate Policy Briefing Papers through the media (newspapers, radio stations, TV stations).	X	X	X									
	Action 1.1.3 Disseminate Final Policy Report (including polling data) through the media (newspapers, radio stations, TV stations).												
Indicators: 1.1 Number of people in Trust surveys who state: <i>"I believe that as an individual, I have a strong voice in the ongoing peace process"</i> 1.2 Increase in spontaneous media coverage of Cyprus 2015 policy recommendations	Activity Result 1.2: The general public is increasingly aware, and begins to actively support, recommendations produced from prior phase of Cyprus 2015 ('Solving the Cyprus Problem: Hopes and Fears' and 'Sustainable Development in Cyprus: Challenges and Opportunities' Documentaries and Reports)									Cyprus 2015	UNDP-ACT	1.2: €23,536.5 -1.2.1: €23,536.5	
	Action 1.2.1 Disseminate the two documentaries & reports through the media (newspapers, radio stations, TV stations)	X	X	X									

	Action 2.2.1 Consultation process with key international stakeholders directly involved in or affected by the negotiations (international stakeholders from Turkey, Greece, USA and Brussels (EU))			X	X								
	Activity Result 2.3: Independent inter-communal think tank registered									Cyprus 2015			2.3: €9,801.00 -2.3.1: 9,801 -2.3.2: Included above
	Action 2.3.1 Assess all possible options for the establishment of an inter-communal institution	X	X	X	X						UNDP- ACT		
	Action 2.3.2 Register inter-communal institution, open institutional accounts, and put all institutional systems in place					X							
	Activity Result 2.4: Phase II successfully concluded under the ownership and management of a fully functional inter-communal institution.									Cyprus 2015	UNDP- ACT		2.4: €6,123.5 -2.4.1: € 6,123.5 -2.4.2: Year 2
	Action 2.4.1 Conduct UN assessment, and facilitate transfer of grantee status					x							
	Action 2.4.2 Raise funds for post-Phase II programme of work to ensure sustainability and continuity					x	x	x	x				
TOTAL YEAR 1												€252,691.50 \$360,988.00	

YEAR 2: 2012 - 2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME								RESPONSIBLE PARTY	PLANNED BUDGET		
		2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013 Q1	2013 Q2		Funding Source	Budget Description	Amount
<p>Output 1: BETTER INFORMED PUBLIC ENGAGED IN RECONCILIATION EFFORTS</p> <p>Baseline:</p> <p>1.1 3 polls have been produced to gauge public awareness and views and relay them to the Leadership</p> <p>1.2 Public has had exposure to <i>Hopes and Fears & Sustainable Development</i> but have not been exposed to what its broader implications could be for the negotiations and post-solution Cyprus.</p> <p>Also: Public dissemination and</p>	<p>Activity Result 1.1: General public is better informed and increasingly engaged in public debates over constructive and forward-looking policy options</p> <p>Action 1.1.1 Conduct Public Opinion Poll on Security & Energy and Property & Territory issues</p> <p>Action 1.1.2 Disseminate Policy Briefing Papers through the media (newspapers, radio stations, TV stations).</p> <p>Action 1.1.3 Disseminate Final Policy Report (including polling data) through the media (newspapers, radio stations, TV stations).</p>						X	X		Cyprus 2015	UNDP-ACT		<p>1.1: € 52,770:</p> <p>-1.1.1: €26,801.00</p> <p>-1.1.2: €12,601.00</p> <p>-1.1.3: €13,368.00</p>
								X	X				

<p>awareness of policy briefings has not been pursued in areas of Security and Property</p> <p>Indicators:</p> <p>1.1 Number of people in Trust surveys who state: <i>"I believe that as an individual, I have a strong voice in the ongoing peace process"</i></p> <p>1.2 Increase in spontaneous media coverage of Cyprus 2015 policy recommendations</p>	<p>Activity Result 1.2:</p> <p>The general public is increasingly aware, and begins to actively support, recommendations produced from prior phase of Cyprus 2015 ('Solving the Cyprus Problem: Hopes and Fears' and 'Sustainable Development in Cyprus: Challenges and Opportunities' Documentaries and Reports)</p> <p>Action 1.2.1 Disseminate the two documentaries & reports through the media (newspapers, radio stations, TV stations)</p>									Cyprus 2015		<p>1.2: € 23,536.5</p> <p>-1.2.1: €23,536.50</p>
<p>OUTPUT 2: KEY ACTORS WORKING TOGETHER TO CREATE AN INCLUSIVE ENVIRONMENT FOR RECONCILIATION</p> <p>Baseline:</p> <p>2.1 Little to no evidence that participatory processes coupled with research are</p>	<p>Activity Result 2.1:</p> <p>Policy makers from both communities are successfully collaborating on the basis of objective research.</p> <p>Action 2.1.1 Conduct consultation with policy makers and other high-level stakeholders from both communities</p>							X		Cyprus 2015	UNDP-ACT	<p>2.1: € 160,460.5:</p> <p>-2.1.1: €37,173.00</p> <p>-2.1.2: €39,003.00</p> <p>-2.1.3: €68,883.50</p> <p>-2.1.4: €15,401.00</p> <p>-2.1.5: Included Above</p>

	<p>working groups</p> <p>Action 2.1.5. Conduct private presentations of 'Solving the Cyprus Problem: Hopes and Fears' and 'Sustainable Development in Cyprus: Challenges and Opportunities' Documentaries and Reports to key policy makers</p>																				
	<p>Activity Result 2.2: Greater awareness by key international actors of key results from both Phase I and Phase II.</p> <p>Action 2.2.1 Consultation process with key international stakeholders directly involved in or affected by the negotiations (international stakeholders from Turkey, Greece, USA and Brussels (EU))</p>									Cyprus 2015		UNDP-ACT								2.2: Included Above	
	<p>Activity Result 2.3: Independent inter-communal think tank registered</p> <p>Action 2.3.1 Assess all possible options for the establishment of</p>									Cyprus 2015		UNDP-ACT								<p>2.3: €9,801</p> <p>-2.3.1: 9,801</p> <p>-2.3.2: Completed in Year 1</p>	

	<p>an inter-communal institution</p> <p>Action 2.3.2 Register inter-communal institution, open institutional accounts, and put all institutional systems in place</p>																					
	<p>Activity Result 2.4: Phase II successfully concluded under the ownership and management of a fully functional inter-communal institution.</p> <p>Action 2.4.1 Conduct UN assessment, and facilitate transfer of grantee status</p> <p>Action 2.4.2 Raise funds for post-Phase II programme of work to ensure sustainability and continuity</p>										Cyprus 2015	UNDP-ACT								<p>2.4: €6,123.5 -2.4.1: Year 1 -2.4.2: 6,123.5</p>		
TOTAL YEAR 2																					<p>€252,691.50 \$360,988.00</p>	
GRAND TOTAL																					<p>Year 1 and Year 2: €505,383 \$721,976</p>	



VI. MANAGEMENT ARRANGEMENTS

V1. INTRODUCTION

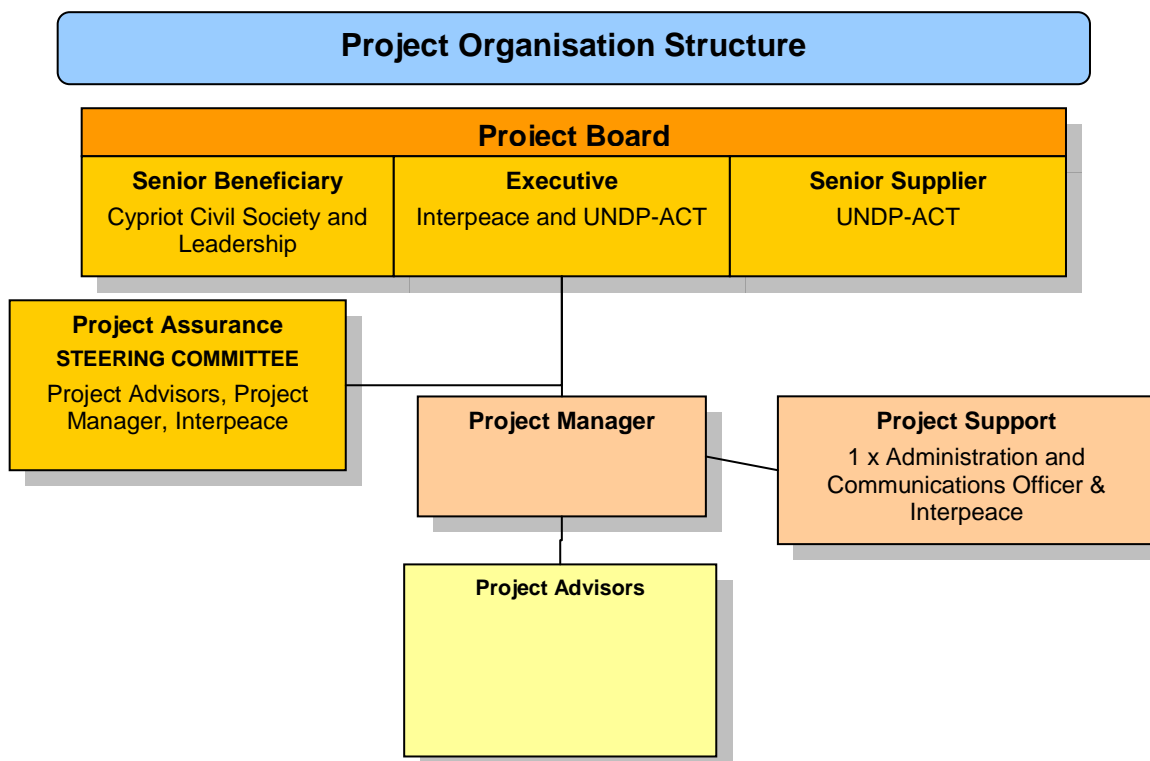
The project will be guided by the Steering Committee made up of UNDP, Interpeace, the Project Manager, and the Project Advisors. This level of the organizational structure is to provide strategic guidance and oversight. Given both the Grantor and the Grantee are included in this level, issues of divergence can be addressed at the strategic level throughout the project. The Steering Committee will remain intact for the entirety of the project.

The implementation of the project will be the contractual obligation of Interpeace in the first year and will transfer to the newly established bi-communal Cypriot institution in the second year. The implementing partner will have the responsibility to ensure that the project is implemented as designed (ProDoc) but also as strategically guided by the steering committee. In cases where the Steering Committee is advising to deviate from the contractual program of work, an official request for an amendment will be submitted by the implementing partner to UNDP. The transfer of roles from Interpeace to the newly formed inter-communal institution will occur in year two in coordination with the contracting authority, UNDP.

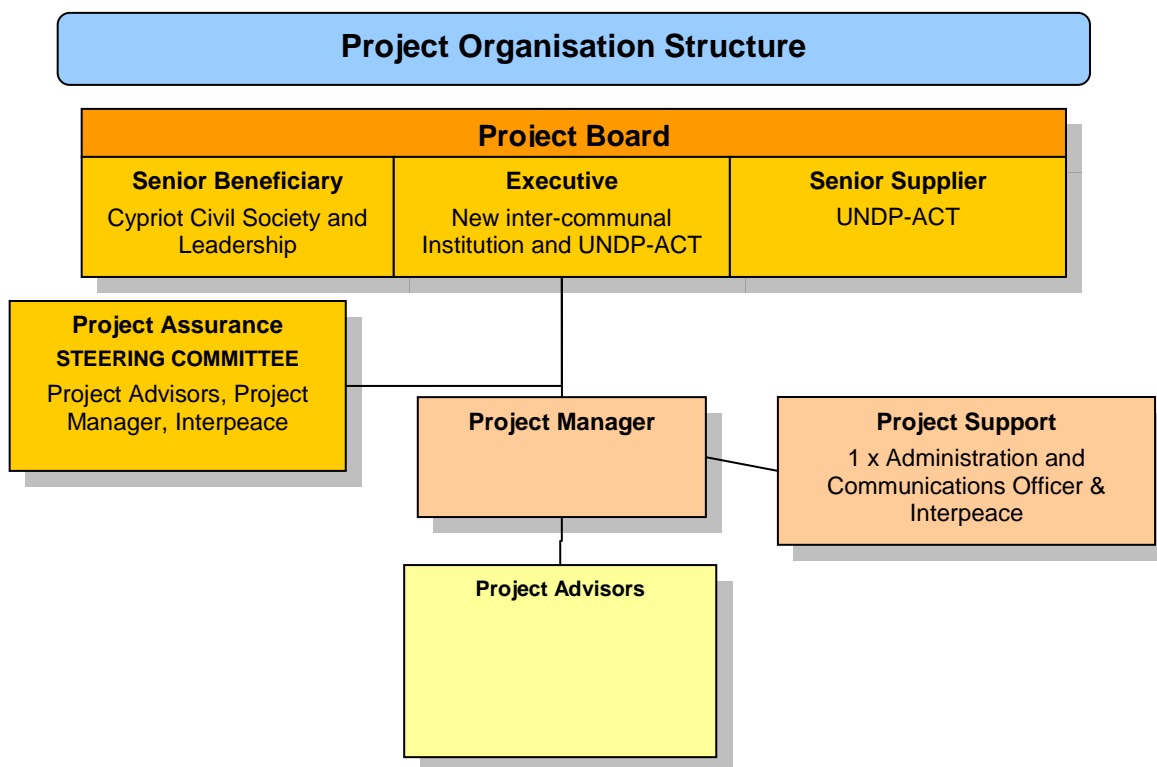
V2. PROJECT ORGANISATION FLOWCHART

The project implementation team will be guided by the Project Manager, who will have project management oversight. The four Project Advisors, will navigate the political space, decide on briefings and report content, and carry out a significant amount of the research. The implementation team is rounded off by an Administration and Communications Officer who will carry out daily administrative tasks (including logging all expenses into the Quickbooks financial system) and also provide support with the implementation of the communications strategy.

V2.1 Year 1



V2.2 Year 2



V3. TERMS OF REFERENCE FOR CORE PROJECT FUNCTIONS

V3.1 Project Steering Committee

TOR:

- The main intent of this committee is to provide strategic guidance to the implementers throughout the project.
- This committee does not have contractual authority but given its make-up and the values and principles of each of the members included, it is anticipated that this group will guide the project through a consensus orientation.
- This committee will meet no less than quarterly.

Composition:

- Project Advisors
- Project Manager
- Interpeace



V 3.2 Focal Point within implementing organisations

TOR:

- The Focal Point will represent the institution contractually obligated to carry out the project.
- The Focal Point will be responsible for ensuring the guidance of the Steering committee is integrated into the project delivery.
- The Focal Point will be responsible for monitoring the progress of the project and ensuring all reporting obligations are met.

Composition:

- Interpeace programme officer (1st year)
- New Inter-communal Institution Project Manager (2nd year)

V 3.3 Project Team

Composition:

- 1 x Project Manager
 - 3 x Project Advisors
- 1 x Administration and Communications Officer

V 3.4 Project Manager

TOR (see Annex for expanded TOR):

- Work-plan management and administration
- Communications, advocacy and outreach
- Collaboration with other projects in the context of the 'Peace it together network'
- Development and set-up of institutional capacity through a new inter-communal institution.

V 3.5 Project Advisors

TOR:

- Political space management
- Writing of policy briefs
- Finalising poll questionnaire and policy report
- Participating in working group meetings, outreach events, and other consultative and participatory processes which will be organized by the Project team
- Taking responsibility over media presentations, with the support of the project team
- Participate in overseas external stakeholder meetings
- Other duties necessary for the successful completion of the project as determined by the Project Manager



V 3.6 Administration and Communications Officer

TOR:

- Provide administrative and financial reporting support to the Project Manager
- Provide logistical support for the project as directed by the Project Manager.
- Play a key supportive role in carrying out the communications strategy plan developed by an external consultant.
- Other duties as assigned by the Project Manager

V4. STRATEGY FOR COMMUNICATING WITH ACT PARTNERS

Cyprus 2015 will continue to engage with the act partners, individually and collectively within the “peace it together” network, through mutually beneficial roles as articulated in table the table below. The team will meet with each of the partners within the first three months of the project to develop a specific plan of collaboration and communications. Given the significant number of outreach and dissemination activities that Cyprus 2015 will carry out throughout the programme, the team will also use these opportunities to invite relevant partners (all those within the peace it together network), thus ensuring active communication and coordination through the program delivery itself. Cyprus 2015 will also make all efforts to attend the events and activities of other act partners when invited.

Matrix of mutual project support and synergies

Partner Name	Role of partner in this project	Role of this initiative in the partner's projects ^a
ENGAGE	Support with developing a civil society network for outreach and dissemination	Assistance with accessing track 1
Interdependence	Collaboration to implement aspects of work related to sustainable development	
CCMC	A/V support	Collaboration to provide trainings through CCMC to other NGOs, in relation to accessing track 1 and developing research methodology
MIDE	Support with developing educationally sound approaches to the dissemination of project findings	Collaboration for the production and reviewing of MIDE policy briefs
Youth Activism	Access to youth groups for outreach and participation in the research process	Assistance with accessing track 1 and with polling research methodology
Future Together	Collaboration to implement aspects of work related to sustainable development	



VII. MONITORING AND EVALUATION FRAMEWORK

VI.1 OVERVIEW

The monitoring process will be integrated into the overall project implementation recognizing that the incremental approach to raising awareness and ensuring findings from the work penetrate into the public and political discourses. Each briefing paper will be tracked both in terms of the extent of dissemination and evidence that the dissemination leads to visible interest and demonstrated buy-in. Given that some of the evidence of interest in the briefing papers and the research report will be anecdotal, efforts will be made to recognize the qualitative nature of the evidence and the links between anecdotal evidence and broader trends (noting attribution may still need to be limited). Continuous monitoring of the media with follow-up strategy will be recorded to see if deepening trends emerge rather than one-off acknowledgements.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

VI.2 WITHIN THE ANNUAL CYCLE

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- Monthly Reports to Interpeace from project team.

VI.3 ANNUALLY

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level. *Annual Reports to UNDP-ACT from Interpeace (yr 1) and the newly formed institution (yr 2).*
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last

year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. *Annual Project Reviews by Interpeace (yr 1) and the newly formed institution (yr 2).*

VI.4 OUTPUT INDICATORS

Output	Baseline	Indicators	Annual Targets	Means of verification and responsible party	Date(s) of assessment
OUTPUT 1: BETTER INFORMED PUBLIC ENGAGED RECONCILIATION EFFORTS	<p>1.1: 3 polls have been produced to gauge public awareness and views</p> <p>1.2: Public has had exposure to <i>Hopes and Fears & Sustainable Development</i> but have not been exposed to what its broader implications could be for the negotiations and post-solution Cyprus</p> <p>Also: Public dissemination and awareness of policy briefings has not been pursued in areas of Security and Property</p>	<p>1.1 Number of people in Trust surveys who state: "I believe that as an individual, I have a strong voice in the ongoing peace process"</p> <p>1.2 Increase in spontaneous media coverage of Cyprus 2015 policy recommendations</p>	<p><u>Year 1:</u></p> <p>1.1 <i>Trust surveys reveal that 40% of respondents feel they as an individual have a strong voice in the ongoing peace process</i></p> <p>1.2 <i>100 Positive Media Mentions (in both communities) of key policy recommendations</i></p> <p><u>Year 2:</u></p> <p>1.1 <i>Trust surveys reveal that 60% of respondents feel they as an individual have a strong voice in the ongoing peace process</i></p> <p>1.2 <i>100 Positive Media Mentions (in both communities) of key policy recommendations</i></p>	<p>-Quarterly Reports prepared by Project Implementation Team.</p> <p>-Trust survey results</p> <p>-Qualitative and quantitative media analysis</p>	<p>Quarterly Reporting submission dates</p>
OUTPUT 2: KEY ACTORS WORKING TOGETHER TO CREATE AN INCLUSIVE ENVIRONMENT FOR RECONCILIATION	<p>2.1 Little to no evidence that participatory processes coupled with research are being included in the negotiation discourse or among the international actors with access to the negotiations</p> <p>2.2 No bi-communal think tank institution of this nature currently exists</p>	<p>2.1 # of Cyprus 2015 recommendations endorsed by the Leadership</p> <p>2.2 # of key Cypriot decision-makers approaching the think-tank for advice</p>	<p><u>Targets (Year 1)</u></p> <p>2.1 <i>Cyprus 2015 recommendations endorsed by the Leadership and/or other key decision-makers</i></p> <p>2.2 <i>5 key Cypriot decision-makers approach the Cyprus 2015 project for a briefing</i></p> <p><u>Targets (Year 2)</u></p> <p>2.1: <i>2 of the recommendations endorsed in the previous year implemented.</i></p> <p>2.2: <i>The Think Tank receives 5 formal requests for its opinion from the Leadership and/or other key decision-makers</i></p>	<p>Quarterly Reports prepared by Project Implementation Team</p>	<p>Quarterly Reporting submission dates</p>

VI.5 QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: BETTER INFORMED PUBLIC ENGAGED IN RECONCILIATION EFFORTS		
Activity Result 1 (Atlas Activity ID)	Activity Result 1.1: General public is better informed and increasingly engaged in public debates over constructive and forward-looking policy options	Start Date: Dec 2011 End Date: Mar 2013
Purpose		
Description	Action 1.1.1 Conduct Public Opinion Poll on Security & Energy and Property & Territory issues Action 1.1.2 Disseminate Policy Briefing Papers through the media (newspapers, radio stations, TV stations). Action 1.1.3 Disseminate Final Policy Report (including polling data) through the media (newspapers, radio stations, TV stations).	
Quality Criteria	Quality Method	Date of Assessment
Statistical robustness	Independent expertise validation of statistical soundness of poll	At the conclusion of the poll (est. for Oct 2012)
40 media mentions of key policy recommendations each year	Documented evidence from media, interviews, etc.	Throughout
Qualitative analysis of media mentions with respect to broader public awareness	Sound analysis of the impact of the mentions on broader public awareness due to media mentions	Throughout
Activity Result 2 (Atlas Activity ID)	Activity Result 1.2: The general public is increasingly aware, and begins to actively support, recommendations produced from prior phase of Cyprus 2015 ('Solving the Cyprus Problem: Hopes and Fears' and 'Sustainable Development in Cyprus: Challenges and Opportunities' Documentaries and Reports)	Start Date: December 2011 End Date: June 2013
Purpose		
Description	Action 1.2.1 Disseminate the two documentaries & reports through the media (newspapers, radio stations, TV stations)	
Quality Criteria	Quality Method	Date of Assessment
# of mentions in television, radio and newspaper	Documented evidence from media, interviews, etc.	Throughout
Qualitative analyses of mentions	Sound analysis of the impact of the mentions/citations of work by key actors involved in negotiations or post-negotiations	Throughout
OUTPUT 2: KEY ACTORS WORKING TOGETHER TO CREATE AN INCLUSIVE ENVIRONMENT FOR RECONCILIATION		
Activity Result 3 (Atlas Activity ID)	Activity Result 2.1: Policy makers from both communities are successfully collaborating on the basis of objective research.	Start Date: Oct 2011 End Date: Mar 2013
Purpose		
Description	Action 2.1.1 Conduct consultation with policy makers and other high-level stakeholders from both communities to design the poll and analyse findings Action 2.1.2 Engage mono-communal working groups in dialogue specific to the issues of security and property (one for security and one for property for each community – 4 total), with intra-communal dialogue at strategic times. Action 2.1.3 Production of 10-15 interim policy briefings on key aspects of the Cyprus Issue, based on research, dialogue with policy makers, and discourse among the working groups. Action 2.1.4 Production of an evidence based and objective policy report on key aspects of the Cyprus Issue, based on the culmination of the policy briefings, research, dialogue with policy makers and discourse among the working groups Action 2.1.5. Conduct private presentations of 'Solving the Cyprus Problem: Hopes and Fears' and 'Sustainable Development in Cyprus: Challenges and Opportunities' Documentaries and Reports to key policy makers	



Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> 20 key Cypriot actors (from both communities) briefed on the products of the project 	Documented evidence from media, interviews, etc.	Throughout
<ul style="list-style-type: none"> 5 key Cypriot Actors (from both communities) working to implement policy considerations of the project 	Documented evidence from media, interviews, etc.	Throughout
Activity Result 2 (Atlas Activity ID)	Activity Result 2.2: Greater awareness by key international actors of key results from both Phase I and Phase II.	Start Date: February 2012 End Date: June 2012
Purpose		
Description	Action 2.2.1 Consultation process with key international stakeholders directly involved in or affected by the negotiations (international stakeholders from Turkey, Greece, USA and Brussels (EU))	
Quality Criteria	Quality Method	Date of Assessment
20 key Cypriot actors (from both communities) briefed on the products of the project	Documented evidence from media, interviews, etc.	Throughout
Activity Result 3 (Atlas Activity ID)	Activity Result 2.3: Independent inter-communal think tank registered	Start Date: Oct 2011 End Date: May 2013
Purpose		
Description	Action 2.3.1 Assess all possible options for the establishment of an inter-communal institution Action 2.3.2 Register inter-communal institution, open institutional accounts, and put all institutional systems in place	
Quality Criteria	Quality Method	Date of Assessment
Institutional registration (fully registered and legal)	Document review, legal opinion	No later than September 2012
Activity Result 2 (Atlas Activity ID)	Activity Result 2.4: Phase II successfully concluded under the ownership and management of a fully functional inter-communal institution.	Start Date: June 2012 End Date: December 2012
Purpose		
Description	Action 2.4.1 Conduct UN assessment, and facilitate transfer of grantee status Action 2.4.2 Raise funds for post-Phase II programme of work to ensure sustainability and continuity	
Quality Criteria	Quality Method	Date of Assessment
Certificate of compliance with UN institutional assessment process	UN Documentation	December 2012 (latest)
Signed agreement between UNDP and Cypriot institution	Agreement between Cypriot institution and UNDP verified	December 2012 (latest)



VIII. LEGAL CONTEXT

The project document shall be the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

IX. ANNEXES

ANNEX 1 - RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability (from 1=low to 5=high)	Countermeasures / Mngt response	Owner
1	The willingness of all tracks to engage in the process and contribute to a solution	July 2011	Strategic, Political	P=3 I=2	The project will continue engaging directly with the track 1 actors to ensure their interest and support to the project.	Cyprus 2015
2	Even if impartial and objective, the project deals with sensitive issues. It will attract the attention of political actors and the media.	July 2011	Strategic, Operational	P=4 I=2	The team will be sensitive to the prevailing climate and will address challenges on an ad-hoc basis. However, the project will not lose sight of the key objective of supporting Cypriots in their efforts to deepen a healthy and robust democratic debate about the future direction of Cyprus and its two communities.	Cyprus 2015
3	The negotiation process between political authorities of both communities towards the peaceful resolution of the Cyprus problem could break down.	July 2011	Political, Strategic, Operational	P=3 I=2	Even if the negotiation process breaks down the need for the type of processes supported by the project will continue. In this new context, the project will continue to contribute to the engagement of wider sectors of Cypriot society in constructive debate and dialogue to develop alternative options for the new challenges ahead.	Cyprus 2015
4	Financial sustainability of the project beyond this funding.	July 2011	Financial, Operational	P=3 I=2	The sustainability strategy is strong, however, even if future funds are not available, this work will stand alone and have the desired impact even without sustained presence beyond 2013	Cyprus 2015



ANNEX 2 –DETAILED TERMS OF REFERENCE FOR KEY FUNCTIONS

Project Manager:

The Project Manager is responsible for providing functional oversight for the second phase of the 2015 Initiative. This oversight will focus on both the programmatic process and the administrative needs of the project. The Project Manager shall answer to the Implementing Partner, Interpeace, in the first year. The Project Manager will also be responsible for setting up at least twice-annual meetings with the steering committee and providing a full briefing of the progress of the project. The Project Manager will be the direct line supervisor of the Administration and Communications Officer. In addition, the following responsibilities also fall under the Project Manager:

Specific Responsibilities

1. Project Management

- 1.1. Provide oversight and follow-up on all project work-plans, budgets and substantive/financial reporting, including revisions in the Project Document, the work plans and the budgets.
- 1.2. Oversee the provision of logistical support for all members of the project team, including work group meetings, public facilitations, travel abroad, etc.
- 1.3. Liaise with Interpeace on all aspects of the project as the focal point for the project.
- 1.4. Oversee the communications, advocacy, and outreach strategies that emerge through direct supervision of Administration and Communications Officer.

2. Substantive (Research) Support

- 2.1. Collaborate with the Project Advisor overseeing research and implementation in Greek Cyprus to ensure the burden of research is spread beyond the sole Greek Cypriot project advisor. Research and other program specific support will constitute up to 50% of the time.
- 2.2. Ensure balance and coordination between the inter-communal work.
- 2.3. Focal point for collaboration with other initiatives within the Peace It Together network.

3. Administration and Finance

- 3.1. Oversee the responsibilities of the Administration and Communications Officer with respect to the effective financial management of the project.
- 3.2. Incorporate all financial reporting into internal and external reporting as required.
- 3.3. Directly oversee the establishment of the inter-communal institution and ensure all necessary systems are in place prior to the assessment of UNDP and the handover of the Agreement from Interpeace to the new institution.

4. Human Resource

- 4.1. Manage all recruitment and induction processes for the project;
- 4.2. Develop more specific terms of reference for each member of the implementation team and ensure they are updated/revised as necessary,



ANNEX 3 –SPECIAL CLAUSES

In accordance with UNDP Rules and Regulations, the implementing partner who will be contracted for this project in the first year will be Interpeace as outlined in the “Management Arrangements” section of this project document on page 26:

The implementation of the project will be the contractual obligation of Interpeace in the first year and will transfer to the newly registered and established bi-communal Cypriot-led institution in the second year.

At the end of the first year, a contract will be signed with the registered Cypriot-led institution and this will be contingent upon the outcome of a full capacity assessment.