

**PROJECT DOCUMENT FORMAT
FOR NON-CPAP COUNTRIES OR PROJECTS OUTSIDE A CPAP**

UNITED NATIONS DEVELOPMENT PROGRAMME

Country: CYPRUS (UNDP-ACT)

Project Title: INTERDEPENDENCE

UNDAF Outcome(s)/Indicator(s):	N/A
Expected CP Outcome(s)	N/A
Expected Outcome/ Indicator:	<p>OUTCOME: Reinforcing, fostering and nurturing the economic interdependence between the two communities in Cyprus and contributing in this way to the efforts for economic integration of the two communities and ultimately the solution of the Cyprus Problem.</p> <p><i>INDICATOR:</i> Increased volume of trade in goods and services between the two communities and increased number of long-term inter-communal business partnerships. Also increasing the awareness of both the business sector and the public at large of the benefits of economic integration and the importance of economic interdependencies for the sustainable development of a united Cyprus and a peaceful and prosperous future for all its people.</p>
Expected Outputs	<p>OUTPUT 1: Assessment of current economic interdependence between the two communities and recommendations for reinforced economic convergence (based on two scenarios: solution or delayed solution), taking into consideration the opportunities that will be presented by the solution to the Cyprus problem.</p> <p>OUTPUT 2: Recommendations from Output 1 fed into a framework for a joint economic development strategy</p> <p>OUTPUT 3: Bi-communal business partnerships established and enhancing the volume of trade between the two communities</p> <p>OUTPUT 4: Public awareness campaign mainstreamed across the other three outputs.</p>
Executing Entity:	UNDP-ACT
Implementing agencies:	Turkish Cypriot Chamber of Commerce and Cyprus Chamber of Commerce and Industry

BRIEF DESCRIPTION

This project will contribute to reunification through an increase in intra-island trade/business cooperation and the enhancement of economic interdependence, encouraging cooperative planning to benefit the economy island-wide, creating more opportunities for partnerships, and helping the business communities in each community to identify and understand new and existing interdependent economic relationships. In this direction it will capitalize on all relevant projects/studies/surveys that have been conducted to date but will also significantly build on them and undertake to implement a range of new activities/schemes/measures in order to achieve its objectives. There are four major groups of interventions/activities. These are:

- Assessment of current economic interdependence between the two communities and recommendations for its further reinforcement
- Drafting of propositions for a joint economic development plan
- Establishment of bi-communal business partnerships and enhancement of the volume of trade between the two communities
- Conduct of a public awareness campaign (mainstreamed across the other three activity groups)

<p>For UNDP purposes only</p> <p>Programme Period: October 2005-September 2011</p> <p>Key Result Area (SP):</p> <p>Project Title: Interdependence</p> <p>ATLAS Award ID: 00051043</p> <p>ATLAS Project ID: 00063365</p> <p>Project Duration: 01/01/09 to 30/09/11</p> <p>PAC meeting date:</p> <p>Management Arrangement: Two implementing agencies</p>	<p>For UNDP purposes only</p> <p>Total resources required: US\$ 1,518,250</p> <p>Total Allocated resources: US\$ 1,518,250</p> <p>Government: None</p> <p>Regular: None</p> <p>Other: Donor - UNDP-ACT 85%</p> <p>In kind contributions 15% from Implementing Agencies</p> <p>Unfunded budget: US\$0</p>
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<p>Approved by PSC:</p> <p>Date:</p> <p>Signature:</p>	<p>Agreed by executing entity (UNDP-ACT):</p> <p>Date:</p> <p>Signature:</p>
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I. SITUATION ANALYSIS

State the problem to be addressed and provide a reference to the relevant outcome. References to the HDR and MDGs may also be included. Explain the institutional and legal framework and the intended beneficiaries. Provide a reference (and hypertext links) to the findings of relevant reviews or evaluations. Minimum one paragraph – suggested maximum one page.

Following the Second World War, the Peoples of Western Europe soon realized that the only way to permanently avoid future conflict was to create such a level of economic interdependence that the only way ahead would be reconciliation. Thus were laid the seeds of European Unity. On a smaller scale, the same imperative applies in Cyprus, a small island whose economy can only benefit from increased intra-island business to business partnerships. Irrespective of whatever permanent solution emerges to finally address the Cyprus question its sustainability will require a large amount of economic convergence.

In Cyprus, the UNDP-ACT sponsored projects “Cyprus Producers’ Network” and “Corporate Environmental Responsibility Survey” revealed a significant gap in terms of knowledge by producers of consumer needs in the other community. In particular, although many Greek Cypriot and Turkish Cypriot businesspeople would like to trade with the other community, they have no idea what the needs of the other community are. In addition they face difficulties in locating the right/suitable business contacts in the other community as well as a number of other problems) that hinder/make difficult the further (significant) expansion of business relations/cooperation between the two communities. There is also a number of other studies conducted in Cyprus that have produced similar results.

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II. STRATEGY

This section should detail how the project outputs will contribute to the achievement of the outcome. Explain in particular how the project will support policy development and strengthen national capacities and partnerships to ensure lasting results. Minimum one paragraph-suggested maximum one page.

Strategy

The overall strategy is to implement a series of confidence-building measures (e.g. B2B events, partnerships, seminars, business directory, trade fairs etc) while conducting in-depth research on the current state of economic interdependence on the island for its further reinforcement in all areas/sectors taking also into consideration the opportunities that will be presented from the solution of the Cyprus problem.

The confidence-building measures will lead to a more conducive environment for increased business to business contacts, whilst the research will lead to a series of recommendation on how to build on the existing economic interaction between the two communities to pave the way for reconciliation. In addition, a framework for the construction of a common development plan will be developed that will also assist and prove to be useful in the efforts for reconciliation.

A key element mainstreamed throughout the project is advocacy, and in particular presenting the research and generally the outputs in ways which are relevant to the general public in order to

The top (highest level) decision making and supervisory body of the project will be the project's Steering Committee where the three implementing Chambers will be represented at the highest level thus ensuring the full and continuous commitment of the cooperating Chambers. The project's Implementation Team will have a close and continuous interaction with the Steering Committee. Also as the research and activities progress, the Project Implementation Team will update the Steering Committee on the results and the Steering Committee will decide how to respond to this information.

Sustainability of project:

The aim of this project is to demonstrate the need for reconciliation and the big role that economic interdependencies between the two communities play in order to ensure the sustainable development of the island. The project will also seek to strengthen these interdependencies through recommendations for the future but also through the practical encouragement of partnerships/partnerships and lasting business relationships between the businesspeople and economic operators of the Greek Cypriot and Turkish Cypriot communities.

PROJECT RESULTS AND RESOURCES FRAMEWORK

Outcome:	Reinforcing, fostering and nurturing the economic interdependence between the two communities in Cyprus and contributing in this way to the efforts for integration of the two communities and ultimately the solution of the Cyprus Problem				
Indicators:	<ul style="list-style-type: none"> o Increased volume of trade in goods and services between the two communities o Increased number of long-term inter-communal business partnerships. o Increasing the awareness of both the business sector and the public at large of the benefits of economic integration and the importance of economic interdependencies for the sustainable development of a united Cyprus and a peaceful and prosperous future for all its people. 				
Key result area 2011 Strategic completed by					
Strategy:	<p>The project will be implemented by the 3 Chambers of Commerce and Industry of Cyprus, i.e. the CCCI, the TCCC and the CTCI. A project Implementation Committee will be formed to manage and implement the various tasks/activities/schemes while a Steering Committee composed of Chamber representatives at high level will be overseeing the progress of the project, give direction and approve the deliverables. The activities that concern the assessment of the current interdependence and recommendations for the future and the common development plan framework will be tendered out to consortia that will be composed of experts/consultants from both communities while the business partnership and trade initiatives and public awareness/communication campaign will be undertaken by the parent Chambers. The research and generally the outputs will be presented in ways which are relevant to the general public, in order to increase their knowledge of economic conditions for reconciliation and thus enable them to make informed choices both as consumers and citizens. The project intends to demonstrate the economic benefits to businesses and ordinary citizens of working and trading with the other community. In this direction wide use is going to be made of mass media in both communities.</p> <p>The USAID-funded programme "Economic Development and Growth for Enterprises" (EDGE) is already involved in capacity building with the chambers of commerce and was involved in the previous ACT-sponsored project "Cyprus Producers' Network", and also took part in round table discussions (monthly tri-chamber meetings) and therefore have a good knowledge of the situation. The executing entity and implementing agencies will investigate options for cooperation with EDGE, including drawing upon their additional technical capacity and experience.</p>				
Project ID (to be used by UNDP):	<ul style="list-style-type: none"> • TITLE: INTERDEPENDENCE • PROJECT ID: 00063365 • AWARD ID: 00051043 				
Outputs	Output Indicator	Output Targets for year...	Indicative Activities	Inputs	Responsible party
Extent of current interdependence between two communities and recommendations for economic reconciliation (based on two solutions or delayed working into the solution)	Extent of dissemination and impact of the realistic recommendations/measures compiled for the reinforcement of the economic interdependence between the two communities.	<ul style="list-style-type: none"> • Year 1: At least 100 participants in public information event • Year 2: Results have been disseminated to a total of 15,000 people • Year 3: Results have been disseminated to a total of 30,000 people 	Activity 1: Result: Assessment report Action: Drafting of the assessment report by the selected consortium	Drafting guidelines Existing studies Additional research Missing data production	Consortium of experts
			Activity 2 Result: Peer review Action: Review of the report by the steering committee	Review criteria Draft report Steering committee meeting	Steering Committee
			Activity 3 Result: Presentation of results	Assessment report Events services	PIT

<p>problem. No such has been in the past</p>			<p>and dissemination to all relevant stakeholders Action: Conference organisation</p>	<p>Presentations Dissemination Invitations</p>	
<p>ations from into a framework conomic t strategy. No such ation report has ced for the current</p>	<p>Number of relevant stakeholders from both communities involved in the process, extent of dissemination</p>	<ul style="list-style-type: none"> Year 1: At least 10 key stakeholders involved from each community Year 2: Results disseminated to at least 15,000 people Year 3: Results disseminated to at least 30,000 people 	<p>Activity 1 Result: Framework prepared Action: Drafting of the framework</p> <p>Activity 2 Result: Peer review Action: Review of the framework by the steering committee</p> <p>Activity 3 Result: Stakeholders informed Action: Dissemination of information to all relevant stakeholders</p> <p>Activity 4: management and monitoring</p>	<p>Report from output 1</p> <p>Review criteria Draft framework Steering committee meeting</p> <p>Final framework Dissemination</p>	<p>Expert consortium</p> <p>Steering Committee</p> <p>PIT</p>
<p>i-communal partnerships and enhancing of trade between communities (follow- s Producers' ject) i-communal partnerships have ished in the past imited in number</p>	<p>Number of participants and extent of public dissemination</p>	<ul style="list-style-type: none"> Year 1: At least 6 seminars organized Year 2: <ul style="list-style-type: none"> At least 5 partnerships established At least 10 market research grants provided At least 150 participants in language courses and seminars At least 5 B2B events attended by over 100 participants Year 3: At least 80% of the business community and 15% of the population on the island to be made aware of the business partnerships provided under this project 	<p>Activity 1 Result: business directory and B2B events Action 1: Needs and contacts¹ survey: finding potential sellers, buyers etc. Action 2: Directory compilation Action 3: Events organisation</p> <p>Activity 2 Result: Joint partnerships and market research schemes implemented Action 1: Elaboration of grants schemes Action 2: Evaluation of proposals Action 3: Disbursement of grants</p> <p>Activity 3 Result: GLT (Green Line Trade) seminars delivered Action 1: Disseminating project information to business people Action 2: Events organisation</p>	<p>Questionnaire Report template Survey results Events organisation</p> <p>Lessons learned from previous schemes TOR for grants scheme Call for proposals</p> <p>Events organization Invitations Presentations/speakers Information packs</p>	<p>PIT</p> <p>PIT</p> <p>PIT</p>

ise will not oblige people to reveal their contacts but will merely ask them what they are interested to sell and buy with the other community.

			Activity 4 Result: Business language courses delivered Action 1: <i>Recruit participants and teachers</i> Action 2: <i>Deliver course</i>	Language service provider and facilities	PIT
			Activity 5: management and monitoring		
Business campaign led across the outputs.	Extent of public awareness of the benefits of economic interdependence	<ul style="list-style-type: none"> o Year 1: A conference will be organized to present the results with the participation of at least 100 relevant stakeholders. o Year 2: At least 60% of the business community and 10% of the population on the island to be made aware of the benefits of economic integration and the importance of economic interdependencies for the sustainable development of a united Cyprus and a peaceful and prosperous future for all its people. o Year 3: At least 80% of the business community and 15% of the population on the island to be made aware of the benefits of economic integration and the importance of economic interdependencies for the sustainable development of a united Cyprus and a peaceful and prosperous future for all its people. 	Activity 1 Result: Communications strategy developed and implemented Actions: Press releases, articles, press conferences, newsletters, announcements etc.	Project results Staff time	PIT
Until now, there have been some publications such as PRIO on the economic benefits of integration, but no evidence-based awareness campaign			Activity 2 Result: Advocacy campaign implemented Actions: Series of information, advocacy, networking and lobbying events and activities Action: Final closing event	Project results Staff time Event organisation	PIT
			Activity 3 Result: Development of existing online resources Action 1 – Updating content of existing Chamber websites Action 2 – Promoting e-marketplace	Project results Staff time	PIT
			Activity 4: management and monitoring		



**ANNUAL WORK PLAN
YEAR: 2009**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME											Responsible party	PLANNED BUDGET				
		2009				2010				2011				Funding source	Account Code	Budget description	Amount (US\$)	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3						
Output 1:	Activity 1 – Drafting of the assessment report by the selected consortium	x	x	x										Consultant consortium and PIT	<ul style="list-style-type: none"> Fund: 30000 Donor: 00012 Imp. Agt: 1981 Dept: 54516 	71305	Consultants Consortium	62,500
														PIT		71405	PIT staff	20,000
	Activity 2 – Review of the report by the steering committee			x										PIT		71405	PIT staff	20,000
	Activity 3 – Conference to present the results and provision of information to all relevant stakeholders.				x									PIT		71405	PIT staff	60,000
	Activity 4 – Management Support and Monitoring	x	x	x	x	x	x	x	x	x	x	x	x	Implementing agencies		72700	Event organisation	12,500
	Subtotal																	
Output 2:	Activity 1 – Drafting of the framework	x	x	x										Consultant consortium and PIT	<ul style="list-style-type: none"> Fund: 30000 Donor: 00012 Imp. Agt: 1981 Dept: 54516 	71305	Consultants	62,500
														PIT		71405	PIT staff	20,000
	Activity 2 – Review of the framework by the steering committee			x										PIT		71405	PIT staff	20,000
	Activity 3 – Dissemination of				x									PIT	71405	PIT staff	20,000	

	two courses, one in each language). E.g. 3-month course approx. 3 h per week, approx 50 participants for each language															72700	Facilities	10,000
	Activity 5 – Management Support and Monitoring	x	x	x	x	x	x	x	x	x	x	X	Implementing agencies		74105		40,000	
Subtotal																845,750		
Output 4:	Activity 1 – Communications strategy developed and implemented (press releases, articles, press conferences, newsletters, announcements etc.)	x	x	x	x	x	x	x	x	x	x	X	PIT		71405	PIT	90,000	
	Activity 2 – Series of information, advocacy and networking events and activities	x	x	x	x	x	x	x	x	x	x	X	PIT		72445	Adverts	125,000	
	Activity 3 – Development of existing online resources	x	x	x	x	x	x	x	x	x	x	X	PIT		72700	Events	10,000	
	Activity 4 – Management Support and Monitoring	x	x	x	x	x	x	x	x	x	x		Implementing agencies		71405	PIT	20,000	
	Subtotal															40,000		
																315,000		
TOTAL																1,518,250		

- Fund: 30000
- Donor: 00012
- Imp. Agt: 1981
- Dept: 54516



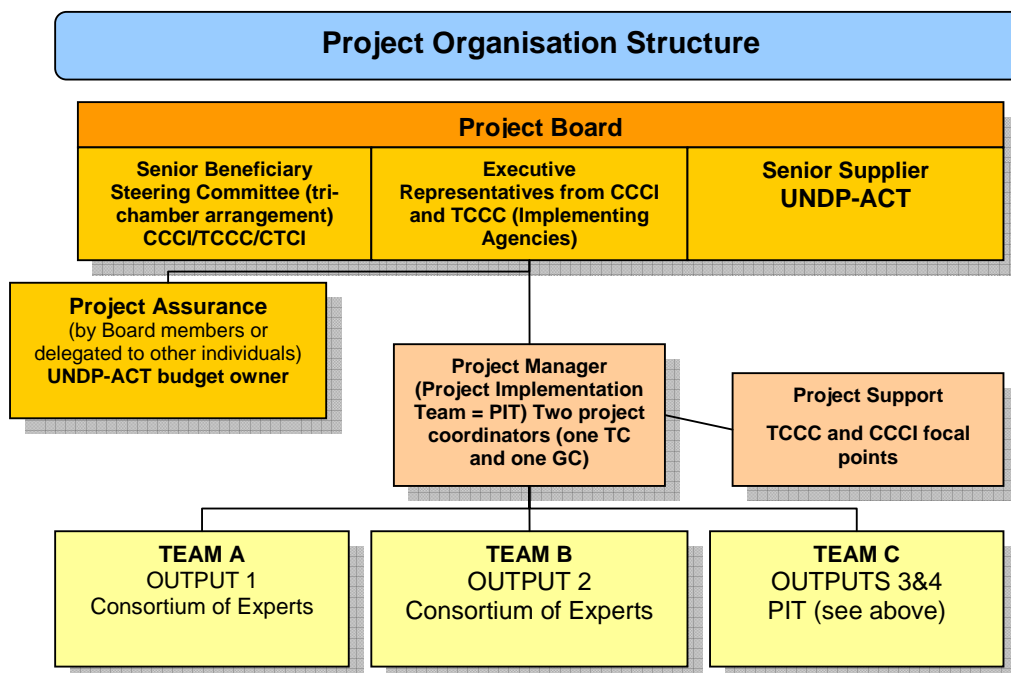
IV. MANAGEMENT ARRANGEMENTS

Description of management arrangements - Identifying implementing agencies, other key partners, and their respective roles

- Steering Committee – project oversight and evaluation: The management of the project will be led by a Steering Committee composed of representatives of the Cyprus Chamber of Commerce and Industry, the Turkish Cypriot Chamber of Commerce and the Cyprus Turkish Chamber of Industry at very high level Together the 3 Chambers will appoint a joint project Implementation Team who will be entirely dedicated to managing the implementation of this initiative. The Implementation Team will report to the Steering Committee which will be overseeing the progress of the project, give direction and approve the deliverables.
- Implementing agencies – project implementation: The two contracted implementing agencies responsible for allocating the funds disbursed by UNDP will be the Cyprus Chamber of Commerce and Industry and the Turkish Cypriot Chamber of Commerce.
- Implementing Agencies appoint Project Implementation Team (Coordinators). Composition:
 - 2 full time coordinators, one from each community
 - Each coordinator managed by their respective chambers
- Outputs 1&2: Consortia of experts will be asked to submit proposals to implement:
 - The Project Implementation Team will examine the tenders.
 - These consortia should be bi-communal
 - They can also include international experts
- Outputs 3 and 4: All activities implemented by the Chambers (Project Implementation Team)

Management organigramme:

- **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
- **Executive:** individual representing the project ownership to chair the group.
- **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project.
- **Project Assurance:** Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.
- **Project Manager:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document-, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board.
- **Project Support:** The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.



Results of capacity assessment of implementing partner

The capacity assessment will progress in parallel to the approval process

UNDP Support Services (if any)

- Project Assurance
- Facilitation on a regular basis/as required
- Bi-communal facilities for events/office space

Collaborative arrangements with related projects (if any)

Output 3 of this project can be considered as a follow-up to a previous ACT-funded project, the “Cyprus Producers’ Network”. The lessons learned as well as the online resources produced under that project will be useful for the Interdependence initiative.

Prior obligations and prerequisites

N/A

A brief description/summary of the inputs to be provided by all partners

- UNDP:
 - Project assurance
 - Facilitation
 - Facilities for events/office space if required



- Implementing agencies:
 - Recruitment of coordinators
 - Office space for coordinators if required
 - Recruitment of consultant consortium
 - Backstopping and supervision
- Steering Committee:
 - Regular project review and senior-level management

Audit arrangements

UNDP-ACT will subcontract an audit firm for all initiatives it funds.

1. The Implementing Agencies shall submit to the UNDP Programme Manager in Cyprus a certified annual financial statement on the status of funds advanced by UNDP. The Project will be audited at least once during its lifetime but may be audited annually, as will be reflected in the annual audit plan prepared by UNDP Headquarters (Division of Audit and Performance Review) in consultation with the Parties to the Project. The audit shall be carried out by the auditors of the Implementing Agencies or by a qualified audit firm, which will produce an audit report and certify the financial statement.

2. Notwithstanding the above, UNDP shall have the right, at its own expense, to audit or review such Project-related books and records as it may require and to have access to the books and record of the Implementing Agencies, as necessary.

Agreement on intellectual property rights and use of logo on the project's deliverables

Communication Product Guidelines for UNDP-supported Projects

Introduction

1. This annex stipulates a set of guidelines for projects in their development and production of high quality and effective communication products, financed under agreements between the United Nations Development Programme (UNDP) and the respective agency responsible for project implementation. As a rule all communication products will be published in accordance with corporate UNDP policies. The ultimate goal is to produce high quality communication products, which substantively support UNDP-ACT's programmatic objectives and can deliver results with the greatest degree of long-term impact.
2. This annex is considered as an integral part of this current contractual agreement, and its clauses as binding obligations on the signatories of this agreement.

What is a UNDP communication product?

3. UNDP communication products are defined as print information materials, including brochures and promotional materials, intended expressly for external audiences, concerning either UNDP as an organization, or issues in which UNDP is involved. This definition also extends to include any audio or visual materials such as films and radio products, commissioned theatre productions and/or other visual arts productions which are produced as part of this project.

Authorship of communication products under this agreement

4. UNDP is considered the author of all work produced under this agreement, regardless of contractual status of the person or organisation to which UNDP commissions work. Authors of work commissioned under this agreement are not permitted to re-produce this work elsewhere, without the permission of UNDP. Any re-production of works must give credit to UNDP.
5. Copyright UNDP owns the copyright and intellectual property rights of materials produced or developed in connection with this project.
6. Copyright Notice: Each copy of a UNDP publication to be copyrighted must bear the following notice:

Copyright © UNDP [year]
 All rights reserved
 Produced in Cyprus

7. Copyright Disclaimer: UNDP publications should also include a disclaimer:

“The views expressed in this publication are those of the author(s) and do not necessarily represent those of the United Nations or its Member States, UNDP or USAID.”

Recognition of UNDP and USAID

8. All communication products, produced under the ACT project will carry the one of the following **ACT Brand** presented below (UNDP can provide high resolution versions of these logos)



9. There will be flexibility in cases where it is not practical for the product to bear the brand, e.g. in the case of pens, in which case the respective UNDP-ACT PO will decide how best to represent the name of ACT. The branding of all communication products and recognition of organisations must be approved by UNDP.

Sharing project Information with the Public

10. In line with UNDP's policy on public disclosure regarding its operational activities, UNDP-ACT will share information on its website www.undp-act.org pertinent details of the project and its goals.



Quality standards and production

11. While creativity in the design of UNDP publications and other communication products is encouraged, it is essential to uphold UNDP quality standards in all areas: content, writing, editing, translation, design and printing
12. Each approved communication product, as per the Work plan, will be subject to clear terms of reference.
13. UNDP-ACT has made it mandatory that all communication products under this agreement will be subject to an internal Peer Review process. The time required for the Peer Review Process must be calculated as part of the overall timeframe for producing a given communication product. The Respective Programme Analyst will be responsible for managing the Peer Review Process within UNDP.

V. MONITORING FRAMEWORK AND EVALUATION

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

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, 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 Project Progress Reports (PPR) 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

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 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.

Monitoring and Evaluation Strategy

As mentioned earlier, the monitoring role at strategic level will be played by the Steering Committee of the project. The Steering Committee will help review the assessment report and the joint economic development plan framework and more generally it will be overseeing the progress of the project, give direction and approve the deliverables. At the implementation level, the co-ordinators of the Implementation Team will be responsible for the day-to-day implementation and monitoring of the activities of the project. These coordinators will be supervised by their respective chambers. The



project's Implementation Team will have a close and continuous interaction with the Steering Committee through the co-ordinators who will participate in the quarterly progress meetings of the Committee. Furthermore, there will be regular reporting to the UNDP throughout the duration of the project as per the table below in order to enable it to exercise its overseeing and evaluation function.

Monitoring and Evaluation Milestones

Responsible Party	2008	2009				2010				2011		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
UNDP (to be completed by UNDP)												
Implementation Team	IR	QR	QR	QR	AR	QR	QR	QR	AR	QR	QR	FR
Steering Committee		QM	QM	QM	QM	QM	QM	QM	QM	QM	QM	EM

QR = Quarterly Report (Financial and Narrative); FR = Final Report (Financial and Narrative); IR = Inception Report; AR = Annual Report; QM = Quarterly Progress Meetings; MM = Monthly Progress Meetings; EM = Final (Exit) meeting; FG = Focus Group Discussions.

VI. LEGAL CONTEXT

UNDP-ACT is a UNDP DEX project and works under the auspices of a Memorandum of Understanding signed with the Republic of Cyprus. This MoU constitutes the basis of the interaction of UNDP and the authorities and will be adhered to. The Programme Steering Committee is the mechanism through which approvals to projects are granted (in both communities) and through which government officials are represented.

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.

VII. ANNEXES

Risk Analysis.

Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

OUTCOME LEVEL RISK – negative change in the political climate

OUTPUTS	#	Date identified	Type	RISKS	Impact (1 = low to 5 = high)	Probability (1=low to 5 = high)	Counter-measures	Owner (responsible party)	ASSUMPTIONS
Output 1	1	26/11/08	Political	A delay in a solution or non-solution to the Cyprus problem	5	4	Focus on recommendations for the "delayed solution" scenario	PIT	We will find a consortium able to do the job
	2	26/11/08	Other	Lack of statistics	3	5	Data collection planned under output 1	Expert consortium	
	3	26/11/08	Strategic	Possible misinterpretation of data by some stakeholders	3	3	Advocacy and awareness activities planned under output 4	PIT	
	4	26/11/08	Political	Data collection could be politically motivated	4	3	UNDP to act as a neutral mediator/facilitator	UNDP	
	5	26/11/08	Other	Reliability of data collection methodologies or non-comparable data sets	4	2	The expert consortium will agree at the onset on a standard data collection methodology	PIT	
Output 2	6	26/11/08	Strategic	Output 2 could be over-ambitious	3	3	Output 2 will be reviewed based on the results of output 1	Steering Committee	We will find a consortium able to do the job
	7	26/11/08	Political	Possibility of overlap with ongoing reconciliation talks	3	2	Overlap can be transformed into complementarity	UNDP and Steering Committee	
Output 3	8	26/11/08	Political	Political traps – recognition issues regarding joint partnerships	5	4	Negotiated solution with relevant authorities	UNDP and Steering Committee	Sufficient interest

	9	26/11/08	Regulatory	Legal infrastructure maybe beyond the scope of the project	1	5	Output 3 does not envisage actively modifying the legal infrastructure	No action required	
	10	26/11/08	Strategic	External economic factors (e.g. Global Crisis)	3	5	The research in output 1 should be able to produce a model which takes into account the external economic factors	Expert consortium	
	11	26/11/08	Strategic	Inadequate interest or participation	4	3	The objectives of output 4 are to secure adequate interest and participation	PIT	
Output 4	12	26/11/08	Political	Negative public pressure	5	3	Output 4 has to be flexible enough to adapt the communications strategy to changing public perceptions	PIT	Sufficient interest
	13	26/11/08	Political	Political sensitivities	4	4	Output 4 has to be flexible enough to adapt the communications strategy to a changing political environment	PIT/UNDP/Steering Committee	
	14	26/11/08	Strategic	The concept of the project might be misinterpreted	4	2	Output 4 is intended precisely to ensure that this does not happen	PIT	
	15	26/11/08	Strategic	Misrepresented coverage	4	2	Output 4 is intended precisely to ensure that this does not happen	PIT	
	16	26/11/08	Strategic	Insufficient coverage	4	2	Output 4 is intended precisely to ensure that this does not happen	PIT	



Agreements.

Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the “executing entity”) should be attached.

Project Cooperation Agreement to be signed upon PSC and LPAC approval of this Prodoc and approval of Project Identification Memorandum (PIM) by USAID.

Terms of reference

TOR for key project personnel should be developed and attached

UNDP team:

- Budget owner: standard Programme Analyst TOR
- Project Assistant: standard UNDP Programme Assistant TOR

Project implementation team:

- TC coordinator: TOR to be designed by TCCC and reviewed by UNDP
- GC coordinator: TOR to be designed by CCCI and reviewed by UNDP

Implementing agency supervisors:

- TCCC supervision by existing focal point(s)
- GCCC supervision by existing focal point(s)

Steering committee: senior management of the three chambers

Capacity Assessment

Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

To be provided following PSC and LPAC approval.

Special clauses

None