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Resilient nations.**PROJECT DOCUMENT****[Regional Bureau for Europe and the CIS, Cyprus]**

Project Title: SUPPORT TO THE COMMITTEE ON MISSING PERSONS' (CMP) PROJECT ON EXHUMATION, IDENTIFICATION AND RETURN OF REMAINS OF MISSING PERSONS IN CYPRUS – PHASE 13

Project Number: Proposal/Project ID: 00140241 Output ID: 00129496

Implementing Partner: UNDP

Start Date: 01/01/2022 **End Date:** 31/12/2022 **PAC Meeting date:** 08/12/2021

Brief Description

The overall objective of the project is to close, without further delay, a painful chapter in the history of the island and contribute to restoring trust and fostering reconciliation between the Greek Cypriot and Turkish Cypriot communities. This important objective will be further encouraged and promoted through the participation of bi-communal scientific teams in all stages of the process.


The expected output is to recover, identify and return to their families the remains of persons who went missing during the inter-communal fighting of 1963 to 1964 and the events of 1974.

The output will be achieved via the following activity results: (1) Investigation, (2) Excavation, (3) Anthropological Analysis, (4) Genetic Testing and Matching, (5) Identification and Return of Remains, (6) Communication and Public / Stakeholders Awareness, (7) Training and Capacity Building, and (8) Project Management.

UNDP Cyprus is in full synergy with the overall mandate of the Committee on Missing Persons in Cyprus, and is responsible for the day-to-day administrative, financial and procurement implementation of the project. The primary target group is the families of missing persons from both communities of the island.

Contributing Outcome (UNDAF/CPD, RPD or GPD): N/A UNDP SP Outcome 3: Build resilience to shocks and crises. Cyprus PMO Outcome 1: Peacebuilding and reconciliation processes improved through the strengthening of the inter-communal partnerships Indicative Output(s) with gender marker ² : GEN1 (Limited contribution to gender equality)	Total resources required:	2,600,000 Euro	
	Total resources allocated:	UNDP TRAC:	0
		Donor:	European Union - 2.6M EUR
		Government:	0
		In-Kind:	0
Unfunded:	0		

Agreed by (signatures)¹:

UNDP
DocuSigned by:  0654E44F319F4B0... Print Name: Jakhongir Khaydarov Date: 22-Dec-2021

¹ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Historical Background

As a result of the events of 1963-1964 and 1974, a total of 492 Turkish Cypriots and 1510 Greek Cypriots were officially reported as missing by both communities to the Committee on Missing Persons in Cyprus. From 1975-1977, a number of inter-communal meetings on the problem of the missing persons were held but without any significant outcome. Between 1977 and 1981, negotiations took place in Nicosia, Geneva and New York in preparation for the establishment of a Committee on Missing Persons in Cyprus.

Between 1975 and 1979 the United Nations (UN) General Assembly (GA) adopted three different resolutions on the missing persons caseload in Cyprus, calling for the establishment of an investigatory body to tackle this humanitarian problem. Subsequently, the GA adopted two additional resolutions in 1981 and 1982, respectively, welcoming the establishment of the CMP and urging the CMP to proceed without delay in carrying out its mandate.

Thus, the Committee on Missing Persons in Cyprus (CMP) was established in April 1981 by agreement between the Greek Cypriot and Turkish Cypriot communities, under the auspices of the UN. It is one of the few functioning bi-communal bodies in Cyprus.

The CMP is composed of Members appointed by the leaders of the respective two communities and a Third Member, selected by the International Committee of the Red Cross (ICRC) and appointed by the UN Secretary-General. The Committee has a chairperson who rotates every three months. All CMP decisions are taken by consensus.

The Terms of Reference of the CMP call upon the Committee to “look only into cases of persons reported missing during the inter-communal fighting [1963-64] as well as in the events of July 1974 and afterwards” (Article 7, Terms of Reference of the Committee on Missing Persons in Cyprus).

The mandate of the CMP is purely humanitarian: to establish the fate of missing persons. The Committee does not attempt to establish the cause of death or attribute responsibility for the death of missing persons (Article 11, CMP Terms of Reference).

The 31 July 1997 Agreement between the leaders of both communities provides for the exchange of information regarding known burial sites and the return of remains of Greek Cypriot and Turkish Cypriot missing persons. On 30 August 2004, the CMP agreed to consider how to expand the Committee’s scope of activity and responsibility, in accordance with the proposals formulated by the UN Secretary-General in his two letters to the two leaders of December 2003 and August 2004, calling for the resumption of the work of the CMP, namely:

- a) To conclude the remaining investigative works on both sides on the basis of an agreed, comprehensive timetable.
- b) To agree on the modalities for the implementation of the 31 July 1997 Agreement, in accordance with the Terms of Reference of the CMP of April 1981.

The launching of the EU-funded project on investigation, exhumation, identification and return of remains in 2006 provided the CMP with the capacity and resources to excavate burial sites and to analyse and identify human remains recovered from those sites. This process is carried out by a bi-communal team of Cypriot scientists and has resulted in international recognition of the CMP as an example of cooperation between the two Cypriot communities. As such, the CMP contributes towards strengthening a positive momentum in the continuing efforts to restore trust and foster reconciliation between the Greek Cypriot and Turkish Cypriot communities.

In light of the humanitarian, bi-communal character of the project, its Cypriot ownership, and its reconciliation purpose, the European Union (EU) has been regularly providing under the EU Aid Programme for the Turkish Cypriot community the majority of funds sustaining CMP operations since 2006.

The CMP does not have legal personality. It cannot thus be the recipient of grants from donors. UNDP, having a long experience in confidence building programs around the world and a long presence on the island, has been entrusted by the EU to support the CMP members in implementing the project.

CMP Strategic Framework and financial requirements for 2021

The CMP adopted a four-year strategy in 2021 for the years 2021-2024, that builds on previous strategies and proposes new methodologies to address major challenges helping to speed up the CMP Project and provide answers to the families of missing persons.

The strategy presents achievable objectives and enabling actions designed to assist the Committee in improving its efficiency and to overcome challenges and complications over the coming years, in particular by professionalizing its investigative capacities. Implementation of this strategy will require substantial funding and continued support from donors.

In order to develop the CMP strategic framework, the main challenges were defined. The Committee aims to effectively tackle and overcome these challenges and to produce results by 2024. These major challenges include declining recovery rate, disturbed burial sites after relocation of remains, difficulties to reach locations of burial sites, commingled complex cases for genetic analysis, limited funding, training limitations, fading memory and aging of witnesses, extreme weather conditions for excavations and the impact of covid-19.

In 2021, the EU made a yearly contribution of EUR 2.6 million, which is expected to be fully utilized. In the same year, the CMP raised EUR 300,000 in bilateral funds under a multi-year CMP Multi-Donor 2021-2024 project which is implemented in parallel to this project. The CMP continues its efforts to mobilize support from previous and potential new donor countries with the support of UNDP.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

Theory of Change (ToC)

The CMP and UNDP believe that addressing the issue of missing persons in Cyprus and recovering their remains is both imperative, for reconciliation purposes, and urgent, in view of the amount of time that has already passed since the tragic events took place. Utmost attention must be given to the needs of the families of the missing, to enable both communities to move forward with greater serenity. Establishing the fate of their loved ones and, where possible, recovering their remains, is a crucial part of the healing process, not only for the relatives of the victims themselves, but for the Cypriot society in general.

The identification of burial sites continues to be the CMP's greatest challenge. Increased efforts do not necessarily guarantee improved results. The more missing persons are located, exhumed, identified and returned, the more difficult it becomes to locate the remaining missing persons.

In light of CMP's extensive experience in the location, recovery and identification of missing persons, the Committee has begun, in close cooperation with the ICRC, to share its experience with other countries facing similar challenges of missing persons' caseloads and is training forensic scientists from the broader Middle East region. This exchange of best practices and experiences between trainers and trainees is constructive and leading to mutually beneficial outcomes. To date, 47 scientists have undergone training by CMP forensic anthropologists and archaeologists. In 2017, the Committee signed memoranda of understanding with the ICRC and the EAAF (Argentine Forensic Anthropology Team) in order to formalize such cooperation. In 2019, the CMP entered a cooperation agreement with the Federal Bureau of Investigations' (FBI) Laboratory Division and with the United States Defense POW/MIA Accounting Agency (DPAA) to expand its international scientific cooperation. In October 2019, the CMP and the ICRC jointly organized an international expert workshop in Nicosia that brought together 60 participants from 29 countries, mostly government and humanitarian experts as well as representatives of families of the missing. This workshop was part of a worldwide effort launched by the ICRC on the topic of missing persons and Nicosia was selected as one of the five global venues to host experts. The specific purpose of the event was to bring together representatives and experts who are involved with the establishment of effective mechanisms on missing persons in order to draw on lessons learnt and to improve the humanitarian response in several countries and contexts.

Within 2021, the milestone of having identified more than 50% of the missing persons has been accomplished. This is a significant achievement considering the years passed. This milestone gives encouragement to the people involved to continue the efforts and is evidence that this project actually has tangible results.

Strategic Objective

If this painful chapter in the history of the island is closed, then this will contribute to the process of restoring trust and fostering reconciliation between the Greek Cypriot and Turkish Cypriot communities.

On 20 December 2015, the Greek Cypriot and Turkish Cypriot leaders called on Cypriots to share information on possible burial sites with the CMP, showing the commitment at the highest political level in both communities to close this painful chapter of the history of the island. A similar joint appeal was undertaken by the religious leaders on 8 February 2016.

Despite the need to find as many individuals as possible in the shortest possible time, after 17 years of operation, the project encounters increasing challenges, in particular as it concerns the gathering of information. More and more witnesses are reaching advanced ages and are passing away which, inevitably, is leading to a deterioration of the quality and amount of information available to the CMP. In addition, the physical environment in Cyprus is changing, which means that information is becoming increasingly less reliable. This is reflected in a decreasing excavation success rate. In 2021, approximately 7% of CMP's excavations have led to the recovery of remains of missing persons.

In view of these challenges, CMP's overall strategic aim in 2022 is to intensify efforts in all areas to overcome growing difficulties. To achieve this, the CMP will strengthen its investigative capabilities. This includes a systematic review of pending and difficult cases, joint investigations in the field and the reviewing of archival documents, with a special focus on previously untapped sources of information located in archives outside of Cyprus. In this regard, the CMP has completed its search of relevant information from archives at the UN and ICRC and continues to engage with security forces that were present in Cyprus in 1963/4 and 1974 under a bilateral agreement or a UN mandate. Moreover, the CMP has advanced its efforts to adopt a number of new technologies to aid its investigations and its field operations including, but not limited to, the application of Geographic Information Systems (GIS), Global Navigation Satellite Systems (GNSS) and geophysical methods, the digitization of all available information, and the creation of a new joint database. The CMP is also using historical maps from 1963 that were made available by the Office of the Greek Cypriot Member as well as aerial pictures of 1974 made available to the Office of the Turkish Cypriot Member. Finally, the CMP will intensify its excavation efforts: a) with the application of a new well drilling technique that saves time and increases the number of well excavations b) hiring additional archaeologists during summertime and working on different schedules.

Gender Mainstreaming

The key phases (investigative, archaeological, anthropological, and genetic) of CMP's operations are executed by bi-communal teams of Greek Cypriot and Turkish Cypriot scientists. In line with EU and United Nations gender mainstreaming policies, UNDP is to pay particular attention to enable the full participation of women in all phases of the projects as personnel, including anthropologists, archaeologists, researchers/investigators, geneticists, workers, coordinators, managers or decision-makers.

The vast majority of those who suffered from the disappearances of their loved ones in Cyprus were and are women who survived their missing husbands and sons. The project contributes to women empowerment and gender equality by addressing the need of these family members to know the fate of their loved ones and contribute to their healing process.

Attention will be given to ensure that, to the extent possible, CMP teams are gender responsive and that gender balance is addressed in their own structures, decision-making processes and selection processes.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

The overall objective is to close, without further delay, a painful chapter in the history of the island and contribute to the process of restoring trust and fostering reconciliation between the Greek Cypriot and Turkish Cypriot communities. This will be achieved through building trust by bringing the two communities to work together, alleviating fears and prejudices. The expected output is to recover, identify and return to their families the remains of persons who went missing during the inter-communal fighting of 1963 to 1964 and the events of 1974, and will be achieved via following activities:

Output 1: Recover, identify and return to their families the remains of persons who went missing during the inter-communal fighting of 1963 to 1964 and the events of 1974

Activity Result 1: Investigation: Information is collected and analyzed in order to identify potential burial sites.

CMP teams from both Greek Cypriot and the Turkish Cypriot communities carry out the entire investigation under strict rules of confidentiality. The data is collected from a variety of sources and a range of technologies is applied, including satellite imagery, geophysical data, drones, Geographic Information Systems (GIS) and Global Navigation Satellite Systems (GNSS). The investigators engage with family members and witnesses by applying memory enhancing and cognitive interviewing techniques. Primary, secondary and in some cases even tertiary witnesses and informants from both communities, who may have information about events that took place in 1963-64 and 1974, are consulted. The investigation unit also draws on the information gathered in archival materials by CMP's archive research team.

Indicators:

- 1.1 Number of new burial sites located across Cyprus (including wells)
- 1.2 Percentage of excavation sites with remains found

Activity Result 2: Excavation: Potential burial sites are excavated and human remains are recovered.

This activity result is undertaken by the team of archaeologists by using standard archaeological principles and methodologies as well as new technological tools and barrel drilling techniques. After a potential burial site has been identified, the archaeologists start searching for any remains of a potential missing person and, if successful, commence with the exhumation of the remains.

Indicators:

- 2.1 Number of individuals exhumed

Activity Result 3: Anthropological Analysis: The biological profile of the exhumed remains is established through scientific anthropological analysis.

Anthropological activities are conducted in the CMP Anthropological Laboratory (CAL) established in August 2006 and is located in the United Nations Protected Area, near Nicosia International Airport. The laboratory consists of two holding rooms for the exhumed remains as well as two areas for the scientific analyses of the remains. After a missing person has been identified, the concerned family members are invited to meet the scientists involved in the identification and to receive a briefing about the entire process in a specifically designated venue. Family members also have the opportunity to view and pay their respects to the remains of their loved one. The laboratory's primary function is to receive the exhumed remains and to perform a scientific anthropological analysis to establish the identity of a missing person. The scientific work is carried out by two bi-communal teams of anthropologists, who follow specific Standard Operating Procedures, aiming to maintain the highest level of scientific competence and ethical integrity. The anthropological analysis establishes a biological profile of the individual, including gender, height, age at death, and any other individual characteristics that may assist in a successful identification. In addition, the analysis determines the origin of the exhumed remains, confirms whether the remains are relevant to CMP's mandate, and whether the remains found belong to a single

individual, to two persons or to multiple persons. The latter is referred to as determining the Minimum Number of Individuals (MNI). If the findings belong to more than one individual, these commingled remains are re-associated with the aim to create – as much as is possible – complete sets of remains for a hand-over to the families. Following the anthropological analysis, small bone samples are cut and sent to a DNA laboratory for genetic analysis.

Indicators:

- 3.1 Number of biological profiles created

Activity Result 4: Genetic Testing and Matching: DNA analysis is conducted on exhumed remains and relatives of missing persons.

Genetic analyses on the skeletal samples services are performed by an external DNA laboratory. These analyses yield in conclusive intraskeletal associations and facilitate the successful identification of missing persons. In order to check for any genealogical relationships, commonly known as kinship analysis, skeletal samples are submitted to the laboratory to create genetic profiles, which are then compared to the genetic profiles of the relatives of the missing persons. A DNA identification is only considered successful when a match reaches, or exceeds, the statistical threshold of 99.95%. After receiving a match, the results are sent back to CAL, where CMP's bi-communal team of geneticists study, interpret and re-confirm the match. Greek Cypriot and Turkish Cypriot laboratories take samples from relatives of missing persons and perform DNA collection and profiling.

Indicators:

- 4.1 Number of bone samples analyzed

Activity Result 5: Identification and Return of Remains: Formal identification of a missing person is concluded, the family is informed, remains are returned and psychological support is provided.

Once the anthropological and genetic analyses are concluded, the scientists meet with the identification coordinators to reconcile the available information for each case. Ante-mortem data and the circumstances of disappearance as reported by the investigative teams are then compared with the post-mortem and DNA datasets from the anthropological and genetic analyses. If the comparison of the ante-mortem and post-mortem information is consistent and no discrepancies are observed, the identification coordinator then proceeds with the formal identification of the missing person. Immediately after CMP's formal identification of the remains of a missing person, the concerned family is informed by a designated CMP staff member. CMP employs psychologists from both communities in Cyprus who provide psycho-social support and guidance to family members throughout all phases of the CMP project. They inform the family on the identification of their loved one, assist with the practical organisational requirements for the family's visit to CAL for the scientists' briefing and the viewing of the remains. The psychologists also assist with the arrangement of the burial and continue their support, if needed or requested by the family, for two years after the funeral.

Indicators:

- 5.1 Number of missing persons identified
- 5.2 Number of identified individuals returned to their families

Activity Result 6: Communication and Public / Stakeholders Awareness: Public and stakeholders are informed about CMP activities.

A team of two part time communication associates (one Turkish Cypriot and one Greek Cypriot) are updating on daily basis the social media regarding CMP activities, press releases, and monthly statistics. Through the updated CMP website at www.cmp-cyprus.org, the public can get informed between other topics about the mission, history, statistics, vacancies of CMP and submit confidential information. Social media accounts include 3 X Facebook accounts (English/ Greek/Turkish), 3 X Instagram accounts (English/ Greek/Turkish), 1 X LinkedIn Page (English), 1 X Twitter account (English), 1 X YouTube account (English). The social media traffic indicators are cumulative for all social media channels.

In parallel, CMP members are interviewed by local and international media emphasizing the importance of continuous information flow and invite officials such as head of states to tours at the CMP anthropological lab. Donor reports are prepared and shared with donors upon completion of project, explaining in detail how the funds were used and the progress with the overall objective.

Indicators:

- 6.1 Number of media interviews
- 6.2 CMP Social Media Traffic
- 6.3 Number of Press releases published
- 6.4 Number of publications / brochures published
- 6.5 Number of joint meetings with TC and GC family associations

Activity Result 7: Training and Capacity Building: Employees working on CMP project receive training.

This is accomplished by frequent training of CMP staff, such as researchers receiving training from international police crime investigators, anthropologists receiving training about DNA identification, and field staff about innovative procedures of classifying potential burial sites, excavation methods and exhumation of remains.

Indicators:

- 7.1 Number of training to CMP staff
- 7.2 Number of personnel trained

Activity Result 8: Project Management: It is ensured that project is compliant with UNDP and donor guidelines

This result is accomplished by a detailed monitoring of the project, from the project creation to the project closure. Project documents and strategy budget are defined prior to the start of the project describing exactly the planned actions and costs. Personnel working on the project is recruited under UNDP compliant procedures, for which daily timesheet is recorded and progress report is verified prior to payment. Procurement process are followed for assets with high value, including Microcanvas and Request for Quotations. All payments are reviewed and certified by authorized personnel receiving the item/service, procurement department, project associate, operations manager, UNDP Cyprus head of office and finance. In addition, all processes are followed in accordance with UNDP rules and regulations.

Indicators:

- 8.1 Number of monitoring meetings between CMP Members and UNDP
- 8.2 Number of PSC meetings
- 8.3 Financial audit to CMP offices
- 8.4 Number of contracts resulting from procurement / HR processes
- 8.5 Percentage of women personnel in CMP teams

Resources Required to Achieve the Expected Results

The bi-communal teams of the CMP are composed of Greek Cypriot and Turkish Cypriot anthropologists, archaeologists, DNA geneticists, psychologists/social workers, investigators, researchers, archival researchers, communications specialists, database managers as well as a health, safety and environment coordinator, a civil engineer, and a forensic photographer. They jointly carry out excavations and exhumations in and on both sides of the buffer zone and analyse the human remains at the CMP anthropological laboratory (CAL) in the United Nations Protected Area in Nicosia.

Through regular audits by the Argentinian Forensic Anthropology Team (most recently in January 2019), the CMP ensures that the work of its bi-communal teams adapts to evolving international best practices. Over the past four years, standard operating procedures for laboratory and field operations have been refined, job descriptions have been rendered more detailed and a differentiation has been introduced among different job scales (e.g., team leader, coordinator, etc.).

The CMP currently hires Turkish Cypriot and Greek Cypriot investigators in order to augment the capacity of the investigation teams. In 2020, CMP investigators reviewed 300 pending cases during the COVID-19 imposed lockdown.

Employees working on CMP project will be fully or partially financed from EU funds under the present contribution agreement of 2021 and expected future funds from EU for years 2022, 2023 and 2024. UNDP contracts an investigation coordinator, investigators, database managers, health, safety and environment coordinator, archaeologist, workers, gardener, and international consultants to work within the CMP, while the rest of the employees are contracted by the Offices of the Greek Cypriot and Turkish Cypriot CMP Members.

Human resources are at the heart of the project. More than 50% of the costs incurred for the project serve the purpose of covering salaries for the bi-communal teams and the international consultants supporting them. This ensures the sustainability of the project in terms of human capital.

The CMP's bi-communal scientific teams not only work together but also need to be viewed as multipliers of the trust built between the two communities. The teams have been working together since the inception of the project; they have shown full commitment to their work as well as a strong spirit of cooperation, mutual trust and respect. The project has provided some of them with their first opportunity to interact with Cypriots belonging to the "other community" as well as a reason to cross the buffer zone.

Further to the bi-communal teams and experts listed above, the project is supported by UNDP's specialised operations personnel. The budget provides for the continuation of UNDP personnel as operations manager, project associate, procurement manager, procurement assistant and financial associate to administer UNDP's support to the CMP.

Partnerships

While the majority of CMP's operations are financed through the EU contribution, UNDP also administers a multi-donor fund for the CMP.

Risks and Assumptions

The risk log provided as an annex identifies potential risk factors that may affect the achievement of the planned project results on time, as well as envisaged mitigating measures. The principles of the Paris Declaration and the risk of not taking those into account and thus not to achieve aid effectiveness have also been taken into account. The identification of burial sites continues to be the CMP's greatest challenge and the key risks related to this challenge are "quality of information on burial sites", "decrease in number of possible burial sites" and "access to burial sites" which are evaluated with high or substantial risk levels. These highlight the urgency in addressing the issue of missing persons in Cyprus and recovering their remains in view of the amount of time that has already passed since the tragic events took place; witnesses are reaching advanced ages and are passing away which, inevitably, is leading to a deterioration of the quality and amount of information available and the physical environment in Cyprus is changing, which means that information is becoming increasingly less reliable.

Stakeholder Engagement

Stakeholder/Target Group	Engagement Approach	Engagement Tools/Activities	Frequen cy
Families of Missing Persons	Direct contact	Information sharing Return of remains Psychological support Awareness raising events Press Releases	Daily
Local Communities	Consult and enhance/build involvement	Information sharing Awareness raising events Press Releases	Daily
International and Local Donors	Consult and engage	Awareness raising events Tours at CMP Laboratory Formal and informal networking	Few times a year

The direct beneficiaries of the project are the families of missing persons from both communities of the island. The indirect beneficiaries are Cypriots as a whole. As part of the communication and visibility plan for 2021:

- key stakeholders (national and international) will be informed of key results and the impact of the donors' support together with the successes and best practices emanating from the project;

- an event will be organized for government officials, embassies, consulates and high commissions to communicate CMP's work and attract donations;
- press releases will be shared and published also on CMP's website, UNDP in Cyprus and UNFICYP website when/if relevant;
- the CMP website will be updated to keep the general public and the families informed and sharing progress and results on CMP's work;
- the CMP Facebook page will be maintained and updated to keep the general public and the families informed. Newsworthy stories will also be shared on UNDP Cyprus Facebook page and Twitter accounts;
- video interviews of a selection of family ambassadors from both communities;
- publications/brochures for keeping general public, families and stakeholders informed.

South-South and Triangular Cooperation (SSC/TrC)

Since 2013, the CMP has trained 47 forensic scientists from Iraq, Iran, Bosnia, Kosovo, Lebanon, Syria and Abkhazia/Georgia. In addition; in cooperation with the ICRC, the CMP has received visits of decision makers from Armenia, Azerbaijan, Iran, Iraq, Kosovo, Kuwait, Lebanon, Serbia, Sri Lanka, and Ukraine since 2010. These visits advise the experts of these countries on how to best tackle their large number of missing persons cases. This process will continue in close cooperation with the ICRC and the EAAF.

Knowledge

Several awareness raising activities have been organized in the past including a poster exhibition at the Europe Day celebrations in Famagusta and Nicosia, a presentation at a school and printing a tri-lingual CMP information leaflet. In addition, the book "Beneath the Carob trees" has been published and there are frequent publications of scientific papers. In 2020, the CMP recruited two communications associates (one Greek Cypriot, one Turkish Cypriot) to ensure effective outreach of CMP's work to all communities on the island. An updated and improved CMP website, social media pages, radio podcasts and brochures are being finalized. Similar visibility and awareness activities will continue throughout the project cycle, whereas detailed plans for 2022, are explained in the "Communication and Visibility Plan". Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project at least annually. Seminars/trainings are captured by the project team and used to inform management decisions.

Communication and Visibility Plan

The overall objective of the Communication and Visibility Plan is to provide appropriate visibility to the project of CMP and accurately communicate the project's objectives and progress. Additionally, it aims to emphasize the professional, humanitarian and scientific aspect of CMP and the urgency for the general public to share any known information on the missing persons.

Given the sensitivity of the issue of missing persons in Cyprus, a good communication and confidence building plan is essential in ensuring that the CMP mandate and the scope of the project are understood by all. The efforts of CMP will be focused on ensuring that all the concerned parties are fully informed about and involved in the project. Action undertaken together by the two communities should contribute to reduce the causes of mistrust, fear, and tensions between them. CMP employs a two-member part-time Communications team.

For the purpose of this project, the target groups for the Communication and Visibility Plan have been categorised as follows:

- i. **Final Beneficiaries:** (Turkish Cypriot Community and Greek Cypriot Community), with the objective of being informed of the main objectives, progress and outcomes of the project, as well as the EU support;
- ii. **Target Group:** Families of missing persons from both communities of the island, with the objective of being informed of the context, result areas and activities for the project, as well as the EU support;
- iii. **Cypriots Living Abroad:** TC and GC communities living abroad (significant number of Cypriots from both communities are currently living abroad), more specifically Turkey,

- Greece, UK, USA, Canada and Australia; with the objective of being informed of the main objectives, progress and outcomes of the project, as well as to share information;
- iv. **Key Stakeholders:** (national and international), to be informed of key results and the impact of the EU support together with the successes and best practices emanating from the project;
 - v. **Donors:** the intention of highlighting key achievements of the project made possible through the support of the EU;
 - vi. **General Public:** for information and sensitization on the subject matter.

Communication and Visibility Activities

The main set of activities proposed to be carried out under the Communication and Visibility Plan are:

1. **Press releases:** In support of key activities and milestones of the project, CMP will issue press releases. Press Releases will be shared and published also on CMP's website, UNDP in Cyprus and UNFICYP websites when/if relevant.
2. **Website:** The CMP website will be updated to keep the general public and the families informed and sharing progress and results on CMP's work.
3. **Podcasts:** A selection of CMP staff from various positions and levels will be recorded, outlining the professional, humanitarian and scientific aspects of CMP.
4. **Social Media:** The CMP Facebook, Instagram, LinkedIn, Twitter and YouTube pages will be maintained and updated to keep the general public and the families informed. Newsworthy stories will also be shared on UNDP Cyprus Facebook page and Twitter accounts. It is worth noting that the Facebook and Instagram pages are maintained in all three languages (English, Greek, Turkish) for better visibility. The other social media accounts i.e. Twitter and LinkedIn are intentionally kept only in English due to their different nature and dynamics if compared to Facebook and Instagram. The YouTube page contains videos in all three languages, as well as in other foreign languages, in cases where CMP receives journalistic coverage from foreign channels.
5. **Production of Public Service Announcements and/or Family Ambassador Videos:** video and television spots for information and sensitization on the matter and/or video interviews of a selection of family ambassadors from both communities.
6. **Public outreach activities:** including site visits to villages, engagement activities with CMP key stakeholders (in line with CMP strategic goal 5 to increase public outreach). These activities are subject to the pandemic situation and restriction measures.

In case of need, the Communication and Visibility Plan will be further revised after the signature of the Agreement, in consultation with the Contracting Authority and in accordance with article 11 of the General Conditions of the EU-UNDP agreement. The plan will be implemented in line with the General Conditions (specifically Article 8) and, for further guidance, the "Joint Visibility guidelines for EC-UN Actions in the field" (https://ec.europa.eu/international-partnerships/system/files/quidelines-joint-visibility-eu-un_en.pdf).

Sustainability and Scaling Up

As of end-November 2021, the CMP has exhumed 1,179 human remains related to 2,002 missing persons and identified 1,022 missing persons since 2006. With the new cases being significantly more complex, CMP can't predict at this stage when its mandate could be completed. The lower number of current exhumations compared to exhumations during the early period of the CMP project, reflects the increasing difficulty faced by CMP investigators to obtain reliable information. In order to address this complexity, the CMP has already begun and will continue to strengthen its capacity in its conduct of investigations and excavations/exhumations. In 2019, the CMP recruited one GC and one TC investigation coordinator. The CMP also arranged a training by Liverpool's Merseyside Police in 2019 to strengthen CMP's investigators' methods of investigation. The CMP has consolidated its IT strategy and is in the process of integrating its mapping framework, which was developed in-house, into the CMP's general IT infrastructure. In 2019 and 2020, the CMP Members took the necessary steps to increase the number of excavations, in particular by initiating a new barrel system technique to excavate wells rapidly, by hiring new field teams for the summer of 2021 and by speeding up the work of investigators to provide more sites for

excavations. In 2021, CMP developed a four year strategy which proposes new methodologies to address major challenges helping to speed up the project and provide answers to the families of missing persons.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The project will be implemented with the support of UNDP PMO as part of its mandate to support bi-communal projects that contribute to confidence building measures between the communities in Cyprus. As this project will be built on the experience of the implementation of several successful bi-communal projects and especially more than 12 projects over the last decade in support of the work of CMP, the project will continue to utilise already established modalities and mechanisms, building on lessons learnt regarding cost benefit analysis and value for money to ensure the most effective cost efficiency and effectiveness.

The financial management of the project will be executed directly by UNDP via its Programme Management Office (PMO) based in Nicosia, in full synergy with the overall CMP mandate. As a precondition for UNDP payments, receipts of goods and/or services (including the services of UNDP-contracted CMP consultants and personnel) are approved by the Third Member on behalf of the other CMP Members.

Project Management

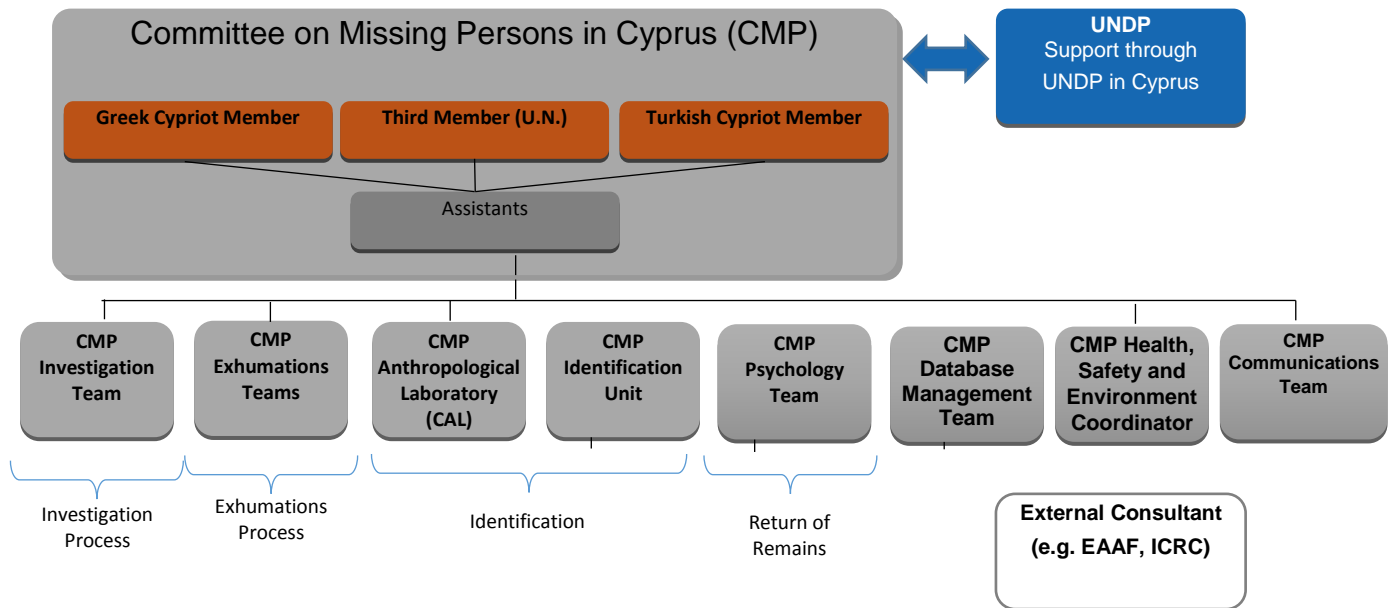
The Committee on Missing Persons in Cyprus as a member of the CMP Project Board is responsible for the strategic and substantive direction and decision-making regarding the CMP project. UNDP PMO Cyprus is responsible for the overall management of the CMP project which is an instrument created to support the CMP and implementation of the CMP strategy by providing administrative, procurement and financial management support to the project in accordance with the decisions made by the CMP Project Board. The project will be implemented following the UNDP Direct Implementation Modality (DIM).

The PMO will be mandated to conduct the day-to-day coordination and management of the project with: (i) a Part time support provided by the Head of Office of the PMO as well as Operations Manager; (ii) a full-time Project Associate; and (iii) Part time support provided by the Finance Associate, Procurement Analyst, Procurement and Operations Assistant and Office Clerk of the PMO.

While the project will cover the costs of individual members as outlined in this section, the office costs will be covered by other sources. The PMO supported by IRH will carry out the oversight and quality assurance.

In terms of financial and administrative arrangements, UNDP will make the agreed budget lines available for paying directly the suppliers/individuals. A letter of agreement will be signed between the UNDP and the CMP to reimburse the Offices of the Greek Cypriot or Turkish Cypriot Members of the CMP for expenditures related to project activities (salaries of the bi-communal scientific team, overtime/holiday payments and compensation payments for working in hazardous conditions). Both offices of the Greek Cypriot and Turkish Cypriot Members shall maintain appropriate accounting records and supporting documentation relating to the project as responsible parties, including funds they disburse and obtain reimbursement for. Both offices will separately produce detailed expenditure reports for the salaries of the bi-communal scientific team members. UNDP will reimburse, respectively to each office, the funds for the reported period after receiving a satisfactory expenditure report with required supporting documentation.

Organigram of CMP:



V. RESULTS FRAMEWORK²

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: N/A							
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: N/A							
Applicable Output(s) from the UNDP Strategic Plan: 3.2.1. National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities							
Project title: SUPPORT TO THE COMMITTEE ON MISSING PERSONS' (CMP) PROJECT ON EXHUMATION, IDENTIFICATION AND RETURN OF REMAINS OF MISSING PERSONS IN CYPRUS – PHASE 13							
EXPECTED OUTPUTS	ACTIVITIES	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS 2022	DATA COLLECTION METHODS & RISKS (Appendix 1)
				Value	Year		
The expected output is to recover, identify and return to their families the remains of persons who went missing during the inter-communal fighting of 1963 to 1964 and the events of 1974	Activity Result 1: Investigation: Information is collected and analyzed in order to identify potential burial sites	1.1 Number of new burial sites located across Cyprus (including wells)	CMP	65	2020	110	CMP Statistics Risks: #1, #2, #3, #8, #9, #10
		1.2 Percentage of excavation sites with remains found	CMP	26%	2019 ³	20%	CMP Statistics Risks: #2
	Activity Result 2: Excavation: Potential burial sites are excavated and human remains are recovered	2.1 Number of individuals exhumed	CMP	1,212 (cumulative)	31/12/2020	50	CMP Statistics Risks: #1, #2, #3, #4, #5, #8, #9, #10, #11
	Activity Result 3: Anthropological Analysis : The biological profile of the exhumed remains is established through scientific anthropological analysis.	3.1 Number of biological profiles created	CMP	985 (cumulative)	2020	40 ⁴	CMP Statistics Risks: #1, #2, #3, #4, #5, #6, #7, #8, #9, #10, #11
	Activity Result 4: Genetic Testing and Matching: DNA analysis is conducted on exhumed remains and relatives of missing persons	4.1 Number of bone samples analyzed	CMP	985 (cumulative)	2020	40	CMP Statistics Risks: #1, #2, #3, #4, #5, #6, #7, #8, #9, #10, #11

² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

³ Due to covid-19 restrictions, 2020 statistics are not representative, hence 2019 is used as baseline

⁴ The identification of missing persons includes not only the remains of those persons who are contained on the official list of missing persons but also persons who were known to be dead but were not included on the missing persons list.

Activity Result 5: Identification and Return of Remains: Formal identification of missing person is concluded, the family is informed, remains are returned and psychological support is provided.	5.1 Number of missing persons identified	CMP	985 (cumulative)	2020	40	CMP Statistics Risks: #1, #2, #3, #4, #5, #6, #7, #8, #9, #10, #11
	5.2 Number of identified individuals returned to their families	CMP	985 (cumulative)	2020	40	CMP Statistics Risks: #1, #2, #3, #4, #5, #6, #7, #8, #9, #10, #11
Activity Result 6: Communication and Public Awareness: Public and stakeholders informed about CMP activities	6.1 Number of media interviews	CMP	5	2020	15	Media interviews conducted Risks: #1,#7, #8, #9, #10
	6.2 CMP Social Media Traffic	CMP	n/a	n/a	150,000 views ⁵	SEO CMP Website, Facebook statistic, etc Risks: #1, #8, #9, #10
	6.3 Number of press releases published	CMP	11	2020	15	Press releases published on the CMP website Risks: #1, #8, #9, #10
	6.4 Number of publications / brochures published	CMP	2	2020	2	Publications / brochures published by the CMP Risks: #1, #8, #9, #10
	6.5 Number of joint meetings with TC and GC family associations	CMP	2	2019	2	Meeting records of the CMP Risks: #1, #8, #9, #10
Activity Result 7: Training and Capacity Building: Employees working on CMP project receive training.	7.1 Number of trainings to CMP staff	CMP	2	2019	2	Training records Risks: #1, #8, #9, #10
	7.2 Number of personnel trained	CMP	14	2019	10	Training records Risks: #1, #8, #9, #10
Activity Result 8: Project Management: It is ensured that project is compliant with UNDP and donor guidelines	8.1 Number of monitoring meetings between CMP Members and UNDP	UNDP	27	2020	24	UNDP-CMP weekly Meeting minutes Risks: #1, #8, #9, #10
	8.2 Number of PSC meetings	UNDP	1	2020	1	PSC annual meeting minutes Risks: #1, #8, #9, #10
	8.3 Financial audit to CMP offices	UNDP	2	2020	2	Financial audit reports Risks: #1, #8, #9, #10
	8.4 Number of contracts resulting from procurement / HR processes	UNDP	35	2020	20	Face Sheets, Service contracts, IC contracts, Direct Contracts Risks: #1, #8, #9, #10
	8.5 Percentage of women personnel in CMP teams	CMP		2020	50%	Staff lists. Risks: #1,#7, #8, #9, #10

⁵ The number of views of CMP website, facebook and other CMP social media accounts as per the social media statistics.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	CMP	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	CMP	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least once	Relevant lessons are captured by the project team and used to inform management decisions.	CMP	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	At project design stage and at the end of the project	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	CMP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least once	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	CMP	
Project Report	A progress report will be presented to the Project Board and key stakeholders,	At the end of the project (final		CMP	

	consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually, and at end of project.	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	CMP	

Evaluation Plan⁶

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation						

⁶ Optional, if needed

VII. MULTI-YEAR WORK PLAN ⁷⁸

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount
Output 1: Recover, identify and return to their families the remains of persons who went missing during the inter-communal fighting of 1963 to 1964 and the events of 1974	Activity Result 1: Investigation: Information is collected and analyzed in order to identify potential burial sites.	UNDP	EU	1.1.1a Researcher / Investigator Coordinator (1 GC)	28,800
		CMP	EU	1.1.1b Researcher / Investigator Coordinator (1 TC)	24,816
		UNDP	EU	1.1.2a Researchers / Investigators (8 GC)	172,800
		5 CMP & 3 UNDP	EU	1.1.2b Researchers / Investigators (8 TC)	115,200
		UNDP	EU	1.1.3a Assistant to Researchers / Investigators (1 GC)	12,000
		UNDP	EU	1.1.3b Assistant to Researchers / Investigators (1 TC)	9,600
	Activity Result 2: Excavation: Potential burial sites are excavated and human remains are recovered.	UNDP	EU	2.1 Excavation services	112,751
		UNDP	EU	2.2 Machinery parts, service and maintenance	15,000
		UNDP	EU	2.3 Assessment of site(s) prior to excavation (Feasibility Study 2022 outputs)	60,000
		UNDP	EU	2.4 Compensation services/works and related costs	10,000
		UNDP	EU	2.5 GIS expenses (satellite imagery, training, equipment, etc.)	9,000
		CMP	EU	2.6a Team Leaders (5 GC)	121,080
		CMP	EU	2.6b Team Leaders (4 TC)	96,864
		UNDP	EU	2.7a Team operators / bulldozer drivers / workers (2 GC)	30,000
		CMP	EU	2.7b Team operators / bulldozer drivers / workers (7 TC)	92,652
		CMP	EU	2.8 Field Technical Services Assistant (1 TC)	8,400
		CMP	EU	2.9a Field Coordinators (1 GC)	24,816
		CMP	EU	2.9b Field Coordinators (1 TC)	24,816

⁷ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁸ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	UNDP	EU	2.10 Health Safety and Environment Coordinator (1 TC)	27,600
Activity Result 3: Anthropological Analysis: The biological profile of the exhumed remains is established through scientific anthropological analysis.	CMP	EU	3.1a Anthropology Laboratory Coordinators (1 GC)	24,816
	CMP	EU	3.1b Anthropology Laboratory Coordinators (1 TC)	24,816
	15 CMP & 1 UNDP	EU	3.2a Anthropologists / Archaeologists (16 GC)	363,456
	CMP	EU	3.2b Anthropologists / Archaeologists (17 TC)	386,172
	CMP	EU	3.3 Photographer (1 TC)	16,800
	UNDP	EU	3.4 Laboratory Gardener (1 GC)	12,000
	CMP	EU	3.5 Laboratory Cleaner (1 TC)	16,800
Activity Result 4: Genetic Testing and Matching: DNA analysis is conducted on exhumed remains and relatives of missing persons.	CMP	EU	4.1a DNA Specialists / Geneticists (1 GC)	32,052
	CMP	EU	4.1b DNA Specialists / Geneticists (1 TC)	32,052
	UNDP	EU	4.2 DNA analysis	30,000
Activity Result 5: Identification and Return of Remains: Formal identification of a missing person is concluded, the family is informed, remains are returned and psychological support is provided.	CMP	EU	5.1a Psychologists (2 GC)	45,432
	CMP	EU	5.1b Psychologists (1 TC)	22,716
Activity Result 6: Communication and Public / Stakeholders Awareness: Public and stakeholders are informed about CMP activities.	UNDP	EU	6.1a Communication Associates - Part Time (1 GC)	12,000
	UNDP	EU	6.1b Communication Associates - Part Time (1 TC)	12,000
	UNDP	EU	6.2 Visibility, Communications and Publications	20,000
Activity Result 7: Training and Capacity Building: Employees working on CMP project receive training.	UNDP	EU	7.1 International Travel (airfares, DSA, terminals and local transport) and Training Costs	10,000
Activity Result 8: Project Management: It is ensured that project is compliant with UNDP and donor guidelines	UNDP	EU	8.1 Local project office, laboratory and field expenses	20,000
	UNDP	EU	8.2 ICT equipment, parts, maintenance, repair, services, software	15,000
	UNDP	EU	8.3 Health and safety expenses	30,000
	UNDP	EU	8.4 International consultants	3,000
	UNDP	EU	8.5a Database Managers (1 GC)	36,000
	UNDP	EU	8.5b Database Managers (1 TC)	36,000
	CMP	EU	8.6.1 Logistic Support Clerk (1 TC)	12,000
	CMP	EU	8.6.2 Assistant to CMP Members (2 TC)	57,600
	CMP	EU	8.6.3 Administrative Officer (1 TC)	12,000
	CMP	EU	8.6.4 Executive Assistant/Secretary (1 TC)	12,000

		CMP	EU	8.6.5 Digitization Officer (1 TC)	12,000
		CMP	EU	8.6.6 Lab Officer (1 TC)	12,000
		UNDP	EU	8.7 UNDP Project Office Costs 8.7.1 Head of Office (part time 5%) 8.7.2 Operations Manager (part time 10%) 8.7.3 Procurement Analyst (part-time 40%) 8.7.4 Project Associate (100%) 8.7.5 Finance Associate (part time 75%) 8.7.6 Procurement and Operations Assistant (part-time 20%) 8.7.7 Office Clerk (part-time 20%)	102,000
		UNDP	EU	8.8 Group policy insurance of CMP personnel for accident	8,000
		UNDP	EU	8.9 Audit quality control and assurance expenses	5,000
	Sub-Total for Output 1				2,429,907
General Management Support					170,093
TOTAL					2,600,000

PROJECT BUDGET NARRATIVE

The budget is broken down by budget headings and lines described below and will be fully financed from EU funds.

For some positions, the salary of the TC staff is lower than the GC staff. The objective was to reimburse personnel working on the same position with equal salary, however difference has occurred between the Greek Cypriot and Turkish Cypriot salaries due to exchange rate fluctuation. On the other hand, in cases where personnel is recruited under UNDP contracts, the reimbursement is in Euro and the payment is equal to both communities. In the case of the researchers, an increase in the salary has occurred because the contracts were converted from short term daily based to monthly payment. This is because the contracts have exceeded 24 months duration and the short term modality was not applicable. Based on the education level, experience and job description the applicable UNDP compensation level was applied, with the agreement of the CMP members.

Budget Heading 1 - Investigation

Budget Line 1.1.1 Research / Investigation Coordinators (1 TC + 1 GC)

The role of the research / investigation coordinators is to lead the investigators and oversee CMP's investigation operations. Their main tasks are coordination and supervision of the work of the investigators and analysts in a bi-communal manner and close coordination with CMP Members, who are actively engaged in the investigation process, as well as with Field Coordinators.

Budget Line 1.1.2 Researchers/Investigators (8 TC + 8 GC)

The researchers / investigators are working across the island to gather information on possible burial sites. Their work becomes more and more difficult as more witnesses are passing away. The aim is to locate more precise excavation sites, thereby reducing the number of abortive exhumations and increasing the number of retrieved missing persons.

Budget line 1.1.3 Assistants to Researchers / Investigators (1 TC + 1 GC)

The role of the assistant to researchers / investigators is to assist the researchers / investigators in providing information by collecting, analyzing and summarizing data regarding missing persons possible burial sites, last seen place of disappearance etc.

Budget Heading 2 - Excavation

Budget Line 2.1 Excavation services

This budget line includes cost of excavation services contracted for the provision of required machinery with operators including mini excavator, midi excavator, large excavator, backhoe loader, heavy wheel loader, dumper, dump truck, transfer of equipment/vehicles to the required destinations, etc.

Budget Line 2.2 Machinery parts, service and maintenance

This budget line includes cost of parts, service/maintenance and repair of the machinery/vehicles owned by the CMP.

Budget Line 2.3 Assessment of site(s) prior to excavation

This budget line includes cost of feasibility studies prior to excavation to potential burial sites. These studies are conducted for safety reasons, in order to identify and minimize any serious risks (e.g. explosion of methane gas pockets, risks of collapse, asbestos) and to estimate the cost of a subsequent excavation including the rehabilitation of the site after the excavation

Budget Line 2.4 Compensation services/works and related costs

This budget line includes payments for the compensation of destructions caused by the CMP excavation activities and engineer services (individual or company) needed by the CMP. In the event that a property is damaged as a result of excavations or other actions of the CMP, it may be necessary to require engineering services for the design, supervision and implementation of remedial works to compensate for the damage incurred. The CMP Members have agreed to increase the compensation component to adequately meet the needs of reconstruction of sites, properties and infrastructure affected by the excavations and thus keep the trust of land or building owners.

Budget Line 2.5 GIS expenses (satellite imagery, training, equipment, etc.)

This budget line includes GIS expenses of the CMP such as satellite imagery, GIS equipment, training on GIS, etc.

Budget Line 2.6 Team Leaders (5 GC + 4 TC)

The role of the team leaders is to lead an exhumation team in accordance with field standard operating procedures, reporting to the field coordinators. There is one team leader assigned for each exhumation team.

Budget Line 2.7 Team operators / bulldozer drivers / workers (2 GC + 7 TC):

The role of the heavy machine operators, that is, the bulldozer drivers, is to operate the bulldozers owned by the CMP and working at excavation sites together with the CMP exhumation teams.

The role of the employees is to support the CMP excavation teams that require manual or sensitive excavation of remains and other support required at the CAL such as cleaning of the remains.

Budget Line 2.8 Field Technical Services Assistant (1 TC)

The role of the field technical services assistant is to perform data collection for the field and investigation phases of the CMP project using the Unmanned Aerial Vehicles, GNSS and Total Station. The field technical services assistant is also responsible for processing the data that was collected at the field by using the relevant software, to perform visual analysis and comparison analysis of the old aerial photographs and to store data in required databases.

Budget Line 2.9 Field Coordinators (1 GC + 1 TC)

The role of the field coordinators is to plan and oversee the excavations, manage required human resources whilst overseeing logistics and ensure they adhere to health and safety procedures. There are up to 8 exhumation teams operating in the north and 1 exhumation team in the south.

Budget Line 2.10 Health, Safety and Environment Coordinator (1 TC)

The role of the health, safety and environment (HSE) coordinator is to look after health, safety and environment issues and take precautionary measures in the different worksites, which are located in the southern and northern parts of the island. The HSE coordinator is delegated to ensure that CMP adheres to health, safety and environment standards and plays a vital role at the worksite, is responsible for planning and implementing measures to reduce work hazards. The HSE coordinator is also required to undertake training programs that will cultivate safe work procedures and coordinates efforts to ensure that proper warning systems and evacuation procedures are in place at each worksite. The position involves also the development of risk management procedures to ensure safe working environment. Work is performed both at the worksites (excavation sites) and at the CMP Anthropological Laboratory premises.

Budget Heading 3 – Anthropological Analysis

Budget Line 3.1 Anthropology Laboratory Coordinators (1 GC + 1 TC)

The role of the Anthropology Laboratory Coordinators is to lead the staff in the CMP Anthropology Laboratory and oversee the anthropological work of the staff.

Budget Line 3.2 - Anthropologists / Archaeologists (17 TC + 16 GC)

The roles and responsibilities of Archaeologists are to carrying out excavations of suspected burial sites and exhumations of remains and to develop and update procedures for excavations in line with evolving scientific practice. In addition, the archaeologists are responsible for preparing diagrams/maps of excavation areas and photos of the areas and any findings, recording and elaborating on findings on the computer, compiling of excavation reports and participating in scientific briefings to relatives of missing persons.

The roles and responsibilities of Anthropologists are to record/register biological profiles using scientific methods, to prepare skeletal samples/teeth for genetic identification using DNA as well as submitting/delivering remains to the relatives after identification, in accordance with protocol. The responsibilities also include preparing of anthropological and summary reports, providing assistance and participating in excavations when required.

Budget Line 3.3 Photographer (1 TC):

The roles of the forensic photographer include:

- Photographing casework (skeleton overview, dentition, pathology and trauma) in consultation with the case forensic anthropologist;
- Entering the photographs in the CAL network according to CAL procedures;
- Photographing CAL guests at CMP events, as per the CMP Members' requests.

Budget Line 3.4 Laboratory Gardener (1 GC)

- The role of laboratory gardener is to provide gardening and maintenance services to the CMP Anthropological Laboratory including:
 - Provision of gardening and landscape maintenance services;
 - Provision of CMP laboratory maintenance services;
 - Disposal of excess materials: Dispose all excess material at only those designated areas which adhere to local environment.

Budget Line 3.5 Laboratory Cleaner (1 TC)

- The role of the laboratory cleaner is to provide cleaning and hospitality services to the CMP Anthropological Laboratory.

Budget Heading 4 – Genetic Testing and MatchingBudget Line 4.1 DNA Specialists/Geneticists (1 GC + 1 TC):

The role of the DNA Specialists/Geneticists is to manage the genetic phase of the CMP programme on the exhumation, identification and return of remains of missing persons in Cyprus. Specifically, the DNA Specialists/Geneticists: (1) interface with (a) the CMP Anthropological Laboratory (CAL); (b) the two local DNA laboratories, where family reference samples are generated; and (c) the external DNA laboratory where post-mortem DNA analyses are performed on CMP skeletal samples; (2) maintain copies of the family reference samples databases of both Greek Cypriots and Turkish Cypriots; (3) check and update as required the information on family trees (pedigrees) for each missing person; (4) receive preliminary and final DNA profiles from the subcontracted genetic laboratory that conducts the post-mortem DNA analysis; (5) perform quality assurance and control of the genetic analysis undertaken by the subcontracted laboratories; (6) participate in scheduled CAL reconciliation meetings related to the final identification of missing persons, as well as the weekly CAL meetings, CAL-Assistants meetings and other meetings; attend scheduled family viewings; (7) prepare the consistency reports

for all DNA match reports received by the subcontracted laboratories; (8) prepare the genetic section of the integrated identification report; and (9) maintain the scientific integrity of the identification processes, and advise the CMP Members on these issues.

Budget Line 4.2 DNA analysis

This budget line includes cost of services received from the external DNA laboratory, including DNA extraction, Nuclear DNA testing on bone or tooth samples, Y-STR testing on bone or tooth samples, Mitochondrial DNA testing on bone or tooth samples, (HVR1, HVR2 or other validated methods with similar discrimination), transportation of bone or tooth samples, etc.

Budget Heading 5 – Identification and Return of Remains

Budget Line 5.1 Psychologists (2GC + 1 TC)

Roles and responsibilities of Psychologists:

- Providing psychological support to families of missing persons during different stages starting from the identification stage to the genetic analysis and further on, as necessary;
- Working with other service departments and scientists;
- Being present at informative meetings/discussions with families of missing persons;
- Being present for funeral and arranging relevant procedures;
- Being in close contact with relatives of identified individuals and responds urgently to their requests;
- Conducting research related to CMP's work.

Budget Heading 6 – Communication and Public Awareness

Budget Line 6.1 Communication Associates – Part Time (1 GC + 1 TC):

The role of the Communication Associates hired by UNDP is to supports the preparation and implementation of communications strategies and publications policy:

- Re-design and maintain the CMP website;
- Create and maintain social media platforms;
- Collect information, prepare content for the website and social media platforms;
- Disseminate information and publications;
- Provide assistance at public events such as seminars and press conferences;
- Provide logistical support to CMP's publicity/outreach activities, knowledge-sharing events and promotional opportunities;
- Maintain media/information database and photo library;
- Extract data from various sources;
- Retrieve statistical data from internal and external sources;
- Arrange briefings and regular meetings with national and international media;
- Provide logistical support to information campaigns (e.g., International Missing Persons Day);
- Review of translations, contacts with printers and other suppliers to ensure production;
- Facilitate knowledge building and management.

Budget Line 6.2 Visibility, Communications and Publications

This budget line will be used for visibility activities described in the Annex VI - Communication and Visibility Plan.

Budget Heading 7 – Training and Capacity

Budget Line 7.1 International Travel (airfares, DSA, terminals and local transport) and Training Costs

This budget line includes international travel expenses of the CMP Members, Assistants, scientists and consultants (as per UNDP's procedures), professional development trainings (individual/group), and registration costs to trainings / workshops / conferences / seminars.

Budget Heading 8 – Project Management

Budget Line 8.1 Local project office, laboratory and field expenses

This budget line includes all project office of the CMP, laboratory and field running costs of the action, such as utilities (water, electric, phone, fax, server etc.), supplies, stationary, insurance, cleaning materials and services, security services, printer cartridge/toner, generator fuel, air-condition maintenance/repair, other equipment maintenance/repair, newspaper advertisements for procurement notices and vacancies, car rental etc.

Budget Line 8.2 ICT equipment, parts, maintenance, repair, services, software

This budget line includes ICT equipment and parts of the CMP (such as server, computer, monitor, keyboard, mouse, printer, scanner, copier, digital sender, camera, hard disk / flash memory, network switch, access point, UPS, telephone, etc.), software (operating system, office package, database, antivirus, acrobat, etc.), maintenance/repair services, email services, etc. The CMP Members have agreed to strengthen CMP's information technology sector to ensure it effectively supports the project's complex requirements in investigation, exhumation and identification.

Budget Line 8.3 Health and safety expenses

This budget line includes health and safety expenses of the CMP such as safety shoes, safety glasses, hats, sunscreen, chest waders, rain jacket and pants, rain boots, work overalls, gloves, masks, mask filters, snake gaiters, ear protection / muffs, first aid kits, fire extinguishers, pharmaceutical items, pandemic disease related measures, etc.

Budget Line 8.4 International Consultants

The EAAF acts as an external consultant to the CMP and is tasked to ensure that the Committee adheres to best practices in terms of scientific methods and standards. The EAAF consultants will undertake follow up visits to check on progress made on earlier recommendations. The consultants will assist in the management of scientific operations on site and act as a liaison in case of disagreements between local scientists. They assist in the on-going organisation of the laboratory, in terms of space, activities and circulation of recovered remains and related artefacts. The consultants assist with the establishment and follow-up of a tracking system for all remains, assist in the organisation/direction of the bi-communal teams of archaeologists and anthropologists, and evaluate the genetic and non-genetic data to produce reports on the identification of remains after co-ordination with the reconciliation team.

Budget Line 8.5 Database Managers (1 GC + 1TC)

The role of the Database Managers is to support the management of the CMP database. This includes the following:

- Support in shared Management of CMP M-Files database, including its shared administration;
- Support in handling hardware and software packages with a particular focus on achieving results for the IT systems of the CMP laboratory (CAL), the Offices of CMP's Turkish Cypriot and Greek Cypriot Members as well as the Archive Research Team;
- Support in the ensuring of efficient networks administration;
- Assist in ensuring of the information security of CMP offices (CMP GC Member's Office, CMP TC Member's Office and Archive Research Unit located in the CMP Third Member's Office) and CAL;

- Support in CMP website administration;
- Assist in handling CMP e-mail administration;
- Assist in the provision of logistic support;
- Supports knowledge building and knowledge sharing in the office.

Budget Line 8.6 Administrative Personnel

Budget Line 8.6.1 Logistic Support Clerk (1 TC)

The role of the Logistic Support personnel is to support in daily messenger activities, collection and delivery of mail and other materials as required by the CMP.

Budget Line 8.6.2 Assistants to CMP Members (2 TC)

The role of the assistants is to assist the CMP Member with the execution of CMP project including the following:

- To maintain a cooperation and harmonious working environment, while working with two communities;
- In the absence of CMP Member, to act as the officer in charge;
- To supervise staff working at laboratory, field coordinators and psychologist;
- To oversee the operations at CMP Laboratory.

Budget Line 8.6.3 Administrative Officer (1 TC)

The role of the administrative officer is to handle the administrative tasks of CMP member's office, including the following:

- Maintain the coordination with the local authorities finance department;
- Supervise the procurement of CMP office;
- Monitor and report the daily work schedule of CMP personnel;
- Handle the recruitment procedure;
- Prepare financial reports for CMP office.

Budget Line 8.6.4 Executive Assistant /Secretary (1 TC)

The role of the executive assistant/secretary is to manage the schedule of CMP Member, including the following:

- Organize the daily schedule for CMP Member;
- Handle administrative duties of CMP Members Office;
- Prepares letters on behalf of CMP Member;
- Responsible for preparing and maintaining archives.

Budget Line 8.6.5 Digitization Officer (1 TC)

The role of the digitization officer is to handle the digital information of CMP, including the following:

- Conduct digital archiving of documents and photos;
- Provide maintenance of photographic camera;
- Handle technical issues of electronic devices;
- Responsible for the organization of M-Files.

Budget Line 8.6.6 Lab Officer (1 TC)

The role of the lab officer is to assist in the examination of medical and forensic lab tests in order to identify missing persons, including the following:

- Perform maintenance of tools used in CMP Lab;
- Maintain archives of records at CMP Lab;
- Conduct asset management and assist in the procurement needs of CMP lab;
- Handle orientation of visitors at CMP Lab.

Budget Line 8.7 UNDP Project Office Costs

UNDP allocates the total cost for the below listed positions to different projects (including projects which are not EU funded), in line with the respective contribution agreements and with respect of the principle of no double financing.

Budget Line 8.7.1 Head of Office (part-time 5%):

The role of the Head of Office include monitoring effectively the overall implementation of the project, ensure timely and appropriate project reporting, and to ensures compliance with UNDP corporate rules and regulations.

- Attends Project Steering Committee meetings throughout the project implementation.

Budget Line 8.7.2 Operations Manager (part-time 10%):

Local Operations Manager hired by UNDP is responsible for the project implementation support. The main role is to ensure the smooth functioning of the support services provided to the project, consistent service delivery and constant evaluation and readjustment of the operations to take into account changes in the environment as and when needed.

Budget Line 8.7.3 Procurement Analyst (part-time 40%):

Local Procurement Analyst is part of the UNDP Cyprus Operations Team and reports to the UNDP Cyprus Operations Manager. The key functions are to conduct efficient procurement and to monitor contracts and agreements.

Budget Line 8.7.4 Project Associate (full-time)

Local project assistant hired by UNDP provides day-to-day support to the project. The person is based in the UNDP Cyprus Office and works in close collaboration with CMP staff, UNDP Regional Hub staff, UNDP HQs staff and the UNDP Brussels Representation Office, to successfully ensure the objectives of the Project are met. It is the contact person for the project for receiving operational support requests about procurement, human resources and finance, initiating required actions to relevant operations team member, follow-up of progress and provide feedback/updates to the requesting person/unit.

Budget Line 8.7.5 Finance Associate (part-time 75%):

Local Finance associate hired by UNDP provides support for financial processes. The main role is reviewing documentation prior to payment made to the CMP GC and TC Members' Offices for the reimbursements and any other project related payment made to the vendors.

Budget Line 8.7.6 Procurement and Operations Assistant (part-time 20%)

Local procurement and operations assistant hired by UNDP provides day-to-day procurement and operational support to the project.

Budget Line 8.7.7 Office Clerk (part-time 20%)

Local office clerk hired by UNDP provides day-to-day support to the project. The duties include registry, filing and archiving of documentation, interaction with vendors on office issues and preparation of basic correspondence.

Budget Line 8.8 Group policy insurance of CMP personnel for accident

This budget line includes group policy insurance of CMP personnel for accident, illness and injury such as accidents caused by explosions of all kind, bacterial, viral, and parasitic infections, hernias, musculoskeletal injuries, etc.

Budget Line 8.9 Audit expenses

This budget line includes financial audit services for the salary reimbursements issued to the CMP Greek Cypriot Member's and the CMP Turkish Cypriot Member's Offices.

Additional Budget headings under CMP Multi-donor project (not funded by EU)

Purchase of Midi Excavator

This budget line includes the purchase of a midi excavator that will be used to excavate potential burial sites located in narrow areas, and will reduce the cost of renting the relevant machinery.

Overtime and Compensations

This budget line includes the compensation payment to CMP staff working beyond working hours or weekends and holiday pay in lieu of time off when any member of the staff is unable to take their full holiday entitlement due to the necessity to work on the project. This also includes compensation payments to staff working in hazardous conditions such as for the removal of asbestos.

RadioCarbon Analysis

This budget line covers the costs of radiocarbon analysis which is a method for determining the age of an object containing organic material and is used for testing the bone or tooth samples of remains exhumed. This method contributes to the identification of the missing persons.

Covid related expenses

This budget line includes the costs related to covid-19, mainly the expenses of PCR and rapid tests conducted to the staff and missing persons family members that visit the premises of CMP operations.

Other Miscellaneous (e.g. Evaluation cost)

This budget line includes other miscellaneous costs related to project management, mainly the evaluation of the CMP projects. The objective of the assignment is to conduct a final evaluation of the project outputs in terms of their: relevance; impact; effectiveness; efficiency; sustainability; gender; theory of change or results/outcome map; stakeholders and partnership strategy. The final evaluation will also provide recommendations for any improvements that can be made for future projects with a similar outcome.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Throughout the implementation period of previous phases of the project, UNDP has been working very closely with the Committee on Missing Persons in Cyprus to support its members in implementing the project and mandate. The government structure of the CMP project is the result of more than 10 years implementing of previous EU funded phases. This structure ensures sound mainstreamed communications as well as more efficient and effective structured participation of bi-communal scientific teams.

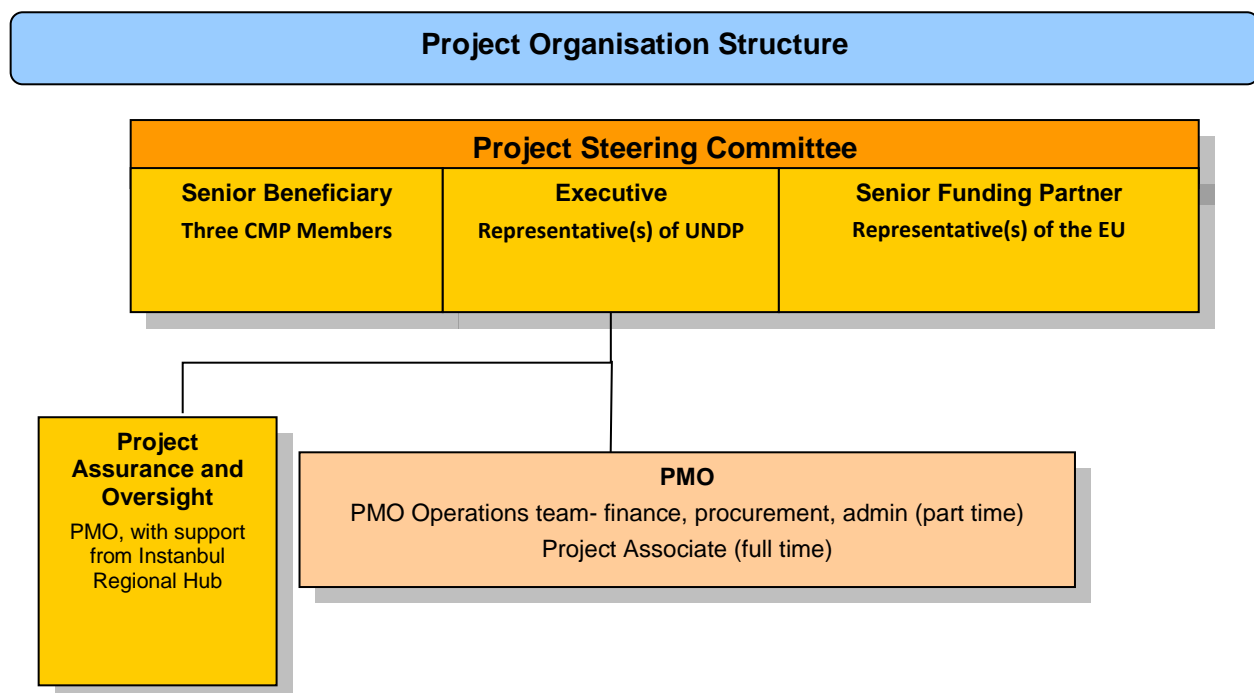
The Committee on Missing Persons (CMP)

The CMP is composed of Members appointed by the leaders of the respective two communities and a Third Member, selected by the International Committee of the Red Cross (ICRC) and appointed by the UN Secretary-General. The Committee has a chairperson who rotates every three months. All CMP decisions are taken by consensus.

The CMP does not have legal personality. It cannot thus be the recipient of grants from donors. UNDP, having a long experience in confidence building programs around the world and a long presence on the island, has been entrusted by the EU to support the CMP members in implementing the project.

The Project Steering Committee (PSC)

The project is governed by a Project Steering Committee (PSC). The PSC is a multi-stakeholder committee comprised of representatives from UNDP as the Executive, the EU as the funding partner and the three CMP members as the senior beneficiary.



IX. LEGAL CONTEXT

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Cyprus and UNDP, signed on 10 June 1974. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

X. RISK MANAGEMENT

RISK MANAGEMENT STANDARD CLAUSES

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. 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;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.

- b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.
Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its

subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening**
- 3. Risk Analysis.**
- 4. Capacity Assessment:**
 - a. Micro Assessment of the CMP Greek Cypriot Member’s Office**
 - b. Micro Assessment of the CMP Turkish Cypriot Member’s Office**
- 5. Project Steering Committee TOR**