

United Nations Development Programme



**UNDP-ACT Project Document:**  
**Name of Initiative: ENGAGE – Civic Engagement for Reconciliation**  
**Country: Cyprus**

Expected Outcome/ Indicator:	<p><i>Outcome:</i> Capacity of Civil Society strengthened to provide a vehicle for citizens to play a role in the reconciliation process.</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> <li>• Increased number of consultations between CSO's and decision makers regarding settlement and post-settlement policies and strategies</li> <li>• Improvement in the CSI Index regarding CSO influence on decision-making and policy-making</li> </ul>
Expected Outputs (2) /Annual Indicator/Targets:	<u>Output 1:</u> Capacity of civil society enhanced to establish itself as a sustainable sector and a force for reconciliation in Cypriot society
	<u>Output 2:</u> Public Awareness Campaign designed and delivered on the role of Civil Society
	<u>Output 3:</u> Follow up study/assessment on the state of Cypriot Civil Society
	<u>Output 4:</u> Monitoring and Evaluation programme developed.
Executing Entity:	UNDP ACT (NGO Agreement)
Implementing agencies:	NGO Support Centre and the Management Centre of the Mediterranean

Brief

The ENGAGE Programme will strengthen the role played by Civil Society in the reconciliation process by increasing the number of policy positions led by Civil Society Organizations and Civil Society Networks; increasing the number of partnerships, networks and informal collaborations supporting the reconciliation process and increasing the number of joint thematic initiatives created to demonstrate a common approach to island-wide issues. In addition, the Programme will set out a best practice policy for CSO communications with the media, for future programmes of work. The Civicus survey will ensure that continual learning takes place about Cypriot Civil Society, and the Monitoring and Evaluation framework will ensure the success of the Engage Programme.

Programme Period: February 2009 – July 2011  
 Project Title: ENGAGE  
 Project Duration: 27 months

Total Budget: USD 1,201,442 (€939,528) Allocated resources: USD 1,201,442 (€939,528)  
 UNER: EURO 0 782 x USD1 (March 2009)

- Government: None
- Regular: None
- Other: DonorNone
- In kind contributions: EURO 93,952 (staff, board members, trainers, consultants voluntary contribution)

Endorsed by: Jaco Cilliers, UNDP ACT Programme Manager

Date: 1/4/09

Signature:



## **I: SITUATION ANALYSIS**

Historically, there have been intensive efforts by civil society organisations, from both communities, to bridge the inter-communal divide that exists today. These initiatives have taken many forms, but have concentrated around conflict resolution workshops, academic seminars, panel discussions, cultural events, environmental projects, youth camps, and celebrations of special holidays. Many of the actors involved in the original efforts are still today involved in bi-communal activities, although many would say that they face similar challenges now as they did when they began their activities.

The thematic areas covered by previous UNDP-ACT projects include Civil Society Strengthening, Cultural Heritage, Education and Youth, and the Environment and Sustainable Development. These Projects and CSO's that have continued to make an impact in Cypriot Civil Society will be targeted to benefit from the Engage Programme, along with new actors who are more recently established.

Traditionally, Cypriot Civil Society has never been systematically involved in the search for a peaceful solution to the Cyprus problem and the ENGAGE Project proposes a mechanism to align Civil Society into the process, and for the first time complement the high level nature of negotiations. It is suggested however that the engagement of Civil Society will contribute to the work of the political leadership and not be a substitute for it. In this respect the project will seek to support the aspirations articulated in the Secretary General's Report November 2008 on Cyprus (S/2008/744): "An involved and informed civil society, which is essential to building trust and desirable in and of itself, forms part of the same strategy. Their active participation can contribute to helping Cypriots understand what they will be called to vote upon, so that any future settlement can be sustainable". In this way, the process of building of a shared future for Cypriot citizens will be based on more secure grounds and the resolving potential future conflict will be guaranteed further since not only the representatives of each community but also the citizens that make up these communities will have taken ownership of the peace process and its product – a solution to the Cyprus problem.

The Cypriot Civil Society, with an ever growing number of actors from both communities, has long taken ownership of its role in the peace process, initiated with the bi-communal gatherings at Ledra Palace, assisted by the UN Peacekeeping Forces or at Pyla/Pile and with changing times transforming partnerships in projects supported by the Bi-communal Development Programme and later Action for Cooperation and Trust. During 2002-2004 negotiations for peace in Cyprus, the Management Centre played an important role in supporting the civil society movement in partnership with other organizations such as the TC Chamber of Commerce. Many awareness seminars were organized and technical support to CSO's that wished to become active in the

process was extended. Until recently the role of Cypriot Civil Society has been of peripheral importance. However, with such values as trust and tolerance continually being explored at the bi-communal level by CSO's who have for many years been a part of the healing process in the communities, Cypriot Civil Society's potential contribution to the peace process is undeniable.

More recently, many organisations have recognised the need for increased inclusion in policy making, through advocacy and have come together to form networks. Currently, in Cyprus there are a small number of networks established, each one of which works in a specific area. However, the culture of networks is not widespread throughout Cyprus and existing networks are not always able to effectively influence policy at the macro level. Cypriot CSO's therefore need additional training and support in policy making and advocacy to help them to support an environment in which people can take an active role in the democratic process and the exercise of decision making.

Cypriot Civil Society, through the Engage Programme, will further encourage civil society participation in policy making, reconciliation initiatives and dialogue, and will help open up new opportunities for rapprochement, and the promotion of a culture of human rights. The Engage programme will be a channel for leaders from both communities and those taking part in the Technical Committees and Working Groups to be informed of the contributions and suggestions of civil society on issues discussed and thus ensure that the voices of the citizens are heard and considered.

#### Previous cooperation

ENGAGE will build upon the success of CSO previous capacity building programmes, but focus this effort more strategically towards the role of civil society in reconciliation. Through the success of the previous major CSO capacity building programme in Cyprus - the Cypriot Civil Society Strengthening Programme (CCSSP) -, CSOs can demonstrate that Civil Society is now better prepared to advocate; lobby and negotiate policy positions, with the support of our strong Programme team and through the creation and strengthening of joint networks, media channels and data publications. An evaluation of the CCSSP has shown that all of the designated targets were achieved or exceeded.

Despite the progress achieved by CCSSP, the Cypriot Civil Society, especially the thematic and/or island-wide networks formed by numerous CSO's, are still in demand of additional capacity building activities. Those CSO's that have built their capabilities in project management, for example, need support in implementing projects and thus further developing their capacity through the management of small-scale projects. The ENGAGE Programme will give CSOs and networks this chance by launching the Small Funds Scheme. Moreover, the strengthened CSO's may feel the need to combine these skills gained by cooperating under a common objective to improve their outreach and impact. The ENGAGE Programme will help achieve this through the networking events and the brokering of support.

## **II: STRATEGY**

The Engage programme will be designed in a way, to help the CSO's and networks to increase their impact in decision making for the future of Cyprus, to build the capacity of their organisations and also to help them develop effective communication strategies and promote the work that they do through the project channels. For example, CSO's will become proactive, promoting their work especially in the areas of reconciliation and decision making and become effective lobbyists. Thus from the outset ENGAGE will seek a strategy which will focus on two main axes:

- Using the increased understanding of the role of civil society to be more systematically involved in discussions about the future of the island
- Taking a more strategic approach to civil society by targeting, selecting and helping organisations decide what are the most appropriate interventions

## **Implementation Phase**

### **Output 1 Capacity Building of Civil Society enhanced to establish itself as a sustainable sector and a force for reconciliation in Cypriot society.**

Participating CSO's will be encouraged to consider how collaborative partnerships with other CSO's may strengthen the work in which they are engaged. CSO leaders will be given the opportunity to discuss strategies for joint initiatives around issues relating to their organisational mission and vision and to explore how their own organisational strengths may compliment those of similar CSO's for a specific purpose. A Capacity Assessment programme will be developed for CSO's and will highlight areas in which joint thematic collaborations might achieve success. From this information, the Programme team will suggest opportunities for collaborations through the creation of island wide thematic networks, either by strengthening existing networks or the creation of new ones – where a thematic gap exists. Tools for CSO/NGO capacity building will be developed.

All networks will take part in a Capacity Building programme consisting of tailor made Technical Assistance support designed to ensure the networks have the ability to successfully operate, communicate and function. Attention to be given on women's group and networks. Issues around Governance and sustainability will be addressed in addition to ensuring that the local networks are given the opportunity to link to relevant international networks and thus increase the visibility of Cypriot CSO's. Further, the development and release of funds from a new Small Funds Scheme for technical assistance for up to €100,000 will be available for existing and potential networks and partnerships of CSOs to help them to build and strengthen their capacity and to encourage them to contribute to the process of reconciliation in Cyprus. The financing will be available for short term projects of up to 12 months in duration and will be provided along with capacity building support, technical assistance, and tailored training to recipient organisations. The NGO-Support Centre and Management Centre will manage the Technical assistance with the Small Funds Scheme within the scope of the ENGAGE project. The objective of the Small Funds Scheme is to build the Capacity of Civil Society to ensure citizens play a greater role in the reconciliation process and to support the participation of civil

society organisations and networks in Cyprus by providing financing to selected initiatives. Partnerships of organisations and networks will have the opportunity to receive financial assistance coupling technical assistance through the Small Funds Scheme in order to build the capacity of their network or partnership. The application for assistance will be a simple process and will include a menu of options for the types of initiatives allowed under the financing technical support scheme. The choices of initiatives will be identified through the needs assessment that will be done by the Management Centre and NGO Support Centre. Partnerships of organisations and/or networks will choose from the menu of options list the type of initiative they will implement and it describe how the initiative will support the capacity of their work. The technical and financial assistance through the Small Funds Scheme will be open widely publicised and will include information relating to the exact nature of the assistance scheme, the objectives and the exact criteria for approval.

The evaluation committee for the Technical and Financial Assistance through the Small Funds Scheme will be comprised of 5 people: one representative from NGO-SC and one from MC, two representatives from Cypriot Civil Society and a representative of UNDP.

The result of this Component will be the establishment of new networks and the strengthening of existing ones for the purpose of greater cross community collaboration and greater citizen participation in the movement toward reconciliation and policy influence. One of the networks to be supported will be the network of all UNDP ACTI grantees in an effort to join forces and develop common strategies for greater impact.

## **Output 2 Public Awareness Campaign.**

It is recognised that historically CSO's have limited media coverage in Cyprus. The development of a new Community Media Centre will help to redress this issue and the Programme Output 2 seeks to encourage participant CSO's to develop media strategies and awareness campaigns to raise the profile of the work they are engaged in. CSO's will have the opportunity to promote their work particularly where it is focussed on bicommunal activities and corresponds with initiatives associated with raising awareness on the peace process and affecting policy.

A Communications strategy will be devised for the Programme which will recommend best practice in utilising specific communication channels for different types of news briefs and giving a lot of emphasis on using the website(s) as a networking tool. The campaign will focus on a number of pertinent issues, including bi-communal issues, reconciliation & peace building and the ability for CSO's to influence decision making at authority level. Special attention will also be given on gender issues and the role of women in peace building.

Following this, an annual awards ceremony, and an online networking space will be created for the purpose of continuing to share information about CSO's in Cyprus as well as creating a forum for CSO's and networks to share their views and create greater linkages between national and international organisations.

The above activities will be supported by the Community Media Centre, including civil society fairs, training workshops and capacity building consultancies, networking events and annual

awards ceremonies celebrating the achievements of CSO's in Cyprus for a number of diverse activities including reconciliation and rapprochement.

Finally, an evaluation of the communication strategy will be delivered as part of the M&E strategy to ensure that the recommendations are effective and that the strategy is meeting its aims and is having a positive impact on CSO/Network media relations.

### **Output 3 Civic Civil Society Index Study**

A Civic Civil Society Index Study will be delivered, building on the past Civic study which was undertaken in 2005. It is recognised that Civil Society in both communities has undergone fundamental change, and has benefited from several UNDP and other donor Programmes, in addition to changes in the Political and Social context which has supported the work of CSO's – particularly where they have a bicomunal context.

The purpose of the new study therefore is to assess the state of civil society in the new socio-political context, using an updated Civic methodology. The activities in the 2 parallel surveys will consist of an analysis of CSO's in Cyprus, to ascertain their structure, the environment in which they operate, the extent to which civil society practices and promotes positive social values and finally, the impact of civil society within Cyprus. This study will also measure the developments achieved since the previous study was undertaken in 2005, as well as to concentrate on bi-communal and reconciliation issues that were omitted in the previous study.

A civil society report will be published and widely distributed reflecting the findings in the Greek Cypriot community and the Turkish Cypriot Community.

### **Output 4 Monitoring and Evaluation**

Several methods of Monitoring and Evaluation will be delivered under the Engage Programme including the conventional monitoring and evaluating programme activities by Project Managers. The Project Managers will monitor their respective staff and produce periodic assessment reports which will be submitted to the Management Committee and donors as required. In addition, a separate Monitoring and Evaluation framework will be delivered, utilising local M&E experts.

A total of 9 monitoring reports will be delivered throughout the duration of the project, with one Mid-term review and a final Monitoring and Evaluation report in year 3. The Programme will be effectively managed and monitored by the two parallel Project Teams through use of a Logical Framework tool, which will be finalised by the respective Project Managers in a joint pre-Programme meeting – which will form the basis of the Inception Phase of the project.

### **Inception Phase**

An Inception Phase is essential to ensure a quick and effective start to the project and to allow for a proper sequencing of activities and to establish clear communication links between the Strategic Management Committee, the two Project Management Teams and the support Committees, teams and staff. The two Management Teams and Project Teams have extensive

experience of successfully working on parallel programmes together, and sharing joint responsibility in a number of projects, but most recently the Cypriot Civil Society Strengthening Programme, which ended in July 2008. A detailed work plan will be designed, with responsibility for each Component Output being jointly shared between the teams in the Turkish Cypriot community and in the Greek Cypriot community respectively, which will be monitored and evaluated with reference to a joint 'Objectively Verifiable Indicators' (OVI) document. An **Inception report will be submitted to the Strategic Management Committee** (and will be developed with their guidance) for their approval to move on to the Implementation Phase. The Inception Report will include parts dedicated to a detailed **Monitoring and Evaluation Strategy** which will focus on project outcomes and impact as well as a **Communications/Outreach plan** giving a lot of emphasis on the use of the website as a networking tool.

### **Risks**

A simple SWOT analysis was conducted by the Project Team and a number of risks identified. These include issues on a society level, an organisational level and on the CSO level. Threats to society include the breakdown of peace negotiations, which are beyond the scope of control of the Engage team. It is proposed therefore that influential figures who support the involvement of Civil Society are targeted as part of the initiation phase of programme start up to gain the maximum support possible.

### III: PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome:</b> Capacity of Civil Society strengthened to provide a vehicle for citizens to play a role in the reconciliation process.</p>
<p><b>Outcome Indicator(s):</b></p> <ul style="list-style-type: none"><li>• Increased number of consultations between CSO's and decision makers regarding settlement and post-settlement policies and strategies</li><li>• Improvement in the CSI Index regarding CSO influence on decision-making and policy-making</li></ul>
<p><b>Partnership Strategy:</b> The Programme will develop a strong Partnership strategy building on the people to people contacts and formal and informal networks with leading members of the Greek Cypriot and Turkish Cypriot Communities, who have demonstrated considerable success in strengthening Cypriot Civil Society over the past 18 months, and who are active advocates of the reconciliation process. The partnership will also encourage new actors to participate in the programme, and therefore will employ new approaches to encourage citizens who have not previously been involved in dialogue and debate at the bi-communal level. The ENGAGE Programme will build on past project successes of the Cypriot Civil Society Strengthening Programme and will also draw on the expertise of international experts in the field of reconciliation and peace building projects.</p>



Project title and ID (ATLAS Award ID):				
Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs (Budget)
<p><b>Output 1:</b> Capacity of civil society enhanced to establish itself as a sustainable sector and a force for reconciliation in Cypriot society.</p> <p><b>Indicator:</b> CSO's collaborate to develop successful joint thematic initiatives relating to the Peace Process which benefit Civil Society.</p>	<ul style="list-style-type: none"> <li>• 1 Capacity Assessment Programme</li> <li>• 1 Capacity Building Programme</li> <li>• 15 Networks Supported</li> <li>• 60 Technical Assistance delivered</li> <li>• Small Funds Scheme awarded to Cypriot CSO's and Networks</li> </ul>	Current and potential Cypriot networks identified to assess the capacity of Cypriot Networks	MC-NGO SC	<i>Euro2000 (USD2557)</i>
		15 Selected Networks supported through Development Reports Created for the long term Capacity Building Programme	MC-NGO SC	<i>EURO14000 (USD1790)</i>
		60 In-house Technical Assistance Delivered to CSO's and Networks	MC-NGO SC	<i>EURO54765 (USD70032)</i>
		A long term Capacity Building Programme developed with 36 days of Open Training workshops Delivered Up to a total €100,000 assistance extended to Cypriot CSO's and Networks	MC-NGO SC	<i>EURO39360 (USD50332)</i>
		Project Management	MC-NGO SC	<i>EURO111160 (USD142148)</i>
		Evaluation of the communication and advocacy elements in all ACT past projects	NGO-SC -MC	<i>EURO267600 (USD342,199)</i>
<p><b>Output 2:</b> Public Awareness Campaign designed and delivered on the role of Civil Society.</p> <p><b>Indicator:</b> CSO's</p>	<ul style="list-style-type: none"> <li>• 36 Media initiatives developed in coordination with the Community Media Centre</li> <li>• Online networking forum established</li> <li>• 3 NGO Awards Ceremonies</li> </ul>	Creation of a Communication Strategy for the project	NGO-SC -MC	<i>EURO1200 (USD1534)</i>
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successfully raise their profile to citizens, the media and other CSO's across the island by the end of the project.	Communication Strategy implemented	NGO-SC -MC	EURO6000 (USD7673)
	Evaluation of the Communication Strategy	NGO-SC -MC	EURO750 (USD959)
	Online Networking Space	NGO-SC -MC	EURO10160 (USD12992)
	3 Award Ceremonies	NGO-SC -MC	EURO10000 (USD12788)
	Series of 7 networking events	NGO-SC -MC	EURO14000 (USD17903)
	1 CSO Fair	NGO-SC -MC	EURO 30000 (USD38363)
	Long term relations with key people in the printed and visual media created. Meetings, follow up and agreements designed and implemented	NGO-SC -MC	-
	Project Management		EURO 160560 (USD205320)
	Preparation including recruitment of civil society expert and researchers, training programme. Agreeing the M&E framework and developing and finalising the Civicus methodology.		
	Output 3: Follow up study/assessment on the state of Cypriot Civil Society.	2 Surveys 1 Report	NGO-SC -MC

<b>Indicator:</b> Civil Society assessed through the Civicus 'Civil Society Index' methodology in both communities by the end of year 2 and is widely disseminated		Data Collection for 2 community surveys	NGO-SC -MC	EURO 13872 (USD17739)
		Validation, analysis and dissemination of 1 Civicus Report	NGO-SC -MC	EURO 17151 (USD21932)
<b>Output 4:</b> Monitoring and Evaluation methodology developed and applied across the programme.		Project Management		EURO 26760 (USD34220)
		Recruitment of M&E team	MC-NGO SC	EURO 500 (USD639)
<b>Indicator:</b> Programme Outputs assessed through established M&E methodology to define Programme success in the 2.5 year implementation.	9 Monitoring Reports 1 M&E Final Report	M&E team reviews key Objectively verifiable Indicators and makes amendments and changes to the Logframe document	MC-NGO SC	EURO 5410 (USD6918)
		Project Management		EURO 80280 (USD102660)
<b>TOTAL Budget</b>				€939,528 (USD1,201,442)

**IV: Annual Work Plan Budget Sheet**

**Year: 2009-2011**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Source of Funds	Budget Description	Amount in EURO S.€
<p><u>Output 1:</u> Capacity of civil society enhanced to establish itself as a sustainable sector and a force for reconciliation in Cypriot society</p>	Current and potential Cypriot networks identified to assess the capacity of Cypriot Networks	X			MC & NGO-SC	UNDP-ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations	2000
	15 Selected Networks supported through Development Reports Created for the long term Capacity Building Programme	X	X		MC & NGO-SC	UNDP-ACT	consultants, coordinator, invitations, office space and equipment, resources	14000
	60 In-house Technical Assistance Services Delivered to CSO's and Networks	X	X	X	MC & NGO-SC	UNDP-ACT	consultants, coordinator, invitations, office space and equipment, resources	54765
	A long term Capacity Building Programme developed with 36 days of Open Training workshops Delivered	X	X	X	MC & NGO-SC	UNDP-ACT	consultants, coordinator, invitations, office space and equipment, resources	39360
	Small Funds Scheme awarded to Cypriot CSO's and Networks	X	X	X	MC & NGO-SC	UNDP-ACT	Experts, coordinator, NGOs, invitations, printing, office space and equipment, grant allocations	111160
	Project Management	X	X	X	MC & NGO-SC	UNDP-ACT	Project Directors, Project managers, PR & Communications Officers, Project Administrators and Accounts Officer	267600

	Subtotal						48888 5
<u>Output 2:</u> Public Awareness Campaign designed and delivered of the role of Civil Society	Evaluation of the communication and advocacy elements in all ACT projects	X			NGO-SC & MC	UNDP-ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations  <i>1200</i>
	Creation of a Communication Strategy for the project	X			NGO-SC & MC	UNDP-ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations  -
	Communication Strategy implemented	X	X	X	NGO-SC & MC	UNDP-ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations  <i>6000</i>
	Evaluation of the Communication Strategy		X	X	NGO-SC & MC	UNDP-ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations  <i>750</i>
	Online Networking Space	X	X	X	NGO-SC & MC	UNDP-ACT	website designer, website hosting, technical assistance, coordinators, NGOs  <i>10160</i>
	3 Award Ceremonies		X	X	NGO-SC & MC	UNDP-ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations, events management companies  <i>10000</i>

	Series of 7 networking events	X	X	X	NGO-SC & MC	UNDP- ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations, events management companies	14000
	1 CSO Fair			X	NGO-SC & MC	UNDP- ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations, events management companies	30000
	Long term relations with key people in the printed and visual media	X	X	X	NGO-SC & MC	UNDP- ACT	coordinators, project managers, catering, local transportation	-
	Project Management	X	X	X	NGO-SC & MC	UNDP- ACT	Project Directors, Project managers, PR & Communications Officers, Project Administrators and Accounts Officer	16056 0
	<b>Subtotal</b>							<b>23267 0</b>

<b>Output 3:</b> Follow up study/assessment on the state of Cypriot Civil Society	Preparation	X			NGO-SC & MC	UNDP- ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations, travel	74000
	Data Collection				NGO-SC & MC	UNDP- ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations	13872

	Validation, Analysis and Dissemination	X	X		NGO-SC & MC	UNDP-ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations, printing, mailing	17151
	Project Management	X	X	X	NGO-SC & MC	UNDP-ACT	Project Directors, Project managers, PR & Communications Officers, Project Administrators and Accounts Officer	26760
	<b>Subtotal</b>							<b>131783</b>

<b>Output 4:</b> M&E methodology developed and applied across the programme	Recruitment of M&E team	X			MC& NGO-SC	UNDP-ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations, printing, mailing	500
	Review key objectively verifiable indicators and make amendments to the log frame document	X			MC& NGO-SC	UNDP-ACT	Coordinator, experts, office space and equipment, resources, advertisements, invitations, printing, mailing	5410
	Project Management	X	X	X	MC& NGO-SC	UNDP-ACT	Project Directors, Project managers, PR & Communications Officers, Project Administrators and Accounts Officer	80280
	<b>Subtotal</b>							<b>86190</b>
<b>TOTAL</b>								<b>€939,528</b> <b>USD1,201,442</b>

**V: Management Arrangements:**

The NGO Support Centre and Management Centre will be equally jointly responsible for the execution of the project and the management of programme funds. The contracting authority will sign 2 separate contracts with the NGO Support Centre and the Management Centre. The contract for the **NGO-Support Centre** will refer to their areas of lead responsibility of programme **outputs 2 and 3** and the **Management Centre** contract will refer to their areas of lead responsibility, programme **outputs 1 and 4**.

The Management Centre and the NGO Support Centre will in addition agree and sign a joint Memorandum of Understanding (MoU) which will refer to their individual areas of programme responsibility but set the principle that all project outputs are the joint responsibility of both organisations. The MoU will state that the **Management Centre will take lead responsibility for programme output 1 'Capacity of Civil Society Strengthened' €488,885 and programme output 4 'Monitoring and Evaluation' €86190 and will receive the designated funds from the contracting authority related to these programme outputs (Total: Euro575,075), whilst the NGO Support Centre will take lead responsibility for programme output 2 'Public Awareness Campaign' €232670 and programme output 3 'Civicus Study' €131,783 and will receive the designated funds from the contracting authority related to these programme outputs (Total: Euro 364,453).** The MoU will also state that in cases which are not foreseen, where one of the partners incurs costs which are over and above the specified budget, then the costs can be revised by the Strategic management Committee.

The project will be led by a Strategic Management Committee (SMC) which will be made up of the **2 Project Directors and the 2 Project Managers**. The Project Management Teams (PMT) will be responsible for the overall implementation of the Project activities. The PMT for each community will be made up of **1 Project Manager, 1 PR & Communications Officer, 1 Project Administrator and 1 Accounts Officer**. The SMC will work closely with the Project Management Team (PMT) who will meet every week and have regular consultations with UNDP-ACT. The main roles and responsibilities are outlined below:

### **NGO Support Centre**

**Director:** Overall programme strategy and policy.

**Project Manager:** Day to day management, monitoring and development of the Programme. Direct responsibility for all GC activities and overall responsibility for Output 2: Public Awareness Campaign and Output 3: Civicus 'Civil Society Index Study'.

**PR & Communications Officer:** Specific responsibility for liaison with the printed and broadcast media, promotion of the Project to all stakeholders by implementing the Communication Strategy of the Project in the GCC. Reports to the Project Manager.

**Project Administrator:** Specific responsibility for coordination of all administration, secretarial support and logistics for programme activities in the GCC, providing support to the Project Manager and general clerical duties to support the Project.



**Accounts Officer:** Specific responsibility for the preparation of accounts and budgets for the Project and the preparation of financial statements to support monthly reporting for the NGO-SC.

### **Management Centre**

**Director:** Overall programme strategy and policy.

**Project Manager:** Day to day management, monitoring and development of the Programme. Direct responsibility for all TC activities and overall responsibility for Output 1: Capacity Building Programme and Output 3: Programme Monitoring and Evaluation.

**PR & Communications Officer:** Specific responsibility for liaison with the printed and broadcast media, promotion of the Project to all stakeholders by implementing the Communication Strategy of the Project in the TCC. Reports to the Project Manager.

**Project Administrator:** Specific responsibility for coordination of all administration, secretarial support and logistics for programme activities in the TCC, providing support to the Project Manager and general clerical duties to support the Project.

**Accounts Officer:** Specific responsibility for the preparation of accounts and budgets for the Project and the preparation of financial statements to support monthly reporting for the Management Centre.

In addition, various Advisory/Evaluation Committees will be formed to support the smooth and transparent implementation of the ENGAGE Programme. These Advisory/Evaluation Committee are:

- **The Overall Project Advisory Committee** will be made up of representatives from civil society, media and academia from both communities and will meet regularly to be updated on the progress of the implementation of activities and provide advice as needed.
- **The Evaluation Committee for the Capacity Building Programme** will be assigned with the task to assess the applications received from networks and CSO's that want to take part in the Capacity Building Programme. The Committee will be made up of the PMT's and local and locally based international evaluators from relative sectors from both communities.
- **The Evaluation Committee for the Small Fund Scheme** will be an independent committee composed of individuals from both communities and will evaluate the small fund application forms in order to determine the 15 successful applicants across Cyprus.
- **The Evaluation Committee for Civil Society Awards** will be composed of people from relevant sectors from both communities and will evaluate the nominations for the Annual Civil Society Awards.

- 1 **The Advisory Committee for the CSI Research** will be form of various civil society and other sector representatives and will play a key role in the assessment of the Civil Society Index research results obtained through the standard methodology developed by CIVICUS. Each community will have its own Advisory Committee. However, there will be a jointly review of the surveys to see if there are places where questions can be added in both sets of surveys.

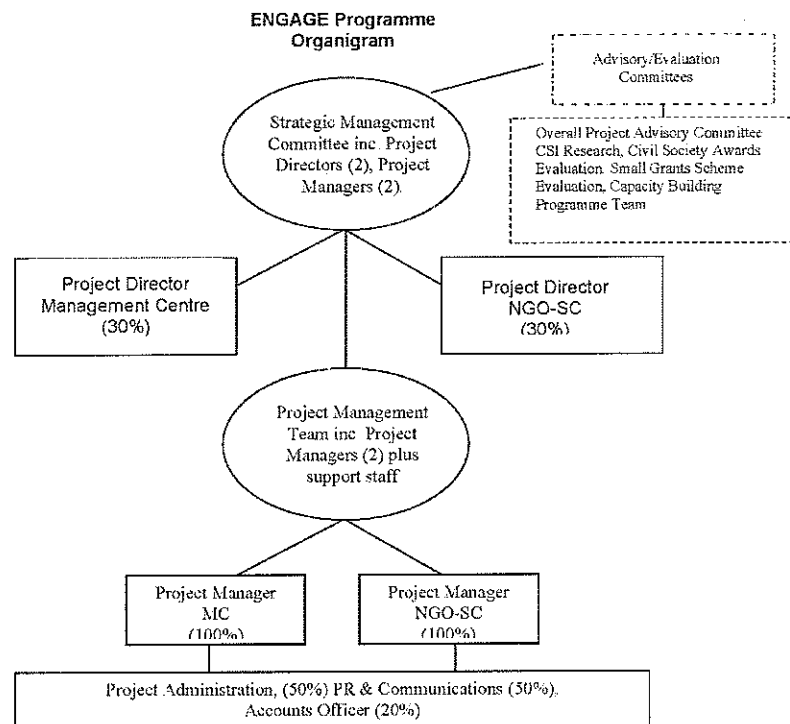
The project will also have long term key experts in the following areas: Civil Society, Reconciliation, Advocacy and Lobbying, Networking. Short term experts will also be recruited in areas such as Research, Monitoring & Evaluation (M&E), Alternative Dispute Resolution, Information Technology & Web Design.

**Project Assurance:**

Project Director: The two Project Directors will officially represent the Partner Organizations which will be assigned as Project Implementing Organisations. The Project Directors will be the main responsible persons for the overall implementation of the ENGAGE Project.

Project Manager: The two Project Managers will manage the daily affairs of the Project with technical and administrative support from the two Partner Organisations. The Project Managers will regularly report to the Project Directors during the SMC meetings. The Project Managers will also coordinate and delegate the Project tasks between the PMI members.

The above project management structure can be illustrated as follows:



### Sustainability of the Project

The Engage Programme will demonstrate sustainability on a number of different levels, these include:

- Ensuring organisational learning for the two lead centres is embedded on completion of the project
- Ensuring that the two lead centres continue to support the programme aims on completion of the project
- Ensuring that CSO's engaged in networking continue to work on a national and international level

The two lead centres have demonstrated that they have benefited from new skills and experiences resulting from working on the Cypriot Civil Society Strengthening Programme. New techniques for managing projects through the Logframe Analysis, Project Cycle Management and Project Planning will directly benefit the Engage Programme, and both Centres now have a considerable pool of trained consultants who will contribute to the next programme of work. The 2.5 year Programme will help to embed the knowledge and learning that has taken place at individual and organisational level.

Specific areas where sustainability may be achieved are as follows:

1. The lead partners will document their understanding of CSO best practice networks in a simple 'How to' publication that can be shared with

organisations internationally. This will help them to establish themselves as experts in the field of 'how to' set up and manage best practice CSO networks, which other country CSO's may draw on. This simple idea could be replicated for other area of the Programme – for example 'How to start up a CSO'.

2. Project leaders, consultants and trainers will continue to establish themselves as experts in subjects including Strategic Planning, Monitoring and Evaluation, Bid Writing and Leadership and Management. Gaining more experience of training local CSO's will give them an opportunity to utilise their skills outside of the Engage Programme for the benefit of each lead organisation
3. Project leaders, consultants and trainers will also benefit from exposure to international experts on the Programme. Close working relationships were formed through the CCSSP between local and international experts, some of whom have been invited to deliver training and consultancy workshops overseas, for the benefit of each lead organisation.
4. Individual CSO's will benefit from working with international networks and begin to develop their capacity to lead and manage their own organisations, through internalising best practice at international level.
5. Individual CSO's will gain access to European funds and become partners in international projects. Some CSO's will eventually go on to become lead partners in international projects in their own right.

## **VI: MONITORING AND EVALUATION**

Several methods of Monitoring and Evaluation will be used under the Engage Programme including the conventional monitoring of financial expenditures and component outputs. The Project Managers will monitor their respective staff and produce periodic assessment reports which will be submitted to the Management Committee and donors as required. The Management Committee will undertake internal monitoring responsibilities, and make and monitor decisions with regards to expenditures, time frames vis-à-vis the objectives and outputs with support from the different Committees and the Project Staff.

The M&E framework will be fully developed by the Project Team as part of the detailed work plan through the 'Objectively Verifiable Indicators' (OVI) and Logframe documents, but a summary is set out for each level below.

It is anticipated that Monitoring and Evaluation (output 4) will be conducted by a team of experts who are independent of the Engage Project Management team at three levels, firstly on the macro level – determining how policy making is affected by Civil Society discussion throughout the reconciliation process; on the meso level – determining which strategies adopted by CSO' are the most successful in influencing the decision making process at policy level; and finally on the micro level – determining which of the Programme activities have had the greatest impact on the Programme Outcome.

The quantitative measurements that are proposed to determine the success of CSO involvement in the policy making process (macro level) are:

Indicators	Means of Verification
Participation of CSO's in the peace process through number of consultations between CSO's and decision makers	UNDP reports, Technical Committee reports, Working Group Reports, NGO updates, media coverage.
Participation of CSO's in island-wide consultation processes regarding the future of the island	Questionnaires and surveys to NGO's, UNDP, Technical Committees, Working Groups and decision makers in the peace process.
Improvement in the CSI Index regarding CSO influence on decision-making and policy-making	Civicus population survey
Results of Civicus Survey disseminated to NGO's and Citizens	Documentation of published reports issued, number of website hits.
Number of instances of structured policy debate involving policy makers and CSO's – identified	NGO attendance at policy forums, debates and dialogue events, reports from NGO's.
Number of instances policy makers refer to civil society throughout the reconciliation process	Media reports, reports from Authority Officials, publications relating to the peace process.
Number of instances of information sharing from policy makers to CSO's	Feedback surveys to NGO's and Authority Officials

At the meso level, exploring the success of CSO advocacy activity, it is suggested that the following indicators are used:

Indicators	Means of Verification
Increased CSO activity in advocacy campaigns; letter writing, discussion, debate and dialogue	Internal assessment and monitoring, NGO feedback to Engage team
Increased number of media articles written by CSO's to influence policy	Media reviews, Internal assessment and monitoring, NGO feedback Engage team
Number of petitions presented to decision makers	Internal assessment and monitoring, NGO feedback to Engage team
Number of publicity campaigns relating to civil society positioning on the reconciliation process	Media reviews, Internal assessment and monitoring, NGO feedback, NGO reporting

Number of publications by CSO's relating to the reconciliation process	Internal assessment and monitoring, NGO feedback to Engage team
Number of conferences and events involving CSO's from both communities	Internal assessment and monitoring
Number of CSO's taking part in reconciliation activities	Internal assessment and monitoring, NGO feedback to Engage team

Finally, the Monitoring and Evaluation process at the micro level, to determine which of the Programme activities have had the greatest impact on the Programme Outcome, it is recommended that the M&E framework is adapted from an evaluation system developed by Donald L. Kirkpatrick, and used by the Project Team throughout the Cypriot Civil Society Strengthening Programme. This process is particularly effective at ensuring that training participants are satisfied with the courses they have attended; that the participants have internalised their learning and have changed their behaviour on return to their workplace; that organisational learning has taken place once the individual has changed their methods of working and finally, ensuring the effectiveness of organisational capacity building (of which there are several in this programme) by assessing change in the organisations approach to fulfilling its mission and vision.

The following indicators are suggested as a means to ensuring the effectiveness of work at the micros level:

- Number of participants attending training courses
- Number of participants attending technical assistance courses
- Number of participants attending capacity building workshops
- Diversity of participants attending the above
- Number of instances of change in policy at organisational level
- Number of funds used to support the change in policy at organisational level

### Detailed Workplan

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME									
		2009			2010			2011			
		Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3
<b>Output 1:</b> Capacity of civil society	Current and potential Cypriot networks identified to assess the capacity of Cypriot Networks										



**The Annual Work Plan (AWP) Monitoring Tool**

CP Component: N/A

Executing Entity: UNDP-ACT

<p><b>EXPECTED OUTPUTS AND INDICATORS</b> including annual targets</p>	<p><b>PLANNED ACTIVITIES</b> <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i></p>	<p><b>EXPENDITURES</b> <i>List actual expenditures against activities completed</i></p>	<p><b>RESULTS OF ACTIVITIES</b> <i>For each activity, state the results of the activity</i></p>	<p><b>PROGRESS TOWARDS ACHIEVING OUTPUTS</b> <i>Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Whether risks and assumptions as identified in the CP M&amp;E Framework materialized or whether new risks emerged</i></li> <li>▪ <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i></li> </ul>
<p><b>OUTPUT 1:</b> Capacity of civil society enhanced to establish itself as a sustainable sector and a force for reconciliation in Cypriot society.</p> <p><b>INDICATOR 1.1 WITH TARGET FOR THE YEAR:</b></p>	<p>Current and potential Cypriot networks identified to assess the capacity of Cypriot Networks</p> <p>15 Selected Networks supported through Development Reports Created for the long term Capacity Building Programme</p> <p>60 In-house Technical Assistance Services Delivered to CSO's and Networks</p>			



	A long term Capacity Building Programme developed with 36 days of Open Training workshops Delivered			
<p><b>OUTPUT 2: Public Awareness Campaign</b> designed and delivered on the role of Civil Society.</p> <p><b>INDICATOR 2.1 WITH TARGET FOR THE YEAR:</b></p>	€100,000 funds awarded to Cypriot CSO's and Networks			
	Evaluation of the communication and advocacy elements in all ACT past projects			
	Creation of a Communication Strategy for the project			
	Communication Strategy implemented			
	Evaluation of the Communication Strategy			
	Online Networking Space			
	3 Award Ceremonies			
	Series of 7 networking events			
	1 CSO Fair			

	Long term relations with key people in the printed and visual media			
<b>OUTPUT 3:</b> Follow up study/assessment on the state of Cypriot Civil Society.	Preparation			
	Data Collection for 2 community surveys			
<b>INDICATOR 3.1</b> WITH <b>TARGET FOR THE YEAR:</b>	Validation, analysis and dissemination of 1 Civicus Report			
	Recruitment of M&E team			
<b>OUTPUT 4:</b> Monitoring and Evaluation methodology developed and applied across the programme.	M&E team reviews key Objectively verifiable Indicators and makes amendments and changes to the Logframe document			
<b>INDICATOR 4.1</b> WITH <b>TARGET FOR THE YEAR:</b>				