UNITED NATIONS DEVELOPMENT PROGRAMME
Action for Cooperation and Trust in Cyprus

UNDP ACT
Outcome Evaluation Report

March, 2013

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UNDP **USAID**
FROM THE AMERICAN PEOPLE

ACTION FOR COOPERATION AND TRUST IN CYPRUS
www.undp-act.org

OUTCOME EVALUATION REPORT

UNDP ACT: ACTION FOR COOPERATION & TRUST

March, 2013

ACRONYMS

ADN	Active Dialogue Network
AHDR	Association for Historical Dialogue and Research
BDP	Bi-Communal Development Programme
CBO	Community Based Organization
CCMC	Cyprus Community Media Council
CESF	Cyprus Environmental Stakeholders Forum
COAG	Cyprus Organics Advisory Group
CSO	Civil Society Organization
D&G	Democracy and Governance
DEX	Direct Execution
EC	European Commission
ECDPM	European Centre for Development Policy Management
ETEK	Technical Chamber of Cyprus
EU	European Commission
GCC	Greek Cypriot Community
HRM	Humanitarian Relief Mission
INTRAC	International Training and Research Centre
IP	Implementing Partner
KTMMOB	Union of the Chambers of Cyprus Turkish Engineers and Architects
M&E	Monitoring and Evaluation
MADAG	Madison Dairy Advisory Group
MIDE	Multiperspectivity & Intercultural Dialogue in Education
NGO	Non-Governmental Organization
PSC	Programme Steering Committee
PFF	UNDP Partnership for the Future
PiT	Peace it Together network
SGSA	Secretary General's Special Advisor
SGSR	Secretary General's Special Representative
TC	Technical Committee
TCC	Turkish Cypriot Community
UNDP	United Nations Development Program
UNDP ACT	Action for Cooperation and Trust programme
UNFICYP	United Nations Peacekeeping Forces in Cyprus
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
WRA	White Ribbon Alliance for Safe Motherhood

CONTENTS

EXECUTIVE SUMMARY

The UNDP ACT programme (2005-2013) has been funded by USAID and implemented in three phases, with a total budget of close to $60 million USD. This evaluation covered UNDP ACT 's phases I , II & III and investigated the changes in the climate of reconciliation that have occurred since the beginning of the UNDP ACT project in 2005 and the contribution UNDP ACT program made to these changes. The specific objectives were to assess the impact, performance and sustainability of the interventions, capture lessons learned, and make recommendations for the future.

The Cyprus conflict is characterised by a complex interplay of factors which have sustained the current stalemate and undermined efforts to build a climate of reconciliation. These drivers include both long term legacy issues relating to the conflict as well as more recent political and economic trends and events.   Issues relating to the military presence, land ownership and missing persons are still significant barriers.   These issues are reinforced by fear, mistrust and bitterness in both the Greek Cypriot community (GCC) and the Turkish Cypriot community (TCC). The fact that the two communities had been physically separated from each other for 40 years combined with on-going stereotyping of the other community has created strong psychological barriers which are proving difficult to shift in the years since the buffer zone crossings opened in 2003. UNDP ACT worked to promote reconciliation between the TCC and GCC by strengthening civil society organizations (CSOs) working for reconciliation and supporting the wider UN mission in Cyprus.   The UNDP ACT programme was implemented in a difficult political environment, particularly in the early phase when both the UNDP and the Cypriot partners were criticised as a result of the controversy around the "Annan Plan" negotiations. However the programme worked through most of these difficulties and re-established its credibility and has been able to increasingly take on and address some of the sensitive historical and political issues which are at the core of the Cyprus conflict and the political stalemate which has been on-going for several decades.

Despite this difficult context in which the programme was implemented, UNDP ACT achieved a number of notable accomplishments and overall has made a substantial contribution to the creation of a climate of trust in Cyprus. The overall UNDP ACT programme and its main thematic interventions are highly relevant to the Cyprus situation. In particular, the strategies to enhance the role of civil society organizations in reconciliation, support the peacebuilding work of the UN family (UNFICYP and the Good Offices), and broaden and deepen engagement in reconciliation have all been highly relevant to the unique peacebuilding context in Cyprus.

The evaluation has identified incremental progress in a number of areas which have had cumulative impact on the climate of reconciliation. The work of the programme and its partners has led to changed attitudes towards bi-communal work by normalising dialogue between the GCC and TCC and providing legitimacy and space for those involved in this work. This shift is significant as it provides the impetus for further work and creates the environment for Cypriot leaders to work towards an agreed political solution. There has been a substantial increase in the quality and quantity of bi-communal collaboration with a number of strong bi-communal partnerships now in place. In UNDP ACT II and III the programme concentrated its efforts on building the capacity and working in partnership with a core group of CSO

partners each with a specific thematic focus (economic development, historical dialogue, social research, youth, cultural heritage, media, and citizen engagement). This strategic approach has borne fruit as there is now a good bi-communal reconciliation infrastructure in place to sustain the work carried out over the last decade. An important legacy is the web of bi-communal relationships formed over the course of the UNDP ACT programme which will be an important building block in future reconciliation initiatives. Another legacy is the initiation of a reconciliation platform within Cypriot civil society which is well placed to contribute to a genuine Cypriot-owned peace process with broader participation.

There are still significant barriers blocking efforts to develop a comprehensive reconciliation process which addresses the full spectrum of issues in Cyprus. At times UNDP ACT struggled to get traction on some of these. These include a reluctance to deal with the past and a resistance in the political system to wider citizen engagement in policy dialogue and the negotiations process. However UNDP ACT has made significant headway in breaking through some of these barriers and positioning civil society to be able to take on these issues. There are a number of examples of this including the work of AHDR to change how history is taught in schools in both the GCC and TCC and the cultural heritage restoration projects which are the most visible and symbolic sign of bi-communal collaboration.

UNDP ACT has contributed to reconciliation by working with local civil society partners, the UN, and international partners to ensure Cypriot involvement and sensitivity to political context. Examples of this include support to the Technical Committees, the work of Cyprus 2015 to bridge the gap between the negotiations process and the citizens and support to a recent track two initiative which will bring together political and civic leaders from the GCC and TCC to explore international peacebuilding models and their relevance to Cyprus. Political leadership is focused on a negotiated settlement to the Cyprus problem but to date there does not appear to be any official recognition of the need for a comprehensive reconciliation process to deal with the full range of possibly divisive issues which currently exist on the island and which will still be present even if there is an agreed settlement. Therefore civil society will need to continue to promote and drive this essential work and maintain the focus on building a broadly based process which enables all segments of society to play a role. The evaluation has identified a number of areas where there is a need for continued work and areas that have not been adequately addressed so far. These include transitional justice, track two dialogue, and increased engagement of women in reconciliation

The UNDP ACT programme has made progress in key areas and this needs to be sustained. However the closure of the UNDP ACT programme raises questions about sustaining existing work and any plans to take on new areas of work. The programme has been the only sustained reconciliation intervention in Cyprus over the last seven years. Concluding the programme later in 2013 will leave a significant gap at a potentially critical stage with the possibility of a renewed effort to reach a negotiated settlement. It is important that the reconciliation agenda be sustained irrespective of the outcome of these negotiations as either way the people of Cyprus will need to work together and build a climate of reconciliation on the island. The role of external powers and of the UN itself is controversial in Cyprus and there is increased emphasis on developing a Cypriot-owned process. Civil society can contribute to this but needs to have a broader base and a stronger mandate and the necessary resources to sustain the work.

SUMMARY OF RECOMMENDATIONS

Based on the evaluation findings and lessons learned, the team offers the following recommendations to guide the final six months of UNDP-Act's implementation and future of peace-building support in Cyprus.

1. Plan for Strong UNDP ACT Closure

In order to complete the long-term programme in the most successful and sustainable position possible, the team makes the following recommendations:

- Review outputs and time frames to consider a short no-cost extension;
- Hold a success/lessons learned retreat to capture results and lessons;
- Plan a final celebration event.

2. Relations with the United Nations

It is recommended that UNDP develop a framework in collaboration with the UN, focusing strategic support to UN intervention overall in two areas 1) support to the technical committees and 2) support to the political process through track two interventions.

UNDP ACT has provided credibility and legitimacy to civil society to undertake bi-communal work and the "protection of the UNDP ACT umbrella" and should develop a strategy to ensure on-going "protection" for the work, particularly in cultural heritage where there has been significant investment in restoration projects. It is recommended that UNDP ACT investigate options to retain this mandate or to transfer it to the European Commission (EC) supported project Partnership for the Future (PFF), also implemented by UNDP.

3. Sustaining the reconciliation agenda

Civil society needs to develop new strategies and approaches and position itself to sustain the work carried out over the course of the UNDP ACT programme and to continue to develop a climate of reconciliation. It is recommended that Peace it Together (PiT) initiate a process to develop a new reconciliation agenda for Cyprus and work with UNDP over the remainder of 2013 to identify possible new funding sources for this work. PiT with the support of UNDP should engage with the EU to explore how EU support could be provided for a more comprehensive all-island programme for peace and reconciliation

4. The Regional dimension

PiT with the support of UNDP should investigate further the potential for developing a regional learning hub focusing on the scope and purpose of such as centre and how this could actually contribute to on-going peacebuilding efforts in Cyprus.

5. Focus on 'expanding constituencies' for reconciliation strategy

In looking forward to the future of civil society growth in Cyprus, particularly in the subsector that supports reconciliation, pay attention to the next steps in the long-term process of CSO development. The priority need is to expand the constituencies for citizen-led initiatives and participation in decision-making regarding the island's future. Shift away from an emphasis on *bi-communality* and *division* to *plurality* and *interdependence*. Appeal to people's increasing sense of individuality and personal sense of

benefit from peace. Help develop a compelling, positive vision of the future and the potential for settlement. Continue working with 'more people' and 'key people' to create a tipping point of popular support for a new paradigm for Cyprus's future.

6. CSO Strengthening

The reconciliation sub-sector of civil society requires continued development as a sector. External donors are advised to look beyond supporting the technical capabilities of individual organisations and look for ways to strengthen the unification and abilities of civil society as a sector. Initiatives should focus on helping the sub-sector articulate its compelling vision, value added, legitimacy, and collaboration mechanisms. As the sub-sector becomes rooted in the needs and concerns of a broad range of constituents, those constituents can recognize the CSOs as a venue for citizen engagement in reconciliation movement and policy.

INTRODUCTION

ASSESSMENT BACKGROUND AND PURPOSE

During January and February 2013, an evaluation team conducted an outcome evaluation to investigate (1) the changes that have occurred since the beginning of the programme Action for Cooperation and Trust (UNDP ACT) in improving the environment for reconciliation and settlement within Cyprus and (2) the extent and quality of the difference the UNDP ACT programme made in these changes. The evaluation explored the effectiveness, relevance, and sustainability of changes related to the three programme outcomes: strengthened culture of trust and cooperation (UNDP ACT I); strengthened capacity of Cypriots to participate actively in a process of reconciliation (UNDP ACT II); and an improved climate for reconciliation (UNDP ACT III).

More specifically, the evaluation's three objectives were:

1. *Impact* - to assess the impact, performance, and sustainability of the interventions under UNDP ACT since 2005 within the context of improving the reconciliation environment.

2. *Lessons Learned* - to analyse critically the programme formulation during each phase of the UNDP ACT programme and to use the results of this analysis to affirm the relevancy of the selected programme direction at each stage of the programme.

3. *Future Direction* - Based on the outcomes of the first objectives, to provide short- and medium-term recommendations for a possible future UNDP and USAID partnership in Cyprus.

EVALUATION METHODOLOGY

The evaluation team used the project's Theory of Change as the foundation for assessing the outcomes of the three phases of the UNDP ACT project through two lenses: (1) the validity of the theory and (2) the performance of project implementation. (The full inception report is attached in Annex A.)

Data Collection Methods

In collecting evaluative evidence for this assessment, the evaluation team sought information and perceptions from different sources, corroborating reliability by varying methods. The team used a multi-method approach, combining the following data collection techniques:

1) **Document review.** Before arrival in Cyprus, the evaluation team reviewed UNDP ACT programme and project documents, results frameworks, quarterly and annual reports, past evaluations, and documents related to the relevant work of partner organisations. Documents are listed in Annex B.

2) **Key informant interviews.** The evaluation team held interviews with 47 representatives from a cross-section of stakeholder groups, including from the public and private sectors, UN agencies, UNDP ACT , USAID, the diplomatic community, implementers of other donor projects, civil society organizations (CSOs), universities, media, trade unions, and religious groups. Interviewees included people who had been involved in project implementation from UNDP ACT I, II, and III as well as people external to the project. The list of interviewees is attached as Annex C. The semi-structured interview protocol used for the interviews is attached in Annex D.

3) **Focus group discussions.** The evaluation team held 12 focus group discussions to validate or refute data trends and to contrast perspectives. The team adapted the Key Informant Interview protocol for this purpose and developed participatory activities to make the discussions fruitful and engaging.

4) **Site visits.** The evaluation team visited the sites of four cultural heritage projects. The visits complemented relevant secondary data by permitting the team to see first-hand the completed work and to engage participants in the dynamics they encountered during their work.

5) **Timeline.** Partners and UNDP ACT staff helped construct two timelines to understand the key influences and turning points throughout the project period. The team analysed the correlation of events to establish plausible associations of the UNDP ACT outcomes.

6) **Mini-case studies.** The evaluation team prepared mini-case studies of turning points and/or instances of significant change that occurred since 2005. The cases are included in the report text to uncover conditions that made success possible and to forecast how success might be replicated.

Analytic approaches

In collecting evaluative evidence for the analyses, the evaluation team triangulated information and perceptions from the various sources and methods. An Evaluation Reference Group, comprised of the Peace it Together Strategic Advisory Group (SAG) and a representative from all the projects, met with the evaluation team at the beginning and end of the in-country data collection period. The group gave the evaluation team guidance on the positioning of the project with respect to its theory of change and operating context and provided feedback on the team's findings in a validation meeting. For quality control and oversight of the evaluation by UNDP ACT and USAID, the evaluation team met regularly throughout the in-country phase to get advice and input on the evaluation's direction and content.

Risks and potential shortcomings

Because of the two weeks allotted for the in-country phase of the evaluation, the evaluation team was limited in thoroughly investigating the project's work over the past seven years. The team relied on interviews and project annual reports to determine the effectiveness and sustainability of individual partner projects, particularly those under UNDP ACT I. The team consulted UN and US political and media analysts in order to develop a better understanding of the complex political context in which the projects/program operates/is implemented. Finally, the majority of interviewees came from Nicosia as most bi-communal work is concentrated there. However, the team carried out site visits to three projects outside Nicosia and conducted interviews with stakeholders in these locations.

EVALUATION TEAM

The evaluation team comprised two independent international consultants with knowledge of peacebuilding and civil society development in Cyprus and other contexts. Members were Meg Kinghorn, team leader, with a background in civil society strengthening, and Sean McGearty, with a background in peacebuilding. Staff in the UNDP ACT office provided critical support to the team in the form of logistics and transportation to meetings and field work, for which the team is grateful.

PROJECT CONTEXT

The Cyprus conflict is one of the most intractable in the world. It is characterised by a complex interplay of driving factors that have sustained the current stalemate and undermined efforts to build a climate of reconciliation. The two main communities – the Turkish Cypriots (TCC) and Greek Cypriots (GCC) - have been divided for over 40 years. In 1974, a Greek-inspired coup overthrew the Cypriot Government, causing the Turkish military to intervene and take control of the northern part of the island. Until 2003, contact between the communities was limited, possible only with permission from authorities.

Despite repeated efforts by the Cypriots themselves and the international community over the last 40 years, Cyprus has seen little progress in finding an agreed settlement. The "Annan Plan", a UN-brokered agreement, was put to twin referenda in both Cypriot communities in 2004. While Turkish Cypriots endorsed the "Annan Plan", Greek Cypriots rejected it overwhelmingly. Later that year, Cyprus join the EU as a divided island, with the *Acquis Communautaire* suspended in the northern part of the island. Talks resumed in 2008 and succeeded in producing a number of significant convergences, but stalled in 2010. The stalemate shapes and dominates the overall political sphere in Cyprus and the context in which the UNDP ACT programme has been implemented over the last seven years.

BACKGROUND

The UNDP ACT was launched in 2005 under the direct management of UNDP. The project was a follow-on to the Bi-communal Development Programme (BDP), which was implemented by the United Nations Office for Project Services (UNOPS) from 1998 to 2005. The $67 million USD project supported bi-communal activities with the aim to build understanding between Greek Cypriots and Turkish Cypriots. The *de facto* division of Cyprus means that UNDP ACT was implemented through direct execution (DEX) and NGO implementation.

The UNDP ACT project was implemented in three phases, each with a distinct strategy and set of partners. The first phase of the project had a budget of $26 million USD. In 2007, the project was expanded for an additional three years and by $21 million USD. Later in 2011, it was extended for two years with an additional $7.5 million USD. The total of nearly $60 million USD for the UNDP ACT programme has been funded mainly by the U.S. Agency for International Development (USAID).

Figure 1. USAID GRANT AGREEMENT ID NO. 233-A-00-05-00106-00
1 October 2005–30 September 2013
Total Grant Amount: US$ 59,483,354

Cost Element	Phase 1 Oct. 05 – Sept. 08	Phase 2 Oct. 08 – Sept. 11	Phase 3 Oct. 11 – Sept. 13
Organisational Networking	1,954,624	231,200	
Cultural Resource Preservation	$1,464,033	$4,586,389	$2,176,017
Programme Impact Information System	$309,932	$280,818	$157,758
Information and Communications	$1,299,223	$1,187,586	$790,412
Humanitarian Assistance	$354,012	$276,470	$212,062

Programme Management Unit	$4,516,803	$3,819,416	$3,248,202
Operating Costs	$591,996	$479,826	$343,845
Thematic Initiatives	$10,268,165	$10,818,670	$5,726,429
Administrative Fees	$1,274,832	$1,511,523	$535,362
Total	$22,033,620	$23,191,898	$13,225,585

Source: (UNDP ACT January 2013)

The UNDP ACT project was based on an evolving strategy of engaging people in reconciliation projects. The goal of UNDP ACT **I** (2005–2008) was to demonstrate that members of both the GCC and the TCC could work together on projects that would benefit the whole island and promote interaction between the two groups. Given that the two communities had been isolated for several decades preceding the opening of the green-line crossings in 2003, it was important to facilitate interaction through bi-communal activities that brought people together. To achieve its outcome statement of *a strengthened culture of cooperation and trust amongst all sectors of Cypriot society*, the project supported 120 individual projects, each implemented through bi-communal partnership arrangements. Organisational development support accompanied many project grants.
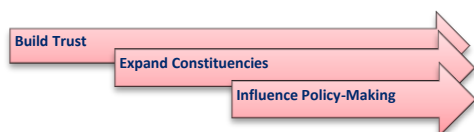
Needing to focus its efforts on achieving better impact and sustainability, UNDP ACT **II** (2008– 2011) supported a limited number of strategic subprojects considered to be high-impact. At that time, the peace process gave reason for significant optimism and contingency planning for UNDP ACT II included support for a transition to the island's reunification. Under the outcome goal *capacities of Cypriots to actively participate in a process or reconciliation strengthened*, eight partner projects were supported to advance engagement in the peace process and pioneer paths into a post-settlement era. Regrettably, talks stalled in March 2012 and no settlement was reached during that round of negotiations.

To consolidate progress and prepare for programme closure, UNDP ACT III (2011–2012), the final phase of the project, worked to establish lasting structures and processes that would ensure the continuation of peace-building concepts, practises, and achievements. Under the outcome of *a climate of reconciliation improved*, the project supported the eight partners in the last phase to bring their projects to closure. It also initiated the Peace it Together (PiT) network as a tangible platform for continued cooperation, networking, and learning. The final phase placed greater emphasis on helping civil society partners expand their circle of supporters and, through advocacy, engage high-level decision makers.

Over the implementation period, UNDP ACT has applied a number of approaches and specific programme interventions in response to the changes in the reconciliation environment. The overall thrust of the programme has focused on preparing the people of Cyprus for reconciliation and supporting and sustaining an environment for an agreed settlement. The project's theory of change has therefore shifted over the three phases. The initial phase relied heavily on contact theory, which promotes interpersonal contact to reduce prejudice between groups in conflict. The second phase shifted emphasis to supporting civil society to increase support and demand for reconciliation. The third phase promoted civil society advocacy to influence policy-making related to reconciliation between the two communities. In overview the theories may be summarised as (1) building trust, (2) expanding

constituencies for reconciliation, and (3) consolidating efforts in a tangible platform for continued efforts and to influence decision-making.

Figure 2. Evolving UNDP ACT Programme Strategy

Build Trust

Expand Constituencies

Influence Policy-Making

The project shifted emphasis while continuing the momentum of the previous area of focus (e.g., trust-building activities are in evidence in UNDP ACT III.) This approach was premised on civil society being sufficiently strong to bring about c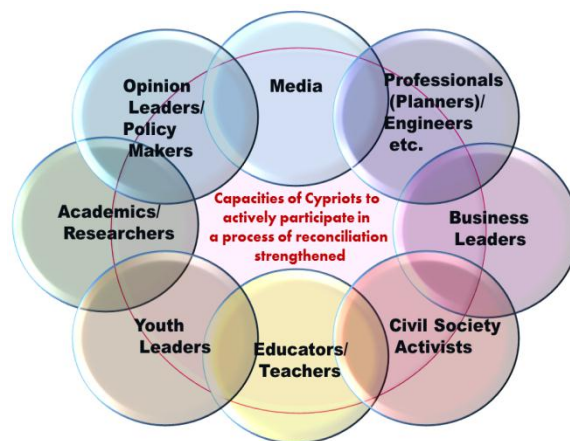hange in two core areas of Cypriot society—promoting bi-communal reconciliation and elevating citizen participation in policy development related to reconciliation. Even though these strategies are complementary and comprehensive in the Cyprus context, it is important to note that they are different - one seeks to change the relationship between conflicting groups; the other seeks to change people's relationship with policy-makers. Each is a significant effort to undertake and therefore highly ambitious in a short programming period.

KEY PARTNERS, STAKEHOLDERS, AND BENEFICIARIES

The UNDP ACT programme is intended to benefit the people of Cyprus in both communities through an improved climate of reconciliation that will pave the way to a political settlement of the 40-year-old conflict. In designing UNDP ACT II, the programme identified a number of key stakeholder groups believed to be influential in leading others to work towards reconciliation on the island. Continuing in UNDP ACT III, the programme intended to reach *more people* to support reconciliation as well as the *key people* who could influence opinion and policy. These groups formed the target thematic areas supported under the project through the initiatives of the strategic partners. (See figure 3.)

Key partners

The UNDP ACT programme employed a comprehensive strategy to engage civil society organisations to reach more people and influential people. The central role of civil society in sustainable peacebuilding is internationally recognised. There are several good examples of how civil society has been a driver of change and an agent for reconciliation in other contexts. The role of civil society has ranged from actively working on issues related to a peace process; to building bridges between communities and the government; to advocating on specific issues, especially human rights and gender issues; to conducting public awareness campaigns; to carrying out research and shaping public opinion and policy dialogue; to providing opportunities for dialogue; and to facilitating track two negotiations. Civil society's primary contribution has been to make peace negotiations more inclusive, promote local ownership of peace processes, and build sustainable processes.

Opinion Leaders/ Policy Makers

Media

Professionals (Planners)/ Engineers etc.

Academics/ Researchers

Capacities of Cypriots to actively participate in a process of reconciliation strengthened

Business Leaders

Youth Leaders

Educators/ Teachers

Civil Society Activists

Figure 3. UNDP ACT Key Stakeholders

In UNDP ACT I, the programme engaged 93 CSO partners to implement 120 projects, with each project implemented in partnership with at least one CSO from each community. (The full list of projects is attached in Annex E.) The CSOs themselves were a sub-sector of civil society, namely non-profit organizations, universities, networks, and membership organizations which had the capacity and mandate to work in reconciliation or were willing to work through bi-communal partnerships. In the successive phases, the scope of partners was narrowed to 8 NGOs, although 3 were networks, which effectively expanded the projects' reach to 45 organisations, many of which had participated in UNDP ACT I. Small grant assistance to over 200 separate projects was continued through ENGAGE and Youth Power sub-grant programs.

Programme Steering Committee

To ensure local participation in the programming process, UNDP ACT continued to engage the Programme Steering Committee (PSC) established under BDP, on which the official representatives of the leaders of the GCC and TCC sit in parallel structures. The relationship with the PSC facilitated a mutually accepted *modus operandi* and allowed implementation of projects island-wide without raising sensitive political questions, such as that of recognition. The UNDP ACT programme manager served as the chair of the committee.

During UNDP ACT I, the PSC played a major role in that it approved projects awarded to partners. During UNDP ACT II, UNDP and partners jointly identified specific project areas, and, following consultations with the PSC, UNDP selected specific partners with the capacity and track record to form a consortium of Cypriot NGOs to design and submit projects for approval. With no calls for project proposals during UNDP ACT III, the PSC played a less active role in project selection. The PSC met periodically to discuss progress and possible new programme directions or thematic topics that would require the members' input.

ANALYSES OF FINDINGS

DRIVERS OF THE CYPRUS CONFLICT

The absence of open conflict in Cyprus masks deep division and fears which permeate all sections of the community. A complex mix of issues relating to the past is considered to be a major block to reconciliation in Cyprus. The drivers of the conflict are deeply entrenched and rooted in the social institutions in both the GCC and TCC. The key institutions in both communities, e.g., political parties, the education system, the media, and the Church in the GCC, are generally conservative in nature and have traditionally reinforced a dominant narrative on the Cyprus conflict, resistant to efforts to promote an agenda more focused on reconciliation. The education system is a challenge, particularly in the GCC. *"In the south there has been a long struggle for curriculum reform to create multiple perspectives in history teaching and learning but the area remains a site of contestation…. Attempts at reform are made difficult by teachers unions, parents groups and a highly nationalistic media."* (Bozkurt and Yakinthou 2012)

In addition the need for a settlement has been perceived by the GCC as being less economically pressing. With Cyprus a member of the EU, the GCC looks to the access of broader markets and opportunities in Europe. Dependent on Turkey as its primary partner, the TCC remains largely isolated from this access, leading to economic stagnation and regional marginalisation.

The evaluation process included a mapping exercise to identify both the drivers of conflict and the indicators of a *climate of reconciliation*. Figure 4 summarises drivers of the Cyprus conflict as heard in interviews. The results of this mapping may be clustered under a number of broad headings that interact and reinforce each other and include both long-term legacy issues relating to the conflict in the 1960s and particularly in 1974 as well as more recent political and economic trends and events. Issues relating to the military presence and justice around land and missing persons remain significant barriers reinforced by fear, mistrust, and bitterness in both the GCC and the TCC.

Figure 4. Drivers of the Cyprus Conflict

The fact that the two communities have been separated from each other for 40 years and still generally live apart from each other has created a gap in understanding and a lack of a shared vision for Cyprus's

future. The years have witnessed what is described as 'systematic demonization' and on-going stereotyping of the other community. The sense of separateness, the focus on differences, and attitudes towards the 'other' have created strong psychological barriers that are proving difficult to break down in the years since the physical barriers were opened creating the potential for more normal contact between the two communities. This central narrative around separateness has been all-pervasive and reinforced by key influencers such as the media, the education system, and political parties. There is also a view that efforts to build relationships and work towards a negotiated solution based on the bi-zonal paradigm have reinforced the sense of separateness.

In recent years, the failure to reach a settlement and the controversy over the "Annan Plan" and European Union (EU) accession have led to disillusionment in the TCC and a negative political environment on the island. The "Annan Plan" polarised society in the GCC and created a climate of fear and mistrust towards those involved in bi-communal work, fuelled by concerns that the international community was interfering in internal Cypriot affairs.

The lack of progress at the political level and the stalling of talks as a consequence of the election cycle on both the TCC and GCC sides have produced a political and policy vacuum with no motivation or focal point for bi-communal efforts. Internal divisions among political parties in both communities, combined with the election cycle, have limited the opportunities for any risk taking on the core issues in the peace talks, reduced the space for sustained work on these issues, and led to a political stalemate.

Currently, the wider economic climate and the recent financial crises in the GCC have created another layer of complexity that may exacerbate some of the other problems. Some evidence suggests that fiscal conditions have been a factor in the shift to more hard-line views of 'others', including a solidifying of attitudes among some younger Cypriots. The considerable operational and legal barriers to bi-communal activities in different sectors are particularly significant in the area of green-line trade, which has not developed as expected despite the initial hope that it could be a key to normalising relations between the GCC and TCC.

Over the last seven years, the UNDP ACT programme has been implemented in this challenging environment, characterised by 'an aggressive, suspicious and intractable political climate'. The loss of hope for a settlement creates a particularly difficult environment for those working to mobilise people around bi-communal work and to create sustained momentum for change

UNDP ACT 'S STRATEGIC RELEVANCE
Given the context in Cyprus over the last decade, it is evident that both the overall thrust and focus of the UNDP ACT programme as well as the specific programmatic areas supported through the programme have been highly relevant to the situation. The recent UN resolution 2086 (United Nations Department of Public Information 2013) emphasised that 'United Nations peacekeeping activities should be conducted in a manner so as to facilitate post-conflict peacebuilding, prevention of relapse of armed conflict and progress towards sustainable peace and development'. The resolution stressed the importance of multidimensional peacekeeping with integrated efforts to maximise the impact of the

work and highlighted the importance of wide partnerships among international, regional, nongovernmental, and other organisations.

UNDP has addressed a number of critical priority areas as perceived by both the GCC and TCC and by key international actors and made an important contribution to the overall UN peacebuilding architecture in Cyprus. UNDP's support in providing both technical and financial support to the work of both UNFICYP and the Good Offices where appropriate and feasible made a significant contribution to the overall work of the UN family in Cyprus. This support is recognised and valued as relevant to the UN's strategic priorities. Furthermore, the relationship between the UNDP and the other UN entities contributed to overall coordination at the UN level and generated a more integrated approach.

The UNDP ACT programme has been based around a "more people – key people" approach to creating a climate of reconciliation. The programme has actively promoted the engagement of wider civil society in bi-communal activities. In UNDP ACT I this was done directly through financial support to 120 bi-communal initiatives. During UNDP ACT II & III small grant schemes were used to drive the "more people" approach and to engage wider CS in bi-communal activities.

To enact this strategy, UNDP ACT developed a comprehensive package of thematic approaches that addressed core conflict drivers and/or reinforced key drivers of change. The main focal areas touched upon economic, social, cultural, and environmental issues as entry points to deeper and more sustainable reconciliation work. These focal points evolved out of broadly based work supported under UNDP ACT I and formed the core strategies under UNDP ACT II & III.   They facilitated bi-communal products in the areas of cultural heritage, historical dialogue, youth programmes, community media, economic co-operation, research, awareness-raising, and civil society networking and policy advocacy (figure 5).

Cultural heritage work involved restoration work on several sites and monuments, which dealt with sensitive and symbolic issues at the heart of the Cyprus conflict (property, identity, religion and recognition). This work bridged the divide between the TCC and GCC and also addressed several other fractures in Cypriot society, i.e., between the TCC and the Armenian and Maronite communities. The work generated critical support at the grassroots and demonstrated in a practical manner the benefits of co-operation. This cultural heritage work was valuable in helping to deal with the past and provides a somewhat easier entry point. The Future Together project has focused on shared spaces and promoting participatory approaches to involving both current and former residents of villages working with relevant local decision makers.

There is widespread recognition that the education systems in both communities and particularly history curricula are recognised as being part of a wider culture which has reinforced a "victim/perpetrator" view of history and contribute to Cyprus's division. The Multiperspectivity & Intercultural Dialogue in Education project (MIDE) implemented by AHDR facilitated **historical dialogue** processes and developed more neutral history materials in order to change the dominant narrative in both communities and create a shared sense of history. It engaged teachers, teachers Unions and academics and has managed to get this issue on the agenda in both the TCC and GCC. This type of work is highly relevant to a sustainable reconciliation process and the project has made important advances in terms of opening up

a discussion on how Cypriots deals with the past. The dialogue process which underpins the work has created strong relationships and provides a good model of how to effectively deal with difficult and emotive issues on a bi-communal basis.

One of the factors seen as a block to reconciliation efforts is that a substantial proportion of the population, especially **youth**, have no experience living with the "other" community. This points to the need to create a culture of bi-communal work among the youth of Cyprus for reconciliation to become more deeply rooted. A number of youth initiatives under UNDP ACT, i.e., Youth Power, has worked to engage young people in bi-communal programmes and to build understanding and relationships between them.

Shifting the **media** message and reaching a wider audience with alternative narratives on both current and historical events in Cyprus is critical to breaking the closed media cycle and accommodating informed debate and critical thinking. The dominant role of the mainstream media combined with the absence of impartial information has created barriers for CSOs, resulting in a lack of informed discourse on key issues. The Cyprus Community Media Centre (CCMC) addressed major deficits in the media landscape by promoting community media, building media relations skills, and creating a bi-communal media network of over 40 organisations from the GCC and TCC. It has also advocated successfully for legislation to formally recognise community media in Cyprus.

Economic activity and green line trade has been seen as a key element in promoting bi-communal links and normalising relations between the GCC and TCC. The UNDP ACT Interdependence project involving the GCC and TCC chambers of commerce has played a central role in promoting this area of work. The project researched and presented the economic case for a settlement and developed an initiative to facilitate green line trade. The importance of economic links and the relevance of this strategy were demonstrated

Figure 5. Select UNDP ACT Products

Restored Monuments
Prophet Elias Monastery; Cultural Heritage Preservation Circle; Armenian Church; Day Care Centre; Peristerona House; Grand Hamam, Ayios Neophytos Chapel

Structures
2 organizations and 15 networks established; 350 NGOs' capacity strengthened

Influential reports
CIVICUS reports (2); CSO directories; Environment CSO directory, Interdependence Report Economic Interdependence in Cyprus; Participatory Development Models, Cyprus 2015 – Hopes and Fears, Cyprus 2015 – Navigating the Paradigm shift, Island-wide approach to recycling, Recommendations for wetland management in Cyprus, Nicosia Master Plan, Cyprus' Youth Human Development Report

Quality materials
Nicosia is Calling; Multi-Cultural Perspective in Education (3); Participatory Development training manual; COAG organic farming teachers' manual; MADAG, Intercommunal business plan for whey management, Water Birds of Cyprus, Bibliographic index of biodiversity in Cyprus; Potential Untapped: Media Working Together across the Divide in Cyprus

Participatory public surveys
Cyprus 2015 (3), Aspirations of teachers; Social Cohesion and Reconciliation Index

Films
"News at Nine in 2030" movie, organic farming, 12 young Filmmakers short films

Pilot Processes
2 Participatory Development, Citizen participation fora – ADNs, federalism forums, Future Together trainings, Youth Dialogue Project; Youth Summer camps and teacher trainings; Gender mainstreaming training; Island-wide Art Competition and Exhibition

Improved Policy
Municipal policy recommendation; international policy impact; Educational institutions teaching materials; NGO laws; SGSA materials

Strong Relationships
Management Center and NGO Support Center; Chambers of Commerce; Kontea Heritage Association; ETEK and KTMMOB; Arts associations, Researchers, scientists, civil society activists, etc.

in the summer of 2011 when a collaborative arrangement helped mitigate an electricity crisis in the GCC. The agreement that resulted in electricity flowing from the TCC to the GCC was made possible in large part by the relationship forged through the Interdependence project. **Sustainable development** played a stronger role in UNDP ACT I but continued to be emphases as a cross-cutting topic throughout UNDP ACT s II and III. The programme's approach of using environment as a peacebuilding tool was documented in several journal articles (Jarraud, Spring 2012, Kadis, 2008) and is still a key connector on the island with potential to become increasingly important in the years ahead.

The Cyprus 2015 project has helped bridge the gap in policy dialogue by providing impartial, independent and up-to-date **research information**, some of which has been used by parties to the negotiations. Having credible information on the views of the GCC and TCC on key issues is particularly important in the negotiations process and has also vindicated the UN parameters for the negotiations.

The closed nature of the negotiations process has meant that politicians as well as **civil society and the wider public** have been excluded from much of the process. Citizens are therefore unable to contribute fully to efforts to reach an agreed settlement. The lack of informed debate on the key proposals negotiated, e.g., federalism models and property settlement, left people unable to make informed opinions on these topics. UNDP ACT supported CSOs to put these issues on the table for wider and more informed conversations. The ENGAGE project played an important role by organising a series of public discussions on Federalism, attended by 1200 people across the GCC and TCC. The Active Dialogue Network (ADN) organised by ENGAGE represent further steps in opening up the discussion on issues relating to reconciliation. These are thematic multi-sector working groups which bring together people from local authorities, the private sector, academia and civil society to examine and make policy recommendation on important issues including peace and reconciliation (8 meetings with 300 participants and gender (10 meetings with 200 participants)

Since the population of Cyprus is well educated, people involved in CSO activities bring high levels of professional and intellectual expertise to their work. However, few command core skills in project management, networking, or community organising. Under UNDP ACT I, UNDP supported **organisational development** training for 350 organisations through the Management Centre of the Mediterranean and the NGO Support Centre. In successive phases, the focus of support was directed toward developing the technical skills of strategic partners in media outreach, advocacy, and networking for reconciliation.

The absence of track two process has been recognised as a weakness and has also limited efforts to **connect the negotiations (track 1) and the wider public (track 3**) UNDP ACT has recently begun to address this issue and is a key partner in an initiative to bring together senior political and civic leaders from the GCC and TCC in order to discuss their role in peace negotiations. UNDP ACT is providing financial and technical assistance to ENGI, a UK based NGO facilitating the process. The project is focusing on exchanging knowledge on peace making initiatives around the world and will connect Cypriot political and civil leaders with key actors from other peace processes including Northern Ireland, South Africa and the Balkans. Sharing international best practice and building relationship within and

between key people in Cyprus is a potentially significant intervention particularly if the negotiations restart in the near future.

A strong undercurrent in the drivers of conflict is the lack of confidence in the "other side", in the negotiation process, and in the actors managing the negotiations. The issue of missing persons is another particularly emotive issue and is recognised as being difficult to address. Therefore, the need for real, visible, robust and sustained **confidence building measures** is particularly important in the Cypriot context. Technical committees were set up as part of the negotiations process and are central to this process. UNDP ACT work to kick start, facilitate and financially support a number of these Committees is highly relevant to the overall peace process, particularly in the case of the Environmental and Health committees, which were the most active and effective of the seven established. In a separate initiative the UNDP has provided support to the Committee on Missing Person and enabled this committee to carry out vital work on identification of missing person.

CONTRIBUTIONS TO A CLIMATE OF RECONCILIATION

The evaluation aimed to assess the extent and quality of the difference the UNDP ACT program has made in improving the climate for reconciliation over the period 2005-2013. Despite sustained efforts by UNDP ACT and the wider UN structure, it is evident that considerable work remains to be done with regard to developing a climate of reconciliation in Cyprus. UNDP ACT and its partners have not been able to bring about the necessary level of change in the wider society. On the whole, levels of trust between the two communities are still quite low and have actually declined in the GCC (figure 4). While there has been a steady improvement in sentiment in the TCC since 2006 the figure is still low with attitudes still shaped by the GCC rejection of the "Annan plan".

Figure 6: **Trust Survey Results**
Agreement with the statement "I trust Greek/Turkish Cypriots"
Year GCC TCC
2006 51% 9%
2008 31% 17%
2012 35% 25%
Source: UNDP ACT Trust Surveys

As outlined above, the efforts of UNDP ACT were constrained by several overarching contextual factors that created a complex working environment. This meant that UNDP ACT and its partners have often been swimming against a strong current and struggling to sustain momentum in the face of political opposition, negative public opinion, and apathy towards bi-communal activities. An examination of the timeline data collected by the evaluation team indicates that the changes in trust are closely aligned with the high-profile political, social, and financial transitions experienced in Cyprus rather than with programme activities, indicating that the trust levels are more of a reflection of the dominant macro-political process than of the work of the UNDP ACT programme.

Despite an absence of breakthroughs at the political level, there have been important and noteworthy achievements; evidence that UNDP ACT programme has made a contribution to the creation of "a climate of reconciliation". There have been significant changes in both the quality and quantity of bi-

communal activities over the course of the UNDP ACT programme. The programme was highly productive with respect to outputs and offered a comprehensive package of thematic approaches as entry points to deeper and more sustainable reconciliation work. The evaluation team asked a broad range of stakeholders which areas of UNDP ACT they believed offered the greatest potential for contributing to a climate of reconciliation. Figure 7 summarizes their responses[1]. All areas were considered important, yet those that built cooperation and mutual benefit were considered the most significant at this stage.

Figure 7.

While there have been some disappointments, a number of areas have seen important progress that has contributed to overall achievement of programme objectives. These have also laid a solid foundation for future work and created momentum across different sectors.

In particular the evaluation identified shifts in four key areas over the lifetime of the UNDP ACT programmes:

1. Attitudes towards bi-communal work;
2. The capacity of CSOs to lead reconciliation efforts;
3. The nature of policy dialogue; and
4. Bi-communal collaboration and networking.

Attitudes towards bi-communal work

When the UNDP ACT programme began in 2005, attitudes towards bi-communal activity were dramatically different from attitudes in 2013. At the outset, the environment was overshadowed by fear and conspiracy. CSOs were largely demonized, particularly among the GCC, for their role during the referendum on the "Annan Plan". People active in bi-communal activities were extremely cautious because of media exposure and the Parliamentary inquiries of the previous year. Seven years later, bi-communal perspectives have become largely mainstream. CSOs are however challenged to capture the attention of the media for their work because reporters may now consider them less out of the ordinary and therefore not newsworthy, either positively or negatively. CSOs enjoy increased recognition and

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[1] The evaluators were careful to clarify that this referred to areas of focus and not individual partner projects.

credibility within society. Significantly, TCC CSOs enjoy a higher level of trust than do the political parties, the Parliament, and the government (Management Centre of the Mediterranean and the NGO Support Centre 2011). Green-line trade has been established and checkpoint crossings are more common. The buffer zone near the Ledra Palace crossing has undergone a transformation from a no man's land to an area with offices, cafés, and a hub of CSO activity. Two factors are largely credited with facilitating the change. The first is the opening of the checkpoints in 2003, allowing over 2 million violence-free crossings. The second is the work of UNDP and its CSO partners under the UNDP ACT project.

One of the most significant achievements of UNDP ACT and its partners has been the normalisation of bi-communal work and dialogue between the GCC and TCC. UNDP ACT has played a positive role and has sustained the momentum in this regard, with considerable progress despite the negative climate of recent years. Public surveys show that trust levels correlate positively with both contact and participation in bi-communal events. Unfortunately, the same surveys show that, while knowledge of bi-communal events has increased, participation has waned (UNDP ACT 2012), indicating the challenge CSOs face in reversing jadedness to sustain and expand interest in these activities.

A second important contribution has been to support and extend legitimacy to those involved in bi-communal work, particularly when the sector was under attack. The importance of legitimacy cannot be underestimated, particularly when projects focus on sensitive issues such as cultural restoration and historical dialogue. UNDP provided an umbrella of credibility which created space and an overarching framework for organisations to undertake bi-communal projects.

Within the sphere of UNDP ACT partners, the outcome can be clearly observed in the changed personal and organisational relationships that were forged throughout programme implementation. The collegiality, commitment, and trust between/among key people in the partner organisations still engaged in the programme are obvious and have increased from the 2007 UNDP ACT evaluation. Partners from UNDP ACT I note that they are still in communication with their former colleagues even though network or project activities have concluded. Not to be underestimated, these relationships are an important part of the UNDP ACT legacy and will be one of the mainstays of its sustainability.

Capacity of Cypriot CSOs to lead reconciliation efforts
Civil society is a relatively new sector in Cyprus, emerging roughly 15 years ago and has experienced significant growth and maturation since then. Within the subsector of CSOs working for reconciliation, UNDP ACT's primary partners, changes are notable. The project contributed to a climate of reconciliation by supporting the growth of a cohort of motivated and skilled peace-building practitioners and innovative peace-building approaches and products. The work under the programme may be credited with facilitating many of the changes. Partners expressed appreciation for the opportunities and support that enabled them to strengthen their capacity and do their work.

The technical qualities are the strength of the sub-sector. The programme supported the increase in partner technical skills in media outreach, advocacy, and networking to promote reconciliation. Several partners (CY2015, Future Together, and Interdependence) produced short films or documentaries to better communicate their research findings and project experience. CCMC continues to enhance the

media skills of a broader range of CSOs in its member network. While UNDP ACT II and III did not emphasize organizational development, some partners credited UNDP project management requirements with developing discipline and rigor in their operations.

The evaluation team noted that respect and understanding for the sub-sector did grow during the programme duration. The programme can be plausibly associated with these changes. The programme's aggressive media strategy and the three civil society fairs held under the auspices of the programme all contributed to this outcome. The last fair, one of two organised independently through the Engage project, attracted over 3,000 participants. Yet increased credibility is needed. In the last trust survey, the majority (65%) of respondents in the GCC and almost half (44%) in the TCC said that organized citizen's groups have limited to no impact on how public policy is formulated (Symmetron Market Research and KADEM 2012). As noted in other studies (Management Centre of the Mediterranean and the NGO Support Centre 2011, Lachmansingh and Weden 2009, Vesna 2010) the sub-sector has a tendency to reach a consistent but limited segment of society, those already predisposed to bi-communal activities. Peace and reconciliation CSOs are often perceived as an elite group of Nicosia-based organisations promoting donor interests rather than their own.

Significantly, the CSOs' capability to commit, engage and take initiative is hindered by the complex interaction of social, cultural, and historical factors (Baser and Morgan 2008). Informants believed that CSOs are still not fulfilling their potential to push for reconciliation. It is unclear to what extent the domination of political parties and the threat of backlash similar to the 2004 Parliamentary hearings remains a deterrent and influences self-censorship. Yet with those threats reduced, few take bold policy stands, choosing instead to offer academic reports. Partners and informants noted that this threat of backlash may also affect what projects UNDP ACT undertakes; perhaps avoiding some where a PSC member has strong objections.

Civil Society influence on the nature of policy dialogue

Significant impact during the programme period is difficult to determine because of the overall policy environment in Cyprus. Entrenched patterns keep governance largely dominated by political parties, strong leadership from the top, and low public accountability.   Stalled settlement negotiations left partners with few high-level opportunities for policy engagement during the last phase of UNDP ACT. Support for civil society involvement in policy is low among political leaders in both communities who expressed the view that CSOs best serve the reconciliation process by bringing people together to build understanding and trust. They should not promote 'political' activities or raise controversial issues, e.g., interfaith dialogue, or communal sharing of rights to the newly discovered natural gas resources.

However, the evaluation team found a number of notable successes that do indicate progress. CCMC engaged in shaping the draft community media law. The Management Centre and NGO Support Centre engaged their respective communities to influence the passage of NGO legislation and were particularly active in harmonizing drafts between communities and with European laws in preparation for an eventual settlement. Locally, the project Multiperspectivity and Intercultural Dialogue in Education (MIDE) succeeded in getting curricula on teaching history from a multicultural perspective officially

adopted in the GCC. A number of the UN Secretary General's reports and proposals reflect Cyprus 2015 surveys.

On a deeper level, there is evidence of social shifts that may result in future changes in the nature of policy dialogue, suggesting that the groundwork for civil society advocacy and citizen engagement in decision-making is being laid. The 2012 Trust Survey found an increasing number of people (81% TCC; 90% GCC) now wants to be consulted on major policy decisions (Symmetron Market Research and KADEM 2012). This forms the building blocks of citizen engagement in policy dialogue and the work of UNDP ACT partners contributed to this shift. The Cyprus 2015 project's work on public surveys, the reconciliation and cohesion index, and UNDP ACT 's media relations strategy have led to acceptance of evidence-based research findings as credible and objective to the press and the public, contrasting the party-based political arguments traditionally valued. Community media initiatives facilitated by CCMC are giving voice to people and communities to deliver their own views on the issues that concern them, rather than being passive receivers of news. Youth Power small grants enabled youth to make their views and perspectives known to society. The Discussion Cycles organized in major cities around the island on Federalism by the Engage project brought experts and authorities to people to help them understand the specifics of the model promoted in political talks. The Active Dialogue Networks (ADNs) conducted by Engage in the last phase of the project are helping communities develop policy proposals. One policy brief calling for a women's centre in Limassol has already been accepted. ADNs and Future Together's participatory development initiative are frequently giving people, particularly those outside Nicosia, their first experience in participatory governance and accountability.

A critical opportunity for promoting citizen engagement in policy dialogue related to a settlement is expected when talks resume sometime after the GCC elections in February 2013. Such negotiations may provide opportunities to address the conflict and lay the foundations for a more inclusive political settlement. Experience has shown that both the contents and the process of a settlement affect whether peace negotiations provide the bridge to sustainable peace and responsive government. Who participates—to what degree, at what stage, and in what capacity—is therefore critical. A *Cypriot-owned process* will be critical to any future negotiations. However, *Cypriot-owned* needs to be a broader concept, going beyond the negotiators and the political elite to involving grassroots society. Therefore, it is critical that the sector make itself heard early in the process.

Creating a platform for bi-communal collaboration and networking
The Piece it Together network was the centrepiece of UNDP ACT III and was launched to solidify progress and sustainability. The network was intended to address the lack of a cohesive platform from which civil society could advocate for change related to bi-communal reconciliation, as existing thematic networks left knowledge, expertise and impact disconnected from one another. Membership was conferred on UNDP partners through the Strategic Advisory Group (SAG). The experience of the network is significant, although the long-term impact it will have on the climate of reconciliation is yet unknown.

Since its inception in April 2012, PiT hosted a number of significant conferences and activities related to advocacy, innovation and learning. In May, 2012, seven representatives from PiT travelled to London to

address the All-Party Parliamentary Group on Conflict and advocate for an expanded peace process. The Power of One conference, held in October 2012, brought together 200 participants from 28 countries to network, build partnerships, and share best practices and innovation. As a result of the conference, new regional connections were formed and five pilot interregional initiatives were funded. The network also hosted a series of workshops focused on gender mainstreaming and a study on UNSCR 1325 and 1889 which provides a framework for women's involvement in official peace processes. In 2012, partners decided that PiT was not yet ready to embark on a bold advocacy campaign.

Other initiatives organized under the network hold promise. The Knowledge and Innovation Hub, a PiT subproject implemented jointly by the Management Centre of the Mediterranean and the NGO Support Centre, has mapped the people, expertise and experience that reside in the peace and reconciliation community in Cyprus but is largely dispersed and disconnected. The online knowledge portal, not yet unveiled, brings resources together for public use and hosts a practitioners' exchange programme. The Social Cohesion and Reconciliation Index (SCORE) is an innovative tool for measuring progress towards inter-communal peace. Currently under development under the initiative of Cyprus 2015, the index builds upon regional and international experience and uses a range of inputs from different sectors of society. The aim of the index is to provide practitioners with a 'peace barometer' to quickly identify and adapt to a changing socio-political context and target interventions.

With less than two years for implementation, the sustainability of the network is cause for concern. While the network seemed to struggle with ownership of the network and initiative for activities (Lachmansingh May 2011, Spies 2011), it did reportedly coalesce (UNDP ACT 2012). Given the poor track record of continuity for project-initiated networks under UNDP ACT, the project might have considered a different strategy and structure for the PiT network. Of the 15 networks supported, only 5 continue to operate; of those, 3 are sustained by current UNDP ACT III funds.

SUSTAINABILITY

The UNDP ACT programme has undertaken a comprehensive programme of work which has touched the key issues in the Cypriot problem. The excellent project outputs, strategic bi-communal relationships and network structures, indigenous capacity among the cohort of peacebuilding practitioners, and strong bi-communal relationships which have developed over the course of the UNDP ACT programme are in place to help sustain the progress. However, the impeding wind down of UNDP ACT funding leaves project sustainability vulnerable. The overall climate, relatively low levels of trust, and the economic crises, means that CSOs will struggle to sustain the effort in the years ahead without some on-going financial support.

A key issue in assessing the sustainability of reconciliation efforts is the extent to which Cypriot civil society has established its independence and capacity to take on some of the challenges and difficult issues that demand immediate attention. Initiatives under the PiT network require longer time to become established. The close relationship between UNDP ACT and its civil society partners is one of the programme strengths, but it may have resulted in a degree of dependence and limited the potential for more sustainable outcomes. For example, it may have prevented civil society from engaging directly with political and policy issues and speaking with a stronger dissident voice at critical times. Funding

remains dependent on shrinking donor contributions, furthering the impression that CSOs work for and on behalf of foreign donors. This leaves CSOs without popular support or protection from political pressure. While UNDP consistently pushed partners to take ownership and provided support for developing sustainability strategies, the issues of ownership and initiative were a challenge.

The diversity of key populations targeted under the programme's sophisticated design is commendable. Work now remains in closing the gaps in the stakeholder map to involve core power groups in both the TCC and GCC, namely, political parties, trade unions, religious leaders, government and local authorities, mainstream media, and displaced people organisations. The absence of a strong women's voice in the reconciliation process and the lack of a strong bi-communal base outside Nicosia are also factors that have limited the effectiveness of the work and will reduce the potential for sustainable outcomes. Surveys show that women are more fearful or suspicious of reconciliation. Yet insufficient attention is paid to understanding these fears or increasing their interest and support for reconciliation.

Of all programme activities, the rehabilitation of monuments has been the highest-profile activity and attracted significant press coverage. Yet, given the large number of interested parties, such activity also has the potential to inflame inter-communal sensitivities in reaching end use agreement of restored monuments. Renovation of the Armenian Church and Monastery is completed, but differences remain regarding the building's future use. The Peace Park in Kontea is an excellent example of a bi-communal initiative, but the lack of a long-term maintenance strategy could undermine the good work done.

PROGRAMME IMPLEMENTATION

UNDP engaged the two communities through designated representatives - the Cyprus Red Cross Society (CRCS) for the GCC and the Humanitarian Relief Mission (HRM) for the TCC. These two organisations functioned as UNDP's formal counterparts. A full-fledged Programme Management Unit, headed by a senior programme manager, manages activities on a day-to-day basis. The programme appears to be implemented with high-quality management systems. Partners appreciate the programme's comprehensive nature and high level of technical assistance provided by programme staff.

The monitoring and reporting systems were thorough and up-to-date. The project relied on sophisticated methods for monitoring society-level trends, such as media coverage of the project and partners. One particularly notable achievement was the project's conduct of public opinion surveys that provided data that were highly useful for policy advocacy and that yielded an indication of trends within Cypriot society at the level of their impact. The project defined their outcome—an improved climate for reconciliation—which was ambitiously high and could be considered impact[2]. One improvement could have been the monitoring at the short- to medium-term change from their work. For example, many of the capacity indicators counted the number of joint initiatives launched or renovations completed but

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[2] The UNDP *Handbook on Planning, Monitoring and Evaluating for Development Results* (2009) defines impact as 'the ultimate benefits for the target population' and outcome as 'short- to medium-term change in the development situation'.

revealed little about the indicators of effectiveness, ownership, and sustainability that the programme would monitor for evidence of change as a result of such initiatives.

Another challenge was the short timeframes used to address long-term issues. Peacebuilding and civil society strengthening are long-term processes which are not always well suited to donor programming cycles. UNDP ACT was a seven-year programme, implemented in two- to three-year increments. Staff noted, 'If we had known we had seven years, we would have done things differently'.

Programme relations with key stakeholders, including UN agencies, media outlets, government officials, and partners, were good. UN agencies appreciated the complementary support UNDP provided to coordinated assistance in Cyprus, but some informants noted that programmatic alignment could have been more intentional to permit UNDP ACT to provide greater support to efforts on track 1 diplomacy.

Programme coordination with partners was considerable. The project consulted with partners during the design of UNDP ACT II and UNDP ACT III, particularly the latter. Annual partner retreats and frequent coordination meetings facilitated communication and joint problem-solving. Partners appreciated the high level consultation but described it more as discussion than consultation, feeling they did not have a high degree of influence over programme directions. The result was frequent misconceptions concerning decisions made throughout the project and the reasons for the decisions (e.g., reducing the number of partners after UNDP ACT I, PiT's strategy).

Incorporation of Previous Evaluations
In general, UNDP ACT implemented the recommendations from the 2007 and 2009 evaluations. The recommendations drawn from the 2009 evaluation include those relating to building the capacity of UNDP ACT partners, extracting and sharing good practise, improving communication, and establishing a partners' forum, which led to the development of PiT, although PiT was designed to be a structured network rather than a forum.

However, UNDP did not implement the evaluations' recommendations as applied to all areas of interest or did not consider the consequences of the recommendations as implemented. One issue that emerged from both evaluations pertains to the role of civil society in peacebuilding and how UNDP ACT could help civil society produce a greater impact. The 2007 evaluation recommended a smaller, more strategic programme that led to the development of UNDP ACT II and III (Constable, Kinghorn and Weden 2007). The programme's response to focus on more strategic partners was wise; given the low level of UNDP ACT I results that were still in evidence at the time of the evaluation. There was perhaps too significant a shift away the number of CSOs involved in UNDP ACT II and III. The discontinuity resulted in some loss of traction within civil society more broadly.

The 2009 evaluation recommended the development of a civil society agenda for peacebuilding and UNDP ACT's engagement with civil society beyond those partners involved in UNDP ACT (Lachmansingh and Weden 2009). By not following through to 'reach across the aisle' and reach a substantial number of organizations not already involved in peace and reconciliation activities, the approach was limited in its scale and impact over the short to medium term.

LESSONS LEARNED

UNDP ACT captures lessons and good practises through its annual review process and by summarizing programme reports at the end of each phase (UNDP ACT 2010). Throughout the evaluation, the UNDP ACT staff and partners were encouraged to reflect upon their lessons learned and practices that they considered particularly promising for future programming. The conversations yielded a number of key contributions UNDP ACT has made to the larger peacebuilding learning agenda. In a series of case studies on building trust, INTRAC captured eight examples of UNDP ACT's innovative approaches and models of good practise. Furthermore, in July 2010, staff from UNDP ACT Cyprus met with UNDP Lebanon staff to compare and contrast the histories and contexts of conflict in each country and to share lessons (UNDP ACT July 2010).

Engagement of local communities and the use of participatory development approaches

The Kontea/Türkmenköy Cultural Heritage project is a good model of participatory development. The effort is community-driven and community-owned and sustained by a high level of community involvement on the part of current and former village residents. The larger project involves the restoration of a Catholic chapel and cemetery, an Orthodox church and auxiliary buildings, a Frankish manor from the time of the Crusaders, an Ottoman irrigation system of stone cisterns and aqueducts, an old school and a contemporary mosque in the village of Kontea/Türkmenköy as well as the development of a peace park. The project addresses a highly sensitive issue that is at the heart of relationships between the GCC and TCC. As a result, the project is particularly significant in terms of building trust and reconciliation between the two communities. A number of aspects of the project are noteworthy. First, it was the local communities that took the initial, difficult steps to agree to co-operate. Their collaborative approach has resulted in the development of strong personal relationships that augur well for the initiative's sustainability. Second, UNDP ACT provided two key resources: funding for the restoration and access to technical expertise through KTMMOB. UNDP ACT also provided legitimacy and credibility for the work with project staff's provision of technical assistance. The efforts of local communities, UNDP, and KTMMOB demonstrate what can be achieved through genuine partnership. Further details are available at www.futuretogether.net and www.intrac.org.

Tackling the 'hard issues'

Cypriot society is facing two sets of interrelated and contentious issues, one relating to the past and a second relating to how an agreed settlement can be designed and implemented. Given the sensitive nature of these issues and the earlier controversy over the alleged interference by UNDP in the internal affairs of Cyprus it is critical that any work on these issues be addressed in a politically sensitive manner. This report has identified significant challenges to reconciliation in Cyprus, particularly as related to the legacy issues of the 1960s and 1970s that have led to considerable fear and mistrust between the GCC and TCC. The reluctance to address Cyprus's past has resulted in what was described as 'systematic demonization' of the other side and a sustained a narrative around historic events.

> "In Cyprus the past is an area of both remembering and forgetting. For many years particular issues such as missing persons, accountability for and perpetration of acts of violence have been covered by heavy clouds of taboo and limited information. Answers to other issues like responsibility and involvement in the events that led to the coup and military intervention in 1974, as well as responsibility for acts of violence have been carefully constructed to perpetuate hegemonic narratives

about the past in both the Greek Cypriot and Turkish Cypriot communities" (Bozkurt and Yakinthou 2012)

While issues relating to the past are particularly difficult they must be addressed if there is to be in a comprehensive and sustainable settlement. UNDP ACT has endeavoured to do this while remaining sensitive to the realities on the ground and through this work a number of useful lessons can be identified concerning how an "external agency" can promote and support work on such issues in a contested political context. The key element in the approach has been strengthening and supporting local partners, enabling them to drive the agenda and ensuring that as far as possible the process was Cypriot-led. A good example of this is the work of the Multiperspectivity & Intercultural Dialogue in Education project (MIDE) project implemented by AHDR. There is widespread recognition that the education systems in both communities and particularly the history curriculum is rooted in a wider culture which reinforce a victim/perpetrator view of history and contribute to Cyprus's division. The MIDE project has facilitated historical dialogue proce*sses* and developed more neutral history teaching materials in order to change the dominant narrative in both communities and create a shared sense of history. It has engaged teachers, teachers Unions and academics and has managed to get this issue on the agenda in both the TCC and GCC. This type of work is highly relevant to a sustainable reconciliation process and the project has made important advances in terms of opening up a discussion on how Cypriots deals with the past.

The dialogue process which underpins the work has created strong relationships and provides a good model of how to effectively deal with difficult and emotive issues on a bi-communal basis. The issue of missing persons is another particularly emotive issue and is recognised as being difficult to address. In a separate initiative the UNDP has provided support to the Committee on Missing Person and enabled this committee to carry out vital work on identification of missing person. By supporting a Cypriot led initiative the UNDP was able to facilitate vital work on a highly contentious issue.

The heritage restoration programme has also worked closely with key partners in the GCC and TCC including technical associations such as the Technical Chamber of Cyprus (ETEK) and the Union of Chambers of Cyprus Turkish Engineers and Architects as well as EVKAF and relevant local authorities in the GCC and TCC. This level of partnership with key actors in both the GCC and TCC has enabled the UNDP to negotiate through complex legal and political issues. The complexity of these restoration projects has highlighted two further lessons – the need for strong community engagement and for an agreed strategy for long term use of the restored buildings. The Kontea/ Türkmenköy restoration project has a good level of community engagement and ownership and UNDP ACT is using this as a model for further work on participatory development. The Potomia partnership is another example of where participatory processes have been used to good effect to develop collaborative projects in one of the few mixed villages on the island. In both these cases (Kontea and Potomia) UNDP played a facilitative role and allowed the local players to set the agenda. On the other hand the restoration of the Armenian Church and Monastery has not had this level of local engagement and ownership and some issues have emerged around future use of the restored building

Another key learning point relating to heritage restoration is the importance of symbolism in contested situations. These projects are a very visible demonstration of bi-communal co-operation and highlight

the potential for further work in different sectors. However symbolism can work both ways and any failures in these projects would have a knock on effect in other areas and potentially damage bi-communal relationships. Therefore is essential that progress is secured and managed and that "early warning systems" are in place to identify any potential risks.

Political reconciliation

The results of the referendum on the "Annan plan" highlighted the challenges faced by those promoting an agreed settlement and demonstrated the need for on-going work around some of the core issues in the Cyprus problem. A significant weakness in the political negotiation process has been the closed nature of the negotiations and the lack of dialogue on the key issues which need to be addressed in any agreed settlement. However this is a sensitive area in Cyprus and UNDP ACT needs to negotiate a delicate balance if it is to make progress on some of these issues while avoid getting caught up in internal politics.   There are a number of important lessons in how UNDP ACT has been able to work on more political issues despite the negative experience of the past. A large part of this was the due to quiet diplomacy by UNDP ACT to clarify the mandate of the organisation and to convince political leaders that the UNDP did not have a vested interest in any particular outcome.

UNDP has been able to engage more effectively on politically sensitive issues by working with Cypriot, UN and international partners. Two UNDP ACT partners (Cyprus 2015 and ENGAGE) have made valuable contributions to the negotiation process without falling foul of the political system. The Cyprus 2015 project has helped bridge the gap between the negotiations and the wider society while the ENGAGE project organised public discussions on federalism. The UNDP worked with the Good Offices to support the Technical committees - a key component of the negotiation process. The UNDP has been able to make an intervention at the political level by working in partnership with ENGI to bring together senior political and civic leaders from the GCC and TCC to explore their role in peace negotiations. Having a reputable international partner, drawing on international best practice in peacebuilding and holding potential events outside Cyprus (Malta) have all contributed to this process and allowed UNDP to make a potentially strategic intervention into the political process while maintaining its neutrality.

Offering tangible benefits from bi-communal cooperation

The Cyprus Chamber of Commerce and Industry and the Turkish Cypriot Chamber of Commerce have forged collaboration around the needs and interests of the business community. Their initiative, which aimed at facilitating green-line trade, offered a direct service to members, allowing them to expand their business or reduce operating costs. The benefits of the collaboration were demonstrated to all in fall 2011. An explosion at Cyprus's main power generation facility decimated the GCC power supply. The two chambers helped mitigate the crisis by brokering an unprecedented electricity deal whereby the Republic of Cyprus purchased electrical power from the Turkish Cypriots. Both sides recognised that the high level of trust developed between their respective presidents through the UNDP ACT collaboration enabled the leaders to facilitate the negotiations.

Effective organisational networks with a clear vision and value in areas of member interest

Networks are voluntary forms of association that enable members to fulfil their goals by working together rather than alone. The benefits derived from network membership must exceed the time and

energy required for a network to maintain its vibrancy. Networks that form in response to project funding are at risk of not continuing past a project's duration.

The Cyprus Environmental Stakeholders Forum (CESF) traces its beginning to environmental professionals connecting to one another through mutual colleagues and a mutual interest in Cyprus's natural environment. The call for proposals from UNDP under UNDP ACT was an opportunity for a group of environmental professionals to work together. They tested their collaboration on a small project by organising Environment Day. With that success, they went on to implement nine projects under UNDP ACT I. While the network went dormant with the cessation of funding, the peer connections and organisational registration remain active. Members agree that they will quickly revive the network when new opportunities arise.

On the other hand, the Cyprus Network for Youth Development was established by UNDP ACT to leverage greater impact and sustainability. UNDP ACT II formed the Youth Network to bring together leading youth organizations, especially those offering bi-communal youth camps in Cyprus. TCC and GCC organisations were appointed as joint managers of the network. The pressures of project implementation exacerbated organisational differences not associated with cultural differences. In UNDP ACT III, the partners decided not to continue management of the network and another took over.

Partner ownership
The close working relationship between UNDP and its civil society partners is one of the distinctive features of the UNDP ACT programme and is recognised as a key strength. This relationship throws up some important learning points for any future programmes of this nature. The relationship meant that UNDP was closely associated with the work and actions of its civil society partners. This meant that there was no significant distance between UNDP and civil society partners, which did not allow scope for "deniability" where civil society engages in more risky initiatives. This may have discouraged or limited the scope for the CSO partners to adopt more independent approaches and exercise self-censorship. While UNDP encouraged CS to act independently it is clear that this did not happen in a way that really challenged the system. New mechanisms would be useful to help CSOs act and speak with authority on behalf of their citizen constituents, rather than being perceived as acting on behalf of donors.

Long-term and political nature of reconciliation work
Reconciliation in Cyprus has not and will not be a straight line of progress. There are likely to be setbacks even with an agreed settlement. Indeed an agreed settlement will not please everyone and could increase tensions as some of the dormant issues come to the fore. This highlights the need for CSOs to have a broad approach and to be able to respond to these issues. An example of the changes which can occur is the response of the communities to the opening of the crossings points. UNDP ACT II and III were partly based on the premise that this reduced the need for more large scale bi-communal contact programme between GCC and TCC. However there are clear indications that there has been a decrease in contact in recent years, and that much of the existing contact is of a transactional nature rather than relationship-building. At the same time there is clear evidence that bi-communal contact has a positive correlation with levels of trust – which in turn are considered central to reconciliation and an

agreed settlement. Therefore civil society needs to learn from this and to consider how it can respond to these changes and initiate responsive activities which both reflect and drive these changes.

There is a need for a longer timeframe for a strategic approach of this nature which allows for a more organic evolution of these structures which reinforces local ownership. New structures involve new relationships and ways of working and that these complex internal processes need time to bed down before projects can effectively engage in difficult programmatic and policy advocacy work. UNDP ACT was probably over ambitious when working to develop this overall framework while simultaneously trying to make progress on the reconciliation agenda. The UNDP strategy aimed to complement the overall reconciliation effort and the negotiation process. However this has proved difficult given the history of the negotiation process and the fact that public opinion and interest in bi-communal work is heavily influenced by the progress –or lack of progress –in the political process.

Reconciliation in the Cypriot context is inherently political, and fears around engagement in political work appear to have limited civil society's interventions and, ultimately the impact of the programme. This is understandable given the climate which existed in the GCC in the post "Annan plan" period. However there was an on-going need for civil society to engage in a more political way in this period. Partners would do well to learn from this with regard to how to be more effective in future scenarios. The keys lessons from this episode are the need for a clear message, a means to disseminate it, and a good network of support, including political allies. Recent work by CCMC should help to address some of these points but there is still a need for civil society to be clear about its role in any future settlement process and to have the skills and networks to get the message across.

Strategic choice of key stakeholders
The "more people – key people" approach is recognised as being central to effective peacebuilding and was a core element of UNDP-Act's work in Cyprus. However there were a number of challenges when it came to implementing this approach, given the lack of engagement in reconciliation by wider society, the closed nature of the political system and the absence of real policy dialogue around key issues in the negotiation process. UNDP had a number of strategic options over the course of the UNDP ACT programme including: continuing to support a wide constituency in civil society with the aim of creating a broadly based grassroots reconciliation process, providing financial support to a smaller number of high quality projects through competitive tendering or working in partnership with a small number of strategic groups. The UNDP opted to work with eight strategic partners and invested considerable time, energy and resources to firstly establish some of these new bi-communal strategic structures and then to mentor and facilitate them to develop strategic action plans which addressed core issues in the reconciliation agenda. This has proved to be a challenging but effective strategy and on balance was the correct approach in the Cypriot context.

The UNDP ACT partners faced blockages when implementing the more people – key people approach; both in trying to mobilise more people and in trying to engage with key people. While progress has been made on reaching more people there are still challenges with the "key people" element of the work. A number of the partners (Youth Power, CCMC, AHDR and ENGAGE) have been promoting the "more people approach" and have been actively working to expand activities beyond Nicosia. There are,

however, questions about the value of purely advocacy based approaches when it comes to engaging with and influencing key people given the relatively small and conservative nature of Cypriot society.

There is evidence that partners are now well positioned to make a more substantial impact. Unfortunately the planned closure of the programme later in 2013 has again put pressure on both UNDP and its partners to complete the programme in a relatively short time frame. This highlights the need for reconciliation initiatives to have more flexibility to respond to changes in political context and for more realism around timelines.

CONCLUSIONS & RECOMMENDATIONS

CONCLUSIONS

Overall UNDP ACT made a substantial and valuable contribution to creating a climate of reconciliation in Cyprus. Its work over the last seven years created a solid foundation for future peacebuilding on the island. The programme has been implemented in a difficult environment and both the UNDP and its civil society partners have faced significant challenges, particularly in the post "Annan plan" period. The wider political context and external events created a difficult climate for bi-communal work and eroded some of the positive work of previous bi-communal activities. Despite this, there is clear evidence that UNDP ACT gradually counteracted this negative sentiment with a clear message that bi-communal initiatives can create win-win outcomes for both GCC and TCC. There is now a more positive attitude towards bi-communal work and towards organisations involved in it. This shift is significant as it provides the impetus for further work and creates the environment for Cypriot leaders to work towards an agreed political solution.

UNDP ACT leaves a legacy in place that has the potential to contribute in a meaningful way to any further peacebuilding initiatives on the island. The programme's investment in Cypriot civil society is well placed to contribute to a genuine Cypriot owned process with broader participation. The programme has created a bi-communal reconciliation infrastructure supported by strong and sustainable relationships. It has facilitated the convergence of a cohort of committed professional with the experience to build on what has been done and to take the work to a new level.

The nature of Cypriot society and the political system in the GCC and TCC has made it difficult to deal openly with contentious issues and the UNDP ACT programme has had to find a delicate balance in order to address some of the core reconciliation issues in Cyprus. The programme has worked through the difficulties encountered in the post "Annan plan" controversy, enabling it to work on some of these sensitive issues. This includes heritage restoration work and historical dialogue and research as well as politically sensitive work such as the support provided to the Technical Committees and the track two processes. There are still significant barriers blocking efforts to develop a comprehensive reconciliation process which addresses the full spectrum of issues. However, UNDP ACT has made significant headway in breaking through some of these barriers and positioning civil society to be able to take on these issues.

While there are different definitions of reconciliation there is some consensus that it has both a goal and a process through which society moves from a divided past to a shared future. It requires both broad and deep changes in how people understand the past as well as changes in attitudes, aspirations and beliefs. The key components of a reconciliation process includes; building positive relationships,

acknowledging and dealing with the past, developing a shared vision of the future, deep cultural and attitudinal change as well as social economic and political change[3]. Based on this definition it is clear that there is still a considerable way to go in creating a climate of reconciliation in Cyprus. Political leadership is focused on a negotiated settlement to the Cyprus problem and so far there does not appear to be any official recognition of the need for a comprehensive reconciliation process to deal with the full range of issues which current exist on the island and which will still be present even if there is an agreed settlement.

> *"While democratic compromise produces the solutions regarding the issues in conflict, then, reconciliation addresses the relationships between those who will have to implement those solutions. It is important to point out, though, that this applies not simply to the politicians and the deal-makers who are engaged in the compromise. It applies to the entire population. The relationship which must be addressed is not simply that between parliamentarians or leaders, but between whole communities. It is entire communities who have to begin to reorient themselves from the adversarial, antagonistic relations of war to more respect-based relations of cooperation"* (International IDEA 2003).

Therefore civil society will need to continue to promote and drive this essential work and maintain the focus on building a broadly based process which enables all sections of society to play a role. The UNDP ACT programme has made progress in key areas which need to be sustained and there is also a need for additional work on several fronts.

1. There has been a reluctance to address transitional justice and real fears about dealing with the past. However the Committee for Missing Persons (supported by UNDP) has effectively worked on what is recognised as a particularly contentious issue. Given the lack of will to initiate a formal process there is a need for civil society to develop informal processes to deal with the past and to advocate for more official efforts in this area.

2. Creating opportunities for track two dialogue and connecting political leaders with civil society is another area which needs support. UNDP ACT has made an important breakthrough in this area and it is critical that this momentum is sustained.

3. The education system in both the GCC and TCC is regarded as a block to reconciliation and work is needed to push for reform of this system and to develop more informal community based system which can deal with issues relating to reconciliation, citizenship, diversity and gender.

While bi-communal work is still the most effective approach there are limits to what can be achieved through this alone. There is a need for a wider approach with sustained "single identity" work in both communities both as a preparation for bi-communal work and in order to sustain the benefits of the process. Other areas which require on-going work include a stronger gender dimension and increased efforts to engage communities across the island. UNDP ACT has based its strategies on a "more people –

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[3] Adapted from Hambor and Kelly (2004) and International IDEA (2003).

key people approach. Progress is being made on the engagement of more people but accessing and engaging "key people" is still problematic and civil society needs to be more proactive in this regard, and to develop strategies which can really engage leaders in both the GCC and TCC.

The planned closure of the UNDP ACT programme raises questions about sustaining existing work and any plans to take on new areas of work. The existing organisations are busy implementing the current work programme and dealing with issues around sustainability. There will be a need for new structures or a realignment of existing structures and for new sources of funding in order to address both the current and any new reconciliation themes. The PiT Network could play an important role in shaping the next phase of the reconciliation agenda and working to secure additional funds to implement this work.

UNDP was presented with a number of strategic options over the course of the UNDP ACT programme. During UNDP ACT II and III, it opted to work with eight strategic partners. It invested considerable time, energy and resources to firstly establish some of these new bi-communal strategic structures and then to mentor and facilitate them to develop plans to address the main reconciliation issues in Cyprus. Despite some setbacks each project has made significant contributions in their own thematic area. The strategy of working with a small group of partners sharpened the focus of the programme and has resulted in a much more strategic and cohesive programme. However, at this stage the full potential of the programme has not been realised due to the vacuum caused by the stalled negotiation process and the fact that the UNDP ACT partners have not yet reached a stage where they are a mature network - where the whole is greater than the sum of its parts – representing the interests and involvement of constituent groups within society.

The decision to focus phase II & III of the programme on a smaller and more strategic cluster did have some downsides, including the loss of some UNDP ACT I projects, a loss of contact with local government structures and a concern that the programme was overly concentrated in Nicosia. However, the projects are addressing some of the gaps through concentrated efforts to engage with communities across the island, to develop a stronger gender dimension and to proactively engage with local authorities and political leaders. Unfortunately it looks like several promising initiatives such as the Active Dialogue Networks and the Track two political processes are getting off the ground just as the UNDP ACT programme is in its final phase. It is vital that these initiatives with real potential to contribute to a climate of reconciliation are sustained. Momentum is hugely important when trying to mobilise people and there is a risk that this will be lost with resulting damage to the credibility of the current UNDP ACT partners.

UNDP ACT provided financial, technical support to partners but equally important was the legal and policy framework or umbrella it provided which enabled and facilitated partners' ability to undertake bi-communal work. This has been particularly important in the case of the cultural heritage projects. There are concerns that this will also be lost or that these initiatives could become problematic and discourage further work in this important area. The UNDP needs to put in place arrangements to ensure that there is a smooth transition which allows these projects to be sustained and become models for further work.

A critical issue is the capacity of the partners to sustain the work and to be in a position to progress these projects and really impact on reconciliation especially if there is movement and a new round of

negotiations. The decision to wind down the UNDP programme later in 2013 will be a major blow to the sub-sector and it will be very difficult to sustain the level and the quality of the current work programme as partners struggle to sustain the infrastructure. There would have been merit in a stepped down approach with support reduced on a more gradual basis giving partners more breathing space to implement their strategies for sustainability.

The UNDP ACT programme has placed a lot of emphasis on reflection and learning and this has been a key element in the progression of the work. It has ensured that there is a good spread of initiatives, that these individual thematic areas fit together to create a cohesive programme with a good level of synergy. There have been on-going efforts to introduce new approaches and learning from other conflict situations and to share learning internally within the programme. Recently there has been a strong focus on capturing the learning through the knowledge Hub and in disseminating this learning and good practice to others in the region.

There is potential for the development of a regional learning and reflection centre or hub focusing on civil society's role in reconciliation provided that it a) focuses primarily on Cyprus; b) promotes peer learning around nation building, participative democracy, and peacebuilding; c) engages and demonstrates benefits to civil society, political parties both here and internationally; and d) is led by and owned by Cypriot CSO with the necessary external support. A centre of this nature could play an important role in developing links between Cypriot, Greek and Turkish civil society and would address the "totality of relationships" and provide opportunities for wider dialogue on peacebuilding at a regional level.

RECOMMENDATIONS

Based on the evaluation findings and lessons learned, the team offers the following recommendations to guide the final six months of UNDP ACT's implementation and future of peace-building support in Cyprus.

1. Plan for Strong UNDP ACT Closure

Now that the project is in its final six months, it is a good time to reassess the project's closing strategy to determine how best to bring 15 years of effort by UNDP and USAID in Cyprus (including BDP) to a successful close. The projects have had a strongly positive effect on the country, and it is important to solidify their legacy on behalf of all stakeholders. With this in mind, the team makes the following recommendations:

Review outputs and time frames to consider a short no-cost extension
The 2012 annual review revealed that partners are challenged in meeting project obligations for activities and budget expenditures. Most partners face substantial project delivery pressures at a time when they need to focus on their own sustainability. In addition, the post-election period offers an important opportunity to influence the content and process of possible peace negotiations. It would be non-productive for the leading civil society organisations to write reports at the expense of engaging with the process. A four- to six-month extension would permit partners to complete their projects and remain active in the post-election phase, creating a capstone of achievement for long-term investment.

Hold a success/lessons learned retreat to capture results and lessons
A great deal of work has been accomplished during this pioneer project, implemented in uncertain and changing circumstances. It will be a contribution to both the partners and the peace and development community to capture and document successes and lessons learned. Reflecting on the progress achieved by the project will also build the confidence of partners to move forward independently.

Plan a final celebration event
Host an event in the buffer zone to celebrate the dedication and success of the UNDP ACT project. Involve all partners and stakeholders from the three phases to acknowledge their part in the project's success and to connect them to one another. Invite the media to secure public recognition of the contribution of the project and its partners to changes that have taken place in the last seven years.

2. Relations with the United Nations

In order to sustain the good work undertaken by UNDP ACT over the last decade and to support the work of the UN during as possible post settlement scenario it is recommended that UNDP should develop a framework in collaboration with the UN, focusing strategic support to UN intervention overall in two areas 1) support to the technical committees and 2) support to the political process through track two interventions.

UNDP ACT has provided credibility and legitimacy to civil society to undertake bi-communal work and the "protection of the UNDP ACT umbrella" and should develop a strategy to ensure on-going "protection" for the work particularly in cultural heritage where there has been significant investment in restoration projects. It is recommended that UNDP ACT should investigate options to retain this mandate or to transfer it to the European Commission (EC) supported project Partnership for the Future (PFF), also implemented by UNDP.

3 Sustaining the reconciliation agenda

Civil society needs to develop new strategies and approaches and position itself to sustain the work carried out over the course of the UNDP ACT programme and to continue to develop a climate of reconciliation. It is recommended that PiT initiate a process to develop a new reconciliation agenda for Cyprus and should work with UNDP over the remainder of 2013 to identify possible new funding sources for this work. PiT, with the support of UNDP, should engage with the EU to explore how EU support could be provided for a more comprehensive all-island programme for peace and reconciliation. The new strategy should put increased emphasis on the following themes:

Transitional justice and particularly informal process which deal with the past
Work with displaced people to encourage and facilitate both communities to take on key Transitional justice issues and develop more open dialogue on contentious issues.

Track two process and dialogue processes which link track two and track 3
Widen the political dialogue beyond the negotiators. In addition, create processes whereby track two and three can engage in dialogue, particularly in the post-election opportunities for reopening negotiations on a political settlement.

Women in peacebuilding

Engage women to better understand how they will benefit from a settlement and what would motivate them to become supporters of a climate of reconciliation.

"Single identity" work in both communities

Facilitate mono-communal work on core issues, potentially engaging a wider audience unable/unwilling to participate in bi-communal activities.

Rural outreach

Offer non-formal/community based education platforms to engage people outside of Nicosia in reconciliation.

Local authorities

Engage with municipalities and local government authorities in both the GCC and TCC to strengthening relationships between civil society and develop the skills of each to engage one another through advocacy.

Engaging key people

Continue engagement of key people in the two communities with increased emphasis on socio-political change.

4. The Regional dimension

PiT with the support of UNDP should investigate further the potential for developing a regional learning hub focusing on the scope and purpose of such a centre and how this could actually contribute to on-going peacebuilding efforts in Cyprus. This should examine regional relationships which directly impact on the Cyprus problem, focusing in particular on civil society in Greece and Turkey and exploring opportunities to develop a civil society dimension which could address the "totality of relationships".

5. Focus on 'expanding constituencies' for reconciliation strategy

In looking forward to the future of civil society growth in Cyprus, particularly in the subsector that supports reconciliation, pay attention to the next steps in the long-term process of CSO development. The priority need is to expand the constituencies for citizen-led initiatives and participation in decision-making regarding the island's future. Shift away from an emphasis on *bi-communality* and *division* to *plurality* and *interdependence*. Appeal to people's increasing sense of individuality and personal sense of benefit from peace. Help develop a compelling, positive vision of the future and the potential for settlement. Continue working with 'more people' and 'key people' to create a tipping point of popular support for a new paradigm for Cyprus's future.

The following are illustrative ideas:

More people

Create an alliance to promote an emerging vision of a desired future. *The Cyprus Solution* alliance could help influence the negotiation process and press for citizen representation. During a potential referendum on a settlement, the alliance could facilitate constructive debate on proposals. In the possible post-settlement period, the alliance could shift to citizen engagement in the transition. The alliance would both expand the constituency base for advocacy by combining *inside* and *outside* tracks

and build the legitimacy of citizen engagement and CSOs as part of the future of Cyprus. The Knowledge and Innovation Hub could be the seed platform for such an alliance, engaging current and past organisations and activists and expanding from there. Other existing alliances that engage multi-sectoral members in social networking and building collaborative relationships for joint research or bi-communal events could be used as design and governance models, such the White Ribbon Alliance for Safe Motherhood (WRA) or the HIV/AIDS Alliance. Involve stakeholders in designing the initiative through a large-scale participatory exercise, such as Future Search, Open Space, or Appreciative Inquiry.

Key people

Bring together leaders from different sectors of Cypriot society to interact and forge personal connections to one another, and sway the views of others. Establish a prestigious *Leadership Academy* for senior leaders for joint study of the pressing issues facing Cyprus, culminating in a high-profile product used to influence others (a policy brief, report, and so forth). Participants would come from all regions and segments of Cypriot society - business executives, union leaders, CSO leaders, etc. - and participate as individuals in order to avoid recognition issues. Illustrative examples of such academies are Leadership Maryland or the Climate Leadership Academy.

6. CSO Strengthening

The reconciliation sub-sector of civil society requires continued development as a sector. External donors are advised to look beyond supporting the technical capabilities of individual organisations and look for ways to strengthen the unification and abilities of civil society as a sector (Baser and Morgan, www.ecdpm.org/dp59b 2008). In order to address gaps in capabilities for attracting support and being able to commit and engage, initiatives should focus on helping the sub-sector articulate its compelling vision, value added, legitimacy, and collaboration mechanisms. As the sub-sector becomes rooted in the needs and concerns of a broad range of constituents, those constituents can recognize the CSOs as a venue for citizen engagement in reconciliation movement and policy. This directly supports a heightening and continuation of the 'build constituencies' emphasis within UNDP ACT. The backing and support of citizens as advocates for their interests will embolden civil society to take greater risks and mitigate their tendency to be donor-, rather than constituent-focused. Increased credibility with citizens will not only increase the effectiveness to do advocacy but will also engage citizens more deeply in calling for responsive government actions.

Specific actions to take to enhance this dynamic include the following:

- Support the development of new skills and approaches that partners can pilot in Cyprus that advance reconciliation activities beyond intellectual products to community mobilisation, social marketing, multi-stakeholder processes, community voice methodologies, scenario planning, political analysis, coalition building, grassroots fundraising, network models, leadership development, and so forth.

- Support more initiatives like Future Together and ADNs that bring together CSOs and authorities as development partners, rather than adversaries. Help each sector develop and exercise new skills in engaging the other to achieve their shared agenda.

- Investigate options for current civil society partners to collaborate with and be resources for the EU Civil Society Strengthening Programme implemented in the TCC in order to sustain the reconciliation agenda.

- Help partners earn non-project income through fee-for-service arrangements assisting others in Cyprus and in the region with their reconciliation expertise. Initiate a regional capacity-building marketplace in Cyprus modelled on those developed through USAID-funded programmes in Ukraine and Kenya.

Appendix A. **EVALUATION INCEPTION REPORT**

INTRODUCTION
This Inception Report briefly describes how the evaluation team proposes to carry out the scope of work (SOW) for the outcome evaluation of the UNDP ACT project. Its purpose is to 1) ensure that the team's proposed work plan, methodology and schedule of deliverables meets expectations, and 2) build a common understanding of its task within the Evaluation Team.

EVALUATION PURPOSE
The purpose of the evaluation is to assess the entirety of the three phases of UNDP ACT under the frame of the programme outcome *Climate for reconciliation improved.* The evaluation will examine the relationship between the different phases of the UNDP ACT programme over the timeframe 2005-2012 to answer the key evaluation questions and ascertain the UNDP/USAID contribution to progress towards achieving the intended outcome.

The results of the evaluation are expected to provide UNDP ACT , USAID and other stakeholders with 1) an understanding of the work that has been done since 2005, 2) lessons learned from that work, 3) guidance for maximizing programme delivery in the last year of implementation, and 4) and recommendations for future programming beyond 2013.

EVALUATION OBJECTIVES
The objectives of and expectations from this mid-term project evaluation are clearly stated in the terms of reference (Tore). The evaluation team will assess the extent and quality of the difference the UNDP ACT program has made in improving the climate for reconciliation.

More specifically, the evaluation's three objectives are:

1. *Impact* - to assess the impact, performance and sustainability of the interventions under UNDP ACT since 2005 within the context of improving the reconciliation environment.
2. *Lessons Learned* - Critically analyse the programme formulation during each phase of the UNDP ACT programme and use the results of this analysis to affirm the relevancy of the selected programme direction at each stage of the programme.
3. *Future Direction* - Based on the outcomes of the first two objectives, provide short and medium term recommendations for the possible nature for a future UNDP and USAID partnership in Cyprus.

Scope
The evaluation will investigate changes that have occurred in the time since the beginning of the UNDP ACT project, October, 2005 and in areas related to improving the environment for reconciliation and settlement within Cyprus.

METHODOLOGY
In pursuing the above objectives, the evaluation team will be guided by the contents of the TOR, introductory briefings with UNDP ACT and USAID, subsequent meetings with key stakeholders, and the

contents of this Inception Report. The evaluation methodology will draw from UNDP's *Guidelines for Outcome Evaluations* (2011) and USAID's *Evaluation Policy* (2011). It will also utilize suggestions from OECD/DAC's *Guidance on Evaluating Conflict Prevention and Peacebuilding Activities* (2008).

The TOR highlights a number of key areas to be investigated and assessed focusing in particular on the contribution of the programme to improving the reconciliation climate/environment. It highlights the issue of relevance, the sustainability of the work and the change that has occurred as a result of the UNDP ACT programme as related to the three programme outcomes: Strengthened culture of trust & cooperation (ACT I); the capacity of Cypriots strengthened to actively participate in a process of reconciliation (ACT II) and an improved climate for reconciliation (ACT III).

In assessing the outcomes of the three phases of the UNDP ACT project and on change which has resulted from the work of UNDP ACT over the last seven years, the evaluation will use the project's Theory of Change as the foundation for its investigation. Two lenses of analyses will be utilized: 1) the validity of the theory (*e.g., did UNDP ACT do the right things*) and 2) the performance of project implementation toward it (*e.g., did UNDP ACT do things right*).

These two lenses provide a framework of five inter-connecting analyses: a) understanding what conditions constitute a climate for reconciliation, b) determining what drivers enable (or hinder) these conditions, c) ascertaining the extent to which these conditions have been achieved and are continuing, d) identifying key turning points that have occurred since 2005, and e) assessing the project's contributions (or missed opportunities) to these drivers and turning points. Outcomes will be assessed from the perspective of various levels, namely on civil society, on inter community relationships, at policy level, and on peacebuilding and reconciliation overall.

UNDP ACT has used a range of entry points and thematic work to facilitate inter-communal trust and reconciliation. The evaluation will also investigate how thematic approaches in areas such as education, cultural heritage, youth etc. have contributed to the overall programme outcomes and the learning emerging from these interventions.

INVESTIGATION QUESTIONS

Main questions to be addressed by the evaluation team will be as follows (for detailed evaluation matrix outlining the evaluation questions and data collection methods, see Annex 4):

Objective 1: Assessing Results and Effectiveness

- ➢ What difference has the UNDP ACT programme made in the capacity of Cypriot organisations to improve the overall climate for reconciliation between the two communities?
- ➢ Has the UNDP ACT programme made any difference to the nature of the policy-level dialogue on reconciliation?
- ➢ What were the main factors (positive and negative) within and beyond UNDP ACT's interventions that affected the achievement of the outcome? How did these factors limit or facilitate progress towards that outcome?
- ➢ To what extent has UNDP ACT's work contributed to the sustainability of peacebuilding and reconciliation efforts?

➢ To what extent were the recommendations of the evaluations in 2007 and 2009 incorporated into the UNDP ACT programme, and with what affect? Are those recommendations still relevant?

➢ What unintended consequences have emerged from UNDP ACT's interventions?

➢ What experiences can be drawn from the UNDP ACT programme that are appropriate to other peace building and reconciliation programmes?

Objective III: Future Direction

➢ Assess the relationship between the UNDP ACT programme and the wider UN support to resolving the Cyprus Problem, and indicate how this relationship could be improved to in the future to maximize the UN's and international community's overall support for peace.

➢ After reviewing the achievements of UNDP ACT in the context of the current situation, suggest possible future programme scenarios for UNDP and USAID to pursue in further support of a Cyprus settlement.

➢ Outline the potential for a regional knowledge hub to be established in Cyprus which specialises in supporting civil society programming and knowledge exchange between countries of the southern and eastern Mediterranean.

EVALUATION CRITERIA

The evaluation team will employ the following criteria when drawing conclusions regarding the evaluation questions:

• **Effectiveness:** performance of UNDP ACT's support to peace building and reconciliation in terms of achievement of results against targets.

• **Efficiency**: extent to which UNDP has instituted systems and clear procedures to provide coordinated support.

• **Relevance:** if policy goals address the needs at the country level, particularly in addressing critical gaps in peace building priorities identified by various stakeholders.

• **Sustainability** whether UNDP ACT has been able to support local capacities in peace building and reconciliation and examine how lasting the outcomes have been/will be.

• **Impact**: positive and negative effects of the programme in the area of peace building and reconciliation.

DATA COLLECTION METHODS

The data collection methodology will be guided by a number of core principles namely;

a) Applying participatory approaches - The team will encourage and facilitate a high level of participation with a strong emphasis on self-evaluation and the use of participatory exercises during focus groups.

b) Building in learning from the outset - The evaluation will be firmly grounded in a learning approach. This will permeate all aspect of the work including focus groups and workshops.

c) Building on and reinforcing the work and network of local partners - A key element of the UNDP ACT approach has been working through and supporting local partners. These local structures

and processes will provide a significant platform for the evaluation and enable the evaluators to engage with local actors and those that are closest to local communities

In collecting evaluative evidence for these analyses, the evaluation team will seek information and perceptions from different sources and corroborate reliability by varying methods. Quantitative data and analyses will be supplemented by qualitative data and analyses, and anecdotal evidence both to increase the reliability of the findings and to provide a broader framework for their interpretation. The team members will make every attempt will to draw from the experience of this programme as well as from elsewhere when pertinent, lessons and good or interesting practices.

Perspectives will be sought from a range of sources, including representatives of government, the private sector, UN agencies, UNDP ACT staff, donors, USAID, NGO, international groups and beneficiaries, especially women and youth. Professionals in the thematic areas of peacebuilding, education, environment, youth development, and advocacy will be consulted. Views from people that have been involved in project implementation will be contrasted with perspectives of people external to and even critical of it. Reflecting the framework for analysis, reoccurring themes in these discussions will relate to how trust and cooperation between the Greek Cypriot and Turkish Cypriot communities have changed since October 2005 (when the UNDP ACT programme began), identifying major causes of these changes, discerning any role(s) of the UNDP ACT programme, identifying what aspects of the programme went well and what could have been done better or differently for greater cost effectiveness, lessons for the future, and any other specific issues that the evaluation team sees as emerging from its initial work.

The team will use a multi-method approach, combining the following data collection techniques:

1) **Document Review -** Before arrival in Cyprus, the evaluation team will review UNDP ACT programme and project documents, results frameworks, quarterly and annual reports, evaluations and documents related to relevant work of other organisations deposited in the established web-based repository. Additional resources regarding Cypriot civil society and the peace and reconciliation process will be sought out and added as the evaluation proceeds. These and the other documents and data likely to be used by the team are listed in Annex 1.

2) **Key Informant Interviews –** The evaluation team will gain a breadth of insights and data from a representative cross section of the stakeholder groups. An initial list of individuals and organizations proposed as key informants is attached as Annex 2. Additional meetings are likely to be prompted as the evaluation proceeds. For more formal meetings with officials and partners, the evaluation team will use a structured interview guide. Flexibility will be exercised to adapt the questions most relevant to the interviewee or to explore an issue in greater depth. Freer ranging discussion will characterize more informal meetings, including those with individuals and groups in civil society.

3) **Focus group discussions –** The evaluation team will hold larger discussions with groups of diverse stakeholders in order to elicit a range of perspectives. In these cases, the interview protocols will be adapted to engage the focus group participants in validating or refuting data trends, and contrasting perspectives. Participatory activities will be developed to make the discussions fruitful and engaging. To the extent feasible, participants in any focus group discussion will come from both GCC and TCC so that perspectives can be contrasted.

4) **Site visits –** The evaluation team will visit a sampling of organizations actively engage in the project for field visits to the selected project sites. These visits will complement the key informant interviews and relevant secondary data by exploring more deeply the issues and dynamics they face in their work. Selection criteria for the site selection will help the team strike a balance with regard to: location (urban/rural), ethnic community, programmatic area (youth, women, economic development, cultural heritage, environment), project size, and involvement in UNDP ACT phases. Partners from UNDP ACT I and UNDP ACT II that are not currently engaged in UNDP ACT III will be visited to assess the effectiveness and sustainability of the programs.

5) **Timeline –** In order to understand the key influences and turning points throughout the project period, the evaluation team will develop a timeline by which to analyse the correlation of events and outcomes associated with the project results framework. This will be used to help establish plausible association of the outcomes of the three phases.

6) **Mini-Case Studies –** In order to provide best practices for CSOs and donors, the evaluation team will prepare look for at least three mini-case study of turning points and/or instances of significant change (or not) that occurred since 2005. The inquiry will uncover conditions that made success possible (or not), and how this success might be supported or replicated.

ANALYTICAL APPROACHES

In collecting evaluative evidence for the investigation analyses, whenever possible, the evaluation team will triangulate information and perceptions from different sources and methods. Contrasting evidence collected from interviews, internal and external reports, and project data will help the team draw conclusions and corroborate reliability.

The team will make use of input from an Evaluation Reference Group at the beginning and end of the in-country data collection period. This group will be comprised of project partners and beneficiaries in order to give the evaluation team guidance on the positioning of the project, *vis a vis* its theory of change and operating context. The Reference Group will also provide feedback on the team's findings in a validation meeting. The aim of this meeting would be to seek to assess the extent of agreement on emerging findings, assist the team in further interpreting those findings, pinpointing gaps and/or new directions that need to be filled in, and assess likely reactions and implications to potential recommendations. Engaging a Reference Group can help make a mid-term evaluation more constructive as implementers and other stakeholders have the opportunity for active reflection.

To provide for quality control and oversight of the evaluation by the UNDP ACT and USAID, the evaluation schedule has built into it three major checkpoints for methodological input and other advice on the evaluation's direction and content. These relate respectively to the provision of feedback on this draft Inception Report before it is finalised on 13 January, review of the merging observations at the completion of the first week of in-country work, and a presentation of tentative findings and recommendations on 28 January, before the detailed evaluation report is written.

RISKS AND POTENTIAL SHORTCOMINGS

The work of the evaluation team may be potentially compromised by time for a thorough investigation, access to key people with important perspectives, and how forthcoming participants are in expressing their views on sensitive issues.

EVALUATION SCHEDULE OF WORK

The evaluation will take place between January 2 and February 17. It will proceed in three distinct phases, as outlined below.

PHASES OF WORK

Phase 1 2-11 January	**Desk Review** • Document review • Draft methodology
	Deliverable: • January 9 – Draft Inception Report
Phase 2 14-29 January	**On-Island Mission**
	Evaluation team arrives in Cyprus
	Meetings: • UNDP ACT and USAID to review evaluation task, methodology and objectives • UNDP ACT program team focus group • Evaluation Reference Group meetings • Meeting with Cypriot civil society, private sector, officials and communities • Site visits to completed and current project sites
	Deliverables: • 28 January – presentation of initial findings and recommendations to UNDP/USAID Annual Review
	Evaluation team departs
Phase 3 January 30 – February 17	**Report Writing** • Draft final report • UNDP provides comments on draft report • Incorporate UNDP's comments into final report
	Deliverables: • 10 February – submission of draft report to UNDP • 17 February – submission of final report

UTILIZATION AND DISSEMINATION PLAN

The key findings of the report will be discussed in various forums which will convene relevant stakeholders. The full report will be shared with USAID, RBEC and BCPR, with further consultations as required.

TEAM COMPOSITION AND RESPONSIBILITIES

The evaluation team will be comprised of international experts with knowledge of peacebuilding and civil society strengthening, a familiarity with Cyprus, and expertise in conducting outcome evaluations in conflict settings. The workload will be shared by each team member with taking the lead in

investigating one substantive role. This will help in deciding who goes to what thematic meetings and in the scheduling of meetings. However, this does not preclude team members from giving input into other areas and in participating in interview meetings.

The team roles and areas of focus are outlined below:

Meg Kinghorn, Team Leader:

- Coordination of team work and communication with UNDP;
- Participation in team preparations, data gathering, synthesis/analysis and discussions to formulate recommendations;
- Preparation of the inception report and final evaluation report;
- *Substantive focus*: capacity development of civil society

Sean Mc Gearty, Team Member:

- Evaluation methodology quality assurance;
- Participation in team preparations, data gathering, synthesis/analysis and discussions to formulate recommendations;
- Drafting of a case study and relevant report sections;
- *Substantive focus*: peacebuilding with a particular focus on reconciliation and the linkage between the work of UNDP, the political context and an agreed settlement in Cyprus;

Appendix B. **LIST OF DOCUMENTS REVIEWED**

Baser, Heather, and Peter Morgan. *Capacity, Change and Performance: Study Report.* Maastricht: European Center for Development Policy Management, 2008.

Bozkurt, Umut, and Christalla Yakinthou. *Legacies of Violence and Overcoming Conflict in Cyprus: The Transitional Justice Landscape.* Nicosia: PRIO Cyprus Centre, 2012.

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Appendix C. **LIST OF PERSONS MET**

UNDP ACT:
Christopher Louise, Programme Manager
Deni Daskalova, Operations Manager
John Lewis, Peace and Development Advisor
Michieru Sakai, Peacebuilding & Programme Support Officer
Nilgun Arif, Programme Analyst & Communications & Gender Focal Point
Nicolas Jarraud, Programme Analyst & Environment Focal Point
Pelin Maneoglu, Monitoring & Compliance Associate, Cultural Heritage & HIV/AIDS Focal Point
Pembe Mentesh, Programme Analyst & Communications & Gender Focal Point
Stavroula Georgiadou, Programme Analyst

USAID
Kim Foukaris, Senior Programme Advisor
Elizabeth Kassinis, Senior Programme Advisor

UNDP ACT Programme Steering Committees
Ambassador Andreas Kakouris
Leda Koursoumba
Aziz Behzat Beyli
Zehra Basaran
United Nations Entities
Elizabeth Solomon: Senior Political Affairs Officer, Deputy Coordinator, Office of the Special Advisor to
the Secretary General (OSASG), UN Department of Political Affairs (DPA)
Freda Mackay: OSASG Coordinator, UN DPA
Tizianna Zennaro, Programme Manager, UNDP-Partnership for the Future (PFF)
Wlodek Cibor, Senior Advisor, UNFICYP
Tim Alchin, Political Affairs Officer, UNFICYP

Diplomatic Community
Anna Tureničová, Ambassador of the Slovak Republic
Brian Olley, Deputy High Commissioner, UK
John M. Koenig, US Ambassador to the Republic of Cyprus
Patrick Scullion, Ambassador of Ireland
Murat Bulbulcu, Political Affairs Specialist, Embassy of the USA
Anna-Maria Yiallourou, Political Affairs Specialist, Embassy of the USA

Programme Partners
Kemal Baykalli, Director of International Relations and Communications, Turkish Cypriot Chamber of Commerce
Umut Vehit, Project Coordinator, Turkish Cypriot Chamber of Commerce
Leonidas Paschalides, Director of Development, Cyprus Chamber of Commerce and Industry
Lia Riri, Project Coordinator, Cyprus Chamber of Commerce and Industry
Demetra Palaonda, Project coordinator, Cyprus Chamber of Commerce and Industry
Larry Ferguson, Project Manager, Cyprus Community Media Centre
Michael Simopoulos, Community Media Officer, Cyprus Community Media Centre
Beran Djemal, Community Media Officer, Cyprus Community Media Centre

Sarah Malian, Communications and Advocacy Officer, Cyprus Community Media Centre
Katherine Kotsireas, Administration and Finance Controller, Cyprus Community Media Centre
Natalie Konyalian, Multimedia Production & Technical Coordinator, Cyprus Community Media Centre
Marina Vasilara, Managing Director, Peace Players International
Sezis Okut, Youth Power Project Coordinator, Peace Players International
Katerina Antoniou, Youth Power Project Coordinator, Peace Players International
Selen Altan, Communications, Peace Players International
Phadeon Zaccarias, Communications, Peace Players International
Erol Kaymak, Senior Research Director, Cyprus 2015
Giorgios Philippou, Senior Research Director, Cyprus 2015
Spiros Christou, Project Manager, Cyprus 2015
Meltem Ikinci, Communications, Cyprus 2015
Charalambos Pericleous, President, Kontea Heritage Foundation
Andreas Patsias, Kontea Heritage Foundation
Nikos Larkos, Kontea Heritage Foundation
Selcan Akyel, Union of Turkish Cypriot Engineers and Architects (KTMMOB)
Fevzi Ozersay, Union of Turkish Cypriot Engineers and Architects (KTMMOB)
David Hands, Director, Crewhouse Media Ltd
Kyriakos Pachoulides, President, Association for Historical Dialogue and Research
Shirin Jetha, MIDE Project Officer, Association for Historical Dialogue and Research
Marianna Larmou, Association for Historical Dialogue and Research
Danae Stylianou, Communications, Association for Historical Dialogue and Research
Bulent Kanol, Managing Director of Management Center of the Mediterranean
Jale Canlibalik, Project Manager, Management Center of the Mediterranean
Mehmet Erdogan, K&I Officer, Management Center of the Mediterranean
Devrim Sahin, Communications, Management Center of the Mediterranean
Michalis Avraam, Managing Director of NGO Support Center
Giorgios Andriotis, Project Manager, NGO Support Center
Ellada Evageliou, K&I Officer, NGO Support Center
Kristy Eliades, Communications, NGO Support Center
Mr. Dinos Loyides, Soma Akriton
Osman Yilmaz, Engineer, Architect, Armenian Church and Monastery project
Fevzi Ozersay, Architect, Armenian Church and Monastery project
Marko Gazivoda, Project Manager, Youth Activism
Aysel Bodi, President, Akova Women's Association
Costas Kadis, Frederick University, CESF and Environment Committee
Salih Gucel, Institute of Earth, Atmospheric and Environmental Sciences (IOEAES)
Danae Stylianou, Director, Sharing an Island film project
Mustafa Kemal Kaymakamzade, Director, Evkaf
Sefik Isik, Estates Manager, Evkaf
Petros Heracleaous, Street Art for Peace project
Umay Yilmaz, Street Art for Peace project
Sebu Tabithian, Armenian Church and Monastery project
John Guevherian, Armenian Church and Monastery project
Rev. Neophytos, Bishop of Morphou
Constantinos N Phellas, Ph D, President of the Cyprus Sociological Association
Spyros Spyrou, Director, Center for the Study of Childhood and Adolescence

Other Interviews
Harry Tzimitras, Director, PRIO
Charlotte Goyon, Civil society Task Manager, EU Program Support Office (EUPSO)
Costas Yennaris, Journalist
Aysu Basri Akter, Journalist
Tahir Gokcebel, President, KTOES
Nazan Okcun Bulbulcu, KTOES
Guven Varoglu, President, KTOS
Sener Elcil, General Secretary, KTOS
Berna Berberoglu, Deputy Chief of Party, EDGE
Meliha Kaymak, Senior Consultant, EDGE

Appendix D. **KEY INFORMANT INTERVIEW PROTOCOL**

The Assessment Team will make use of the following questions to guide their discussions with key informants. The protocol will be adapted for use with focus groups as well. Not all questions will be asked to all stakeholders, as topics will be prioritized based on the stakeholder's relationship with the project.

a. **Impact**:

b. *The goal of the UNDP ACT project is to support a climate for reconciliation and a settlement.*

- In your opinion, what does "reconciliation" mean in the Cyprus context? What must be in place? (What are the indicators of this environment?) What is the connection between reconciliation and a settlement in Cyprus?

c. *Think back to 2005.*

- What changes do you see (+/-) now compared to that time related to conditions for reconciliation and a settlement?
- What contributed to those changes? What difference have these changes made?
- What influence do you believe UNDP ACT activities and outcomes have had on this climate? Are they directly related to issues that are central to an agreed settlement in Cyprus?

    Effectiveness

d. *UNDP ACT employed a programmatic strategy of strengthening Cypriot civil society organizations to lead improvements in the overall climate for reconciliation between the two communities*

- Who are the main beneficiaries of the project you are familiar with? What benefits have they received and would credit the project for? At what level (organizational, CS, government relations, society wide)?
- To what extent did men and women benefit differently? How was gender considerations integrated into program design and implementation?
- What difference has the UNDP ACT programme made in the capacity of Cypriot organisations?
- Did this capacity building support nurture capacity in peacebuilding, support local ownership of peacebuilding, and develop leadership to impact the policy agenda?
- How did the programme use thematic approaches as entry points to support reconciliation, e.g., cultural, youth & education, environment and business development?
- Which of these entry points would you suggest had the biggest impact on the climate for reconciliation?
- Has the UNDP ACT programme made any difference on the policy-level dialogue on reconciliation, either directly or through the strengthening of its partners? Can you cite any examples?
- What significant events occurred over the past 7 years that affected project outcomes? How well did UNDP ACT adapt to these circumstances or changes?

e. **Relevance:**

- What are the distinct elements of the UNDP ACT programme? How are these elements relevant to and reflective of the local context?
- How had UNDP ACT complemented the wider peace process? Where do gaps exist? Where has it not been effective? How it can be developed and calibrated to generate increased impacts?
- How has the program responded to the changing political context since 2005?
- How well did the programme respond to the local context and needs of specific target groups?
- Do you have experience with the stakeholder consultation mechanism? What is your experience with it? Was it effective? If a project were to repeat this consultation mechanism, what would you want to keep or what would you want to change based on this experience?
- Is there sufficient synergy between partners? How did this impact the work?

f. **Efficiency:**

- How well did UNDP ACT use its human and financial resources? Were funds received on time? Were project approved and launched in a timely fashion? Can you provide specific examples?
- Are UNDP ACT procedures easy to understand? What types of reporting are required and on what frequency? Did the plans and reports required by UNDP ACT add to the burden of partners or beneficiaries?
- How well did M&E work and what effects did they have on the project in which you were involved?
- How would you describe UNDP ACT 's cooperation with other partners, including UN system, other donors? What could have been done better?

g. *On a scale of 1-10 (1 being the lowest and 10 being the highest), please give us your assessment of UNDP ACT on the following aspects of its implementation: (invite justification for each score)*

- Efficiency of use of resources to achieve program results?
- General management of the UNDP ACT organization/activity (organisational and governance structures and procedures)
- Co-ordination between the different elements of the programme?
- Coordination with CSO partners?
- Coordination with other UN bodies?
- Coordination with other strategic actors in the peace process?
- Complementarity of the work of UNDP ACT other peacebuilding initiatives?
- Complementarity of the work of UNDP ACT towards an agreed settlement?

h. **Sustainability**

- Would you say there is a high degree of national/local ownership of projects? Why or why not? How could national ownership be improved?
- What elements of UNDP ACT's work contribute to the sustainability of peacebuilding and reconciliation efforts?
- What indications are there that the government, civil society or other partners will continue, scale up or replicate activities supported under the project?

Lessons Learned

- How have the recommendations of the evaluations in 2007 and 2009 incorporated into the UNDP ACT programme, and with what affect?   Are those recommendations still relevant?
- What was the process for reviewing and incorporating the recommendations in the design of the next phase? How were stakeholders involved in the new design? What difference did these changes make on the program?
- How did the project reflect upon and capture lessons from their work?
- What experiences can be drawn from the UNDP ACT programme that are appropriate to other peace building and reconciliation programmes? Civil society strengthening? Building effective diverse teams?

Future Directions

- What are the next steps for Cyprus in creating this climate of reconciliation and support for a settlement?
- What role could UNDP and USAID play in supporting a Cyprus settlement?
- If you could strengthen or change 3 things about UNDP ACT programme as it concludes its final year of activity, what would they be?
- What is the potential for a regional knowledge hub in Cyprus which specialises in supporting civil society programming and knowledge exchange between countries of the southern and eastern Mediterranean.
- How could the relationship between the UNDP ACT programme and the wider UN be improved in the future to maximize the UN's and international community's overall support for resolving the Cyprus Problem and peace.

Appendix E. **PROJECTS SUPPORTED UNDER UNDP ACT**

UNDP ACT Phase I (2005-2008)

Civil Society

International NGO Training & Research Centre (INTRAC)	Capacity Building Programme for Civil Society Organisations in Cyprus
Management Centre of the Mediterranean	Dissemination & Follow-up to the CIVICUS Civil Society Index of Cyprus
Direct Implementation by UNDP ACT	Cyprus Art Competition
Direct Implementation by UNDP ACT	International Civil Society Fair
RUBSI, CSRS, KAYAD, KENTHEA, and the Family Planning Association	Education Campaign on HIV/AIDS preventive measures
British Council	ELT Enhancement in Primary Education Through Mentoring
Gene Net Cyprus	Cyprus Institute of Neurology and Genetics
Management Centre of the Mediterranean (MC-Med)	Volunteer Network
Cyprus EU Association	Civil Society Dialogue
Frederick Research Centre	Improving Health Care Response to Victims of Domestic Violence
Management Centre of the Mediterranean	Islandwide CSO Directory
Centre for the Study of Childhood and Adolescence (CSCA)	Cyprus International Children's Organisations Network
Turkish Cypriot education experts	Harmful and Addictive Habits Campaigns
Cyprus Turkish Diabetes Association, Cyprus Turkish Dieticians Association	Childhood Lifestyles and Obesity
Cultural and Scientific Research Society	Health Care Needs Assessment of HIV in the Turkish Cypriot Community: Towards Prevention of HIV
Thalassaemia International Federation (TIF)	Thalassaemia Chronic Disorders – Patient Rights and Quality of Care
Turkish Cypriot Association of University Women	Multilingual Women's Research Library
Local Action Group of Riverside Communities of Paphos (LAG)	Organisational Strengthening – Local Action Group of Riverside Communities of Paphos
ADD-ADHD Support	Organisational Strengthening - ADD-ADHD Support
Centre for the Advancement of Research & Development in Educational Technology (CARDET)	Organisational Strengthening – CARDET
Famagusta Cultural Association (FCA)	Organisational Strengthening – Famagusta Cultural Association (FCA)
The Women's Association of Gypsos (AWA)	Organisational Strengthening - Women's Association of Gypsos (AWA)
AKTI	Organisational Strengthening – Building a Sustainable and Dynamic Future
Terra Cypria	Capacity Building to Address Increased Environmental Problems in Cyprus
The Peace Centre (TPC)	Organisational Strengthening – The Peace Centre

Friends of Karpaz Society	Organisational Strengthening – Friends of Karpaz Society
Cyprus Biological Research Association	Increasing Environmental Awareness among Civil Society Organisations
Environmental Society of Lefke (ESL)	Environmental Education – Environmental Society of Lefke (ESL)
Drug Alcohol Tobacco Prevention Association	Promoting Public Awareness of Substance Abuse
Turkish Cypriot education experts	Introducing Gender Perspectives to Children with Theatrical Plays
KENTHEA, TOLMI, Mental Health Organisation, RUBSI	World AIDS Day 2005
Cyprus Academic Forum (CAF)	Nicosia: Past, Present & Future

Cultural Heritage

Direct Implementation by UNDP ACT	Armenian Church and Monastery
Cultural Institute of the Morphou Bishopric	Restoration of Peristerona House
Association for the Welfare of People with Mental Handicap	Restoration of the premises of the Day Care Centre at Paphos Gate for the Severely Handicapped
EVKAF	Restoration of the Grand Turkish Bath
Cultural Heritage Experts	Restoration of Ayios Neophytos Chapel
Turkish Cypriot Education Foundation	"Ottoman Monuments of Cyprus" Book Project – Translation and Publication of English version
Nicosia Master Plan	New Vision for the Core of Nicosia - Phase II (Greek Cypriot Component)
Association for Historical Dialogue & Research	Nicosia is Calling
Nicosia Master Plan	New Vision for the Core of Nicosia - Phase II (Turkish Cypriot Component)
EVKAF	Prophet Elias Monastery Fencing and Cleaning
KTMMOB and Kontea Heritage Foundation	Cultural Heritage Preservation Circle Project

Education & Youth

International Child Development Initiatives (ICDI)	Provision of Multicultural Youth Camp Trainings in Cyprus
Latsia Municipality	Esperer Juvenile Delinquency Early Intervention Programme (Greek Cypriot Community)
Mediation Association	Esperer Juvenile Delinquency Early Intervention Programme (Turkish Cypriot Community)
Centre for Leisure, Tourism & Sport Research & Development	Doves Olympic Movement Camps 2006 - 2007
Playing for Peace	Playing for Peace
Centre for the Study of Childhood & Adolescence	Training Teachers in Social Research Methods
Intercollege and KADEM	Cyprus Youth Dialogue Project
Thomson Foundation (local partners: Crewhouse Media & BASIN-SEN)	Young Journalists European Peer Learning Programme
Centre for the Advancement of Research and Development in Educational Technology (CARDET)	Inter-Communal Professional Development of teachers on Environmental Education and Technology Integration (ENVETI)

Limassol Traditional Karate Association	Building Cells of True Tolerance & Multiculturalism through Traditional Karate
Intercollege TV and Radio Unit	Young Filmmakers Project
Environmental Studies Centre	Environmental Summer programmes for Young Educators and Young citizens of Cyprus
Larnaca District Development Agency	Diversity Ambassadors
Foundation of Social and Political Sciences	Road Safety in Cyprus
Cyprus International Institute of Management & Cyprus Academic Forum	Action for Young Enterprises for Cyprus
Cyprus Dyslexia Association	Promoting Special Education for Children with Learning Disabilties
Centre for Leisure, Tourism and Sport (CLTS)	Doves Olympic Movement Summer Camps 2007-2008
Soma Akriton	Volunteerism Lessons for Beginners
Centre for Democracy and Reconciliation in Southeast Europe (CDRSEE)	History Teacher Training Project
Learning in Physics Group	Science Camp for Girls
Cyprus College	Exploring Europe & Ourselves
KAYAD	Together, Anything is Possible
Centre for the Advancement of Research and Development in Educational Technology (CARDET)	Reconciliation Pedagogies in Cyprus: Promoting social justice and peace
Frederick Research Centre	Environmental Education for Educators - 3E Project
The Cyprus Neuroscience & Technology Institute (CNTI)	Building a multi-ethnic and multi-national Cyprus to promote European values and regional and international peace
Intercultural Centre of Cyprus	Voicing and Staging the Experience: Multicultural Youth Camp Participants Take the Stage
Mediation Association, KAYAD, Peace Centre, British Council	Conflict Resolution & Peace Education (CRE/PE)
Dali Municipality	Camp Against Racism
Madison Dairy Advisory Group (MADAG), Turkish Cypriot education experts, Milk Marketing Board; KOOP Milk	Madison Dairy Advisory Group (MADAG) School Milk Project
Euroclio, Association for Historical Dialogue and Research	Intercultural Dialogue and History
The Management Centre of the Mediterranean	The Diverstiy Initiative
Frederick Institute of Technology	Camping, Fitness and Education (CAFE)
POST RI	Education for Peace
Cyprus Conservation Foundation	Life & Cultural Heritage of the Turkish Cypriot Community in Limassol
Peace Centre, WINPEACE, KAYAD, Under the Same Sky	Coexistence & Diversity Matter
Tall Ships Youth Trust	Voyage of Understanding
International Children's Film Festival of Cyprus	International Children's Film Festival of Cyprus

Environment & Sustainable Development

Cypriot veterinary and health experts	Emergency Disease Forum (EDF)
Madison Dairy Advisory Group (MADAG)	Development of Madison Dairy Advisory Group (MADAG) Training and Capacity-Building Programme
ETEK, KTMMOB	Cyprus Environmental Stakeholder Forum
Forestry experts & the Cyprus Association of Professional Foresters	IBARESS II (Turkish Cypriot component)
Cyprus International Institute	Asthma & Allergy Prevention
Cyprus Institute of Neurology and Genetics (CING)	Epidemiology of Cancer in Cyprus
AKTI (under the auspices of the CESF, Cyprus Environmental Stakeholders Forum), Biologists Association, Posidonion	Recycling on Cycles
Frederick Institute of Technology	Cooperation for the Conservation of Rare Endemic Plants of Cyprus Within the Buffer Zone
Laona Foundation	Sustainable Use of Abandoned Mines & Quarries
Unit of Environmental Studies, Turkish Cypriot academics	Waterbird Surveillance Programme
Forestry experts & the Cyprus Association of Professional Foresters	IBARESS II (Greek Cypriot component)
Cyprus Organics Advisory Group (COAG) with the support of INTRAC	Organisational Strengthening – Cyprus Organic Advisory Group (COAG)
Cyprus Organics Advisory Group (COAG)	Introducing Organic Farming in Schools
Turkish Cypriot Chamber of Commerce, Cyprus Chamber of Commerce and Industry, UN Environment Programme	Global Compact Cyprus Survey
AKTI	Network for a Sustainable Future
Unit of Environmental Studies, Intercollege	Setting the Foundations for a Pan-Cyprian Network of Nature Conservation Organisations
Turkish Cypriot agriculture experts, Cyprus Organics Advisory Group (COAG)	Mycorrhizae for Vegetable Farming (Turkish Cypriot component)
UNDP ACT and Eco-Q	Eco-Forum World Environment Day 2006
Turkish Cypriot business leaders	Environmentally Friendly Practices in Schools
Greek Cypriot agriculture experts, Cyprus Organics Advisory Group (COAG)	Mycorrhizae for Vegetable Farming (Greek Cypriot component)
Birdlife Cyprus & Cyprus Organics Advisory Group (COAG)	Island Agriculture: A Case Study of Farming Methods in Cyprus
IEOAES, International Friends of Nature, Friends of Nature Cyprus	Environment Café (Raising awareness among local communities about the benefits of sustainable tourism)
Institute of Earth, Ociean, Atmosphere & Environmental Studies, Frederick Institute of Technology, Birdlife Cyprus, SWIMMER Institute, University of Lefke	World Environment Day - Management and Assessment of the Ecology of Cyprus' Articficial Wetlands (MACAW)
Sandstone Trading Company	World Environment Day - The Sandstone Olive Tree Project
Unit for Environmental Studies, Research Centre, Intercollege	Desertification in Cyprus and its Impacts on the Wine Industry

UNDP ACT Phase II (2008-2011)

Interpeace	Cyprus 2015
UNDP Direct Execution (DEX) in the first year	Cyprus Community Media Centre (CCMC)
Various	Cultural Heritage
Cyprus Chamber of Commerce & industry; Turkish Cypriot Chamber of Commerce	Economic Interdependence
Management Centre, The NGO Support Centre	ENGAGE: Civic Engagement for Reconciliation
Association for Historical Dialogue & Research (AHDR)	Multiperspectivity & Intercultural Dialogue in Education (MIDE)
The Cyprus Scientific and Technical Chamber (ETEK); The Union of Chambers of Cyprus Turkish Engineers and Architects (KTMMOB)	Future Together : Participatory Development in Cyprus
Mediation Association; Soma Akriton Youth Organisation	Youth Activism
These initiatives are implemented by UNDP ACT in collaboration with the Technical Committees, Working Groups, and UN staff	Support to Confidence-Building Measures

UNDP ACT Phase III (2011-2013)

Interpeace	Cyprus 2015
Cyprus Community Media Centre (CCMC) (UNDP Direct Execution (DEX) until June 2012)	MultiCommMedia
Cyprus Chamber of Commerce & industry; Turkish Cypriot Chamber of Commerce	Economic Interdependence
Management Centre, The NGO Support Centre	ENGAGE: Civic Engagement for Reconciliation
Association for Historical Dialogue & Research (AHDR)	Multiperspectivity & Intercultural Dialogue in Education (MIDE)
Youth Power	Youth Activism
The Union of Chambers of Cyprus Turkish Engineers and Architects (KTMMOB)	Future Together : Potamia
These initiatives are implemented by UNDP ACT in collaboration with the Technical Committees, Working Groups, and UN staff	Support to Confidence-Building Measures
Direct Implementation by UNDP ACT	Crowdsourcing
Management Centre, The NGO Support Centre, Interpeace	Peace it Together
Frederick University – Nature Conservation Unit	LIFE+ Plant Micro-Reserves Project
Various	Cultural Heritage