

UNDP Cyprus PMO Management Response

Final External Evaluation of the “Support to Cultural Heritage Monuments of great importance for Cyprus, Phase 6” Project

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Input into and update in ERC: TBC

Recommendation 1. UNDP’s replacement as Head of Office should have similar skills and diplomatic capacity as the incumbent. A presential hand-over should be preferred.

Management response: UNDP notes the recommendation, and would like to inform that the recommendation had been already implemented upon departure of the previous incumbent from the post of the Head of Office in December 2020. The selection of the temporary replacement for this post, as well as of the next incumbent was carried out according to UNDP’s rules and regulations and as per required qualifications for the post. A comprehensive handover to and induction on the Cyprus Project Office management for the incoming incumbent was arranged under the direct supervision of the senior management of the Regional Bureau for Europe and the CIS. UNDP considers the response to this recommendation implemented.

Key action(s)	Timeframe	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 A comprehensive handover to and induction on the Cyprus Project Office	February 2021	RBEC		Completed

management for the incoming incumbent under the direct supervision of the senior management of the Regional Bureau for Europe and the CIS.				
1.2 Completion of recruitment of the incoming Head of Office in accordance with UNDP rules and regulations	Jan – May 2021	RBEC		Completed
Recommendation 2. Review with the European Union (EU) the necessary level of resources required for UNDP in light of higher volume of projects and increased complexity of the interventions.				
Management response: UNDP agrees with the recommendation that a higher volume of projects and increase complexity of interventions will require more resources especially in terms of administrative and management costs. UNDP will assess the budgetary implications of the strategic changes by TCCH to guide discussions with EU and TCCH.				
Key action(s)	Timeframe	Responsible unit(s)	Tracking	
			Comments	Status
2.1 Review and re- calibrate the Budget for the EU funded CH7 amendment request to better reflect the actual project needs.	February 2021	Cyprus PMO	Budget re-calibrated	Completed
2.2 In consultation with the EU and TCCH, ensure that discussions for funding for future phases include a review of resource requirements in light of number of projects and complexity of interventions at the project design stage.	September 2021	Cyprus PMO		Ongoing
Recommendation 3. Consider discussing with the TCCH priority interventions for the next phase based on communities that accept use-and-maintenance solutions approach (which remains to be defined) with a 3-year maintenance fund built into the project intervention.				

Management response:

UNDP agrees with this recommendation and notes that one of the key lesson learnt from project implementation is the importance of ensuring that the cultural heritage projects incorporate a use and maintenance strategy at the design phase. This will aim to ensure that UNDP and partner investments are protected through longer term sustainability planning in future phases of the project. UNDP also notes that the subsequent phase 7 of the project includes a maintenance component that has been designed as part of a preventative conservation and community engagement strategy. In addition, through the EU funded support facility to the Technical Committees, TCCH have 5 selected pilot projects for the inclusion of a capacity building component to increase local skills and knowledge in the maintenance of cultural heritage sites.

Key action(s)	Timeframe	Responsible unit(s)	Tracking	
			Comments	Status
3.1 Together with TCCH, closely monitor the implementation of the 5 selected pilot projects and ensure that lessons learned are drawn and incorporated into both increasing knowledge amongst the UNDP team and TCCH and are also fed into the design of future phases of the project	January – September 2021	Cyprus PMO		Ongoing
3.2 In full consultations with the EU and TCCH, ensure that discussions for funding for future phases includes a maintenance study in which costs and maintenance arrangements will be developed. for the inclusion of a maintenance fund at the project design stage.	September – December 2021	Cyprus PMO		Pending
3.3 In consultation with TCCH review the current selection criteria and discuss the option of introducing a community use and maintenance criteria as part of the selection of cultural heritage sites benefiting from TCCH interventions.	September – December 2021	Cyprus PMO		Pending

Recommendation 4. Commission targeted and specifically tailored perception surveys at the end of each phase to obtain evidence of the results on confidence building and thus gain a long-term vision of the impact of the project through its different phases

Management response:

UNDP agrees with this recommendation and notes that the 2 perception surveys undertaken in previous phases of the project provided valuable insights into programme design. UNDP also notes that it would be important to ensure that this recommendation is actioned in the short to medium term in order to ensure that the impact of the Covid 19 Pandemic on confidence building measures between the two communities, is captured and analysed.

Key action(s)	Timeframe	Responsible unit(s)	Tracking	
			Comments	Status
4.1 Discuss with both TCCH and the EU in order to garner support for the perception surveys and secure the required level of funding	February 2021	Cyprus PMO	Both TCCH and EU agreed with this recommendation	Completed
4.2 Design the perception survey in full consultation with TCCH to ensure local ownership of both the process and results	May – June 2021	Cyprus PMO		Pending
4.3 Commission the perception survey, complete analysis and share results with TCCH, EU and other stakeholders	September to December 2021	Cyprus PMO		Pending

Recommendation 5. Take a more strategic approach to communications to contribute to higher level results

Management response: UNDP agrees with the recommendation and notes that there is a sound basis for building on the high visibility of work of TCCH, support of UNDP and funding from the EU.

Key action(s)	Timeframe	Responsible unit(s)	Tracking	
			Comments	Status
5.1 Review the communications strategy and identify areas for going beyond increasing visibility to contributing to higher level results.	March 2021	Cyprus PMO	Areas identified include: highlighting the benefits of TCCH	Completed

			support at the community level in addition to the technical/heritage level; Identifying social media influencers who can support the dissemination of key results	
5.2 Together with TCCH formulate key advocacy messages that can be incorporated into communications activities to contribute to confidence building between the two communities	June 2021	Cyprus PMO		Pending
Recommendation 6: Discuss with the TCCH the type of strategic support and guidance, as well as training, required for the Heritage Youth Ambassadors, as well as providing a clearer definition of their expected roles and responsibilities				
Management response: UNDP agrees with recommendation and notes that the role of HYA is an important one in order to engage young people in the work of TCCH.				
Key action(s)	Timeframe	Responsible unit(s)	Tracking	
			Comments	Status
6.1 Together with TCCH review the HYA youth engagement strategy and support the formulation of a clearer definition of their strategic role and responsibilities.	Jan to June 2021	Cyprus PMO		Ongoing
6.2 Provide additional support to TCCH with the management of the HYA initiative through the hiring of a consultant who has expertise in this field	Jan to June 2021	Cyprus PMO		Ongoing
Recommendation 7: Consider suggesting to TCCH a change from “Advisory Board” to “Task Force” for the AB members which may better represent their contributions				

Management response: UNDP notes this recommendation as an important consideration for TCCH				
Key action(s)	Timeframe	Responsible unit(s)	Tracking	
			Comments	Status
7.1 Raise this issue with TCCH and support the implementation of any changes that may be required to the structure of the Advisory Board	June 2021	Cyprus PMO		