
FINAL PERFORMANCE REPORT

Sharing History, Art,
Research and
Education (SHARE)

Cooperative Agreement:
AID-233-A-13-00001

February 22, 2013 to
June 30, 2015

COSTAS AND RITA SEVERIS FOUNDATION

1.0 Executive Summary

This Final Report for the Sharing History, Art, Research and Education (SHARE) program, Cooperative Agreement AID-233-A-13-00001, covers the full period of performance from February 22, 2013 to June 30, 2015.

The SHARE initiative is an alliance between the Costas and Rita Severis Foundation, USAID, the Turkish Cypriot University Women's Association and the NGO Support Center. The goal of the alliance is to provide a common platform for the exploration of the island's cultural heritage through visual and creative arts and through this to increase the potential for peaceful coexistence in Cyprus. SHARE serves as a model for promoting and expanding bicomunal activity via Cypriot people and communities, Cypriot private sector business, non-governmental organizations and leading Cypriot and international academic institutions. SHARE will serve as a lasting legacy for the people of Cyprus, demonstrating their shared cultural heritage and providing a vehicle for future partnerships and a peaceful settlement of the Cyprus problem.

USAID provided approximately 15% of the total project cost through this Cooperative Agreement and 8% was provided by UNDP-Action for Cooperation and Trust program, the European Economic Area – Norwegian Grants Fund, the De Minimis Program of the EU and the Nicosia Municipality. Other donors provided in-kind and cash contributions to SHARE. The balance of the funding is provided by the Costas and Rita Severis family including through its Foundation and C&R Severis Estates Ltd.

SHARE is successfully fulfilling its goal of providing a common platform for the exploration of the Island's cultural heritage through visual and creative arts. The Center for Visual Arts and Research (CVAR) has been operating since September 15, 2014 and has already reached thousands of residents, students and visitors by hosting activities such as the Build Peace 2015 conference, a public presentation by the United Nations Special Representative to Cyprus on the status of the peace talks, and working sessions of the technical committees and working groups that are supporting the negotiations process. SHARE is also already meeting many of its specific objectives. SHARE is encouraging young people across Cyprus to learn about the religious, social, political and cultural history of Cyprus by hosting tours of CVAR and its collections to public and private schools. Share is enabling all communities in Cyprus to increase their understanding and respect of Cyprus' common cultural heritage by hosting events such as culinary evenings, musical, artistic and theatrical events, and providing tours of Famagusta and other cultural treasures. SHARE is providing a platform for reconciliation and promotes visual and creative arts, including the work of local and international artists.

The original agreement envisioned an end date of February 21, 2018 therefore the Foundation was not able to meet all of its targets and was unable to absorb all of the funding offered. However, the Foundation remains committed to operating SHARE and CVAR well into the future as planned.

Section 1 of this report outlines the activities and their significance, offers reflections on approaches, summarizes results and impact, and shares lessons learned. Section 2 details the programmatic activities of both SHARE and CVAR. Section 3 includes a summary financial report and Section 4 includes a summary of performance monitoring and evaluation.

1.1 Activities and Significance

To meet its objectives, SHARE renovated the Center for Visual Arts and Research (CVAR) and is now implementing a program of reconciliation activities, for which the CVAR serves as the hub. The reconciliation activities implemented by SHARE using the facilities of CVAR strengthen the Foundation, its partnerships and SHARE while promoting dialogue and reconciliation around cultural heritage. SHARE utilizes CVAR, as well as the venues and collections of its various partners, to ensure that it reaches Cypriots throughout Cyprus.

1.1.1.1.1 SHARE

SHARE aims to empower all Cypriots to explore their common heritage, and in doing so provide a platform for reconciliation, rapprochement and conflict mitigation leading up to, during and following current or future peace talks in Cyprus. SHARE is implementing the following reconciliation activities:

- I) A capacity building program to strengthen the Costas and Rita Severis Foundation, its partners and SHARE itself.
- II) The **Active Arts** Project for school children, youth groups and young people, to encourage young people to research and learn about art and artists in Cyprus, while engaging in a process of reconciliation;
- III) The **Cultural Heritage** Project, hosting exhibitions and events from local and international artists representing Cypriot culture, with presentations, lectures and discussions about how local and international artists depict Cyprus, examining how accurate this reflection is, and how it can help Cypriots to envision a common future;
- IV) The **Community Cohesion** Project holding discussion fora and debates with guest speakers and local and international community members examining a range of subjects which are relevant to the local community and different community groups including but not limited to architecture and the built environment, the creative arts as an industry in Cyprus, preservation of the natural environment, the role of the private sector and the role of Corporate Social Responsibility in Cyprus;
- V) The **Excellence in Arts** Project promoting the opportunities for engaging in the creative industries with the support of leading practitioners from local and international academic institutions and leading international institutions;
- VI) **'Exploring Cyprus through Visual Arts'** A periodic exhibition that highlights the locations and the cultural heritage of Cyprus through visual arts.

Each of these projects provides participants with the opportunity to engage with members of the different communities in Cyprus, while using the concepts of conflict resolution and multicultural communication through practice. The programs specifically help young people to develop an understanding of the positive role that "others" play in the development of their culture, and in addition help to enhance tolerance, respect and trust between the various communities in Cyprus.

1.1.1.1.2 CVAR

The CVAR renovation took place during the first year of SHARE. It was completed nearly on time and significantly under budget. The CVAR houses a library, collections of paintings, antique costumes, artifacts and memorabilia related to Cyprus, and hosts exhibitions, events, workshops, and talks designed to help Cypriots appreciate their multicultural past and work towards a bright, multicultural future. SHARE utilizes the

Center, as well as the venues and collections of its various partners, to ensure that it reaches out to Cypriots throughout Cyprus.

The CVAR is located within the historic part of old Nicosia, the divided capital of Cyprus, close to the 'Green Line' which separates members of Greek Cypriot community from the Turkish Cypriot community – in the southern and northern parts of Cyprus respectively. The site is strategically placed to grant easy access to all community groups at the present time, and presents an even greater advantage for the future when the next physical access barriers are removed, allowing greater freedom of movement between communities.

1.2 Reflections on Approaches

The Foundation's approach to SHARE is embodied in its two main objectives, which were to construct the CVAR and provide a platform for Cypriots to explore their common heritage through subtle reconciliation activities.

Although construction of the CVAR was a long, drawn out and expensive endeavor, it has proven well worth the time and effort. As the Foundation anticipated, there is demand for niche cultural activities and the Severis collections provide countless opportunities for Cypriots and foreigners to explore Cyprus' multicultural past. The challenge moving forward will be to identify ways for the CVAR to generate enough income to offset a significant percentage of the costs of operation. This has proven more difficult than anticipated, in part due to the financial crisis. Many of the partnerships forged to date will increase the number of visitors and researchers as well as the quality and quantity of the materials available in the collections. However, the Foundation must continue to work to build its capacity to identify and develop strategic partnerships that will increase CVAR revenue and/or provide funds to cover operating costs.

The Foundation is confident that its approach to reconciliation is proving effective. Rather than promote reconciliation directly, the Foundation has opted to provide people with opportunities to question their own assumptions, reconsider "facts" reinforced by years of separation, and take responsibility for their own opinions. Anecdotal evidence indicates that this is happening. Future evaluations and assessments will aim to collect evidence that people's opinions are in fact changing as a result of SHARE and CVAR activities.

1.3 Results and Impact

Initial results for SHARE and CVAR are very positive. There is a very high level of interest from both local and international organizations. For example, the Ministry of Education is encouraging school visits, the United Nations and other diplomatic missions are supporting seminars and discussions, universities are supporting research and development of the collections, and individuals and NGOs continue to provide additional materials for the collections.

The Foundation has met or exceeded many of its early results targets. For example, the Foundation has partnered with well over 20 organizations to expand its reach, and has generated close to four times the funds provided by USAID for SHARE activities. The Foundation has worked to improve its capacity to manage the complex CVAR by implementing USAID recommendations from the pre-award survey. It has also put in place communications and volunteers plans. Nearly 1,000 new participants have engaged in reconciliation events

during the first 9 months of operation of the CVAR. SHARE and CVAR activities have been covered in the press more than 144 times in just the last 9 months.

However, there is still much to be done. Results for visitors to CVAR (and therefore revenue generated) are well below expectations. The Foundation must redouble its efforts to attract visitors and generate other sources of income if it is to offset running costs in the long-term.

In addition, the Foundation must begin to implement a rigorous evaluation strategy to generate evidence on the effectiveness of its programs in promoting reconciliation, particularly if it wants to attract large donors in the future. Though anecdotal evidence can be compelling, it is not enough to clearly demonstrate that the Foundation is having its desired impact. The Foundation will work to develop its own capacity for assessment and/or partner with organizations with more experience in this area in the future.

1.4 Lessons Learned

In addition to the challenges posed by the financial crisis and the resulting need to generate additional funds for operating expenses, the most difficult challenge remains outreach in the Turkish Cypriot community. Although the Foundation has excellent relationships with a variety of Turkish Cypriot decision makers and the climate for reconciliation is more positive than it has been in years, practical problems persist. Many were anticipated, but many were not.

For example, school visits by Turkish Cypriot children are hampered by the fact that not all children in Turkish Cypriot schools are allowed to cross into the Greek Cypriot community. The Foundation knew this would be an issue and has recently received special permission for school visits with modified procedures to allow all children to attend. The Foundation did not, however, anticipate the lack of a “museum culture” in the Turkish Cypriot community and attracting Turkish Cypriots to CVAR for pleasure has been more difficult than anticipated. The Foundation will continue to work with its alliance partners to overcome these issues.

The overarching lesson is that the Foundation must remain true to its vision, while operating flexibly within a long-term and strategic framework.

2.0 Program Activities

This section details the work conducted by SHARE as outlined in the Resources and Results Framework of the Cooperative Agreement and highlights relevant results. Section 4 provides detailed the detailed Performance Monitoring and Evaluation Results for SHARE and CVAR.

2.1 Development Objectives

The development objective of SHARE are (1) to provide a common platform for the exploration of the island’s cultural heritage through visual and creative arts and through this increase the potential for peaceful coexistence in Cyprus and (2) to serve as a lasting legacy for the people of Cyprus, demonstrating their shared cultural heritage and providing a vehicle for future partnerships and a peaceful settlement of the Cyprus problem.

To measure progress, the following indicators were established and results tracked.

2.1.1 Increase number of organizations involved as official alliance members

As of June 30, 2015, there are 11 organizations involved in the alliance, compared with the target for 2015 of six organizations, but only four formal alliance members. The current alliance members remain the Costas and Rita Severis Foundation, USAID, the NGO Support Center, and the Turkish Cypriot University Women's Association. In addition, the Foundation has entered into long term relationships with the University of Cyprus, Fileminders, the Cyprus Dialogue Forum, Alpha Square Theatre, the Cornaro Institute, Art Image and Cyprus Dream.

2.1.2 Increase number of organizations otherwise involved (donors, hosts, contributors, others)

As of June 30, 2015, at least 13 additional organizations have been involved in SHARE, providing funding, hosting activities or collaborating on discrete activities: EEA/Norwegian Grants, Di Minimus Program, UNDP-Action for Cooperation and Trust, Nicosia Municipality, Famagusta EcoCity, EU Erasmus+, Bicomunal Famagusta Initiative, Ernst and Young, Hellenic Bank, Norwegian Embassy in Greece, BuildPeace, the Glafkos Clerides trust. The target for 2015 was 13 organizations.

2.1.3 Improve the ratio of funding for activities from sources other than USAID

As of June 30, 2015, a total of €127,825 in donations has been received by the Foundation for SHARE activities. The Foundation has utilized €32,047 of the approximately €220,000 available from USAID, resulting in a ratio of close to 4. This is above the target of 3 for 2015. In addition, these figures are unable to capture the income generated by the Foundation through activities hosted at CVAR to offset costs. Unfortunately, these figures also highlight the fact that the Foundation must continue to build its capacity to work with large donors to succeed in fully offsetting costs in the long-term.

2.2 Output 1: Capacity Building

The capacity of the partners to effectively manage the alliance and activities will be enhanced through training in partnership strengthening, project planning, monitoring and evaluation, communications and strategic planning. The Foundation has conducted a limited amount of capacity building and met the target indicators as noted in the following subsections. However, the Foundation is not yet at full capacity and must continue to develop its capacity, particularly in terms of attracting, satisfying and reporting to large donors through impact evaluations, for example.

2.2.1 Systems and Processes Developed and Operating

The Foundation updated policies and procedures originally put in place as the result of the pre-award survey including: human resources policy, volunteer manual, employee handbook –including timesheets and leave sheets, procurement policy, trip and per diem manual. The Foundation also set up an Education Committee and a Shop Committee with related policies and procedures. A total of seven of a target eight systems were implemented. This is an area where the Foundation needs to continue to devote resources.

2.2.1.1 Volunteer Plan

The Foundation simplified its Volunteer Plan and has updated its Volunteer Manual, including the whole sequence of processes for volunteer attraction and involvement. Volunteers continue to manage CVAR's social media, provide guided tours in Turkish, and assist in cataloguing items for the Research Center, amongst other things.

2.2.1.2 Communication strategy

The Foundation continues to implement its communications strategy, which was prepared in the spring of 2014. The Cyprus Tourism Organization, tourist agencies and local journalists have recently been engaged to promote the CVAR amongst both tourists and local visitors. Following the Foundation's outreach in 2014, the Ministry of Education and Culture has been highly supportive of the CVAR encouraging students from all levels of education to visit.

2.2.1.3 Membership

Membership is lagging behind the planned 100 memberships annual target. Total memberships are currently 63. As anticipated, women make up the largest membership with 40 of the 63. Unfortunately, Turkish Cypriot membership is very low. The Foundation will work to address this in the future.

2.2.1.4 Monitoring and evaluation

The Foundation was successful in implementing the monitoring procedures put in place as a result of the Cooperative Agreement. It was less successful in conducting impact evaluations of the activities supported by SHARE and CVAR. Now that the CVAR is up and running, the Foundation will focus on conducting several impact evaluations in the coming year to assess what is working well and what can be improved so that the programs have the desired effect on reconciliation.

2.2.2 Websites

The integrated websites are complete and available in English, Greek and Turkish: www.severis.org, cvar.severis.org, share.severis.org. They will continue to be updated on a regular basis.

2.2.3 Training Completed

Training is an ongoing concern for the Foundation. Volunteers are trained on a regular basis. Members of the Board and Committees have all been trained, although refresher training would be valuable on many issues.

2.3 Output 2: Visual and Creative Arts for Reconciliation Program

The implementation of a visual and creative arts programme, which will increase the awareness of the island's shared cultural heritage to members of the Cypriot community through art exhibits and displays and events-emphasising multiculturalism and diversity, will support reconciliation. As of 2015, SHARE has exceeded many of its target indicators. For example, SHARE/CVAR attracted close to 1,000 new participants, held 46 public events, and boasted 144 media appearances. However, the number of visitors to CVAR is well below the targets set in the business plan.

2.3.1 Prepare educational materials

The Foundation created an Educational Committee to develop educational materials in English, Greek and Turkish. The Committee has generated a wide variety of concepts and brought several to fruition. Very little of the budget provided for this activity was utilized by June 30, 2015.

2.3.2 Active Arts

This program is underway and at least 1,500 students have visited CVAR as part of organized school visits.

2.3.2.1 Quarterly Painting Competition for young people.

The first quarterly painting competition took place in the spring of 2015 with the prize awarded in May.

2.3.2.2 Third age Déjà vu

This program is underway. It began with a lecture on art, a visit to Government House and a tour of Famagusta. CVAR will partner Matera (a nursing home in Nicosia) on events, tours and lectures.

2.3.2.3 School outreach

More than 1,500 students of all ages have visited CVAR during its first 9 months of operation as part of organized school visits. The Education Committee has worked closely with the Ministry of Education, which is highly supportive of the programs offered at CVAR. The Foundation has also recently obtained permission from the Ministry of Foreign Affairs to bring groups of Turkish Cypriot students to CVAR. This has proven politically sensitive, as expected, because many of the school children are unable to cross through the checkpoints under normal circumstances.

2.3.3 Cultural Heritage

This program includes exhibitions and events, loosely focused on the way that local and international artists represent Cypriot culture, as well as study tours throughout the island.

2.3.3.1 Cultural Events

CVAR has hosted a wide range of activities that highlight the multicultural nature of Cyprus including culinary nights, “Ermou 1900”, Paramythies, and Reading a Painting.

2.3.3.2 Guided Study Tours

The Foundation continues to offer guided tours to a wide range of locations including Nicosia, Kyrenia, and Famagusta. The tours are well attended, with demand far outstripping supply. The Foundation provided tours for more than 330 people in the last year alone.

2.3.4 Community Cohesion

This program promotes dialogue between the islands communities and between the public, private and third sectors to enhance community cohesion. This program is underway and includes roundtable discussions, lectures and similar events.

2.3.4.1 Roundtable discussions

Although no formal roundtable discussions were held during this period, similar events included a series of working sessions of the Working Groups and Technical Committees that assist the leaders and negotiators, several informal events hosted by the United Nations Special Advisor to the Secretary General (on the settlement talks) and the United Nations Special Representative to the Secretary General (on women’s rights) were held. Participants have indicated that they prefer these informal events, which include discussion periods, over formal speaker sessions with moderation.

2.3.4.2 Bi monthly lectures

CVAR has hosted a wide range of lectures including on the “Nicosia Airfield”, “What Ancient Cypriots Ate”, “Castles and Forts of Cyprus”, “Rise and Decline of Islam”, and “Caterina Last Queen of Cyprus”.

2.3.5 Excellence in Arts

This program promotes opportunities for engaging in the creative industries with the support of leading practitioners from local and international academic institutions and leading international institutions. It has not yet gotten off the ground.

2.3.6 Exploring Cyprus through Visual Arts

This program includes activities such as the Painting of the Month and Guest Exhibitions to explore Cyprus through the visual arts.

2.3.6.1 Painting of the month

This bimonthly event began on May 15, 2015 and was repeated on July 3. The next event is scheduled for September 4.

2.3.6.2 Guest exhibition

The CVAR hosted an exhibition of the Turkish Cypriot artist, Enim Cizenel, and a photographic exhibition in cooperation with the Embassy of Norway. A photographic exhibition by the Turkish Cypriot Photographic Society is scheduled for September 21 to October 3, 2015. An exhibition of 19th century Armenian etchings is planned for November 2015.

2.4 Output 3: CVAR Renovation

The CVAR renovation took place during the first year and half of SHARE. Based on the design package and tender process prepared outside the scope of this Cooperative Agreement, USAID originally agreed to fund up to 60% of the following construction activities: demolitions; excavations and earthworks; concrete works; walls; insulations; roofing; metal works; partitions and ceilings; plastering, floor and tile installations; painting; drainage; metal claddings (interior); rolling shutters; floor tiles and tiles; false ceilings; mechanical installations; electrical installations; lifts; carpentry; metal claddings (exterior); aluminum and glass works; furniture, fittings and equipment. In May 2015, the Cooperative Agreement was amended to allow USAID to fund any of the construction activities approved in the original design package approved by USAID and procured and constructed in accordance with USAID rules and regulations up to a total of \$1.5 million. This change was made to provide flexibility to the Foundation because USAID shortened the length of the original agreement by 30 months due to the closure of USAID/Cyprus.

2.4.1 CVAR construction

The renovated CVAR was delivered to the Foundation by its contractor on May 16, 2014. The project came in nearly on time and well under budget.

As per final verified cost of construction, the total amounted to €1.440.141.

The construction contract amount was €1.544.000

There was a saving of € 103.859

The corresponding estimate as per GDA application

dated 23/2/201 was €1.944.000.

The reason for the substantially lower costs from that estimated at application stage was the combined effect of the economic crisis which led to contractors bidding for work at substantially lower prices than previously done and the efforts made by the Foundation and the implementation team to minimize expenditure where possible whilst not impacting safety/security and the ability of the finished project to be of the level required by the Foundation in order to meet its objectives.

The project received support (grants) from other organizations as well; EEA Norway Grants mand the De Minimis program. The Table below shows verified costs (construction, part of the expenditure on Furniture Fittings and Equipment (FFE) which was partly reimbursed by USAID) and the means of financing.

	Verified Final EURO	USD**
Final Verified Construction cost	1.440.141	1.923.494
Furniture Fittings and Equipment included in USAID construction claims	165.316	220.800
TOTAL	1.605.457	2.144.294
Financed by: Shows only funds reimbursed in connection with the above construction and FFE)		
USAID)	937.416	1.252.118
EEA	428.477	572.286
DeMinimis	200.000	267.126
Severis Family	39.564	52.765
TOTAL FINANCING		

**** USD estimate is made using an exchange rate 1.34 (total USD reimbursed/estimated total reimbursed in EURO i.e. USD1.252.118/€937.416= 1.335**

2.4.3. Prepare for CVAR operation

The CVAR became fully operational on July 15, 2014, with a gift shop, coffee shop, restaurant and roof terrace operated directly by the Foundation.

2.4.4 CVAR Launching

The CVAR was launched to great fanfare on September 15, 2014 by the President of the Republic of Cyprus.

2.4.5 Operate CVAR

As of June 30, 2015, the annual running costs of the CVAR are approximately \$275,000, with an operating loss of approximately \$135,000. During its first 9 months of operation, the CVAR had more than 5,000 visitors. These figures should rise significantly as outreach and communications are stepped up.

3.0 Financial Report

The following table shows Summary Financial Expenditure for the USAID Grant.

<i>N</i>	<i>Budget Line Item / Category</i>	<i>Budget, USD</i>	<i>Cumulative Expenditures</i>	<i>Reporting Period Expenditure</i>	<i>Total Cumulative Expenditures</i>	<i>Remaining Balance as at project</i>
	Contractual Services	95,000	90,605	14,237	104,842	-9,843
	Sub Total - Category 1	95,000	90,605	14,237	104,842	-9,843
	Consultant Fees	105,000	81,838	19,169	101,007	3,993
	Sub Total - Category 2	105,000	81,838	19,169	101,007	3,993
	Sub-awards	50,000	42,488	15,242	57,730	-7,730
	Sub Total - Category 3	50,000	42,488	15,242	57,730	-7,730
	Construction	1,500,000	1,155,434	96,684	1,252,118	247,882
	Sub Total - Category 4	1,500,000	1,155,434	96,684	1,252,118	247,882
	Total	1,750,000	1,370,366	145,332	1,515,697	234,302
	% of USAID Budget	100.00%	78.31%	8.30%	86.61%	13.39%

4.0 Performance Monitoring and Evaluation Report

The final performance monitoring and evaluation report for the life of program from February 2013 to June 2015 is provided in the following section.

SHARE Performance Monitoring and Evaluation Plan (PMEP) Report of Results and Indicators

Reporting Period February 2013 – June 2015¹

DEVELOPMENT OBJECTIVE: To provide a common platform for the exploration of the island's cultural heritage through visual and creative arts and through this increase the potential for peaceful coexistence in Cyprus. To serve as a lasting legacy for the people of Cyprus, demonstrating their shared cultural heritage and providing a vehicle for future partnerships and a peaceful settlement of the Cyprus problem.

OUTCOME: A local, privately funded reconciliation initiative that helps both key people and more people to envision a reunified, multicultural future for Cyprus.

Baseline: Currently almost all structured bicomunal activity is initiated and funded by the international community.

Targets: SHARE serves as a model for promoting and expanding bicomunal activity via local people and communities, local private sector business, non-governmental organizations and leading local and international academic institutions.

CVAR promotes intercommunal dialogue and trust building through its library, collections of paintings, antique costumes, and memorabilia related to Cyprus, and hosts exhibitions, events, workshops and talks designed to help all Cypriot communities appreciate their multicultural past and work towards a bright future.

Performance Indicator		Indicator Definition and Unit of Measurement	Data Source/ Method/ Approach of Data Collection or Calculation	By Whom	Schedule/ Frequency of Data Acquisition	2013 Target/ Actual	2014 Target/ Actual	2015 Target/ Actual	2016 Target/ Actual	2017 Target/ Actual
Organizations Involved	USAID PMEP	Definition: Number of organizations actively involved in SHARE a) as alliance members and b) in other capacities (donors, hosts, co-contributors). Unit of Measure: Number	Event Organizer/SHARE Event Evaluation Forms/Every Event	SHARE Event Organizer	Ongoing/Quarterly and Annual Analyses	a: 4/4 b: 7/7	a: 5/4 (+ 3 informal) b: 10/12	a: 6/4 (+ 7 informal) b: 13/13	a: 7/ b: 16	a: 8/ b: 19
Sustainability	USAID PMEP	Definition: Ratio of SHARE funding from sources other than USAID Unit of Measure: Ratio, Other /USAID Funding	Foundation Records for SHARE Costs	CVAR COO	Ongoing/Quarterly and Annual Analyses	2	2.5/3.2	3/3.98	3.5	4

¹ The columns for 2016 and 2017 are shaded grey because the program is ending on June 30, 2015 as a result of the May 2015 modification of the Cooperative Agreement.

OUTPUT 1: The capacity of the partners to effectively manage the alliance and activities will be enhanced, through training in partnership strengthening, project planning, monitoring and evaluation, communications and strategic planning.

Baseline: Only basic systems or processes exist for SHARE and CVAR.

Targets: Appropriate systems and processes in place and signed off on by the SHARE Board and implemented within the program.

Performance Indicator	Source	Indicator Definition and Unit of Measurement	Data Source/ Method/ Approach of Data Collection or Calculation	By Whom	Schedule/ Frequency of Data Acquisition	2013 Target/ Actual	2014 Target/ Actual	2015 Target/ Actual	2016 Target/ Actual	2017 Target/ Actual
Systems/Processes Operating	SHARE	Definition: Systems and processes developed and documented in a range of areas including project management, volunteer management, fundraising, strategic planning, operations planning, communications and others to be decided by the Board. Unit of Measure: Number	Foundation Records for SHARE and CVAR	CVAR COO	Ongoing/Quarterly and Annual Analyses	4/	6/6	8/7	10/	12/
Training Completed	SHARE	Definition: Participants completing training course (appropriate Board members, staff and volunteers). Unit of Measure: Number	Foundation Records for SHARE Training Programs	CVAR COO	Ongoing/Quarterly and Annual Analyses	20	20/20	20/0	20	20

OUTPUT 2: The implementation of a visual and creative arts programme, which will increase the awareness of the islands shared cultural heritage to members of the Cypriot community through art exhibits and displays and events - emphasizing multiculturalism and diversity.

Baseline: Lack of systematic dedicated programmes with the theme of art and culture with a focus on conflict resolution.

Targets: Steady increase in the number of events, participants and number of media appearances that support awareness of shared cultural heritage and the value of multiculturalism.

Performance Indicator	Source	Indicator Definition and Unit of Measurement	Data Source/ Method/ Approach of Data Collection or Calculation	By Whom	Schedule/ Frequency of Data Acquisition	2013 Target/ Actual	2014 Target/ Actual	2015 Target/ Actual	2016 Target/ Actual	2017 Target/ Actual
Participation	SHARE/ CVAR	Definition: Increase the participation in the events of new (as opposed to repeat) participants	Measure new participants in each event	CVAR/SHARE event organizer	Quarterly/ Annually	20/2	50/30	70/979	100	100
Public Events	USAID PMEP	Definition: Number of events, trainings, or activities for the public. Unit of Measure: Number	Event Organizer/SHARE Event Evaluation Forms/Every Event	SHARE/Event Organizer	Ongoing/Quarterly and Annual Analyses	6	36/5	48/46	60	72
Key People Events	USAID PMEP	Definition: Number of events, trainings, or activities that include policy makers. Unit of Measure: Number	Event Organizer/SHARE Event Evaluation Forms/Every Event	SHARE/Event Organizer	Ongoing/Quarterly and Annual Analyses	2	12/6	16/0	20	24
People Attending Events	USAID PMEP	Definition: Number of people attending events, trainings, or activities. Broken down by gender and community. Unit of Measure: Number	Event Organizer/SHARE Event Evaluation Forms/Every Event	SHARE/Event Organizer	Ongoing/Quarterly and Annual Analyses	GC: 160 TC: 160 M: 130 F: 190 New:	GC160/277: TC:160/173 Foreign: 75 M: F: New: 80	GC:3.263 TC:674 F:77 M:2.010 W:2.700 New:979	GC: TC: M: F: New:	GC: TC: M: F: New:
Media Appearances	USAID PMEP	Definition: Number of appearances/interviews in/on mainstream media. Unit of Measure: Number	Event Organizer/SHARE Event Evaluation Forms/Every Event	SHARE/Event Organizer	Ongoing/Quarterly and Annual Analyses	6	36	48/144	60	72

Performance Indicator	Source	Indicator Definition and Unit of Measurement	Data Source/ Method/ Approach of Data Collection or Calculation	By Whom	Schedule/ Frequency of Data Acquisition	2013 Target/ Actual	2014 Target/ Actual	2015 Target/ Actual	2016 Target/ Actual	2017 Target/ Actual
Completed Evaluations	SHARE	Definition: A systematic analysis of the impact of a program to determine whether or not it is meeting its intended objectives Unit of Measure: Number	SHARE/Impact Evaluation/One for each Type of Event a Year	SHARE/Event Organizer	Annually	6	6/3	6/5	6	6
CVAR Visitors	CVAR	Definition: Number of visitors to CVAR for any reason broken down by secondary school students, university students, other residents, and tourists. Unit of Measure: Number	CVAR Records	CVAR COO	Ongoing	N/A	9,000/53 4,000/0 14,000/426 16,000/107	18,000/1.085 8,000/0 28,000/3.537 32,000/774	18,000 8,000 28,000 32,000	18,000 8,000 28,000 32,000