Guidelines

Quick Impact Projects

DPKO/DFS GUIDELINES
ON
Quick Impact Projects

Contents:
A. Purpose
B. Scope
C. Rationale
D. Procedures
E. Roles and Responsibilities
F. Terms and definitions
G. References
H. Monitoring and compliance
I. Contact
J. History

ANNEXURES

A. Quick Impact Project Cycle
B. QIPs Suggested Templates

A. PURPOSE

1. These guidelines provide suggested procedures on the identification, selection, approval, funding, implementation, monitoring, closure and evaluation of individual Quick Impact Projects (QIPs) and the overall management of the QIPs programme in missions. These guidelines should be read in conjunction with the DPKO Policy on Quick Impact Projects revised in June 2017.

B. SCOPE

2. These guidelines apply to QIPs funding provided to peacekeeping missions through the assessed budget. All mission staff involved in the identification, approval, and management of QIPs, in the management of the overall QIPs programme within missions, and in the preparation and submission of budget proposals for QIPs funding should be aware of these guidelines which reflect good practice and minimum requirements as set out in the Policy on Quick Impact Projects. While these guidelines are not binding, they should inform the management of QIPs by missions.

C. RATIONALE

3. The initial QIPs Guidelines came into effect on 1 March 2009. Since their adoption, new practices and standards have emerged. In particular, peacekeeping missions have increasingly decentralized the management of QIPs to field offices. The introduction of IPSAS standards also impacted financial management and reporting procedures related to QIPs.

4. Furthermore, reports from the Board of Auditors routinely raised compliance issues. In particular, auditors noted weaknesses in planning and adherence to timeframes; challenges in assessing partners' capacities; as well as inconsistent monitoring and evaluation practices. These lingering challenges warranted the continued need for guidance on the implementation of QIPs

programmes. This new guidance provides additional directions to peacekeepers to better plan QIPs programmes as well as identify, manage, monitor and assess projects more effectively.

D. PROCEDURES

D.1 Programme Management

5. The Head of Mission bears the overall responsibility for the management of the QIPs programme. In accordance with the Policy on QIPs, s/he shall establish a Project Review Committee (PRC), and designate a chair of the PRC as well as an appropriate committee, members of which should include the Resident Coordinator/Humanitarian Coordinator (or designated representative) and/or representatives of relevant UN bodies with programme activities in the country. Representatives of relevant components of the mission should also participate in the PRC, including a representative of the Director/Chief of Mission Support (DMS/CMS), a representative of the Force Commander, a representative of the Police Commissioner, representatives of relevant substantive components and advisors/focal points for cross-cutting issues.

6. The PRC is responsible for selecting and approving projects in line with the priorities identified by the Head of Mission. It nominates project focal points and reviews monitoring reports to assess the quality and timeliness of project implementation. Based on information provided in monitoring reports submitted by the project focal point, the PRC may decide of remedial actions as described under paragraph 31.

7. The Head of Mission should also establish field-level PRCs (FPRC) under the chairmanship of the Heads of Office. To the extent possible, FPRC membership should mirror the PRC composition as suggested under paragraph 5. Based on the size of the field office, its proximity with mission headquarters, the presence – or lack thereof – of key sections and components, its management capacity and/or other local considerations, the Head of Mission should determine the FPRC's level of delegation of authority. In instances when FPRCs do not have the authority to select and approve project proposals but can only recommend them to the PRC, the QIPs Management Team (QMT) should develop mechanisms to ensure the timely submission of proposals endorsed by the FPRC to the PRC as well as their reviews by the PRC.

8. The Head of Mission shall designate a relevant section responsible for the overall management of the QIPs programme and establish within the designated section a QMT responsible for coordinating the identification and management of projects. The QMT acts as a secretariat to the PRC and where applicable FPRCs, by reviewing project proposals prior to their presentation to the PRC/FPRC, recording decisions made by the PRC/FPRC on project approval and monitoring, and archiving electronically all project and programme documentation. The QMT also carries out annual evaluations of the overall QIPs programme in order to assess its efficiency and impact on the target communities.

9. The composition of the QMT should be commensurate with the size and complexity of the QIPs programme. At minimum, the QMT should be comprised of a dedicated programme manager with planning and project management skills and an administrative assistant with finance expertise. Missions should consider allocating engineering and, where available, environmental expertise to the QMT to review proposals and provide technical support to the implementation of projects with an infrastructure component. The QMT and the Finance and Budget section should work closely together in order to ensure an expeditious project implementation.

10. Project focal points are individual staff members assigned by the PRC, or FPRC if relevant, to monitor the implementation of a specific QIPs project, review narrative and financial reports provided by the implementing partner, conduct field visits to assess project implementation and submit monitoring reports to the PRC/FPRC. Project focal points may be situated within any component of the mission. Prior to assigning a project focal point, the PRC/FPRC should obtain written confirmation from their supervisor that the staff: a) understands his/her responsibilities as

part of the implementation and monitoring of the project; b) will be allowed sufficient time to carry out his/her responsibilities along his/her normal duties

D.2 Coordination

11. In line with Section D.4 of the policy, QIPs planning, approval and implementation should benefit from consultation with local stakeholders, mission components, and UN Agencies, Funds and Programmes (AFPs) in order to avoid duplication. During the planning phase, the designated section and the QMT should ensure that QIPs priorities do not duplicate long-term and humanitarian activities and avoid undermining UN and humanitarian plans. Similarly, the identification and approval of projects should be informed by risks of duplication. Therefore, entities submitting proposals should provide information on similar interventions being implemented in the target community (see template B. 1. Quick Impact Project Proposal). Teams conducting initial assessment visits as well as QMT and PRC/FPRCs reviewing proposals should also assess and document any evidences – or lack thereof – of duplication (see templates B. 2 – Initial Site Visit Form and B. 3 Assessment Checklist Form).

D.3 Programme Planning

12. As per the QIPs Policy, the Head of Mission shall set at the beginning of the fiscal year priorities for geographic and thematic focus, and review these priorities on a regular basis. The prioritization process should take into account the unique nature and mandate of the mission, changes in the operating context, findings from gender and conflict analyses, where available assessments of environmental impact and the overall mission plan and broader strategies for community outreach including participatory processes that reach or are accessible to women and girls. QIPs priorities should take into account priority objectives established under UN and humanitarian plans to avoid duplicating and /or undermining them. QIPs priorities shall be communicated to all sections and components within the mission to ensure the alignment of project proposals submitted to the PRC and/or FPRCs.

13. Based on the priorities established by the Head of the Mission, the QMT should establish geographical and thematic targets as well as a timeline for the completion of the QIPs programme. Targets could consist of percentages and/or numbers of projects to be identified in given regions and/or thematic area as outlined in mission's priorities. In particular, the QMT should allocate portions of the total QIPs funding in accordance with the set geographical and/or thematic targets. This allocation will guide the PRC and the FPRCs – in instances where FPRCs have full approval authority – in their review process. The timeline should provide targets for the identification, approval and completion of projects as well as the obligation of QIPs funding. This could look as simple as the table below but could also be disaggregated by thematic and geographical areas or community groups being targeted (e.g. children, women, youth, etc.). In line with the DPKO-DFS Policy on Gender Responsive U.N. Peacekeeping Operations, QMTs should ensure targeting of 15% funding for projects that support women's participation in the peace process or build women's participation and support in the mission's mandate. This information should be updated on a quarterly basis and shared with the Chair of the PRC and FPRCs, the Head of Mission, the DSRSG/RC/HC, the authorized official in this case the Directors and Chiefs of Mission Support (DMS/CMS) or Officers-in-Charge and Policy and Best Practices Service (PBPS)/Field Budget and Finance Division (FBFD) focal points at Headquarters.

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
# or % of projects identified				
# or % of projects approved				
# or % of projects under				

priority 1				
# or % of projects under priority 2				
% of QIPs funding allocated				

14. QIPs can constitute an excellent tool to support missions' community engagement strategies in particular during drawdown phases. Therefore, the determination of project types and targets should be informed by the findings of local perception surveys, findings of internal and external evaluation reports and gender-sensitive conflict analyses. In missions with environmental capacity, results of assessments of environmental impact should also guide project identification and approval.

15. All QIPs should follow a basic project implementation cycle that involves:

- Identification and Review

- Selection and Approval

- Implementation and Monitoring

- Closure and Evaluation

Financial management and reporting procedures occur throughout the QIPs cycle. Please see Annex A for a flowchart of the QIPs cycle.

D.4 Project Identification and Approval

16. Projects are generally identified by the following entities:

- Identification by a local community or external implementing partner of a project and submission by them of a project proposal to the mission.
- Identification by the mission of a project and an internal implementation capacity (i.e. a mission component);
- Identification by the mission of a project and subsequent identification of an external implementing agency (i.e. an NGO, contracting company, UN agency or other); or

17. Any section or component in the mission may identify a possible project or support a potential implementing partner to develop a project proposal. In any case, mission sections and components should seek guidance from the QMT on eligibility criteria and approved mission priorities prior to developing a full proposal.

18. Once a project has been identified, a project proposal should be prepared and sent to the QMT for review together with cost estimates. The QMT should ensure that the proposal meets minimum requirements:

- Proposed project meets one or more of the three criteria in paragraph 9 of the DPKO Policy on QIPs.
- Proposed project has the overall characteristics of a QIP as outlined in paragraph 10 of the Policy on QIPs.
- Proposed project is in line with the priorities set by the Head of Mission.
- Proposed project does not duplicate nor undermine ongoing interventions from other mission's components and/or UN country team members or their partners.
- Proposed activities do not constitute mandated tasks which could be governed by relevant guidance on programmatic activities funded through assessed contributions.
- Proposed project is necessary and/or useful for the beneficiaries it targets.
- Proposed project takes into account the needs of men and women and outlines the potentially different benefits and/or access for men and women.

- Proposed project takes into account any potential impact on the environment e.g. natural resources such as land and water, as well as any risks related to waste disposal.
- Cost estimates are reasonable (advice should be sought from the relevant section, e.g., engineering, logistics, finance, procurement, etc., when these components are not represented on the QMT).
- Consultations with representatives of appropriate national/local authorities have taken place.
- Consultation of the beneficiaries taken place and their inputs incorporated in the project design.
- A clear monitoring and reporting schedule including a timeline for financial reports is included in the proposal.
- Proposed project clearly articulates measures to ensure the visibility of the intervention at community level.
- Projects can realistically be implemented within a six-month timeframe and adequate contingency for the implementation of administrative and financial procedures has been factored into the project timeframe

19. In particular, the QMT should ensure that the proposed implementing partner has the capacity to implement the project in a timely manner or that adequate capacity-building support is built into the proposal. Elements of capacity include demonstrated availability of skills, capacity and resources to undertake and meet project delivery requirements, willingness to adhere to United Nations organization's standards and requirements, existence of adequate internal control mechanisms and successful experience implementing similar projects through QIPs or other sources of funds. The QMT should build and maintain a database of QIPs partners to inform future assessments of partner's actual capacity. Partners with poor implementation records should be barred from future projects.

20. The QMT should ensure that an initial site visit is conducted by representatives of the mission, to assist in verifying whether the project meets minimum requirements. This site visit may be conducted by the QMT, if the proposal was submitted directly by an implementing partner, or by the proponent section or component Assistance of concerned technical components may be solicited when required. (see Annex B, Template 2: Assessment and Monitoring Form).

21. The QMT or the proponent section/component should document its assessment of the project by filling and signing an Assessment Checklist (see Annex B, Template 3: Assessment Checklist).

22. The QMT should provide written notice to applicants when minimum requirements have not been met. The QMT should submit to the PRC or FPRC all proposals meeting the minimum requirements for consideration along with a signed Assessment Checklist. The PRC or FPRC should consider these proposals within two months of initial receipt by the QMT

23. The Chair of the PRC or FPRC should convene the committee as necessary on the advice of the QMT. Due notice should be given to PRC members to allow sufficient time to review proposals on the docket

24. The PRC and/or the FPRC will select and approve projects within the overall budget available for QIPs and based on an assessment of which project proposals best meet the priorities set by the Head of Mission and best fit broader mission strategies for community outreach. When selecting projects, the PRC and/or FPRC should take into consideration planning targets established by the QMT (see paragraph 13).The PRC and/or FPRC should document their criteria for selecting or rejecting a proposal through the Assessment Checklist (see Annex B, template 3)

25. As members of the PRC and/or FPRCs, the Resident Coordinator / Humanitarian Coordinator (or designated representative) and/or representatives of relevant UN bodies with programme activities in the country should advise the PRC/FPRC on whether projects are in line with broader strategies of UN actors or national authorities and highlight potential risks of duplication with the activities of other actors in these fields. All PRC or FPRC members should review project proposals and suggest amendments as necessary.

26. The PRC or FPRC may select a proposal in its original form or in an amended form. Depending on project total cost and the capacity of the implementing partners, the PRC may decide in how many instalments the funds should be released. Projects that have been amended should be accompanied by an amended budget as appropriate. The QMT should provide written notice to applicants that have not been selected by the PRC.

27. Upon approval of a project, the PRC or FPRC should assign a project focal point responsible for monitoring the implementation of the QIP. When a mission component is implementing a project, the PRC should assign a project focal point from a different mission component to monitor the project. In assigning a project focal point, the PRC or FPRC should take into account his/her capacity and availability to effectively monitor the implementation of the project. The QMT should document in writing the approval of the project focal point's supervisor to carry out this additional duty

D.5 Project Implementation and Monitoring

28. The QMT should communicate a list of approved projects to the Mission Senior Management Team and prepare an MOU for each project, which should be signed by the authorized official and the implementing partner (see Annex B, Template 4: Memorandum of Understanding). Upon receipt of the signed MOU, the Budget and Finance Section should raise an obligation in the entire amount of the MOU in Umoja to ensure funds are reserved.

29. Once the initial instalment has been transferred, the implementing agency will have six months to complete the project. The Budget and Finance Section should inform the QMT that the project has been funded, and the QMT should assign a project number and maintain records of the status of the project (see Annex B, Template 5: Record of Ongoing and Completed Projects).

30. Project focal points are responsible for monitoring project implementation on a regular basis in accordance with the project monitoring and reporting schedule agreed upon with the implementing partner and attached to the project proposal. At a minimum, mission focal points should conduct one mid-term monitoring visit. Each visit should be recorded in a Project Monitoring Form highlighting progress made, impact for beneficiary communities and potential issues affecting the timely completion of the project (see Annex B, Template 2: Assessment and Monitoring Form). For construction and rehabilitation projects, Engineering Section should take part in the site visit. All Project Monitoring forms should be submitted to the PRC through the QMT.

31. The QMT may raise any problems with individual projects identified through project monitoring with the PRC for a decision on remedial action, including possible action to recover funds used inappropriately.

D.6 Visibility

32. The QMT and the mission focal point should work with the Strategic Communication and Public Information (SCPI) component to ensure that successfully completed projects are publicized appropriately. Furthermore, visibility elements – i.e. projects signs and banners or radio messages) should be identified in the project proposal and, where possible, reviewed by SCPI officers. Adequate financial resources should be allocated in the budget to promote the project's visibility.

33. Missions should capitalize on QIPs launching and handover ceremonies to effectively communicate on key missions' activities and concerns related to mandated tasks and/or the broader peace process in line with the overall missions' communication strategies

D.7 Financial Management

34. The Directors and Chiefs of Mission Support (DMS/CMS) at United Nations Peacekeeping Missions and Officers-in-Charge appointed to these functions have delegated authority from the

Assistant Secretary-General, Controller for the financial aspects of the projects and act as certifying officers for individual projects. The total cost of any individual project should not exceed $50,000, unless prior authorization has been obtained from the Controller.

35. Once the PRC or FPRC approves a project the QMT should prepare the request for disbursal of the first instalment. This request should be made in accordance to the PRC's decision on the number and size of instalments. The PRC may want to consider more than two instalments for new implementing partners as a risk mitigating measure. The Budget and Finance Section should obligate the full amount of the approved QIPs budget in Umoja.

36. The release of subsequent instalments should follow a request from the implementing agency to the authorized official, accompanied by a signed list of expenditures with original receipts and a signed Project Monitoring Form. The authorized official shall authorize the release of remaining funds after invoices for the first instalment are accounted for by the Budget and Finance Section. Under Umoja, advance payment for QIPs project is directly charged to the commitment/obligation and recorded as expenditure. Upon receipt of the invoices (duly verified/certified by the Mission Responsible Section) in support of the payment of first installment the Finance Section shall reconcile with the payment made for the first installment/advance. The difference (over or under) of the first installment will be adjusted against the final payment of QIPs amount and be charged the obligation raised for the QIPs and issue the net balance of second installment The same procedure should apply to subsequent instalments for projects with more than 2 instalments.

37. If a mission component implements a QIPs project, then UN financial regulations and rules should apply unless specific exceptions have been sought and authorized by the authorized official Implementing agencies shall be governed by their own rules provided that these rules are considered reasonable by the Budget and Finance Section.

38. If additional funds are needed above and beyond those originally requested, the implementing partner should provide a justification and amended budget for supplemental funds to the PRC. The amended budget should not exceed $50,000 as described in paragraph 34. If approved, any changes to the scope, timelines and cost of the project should be documented as an amendment to the original MOU signed between the mission and the implementing partner.

39. The authorized official should regularly review the status of the financial aspects of the QIPs and raise any concerns with the PRC for action. In instances when the PRC or the FPRC deems the project implementation unsatisfactory and requests the recovery of funds provided to the implementing partner, the QMT should work closely with the Office of Legal Affairs to initiate the process

40. Upon project closure, a final site-visit should take place and a Project Closure and Evaluation Form (see Annex B, Template 2) should be completed by the mission focal point and submitted to the PRC and QMT for records and archiving. Any relevant handover documentation should also be provided to local authorities at this time as appropriate

41. A financial report with signed final list of expenditures with receipts should be submitted by the implementing partner to the authorized official, who authorizes the Budget and Finance Section to clear the final advance against the implementing partner in the financial statements, charging the obligation raised.

D.8 Programme Evaluation

42. The QMT should carry out an annual evaluation of the overall impact and management of the QIPs programme. The QMT should develop terms of reference as per the format suggested under Annex B, Template 6: Annual Evaluation Report Format. Evaluation findings should be shared with the Mission Senior Management Team and the Civil Affairs Team in DPKO-DFS/DPET

43. The QMT may periodically facilitate an external evaluation of the impact of the QIPs programme. Requests for consultancy funds for external evaluations should be part of the regular budget submission and should not exceed $20,000 or 2.5% of the overall budget per evaluation whichever amount is greater, and will be subject to General Assembly approval. Upon budget approval, the QMT should develop terms of reference for the external consultant (see Annex B, Template 7: Terms of Reference for External Evaluation)

44. Evaluation findings should assess actual benefits to the population as well as impact on public perception of and support to the mission's mandate or the peace process. They should also provide missions' senior management and QMTs with critical information to review project selection and implementation processes, improve the overall programme management and mitigate risks. Evaluation findings should also inform the justification for QIPs funds for a third year and beyond. Therefore, the evaluation should be timed so as to inform the preparation of mission budget submissions.

45. QMTs should share reports of internal and external evaluations with the Civil Affairs Team in DPET. This will ensure that lessons learned are shared across missions and integrated into future guidance documents.

E. ROLES AND RESPONSIBILITIES

46. The Head of Mission shall be responsible for the establishment and effective functioning of appropriate QIPs planning, management and evaluation mechanisms.

47. The authorized official shall be responsible for ensuring that expeditious arrangements are in place for the approval of MOUs and the disbursement of funds in compliance with financial regulations and rules.

48. The Chief of Staff shall be responsible for issuing and disseminating a Standing Operating Procedure clearly outlining governance mechanisms, roles and responsibilities for the planning, management and implementation of QIPs.

49. The chair of the PRC or where applicable the chair of the FPRC shall be responsible for convening the PRC in a timely manner and ensuring that project approval and monitoring comply with this Policy.

50. The QIPs Programme Manager in the QMT shall be responsible for implementing adequate planning, management and reporting procedures of the QIPs programme. S/he shall provide effective secretariat services to the PRC and where applicable to the FPRC. These services shall entail keeping records of all PRC/FPRC decisions and key project documents.

51. Project focal points shall be responsible for ensuring adequate liaison with implementing partners, monitoring the implementation of approved projects and reporting progress to the PRC.

F. TERMS AND DEFINITIONS

None

G. REFERENCES

Normative or superior references

A. DPKO-DFS Policy on Quick Impact Projects, 2017

Related procedures or guidelines

None

H. MONITORING AND COMPLIANCE

52. These Guidelines are non-binding but should guide the development of mission-level SOPs in line with the QIPs policy. Heads of Missions and relevant sections responsible for QIPs management should monitor the attainment of targets set under paragraph 13.

I. CONTACT

53. The contact for these Guidelines is the Civil Affairs Team in the Policy and Best Practices Services, Policy, Evaluation and Training Division, DPKO-DFS.

J. HISTORY

54. These guidelines were approved on 1 March 2009 and shall be reviewed no later than 1 October 2020.

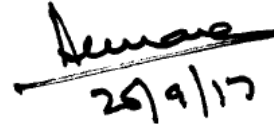APPROVAL SIGNATURE:

DATE OF APPROVAL:

SEP 2 2 2017

APPROVAL SIGNATURE:

26/9/17

DATE OF APPROVAL:

Annex A: Quick Impact Project Cycle

Identification and Review

- Project identified by mission component or implementing partner
- → Project proposal prepared according to template
- → Proposal sent to QMT

- QMT provides written notice to applicant ← **Proposals not meeting minimum requirements** ← QMT ensures min. req. are met, incl site visit, see template on Initial Site Visit
- → QMT recommends to Chair of PRC to convene PRC to select proposals

Selection and Approval

- QMT provides written notice to applicant ← **Proposals not selected** ← PRC selects and approves proposals and assigns monitoring unit
- → PRC informs QMT of approved proposals

Implementation and Monitoring

- QMT prepares MOUs for approved proposals
- → MOU signed by DMS/CMS and implementing partner
- → DMS/CMS releases up to 80% of funds

- Monitoring unit conducts site visit, reviews project and prepares Project Monitoring Form according to template
- → Form sent to QMT, QMT forwards the review to the DMS/CMS
- → DMS/CMS releases remaining funds

- Form sent to PRC. PRC decides if remedial measures necessary

Closure and Evaluation

- Following site visit, monitoring unit prepares Project Closure and Evaluation Form according to template
- → Project Closure and Evaluation Form sent to QMT
- → QMT maintains record of Ongoing and Complete Projects

Reporting

- PRC reviews Project Closure and Evaluation Forms. Provides annual evaluation per template
- Mission prepares annual report

Annex B: QIPs Suggested Templates

These templates have been developed to assist missions with the rapid establishment and effective management of their QIPs programme and may be adapted for use as necessary.

There is no requirement that these templates be used.

Templates include:

1. Project Proposal and Advice for Applicants

2. Assessment and Monitoring Form

3. Assessment Checklist

4. Memorandum of Understanding with Implementing Agency

5. Record of Ongoing and Completed Projects

6. Annual Evaluation Report Format

7. Terms of Reference for External Evaluation

Template 1: Quick Impact Project Proposal

<u>**Advice for Applicants:**</u>

Proposals are invited for small-scale projects that support the peace process, support implementation of the mandate of the peacekeeping operation. Projects should not exceed $50,000 in value, and should be implementable within 6 months. Projects may take a variety of forms, including limited infrastructure-related projects, the provision of equipment, short-term employment-generating projects, non-recurrent training activities, the holding of confidence-building or similar fora, and so on.

Projects that meet the minimum criteria (including a realistic budget, and submission by a reputable organisation) will be considered by a project review committee within the mission, following an initial visit to the project site by a mission representative. The committee will decide which projects best meet the priorities of the mission within the funds available for these purposes. <u>There is no guarantee that projects submitted will be selected, even if they meet the minimum criteria</u>. The applicant will be notified in writing by the mission of the decision of the committee. The project may be amended by the committee before approval.

If the project is selected, the implementing agency will be asked to sign a Memorandum of Understanding with the mission, and project funding will be released in two or more instalments, following monitoring by the mission of successful ongoing implementation and submission of financial reports. Projects <u>must</u> be completed within six months of the release of the first instalment of funds. Implementing agencies must maintain, and submit on request, an up-to-date list of expenditures with receipts. Partners will be usually expected to publicise the project upon completion, in coordination with the mission. Action will be taken to recover funds that are not used in the agreed way.

Project proposals should be submitted to:_____

NAME OF PROJECT PROPOSAL	DATE SUBMITTED
LOCATION	**NAMES OF ANY MISSION REPRESENTATIVES THE PROJECT HAS BEEN DISCUSSED WITH** (if relevant)
APPLICANT (Organisation, name and contact details)	
TOTAL COST IN US DOLLARS (Attach cost estimates in US dollars only, and any relevant information)	

BRIEF DESCRIPTION OF THE ORGANISATION (Including the number of members and the status of the organisation, e.g. NGO, community organisation, UN agency, mission component. Describe or any similar projects previously implemented by the organisation.)

HAS A SIMILAR REQUEST BEEN SUBMITTED TO OTHER DONORS? IF YES, GIVE DETAILS

IN THE EVENT OF CO-FINANCING, PROVIDE CONTACT DETAILS OF OTHER DONOR(S)

DESCRIPTION AND TIME-LINE OF THE PROJECT (Provide details and sequencing of activities that would be undertaken, any separate phases of the project, materials that would be used, how long the project would take and plans to involve the community at various implementation stages.)

PURPOSE OF PROJECT (Describe the beneficiaries of the project, define the target community groups (youth, women, children, etc.), how many there are (disaggregated by sex and other diversifying factors), and how they would be affected including differential impacts on women and men of different ages. Describe how the project would support the peace process, support implementation of the mandate of the peacekeeping operation, or address immediate needs of the population. Describe any foreseen potential environmental and/or socio-economic impact the project and any mitigation measures. Describe the outcomes of the project and the concrete measures of success.

COHERENCE WITH EXTERNAL ACTIVITIES Describe relevant interventions in the target community that the project will complement; highlight similar projects being undertaken in the same community.

CONTACT DETAILS OF ANY REPRESENTATIVES OF NATIONAL OR LOCAL AUTHORITIES THE PROJECT HAS BEEN DISCUSSED WITH

ACTIVITIES THAT WOULD BE PLANNED TO PUBLICISE THE PROJECT

PROPOSED MONITORING AND REPORTING SCHEDULE

REMARKS

I / We hereby undertake to use the funds, if granted, for the abovementioned purposes only.

NAME_____

SIGNATURE_____

UNCLASSIFIED

Template 2: Assessment and Monitoring Form

General Information

NAME OF PROJECT PROPOSAL	DATE OF VISIT
LOCATION	**STAFF MEMBER VISITING** (name, signature and contact details)
APPLICANT OR IMPLEMENTING PARTNER (organisation, name and contact details)	
BRIEF DESCRIPTION OF PROJECT	

PART A: To be filled during initial assessment visit

DO THE PROJECT PROPOSAL AND BUDGET SEEM REALISTIC? DOES THE APPLICANT ORGANISATION APPEAR TO BE CAPABLE OF IMPLEMENTING THE PROJECT? ARE THERE ANY FACTORS THAT MIGHT DELAY IMPLEMENTATION WITHIN 6 MONTHS OF THE RELEASE OF FUNDS?
DOES THE PROJECT APPEAR TO BE NECESSARY / USEFUL? HOW MAY IT POSITIVELY IMPACT ON ATTITUDES TOWARDS THE MISSION, ITS MANDATE OR THE PEACE PROCESS? CAN IT DUPLICATE OR UNDERMINE ONGOING INTERVENTIONS BY OTHER ACTORS?   (include your assessment, as well as any relevant comments made by applicant, beneficiaries – women and men, or community representatives spoken to at the site)

BASED ON YOUR CONSULTATIONS WITH APPROPRIATE REPRESENTATIVE(S), PLEASE EXPLAIN THE POSITION OF LOCAL AUTHORITIES TOWARDS THE PROJECT

Part B: to be filled for monitoring visits following the approval of the project.

REASON FOR VISIT (routine follow-up, in response to request for release of further funds, etc.)
FOR CONSTRUCTION PROJECTS ENGINEER STAFF ACCOMPANYING (name, ID number and signature)
DATE OF LAST VISIT

MAIN ACHIEVEMENTS	
IS THE PROJECT PROCEEDING ACCORDING TO THE MOU? (yes / no)	**IS THE PROJECT LIKELY TO BE COMPLETED WITHIN REQUIRED 6-MONTH TIMEFRAME?** (yes / no)

DESCRIBE THE KEY ACHIEVEMENTS SINCE THE LAST VISIT   **1.**
COMMUNITY FEEDBACK   (Discuss community' satisfaction with the project and relations with the implementing partner)

FINANCIAL STATUS	
IS A SIGNED LIST OF EXPENDITURES TO DATE ATTACHED, WITH RECEIPTS? (yes / no. n.b. the list should be signed by a representative of the implementing partner)	**DOES THE LIST OF EXPENDITURES APPEAR TO MATCH CONDITIONS AT THE SITE** (yes / no)

COMMENTS & RECOMMENDED FOLLOW-UP ACTIONS (any matters newly arising that have a bearing on the implementation of the project or its likely impact, any problems relating to the implementation of the project that need to be addressed by the PRC or others, any discrepancies between the list of expenditures to date and conditions at the site.)

Part C: to be filled upon completion of the project as a final evaluation

HAS THE PROJECT BEEN SATISFACTORILY COMPLETED? (yes / no)	**WAS THE PROJECT COMPLETED WITHIN REQUIRED 6-MONTH TIMEFRAME?** (yes / no)
IS IMPLEMENTING PARTNER RECOMMENDED FOR FUTURE COOPERATION? (yes / no)	**IS A FINAL SIGNED LIST OF EXPENDITURES ATTACHED, WITH RECEIPTS?** (yes / no. n.b. the list should be signed by a representative of the implementing organisation)

EVALUATION OF PROJECT IMPLEMENTATION (How well was the project implemented? Has the work been done to a high standard? Did the implementing partner carry out its work efficiently? Does the list of expenditures appear to match conditions at the site?)

EVALUATION OF IMPACT   (has the project been useful to the population? has it affected attitudes towards the mission, its mandate, or the peace process in the manner intended? Include your assessment and any comments made by beneficiaries, community representatives, implementing partner, or national authorities spoken to. Include details of any events undertaken to publicise the project and of any media coverage of the project. Attach press clippings or relevant info as appropriate.)

LESSONS LEARNED, GOOD PRACTICES IDENTIFIED, AND RECOMMENDATIONS

Template 3: Assessment Checklist

This form should be filled by the QMT and the PRC to document the review of the proposal.

	ANSWER Yes - completely Mostly Partly No - not at all	**COMMENTS** (compulsory for all answers)

Title of the project						
QIP Policy Eligibility Criteria						
1	The proposal meets one or more of the criteria outlined in section 8 of the policy					
	If yes, please which ones:					
2	The proposal meets the description of a QIP as outlined in section 9 of the policy					
3	The proposal targets mandated tasks					
	If yes, please which ones and consider for programmatic funding instead					
Alignment with Mission Priorities						
The goals and objectives are …						
4	… in line with Mission Priorities as established by the Head of Mission					

5	Specify which priorities (geographical and/or thematic)		
Coherence with Mission and UNCT Projects			
6	The proposal does not duplicate ongoing Mission's projects		
7	The proposal does not duplicate or undermine ongoing UNCT and/or HCT projects		
Description of the project			
Community Needs and Participation			
8	The proposal identifies specific community needs that it seeks to address		
	Specify which needs		
9	Relevant local authorities were consulted in the development of the proposal		
10	The proposal includes elements of community participation in the implementation and monitoring of the project		
Conflict sensitivity			
11	The proposal takes into account conflict dynamics in the area		
12	The proposal adopts a Do no Harm approach and considers the potential for conflict as a result of its implementation		
Gender sensitivity			
13	Men and women were consulted separately in the development of the proposal (e.g. choice of location, methodologies used for outreach, differential priorities informed the project design, etc.)		

14	The proposal takes into account the different needs of men, women, boys and girls		
15	The proposal takes into account how men, women, boys and girls will access the proposed services or use the proposed facilities.		
16	The proposed activities target men, women, boys and girls.		
17	The proposal addresses risks and mitigates risks (security, mobility, etc.(identified by women and girls in particular		
Environmental considerations			
18	The proposal includes an assessment of potential environmental impact		
19	The proposal includes mitigation measures for any potential negative environmental impact		
	Specify which impact/mitigation measures		
Implementing Partner's Capacity			
20	The proposal includes information on the partner's: legal status, prior experience in implementing similar projects and working with the target community.		
21	The proposed partner has the financial capacity to implement the project		
22	The proposed partner has basic procedures and internal controls governing payments		
	If mostly or partly to q. 17 and 18, the proposed partner's capacity is reflected in the number of instalments and frequency of monitoring visits		

23	The proposed partner's technical professionals have the skills and experience required for the project		
	If not, the proposal includes capacity building elements to enhance the proposed partner's technical skills		
24	For partner's with QIPs and/or UN experience, the proposed partner successfully implemented and managed prior project (s)		

	V. Cost Estimates		
25	The proposal includes a cost estimate		
26	The cost estimate is below $50,000*		
27	The cost estimate seem realistic		

	V. Project Timeline		
28	The proposal includes an implementation timeline		
	The project can realistically be completed within 6 months		
29	The proposal timeline includes contingency for administrative and financial procedures		
30	The proposal includes a monitoring and reporting schedule including financial reporting requirements		

* Unless exception granted by the Controller

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Date:

Name & Title

Signature

Template 4: Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING BETWEEN
UNITED NATIONS MISSION IN _____
AND

_____
(THE IMPLEMENTING PARTNER)

Objective:

1. The principal objective of this Memorandum of Understanding is to establish the terms and conditions under which the UN Mission in _____ and _____ (implementing agency), hereinafter referred to as "the Parties", will cooperate in a coherent manner for the purpose of implementation of the project (see attached), the modalities for the disbursement of funds to finance all or part of the project, the principles which shall govern the execution of the project, and in general the accountability of the implementing agency.

2. The parties shall consult each other regularly and shall make available to each other all information and assistance reasonably requested to carry out the objective of this Memorandum of Understanding.

Disbursement of funds:

3. For the purpose of effective implementation, a project proposal describing the objectives to be achieved and the activities to be undertaken under Quick Impact Project financing, together with the cost plans, shall be developed by the implementing agency, and reviewed by the mission (ensuring full coordination with other agencies). The project proposal shall provide all the information needed for the purpose of project monitoring.

4. If the project is selected by the mission, an amount not exceeding 80% of the total cost of the project (at the discretion of the mission) shall be paid to the implementing agency immediately following signing of this MOU. The balance shall be paid in one or more separate instalments (at the discretion of the mission), upon request by the implementing agency, and following monitoring of the implementation of the project by a mission representative. The implementing agency shall also submit to the mission a signed list of expenditures to date, with receipts.

5. The implementing agency shall not enter into commitments nor assume any liability on behalf of the mission in excess of the amounts transferred for the project.

Financial Administration:

6. The implementing agency shall be responsible and accountable to the mission for the efficient financial management and utilization of the funds received.

7. The implementing agency shall maintain financial and accounting documents concerning projects financed through the Quick Impact Projects fund, including an up

to date list of expenditures. The implementing agency shall make available to the mission, upon request, all relevant financial information concerning the project. Payment of the second and subsequent instalments is conditioned to the submission of financial reports. Any unspent balance remaining upon the completion of the project shall be credited by the implementing agency to the mission.

Monitoring:

8. A component of the mission or project focal point will be designated to monitor implementation of the project in line with the project monitoring and reporting schedule. The project focal point shall have the right at any time to inspect and evaluate the implementation of the activities. The implementing agency shall make all arrangements necessary to facilitate such inspection and evaluation.

Coordination of Activities:

9. In order to avoid duplication or waste, the implementing agency shall ensure that activities financed from the Quick Impact Projects fund are fully coordinated with any other projects of the agency.

Settlement of Disputes:

10. Any issue, controversy or dispute between the mission and the implementing agency arising out of, or relating to, the interpretation or application of this MOU shall be settled amicably by negotiations between the Parties or through conciliation and, failing settlement by either of these means, by arbitration.

Privileges and Immunities:

11. Nothing in, or relating to, the provisions of the MOU shall be deemed a waiver of the privileges and immunities of the United Nations under the Convention on the Privileges and Immunities of the United Nations.

Termination:

12. This MOU may be terminated by either party on one month's written notice to the other party, subject to the continuance in force of paragraph 16 below.

13. On termination of this MOU, the outstanding funds shall be returned to the mission. If the implementing agency has expenditures to be satisfied from such funds, incurred before the date of notice referred to in paragraph 13 above, the mission can decide that the amount necessary for the purpose can be applied to those expenditures.

Effective Date and Duration:

14. This MOU shall become effective upon signature by duly authorised representatives of the Parties. It shall continue in force throughout the mandate of the UN mission in _____ or until termination of the Quick Impact Project fund, whichever is earlier.

15. In witness thereof, the undersigned, being duly authorised thereto, have signed this Memorandum of Understanding in three copies this ___th day of _____ 200_.

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For the United Nations Mission in _____:

_____
Signature

For the Implementing Agency:

_____
Signature

Template 5: Record of Ongoing and Completed Projects

Project number	Name of project	Location	Implementing agency	Total cost in US dollars	Payment of first instalment		Payment of further instalments		Project completed		Comments
					US $	date	US $	date	Start date	End date	

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Template 6: Annual Evaluation Report Format
(for internal evaluations)

Statistical Overview
Provides information on:
- Number of projects a) submitted to the QMT, b) forwarded by the QMT to the PRC, and, c) approved by the PRC, during the budget period.
- Number of projects currently ongoing, and of these, number that have exceeded three month implementation time-frame.
- Number of projects completed (both the during budget period and since start of QIPs programme), and of these, number completed within 6 month time-frame (both during the budget period and since start of QIPs programme).
- Percentage of total funds for the budget year allocated.
- Include explanation / analysis of any unusually high or low numbers.

Management of the QIPs programme (brief)
- Explain whether project identification has taken place effectively, and assess how proactive different components of the mission have been in identifying diverse projects and/or implementing agencies.
- Evaluate the management of the project review process; including whether projects been handled in a timely and transparent manner by the QMT, with clear instructions to project applicants, good level of coordination with mission and UNCT stakeholders and with good support to the PRC.
- Assess the project selection and approval process; including whether the PRC has met regularly, made effective decisions, and proven effective at avoiding duplication and overlap in relation to other actors.
- Assess the implementation and monitoring; including whether funds have been disbursed in a timely manner by the finance office, whether appropriate follow up has been undertaken by mission components assigned to this task, and whether the PRC or other relevant actors have taken action to mitigate any problems or delays.
- Assess project closure and evaluation, including whether mission components have undertaken visit and evaluation in a thorough and timely manner, and whether the project has been appropriately publicised.

Impact of the QIPs programme
- Based on the evaluations made of individual projects, as well as the overall environment in which the mission is operating, evaluate the overall impact of the QIPs programme in the following areas:
    1. Promoting acceptance of the mandated tasks of the mission amongst the population and/or supporting the credibility of the mission by demonstrating progress in the implementation of these tasks where confidence is lacking.

    2. Building confidence in the peace process, and/or building support for the peace process, including through demonstrating early dividends of stability to the population.

    3. Improving the environment for mandate implementation by generating support for the mission, including through addressing immediate needs of the population.

- Provide a fairly detailed analysis, including examples (with explanation) of particular projects that have had a strong impact, have not had a significant impact, or have had a negative impact.
- On the basis of the above, explain the extent to which the overall QIPs programme has improved the environment for effective mandate implementation.
- Explain to what extent the overall QIPs programme have met the priorities for geographic and thematic focus set by the mission senior management, and how well the programme has fit into the overall mission plan and broader strategies for community outreach. Include analysis of the ongoing validity of these mission priorities, and of the effectiveness of broader strategies for community outreach.

Future confidence-building needs
- If the mission is beyond the second year of mandate implementation, explain whether project funds of this nature are still necessary and for what specific purposes. Explain any particular challenges that make funding of this nature particularly relevant. Explain any other possible sources for funding of this nature, other than through assessed contributions, and steps that would need to be taken to access them.

Best practices, lessons learned, recommendations, observations
- Outline any actions that should be taken to address any problems identified above.
- Outline any lessons that should inform how the QIPs programme is managed in the future.
- Outline any lessons learned that could be useful to other missions in management of QIPs programmes.

N.B. Evaluation report should be sent to the SRSG and shared with DPKO-DFS Policy and Best Practice Service.

Template 7: Terms of Reference
External Evaluation of Quick Impact Projects

1. Background and programme description

Quick Impact Projects are small-scale, rapidly-implementable projects, of benefit to the population. These projects are used by UN peacekeeping operations to establish and build confidence in the mission, its mandate, and the peace process, thereby improving the environment for effective mandate implementation.

Quick impact projects are devised / selected according to one or more of the following criteria:
- Contribution to promoting acceptance of the mandated tasks of the mission amongst the population and/or supporting the credibility of the mission by demonstrating progress in the implementation of these tasks where confidence is lacking;
- Contribution to building confidence in the peace process, and/or building support for the peace process, including through demonstrating early dividends of stability to the population;
- Contribution to improving the environment for mandate implementation by generating support for the mission including through addressing immediate needs of the population.

Quick Impact Projects have the following characteristics:

- small-scale and low-cost;
- designed to be of benefit to the population;
- planned and implemented within a short time frame;
- of a non-recurrent nature, and do not place an unforeseen financial burden on the recipient or create material requirements that cannot be met within the country;
- usually visible to the population;
- done in consultation with representatives of national or local authorities, and, where appropriate, with the participation of local communities;
- done in consultation with Mission components and relevant UN actors, and not duplicative of the programmes of other Mission components, UNCT or other actors (including humanitarian actors);
- selected in an impartial and transparent manner;
- sensitive to considerations of gender, ethnicity, age and vulnerability;
- selected and implemented in accordance with 'Do No Harm' principles;
- sensitive to any potential risks to the population, including risk of conflict or risk of damage to the environment.

2. Evaluation purpose and use

DPKO performance review policy calls for periodic independent external evaluations of its programmes, projects and operations. The results contribute to better informed decision-making, foster an environment of learning by doing and promote greater accountability for

performance. The report of this evaluation is aimed at contributing to better mission and programme planning and results-based budgeting by enhancing the linkages between outputs and outcomes (the intended changes resulting from the QIPs in terms of social cohesion and confidence building). It will also provide (INSERT MISSION'S NAME) senior management and staff with an opportunity to review processes and implementation, to identify lessons, to improve management and mitigate risk.

This evaluation is being undertaken to provide credible and useful evaluative information on the added value of QIP in building confidence in (INSERT MISSION'S NAME) mandated tasks and the peace process.

3. Scope and focus of the evaluation

The Evaluation Team will:
- Assess progress made towards the achievement of results at the outcome and output levels
- Determine if the results contribute to the (INSERT MISSION'S NAME)'s overall goals of peace, security, confidence-building and social cohesion
- Assess the reasonability of the relationship between project costs and results
- Assess performance in terms of the relevance of results, shared responsibility and accountability, appropriateness of design, resource allocation, and informed and timely action.
- Identify lessons learned and provide recommendations for guiding DPKO/(INSERT MISSION'S NAME)'s policies and initiatives, including those promoting gender equality.

The evaluation will cover QIPs implemented (STATE REVIEW PERIOD).

4. Methodology

The evaluation will be based on: (information gathering methods and sampling techniques)
Documents to be assessed:
People to be interviewed:

6. Stakeholder involvement

Stakeholder participation is fundamental to this evaluation. The Evaluation Team is expected to conduct a participatory evaluation providing for meaningful involvement of project partners, beneficiaries and other interested parties. Stakeholder participation is an integral component of evaluation design and planning; information collection; the development of findings; evaluation reporting; and results dissemination.

7. Accountabilities and responsibilities

(INSERT MISSION'S NAME) shall ensure that appropriate administrative arrangements are in place to support the evaluation team. These arrangements include, but are not limited to, access to all documents, individuals and contingents or other formed bodies; the provision of transport and office facilities; and accommodation, where required.

The evaluation team will be subject to the same security rules, procedures and measures for security that apply to all personnel in the mission.

In the capacity of requesting evaluation manager, the Principal Officer supervising the QIPs Management Team will represent (INSERT MISSION'S NAME) during the evaluation.

The requesting evaluation manager coordinates the evaluation and is responsible for:
- Overall responsibility and accountability for the evaluation;
- Guidance throughout all phases of execution;
- Approval of all deliverables; and,
- Co-ordination of (INSERT MISSION'S NAME)'s internal review process.

The Evaluation Team is responsible for:
- Conducting the evaluation;
- The day-to-day management of evaluation activities;
- Regular progress reporting to the requesting evaluation manager;
- The development of findings, conclusions and recommendations; and,
- The production of deliverables in accordance with contractual requirements.

The Evaluation Team will report to the requesting evaluation manager.

8. Evaluation process

The evaluation will be carried out in conformity with the principles, standards and practices set out by DPKO/DFS in the Mission Evaluation Policy document (effective 1 March 2013). The use of any other evaluation tool must be agreed to by the assigned requesting evaluation manager.

9. Evaluation work plan

The Evaluation Team will prepare an evaluation work plan that will operationalize and direct the evaluation. The work plan will describe how the evaluation is to be carried out, bringing refinements, specificity and elaboration to these terms of reference. It will be approved by the requesting evaluation manager and act as the agreement between parties for how the evaluation is to be conducted.

10. Questions and tasks

Statistical overview

Management of the QIP programme
Impact and relevance of the QIP programme
Performance of the Project Review Committee
Performance of the QIP Management Team
Human resources managing the QIP programme (including at field level)
Filing and archiving
Transparency
Future confidence-building needs
Best practices, lessons learned, recommendations, observations

11. Evaluation report

The Evaluation Team will prepare an evaluation report that describes the evaluation and put forward the evaluator's findings, recommendations and lessons learned. The presentation of

results is to be intrinsically linked to the evaluation issues, establishing a flow of logic development derived from the information collected.

Evaluation results are to bring a focus to the factors set out in the above-mentioned approach and methodology.

13. Deliverables

The Evaluation Team will prepare successively:

> 1) an evaluation work plan within XX weeks of the signing of the contract;
> 2) a draft executive report;
> 3) a PowerPoint presentation for senior management for purpose of feedback on the draft executive report; and,
> 4) an evaluation report in accordance with standards identified in the DPKO/DFS in the Mission Evaluation Policy document.

These deliverables are to be:

> Prepared in English;
> Submitted to the requesting evaluation manager of (INSERT MISSION'S NAME) electronically via e-mail in Word for Windows compatible format;
> Five copies in hard copy format are to be submitted.

14. Timeframe
TBD in consultation with Evaluation team

19. Cost of evaluation
See Annex 1.

20. Evaluation team

A highly qualified and committed evaluation team is required to undertake this evaluation in order to develop a high quality and useful report that will provide actionable recommendations. The Evaluation Team will be composed of two members, notably with an experienced Team Leader and an Evaluation Specialist.

The team members will have evaluation experience in gender and/or development and/or humanitarian/emergency fields and prior experience in working with multilateral agencies. Team composition will reflect a very clear understanding of the United Nations system including peacekeeping operations, and human development principles including gender equality and women's empowerment.

The evaluation core team will be responsible for document review, design of case studies, coordinating case studies and contributing to the preparation of the synthesis report.

The combined expertise of the team should include:
- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive and mixed methods
- Previous experience in conducting multi-stakeholder evaluations, evaluation of capacity development initiatives; experience in evaluating UNDAF an asset

- Knowledge of the UN system, UN reform processes and UN programming at the country level, particularly of joint programming policies and processes
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders
- Proficiency in English and country's official language (if different from English); knowledge of local language would be an asset.

To the extent possible, the composition of the Evaluation team should reflect gender equality.

Annex 1: Evaluation Budget