

United Nations
Department of Peacekeeping Operations
Ref.



DPKO Policy Directive

12 February 2007

Quick Impact Projects (QIPs)

Approved by: *Jean-Marie Guéhenno, USG/DPKO*
Approval date: *12 February 2007*
Contact: *PBPS/OUSG/DPKO*
Review date: *12 February 2009*

POLICY DIRECTIVE ON Quick Impact Projects (QIPs)

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

ANNEXURES

None.

A. PURPOSE

1. This policy directive defines the purpose of Quick Impact Projects (QIPs), and describes their nature, scope, value and duration. It outlines principles for programme and financial management of QIPs and provides direction on budgetary issues.
-

B. SCOPE

2. This directive applies to QIPs funding provided to peacekeeping missions through the assessed budget. It does not cover the funds that military contingents themselves occasionally bring to assist their operations or funds provided by bi-lateral donors to the Trust Fund of the mission, which may carry their own requirements for use. However, this policy directive may be used as guidance in the use of these funds.
 3. 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 this policy and are expected to comply with its policy direction.
 4. This directive replaces previous guidance on QIPs issued by DPKO.
-

C. RATIONALE

5. The Report of the Panel on UN Peace Operations (Brahimi Report) (S/2000/809) recommended that a small percentage of a mission's first-year budget should be made

available to the representative or special representative of the Secretary-General leading the mission to fund Quick Impact Projects in its area of operations, with the advice of the United Nations Country Team's Resident Coordinator. This recommendation was supported by the Special Committee on Peacekeeping Operations (A/C.4/55/6). Following four years of implementation, the Special Committee recommended in (A/58/19) that QIPS be extended through a second year of peacekeeping operations, and emphasized that projects should remain in direct support of the mission's mandate. In A/59/417 the ACABQ recommended that the General Assembly consider extending the funding for quick impact projects beyond the initial stages of missions, and that the Secretariat work towards developing a model that would draw on lessons learned and that would not involve the establishment of rigid financial arrangements. General Assembly Resolution A/RES/60/266 of 30 June 2006 on Cross-Cutting Issues emphasized the need for a comprehensive DPKO policy on Quick Impact Projects, including on resource allocations.

6. This policy directive has been developed on the basis of Resolution A/RES/60/266 and draws on lessons learned and good practices identified in the implementation of QIPs to address the following: resource allocations for QIPs, the definition and purpose of quick impact projects, their nature, scope, duration and value, the relationship of QIPs to the programmes of other UN actors in the humanitarian and development sphere, the role of the Mission, UN bodies and other partners in their selection and implementation, and how administrative costs can be minimized and the speed of delivery improved. Accompanying guidelines and templates are also being developed for use by missions. These will outline simple management procedures to facilitate a rapid process of project selection and implementation and a cost-effective means of managing QIPs programmes, whilst ensuring good practice in project oversight.
-

D. POLICY

D.1 Definition and purpose

7. 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.

D.2 Nature and scope

8. Projects shall be devised / selected according to one or more of the following criteria:
 - 8.1 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.
 - 8.2 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.

- 8.3 Contribution to improving the environment for mandate implementation by generating support for the mission including through addressing immediate needs of the population.
- 9 Missions shall set and regularly review priorities for geographic and thematic focus, taking into account the unique nature and mandate of the mission, and in line with the overall mission plan and broader strategies for community outreach. These priorities shall be determined and reviewed regularly by the Mission Senior Management Team.
- 10 Quick Impact Projects have the following characteristics:
- 10.1 small-scale and low-cost;
 - 10.2 designed to be of benefit to the population;
 - 10.3 planned and implemented within a short-time frame;
 - 10.4 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;
 - 10.5 usually visible to the population;
 - 10.6 done in consultation with representatives of national or local authorities, and, where appropriate, with the participation of local communities;
 - 10.7 done in consultation with relevant UN actors, and not duplicative of the programmes of UNCT or other actors;
 - 10.8 selected in an impartial and transparent manner;
 - 10.9 sensitive to considerations of gender, ethnicity, age and vulnerability; and,
 - 10.10 sensitive to any potential risks to the population, including risk of conflict.
- 11 Projects may take a variety of forms, depending on the areas of focus and target communities as defined by the mission, including *inter alia*; limited infrastructure related projects, the provision of equipment, short-term employment-generating projects, non-recurrent training activities, and the holding of confidence-building or similar fora.
- 12 Quick Impact Projects are not intended as humanitarian or long-term development assistance or for use as programmable resources to implement mandated tasks (although they may complement the programme of work of mission components). Their primary purpose should conform to one or more of the criteria outlined in paragraph 8 above. Close coordination with other UN bodies engaged in assistance activities is required through the RC/HC or DSRSG/RC/HC to ensure that approved projects do not duplicate or undermine the humanitarian or developmental activities of other actors.

D.3 Value and Duration

- 13 Individual Quick Impact Projects should not exceed \$25,000 in cost, unless prior authorization has been obtained from the UN Controller to exceed this amount.
- 14 Individual Quick Impact Projects should be completed within three months of disbursement of the first installment of project funding by the mission. Delays in the management or implementation of projects can have an adverse effect on public confidence. Every effort should be made to ensure that the entire project management

cycle (including, *inter alia*, project identification, review and approval, financial disbursement, and evaluation following completion) is completed quickly and without prejudice to good practice in project management.

D.4 Programme Management

- 15 The QIPs programme shall be managed under the overall authority of the Head of Mission, who shall be responsible for ensuring that appropriate, effective and efficient mechanisms for QIPs management and for project selection and monitoring are established within the mission.
- 16 QIPs may be executed by the mission, UN agencies, other international organisations, non-governmental organisations (NGOs) or local organisations.
- 17 Project proposals shall be reviewed for compliance with sections D.1 and D.2 of this policy directive before they are considered for selection. Decisions to select between project proposals shall be determined based on available funds, on the mission specific priorities established by senior mission management, on the quality of the project proposal, and on the capacity of the proposed executing agency. Consultation shall take place with the United Nations Country Team through the Office of the RC/HC or DSRSG/RC/HC so as to ensure that projects do not duplicate or undermine the programmes of UN and other actors operating in the country.
- 18 Within the early days of the mission, priority should be given to identification of a few suitable projects, in order to start the process quickly. Potential projects for this purpose may be identified by the lead elements of the mission in advance of the establishment of a regular mechanism for project selection. At a minimum, consultation on these projects should take place with relevant members of the UN Country Team and with appropriate national / local authorities.
- 19 During implementation and upon successful completion of projects, projects should be publicized as appropriate to the population. As the primary purpose of QIPs is to build public confidence, significant attention should be provided to supporting this programme by the Mission Public Information Office.
- 20 DPKO Guidelines shall be provided to assist missions in the establishment of appropriate and effective mechanisms and procedures for the management of QIPs that is consistent with the requirements of the UN Controller for financial oversight and reporting. These guidelines will outline a basic project implementation cycle that minimizes management procedures and administrative costs and facilitates a speedy process of project selection and implementation whilst ensuring good practice in project oversight.

D.5 Financial Management

- 21 The Director of Administration / Chief Administrative Officer is delegated authority from the UN Controller for the financial oversight of the projects. Authority is delegated by the UN Controller on the basis of Terms of Reference that set out conditions for financial management and reporting. Within the terms of this document, the DOA / CAO shall be responsible for ensuring that expeditious administrative arrangements are in place within the mission to support QIPs.

- 22 Where a project selected is executed through an external agency, the executing agency shall be responsible and accountable to the mission for the efficient financial management and utilization of the funds received.
- 23 Where a project selected is executed through an external agency, an amount equivalent to and not exceeding 80% of the total cost of the project (at the discretion of the mission) shall be paid to the executing agency immediately following signing of a Memorandum of Understanding. The balance shall be paid in one or more separate installments (at the discretion of the mission), upon request by the executing agency, and following monitoring of the implementation of the project by a mission representative. The executing agency shall also submit to the mission a signed list of expenditures to date, with receipts.
- 24 Where a project selected is executed through an external agency, the executing 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 executing agency shall make available to the mission, upon request, all relevant financial information concerning the project.
- 25 Where a project selected is executed through an external agency, any unspent balance remaining upon the completion of the project shall be credited by the executing agency to the mission.

D.6 Budgetary issues

- 26 Programmable resources of this nature tend to be of particular importance during the early phase of the mission. Resources for QIPs may be included in the budget request for the start-up phase and for the first two years of the mission. In the third year of the mission and beyond, funding for a further period should be requested if there is a requirement for confidence-building activities of this nature. An assessment of a further requirement for QIPs should be provided, based on conditions arising or anticipated in one or more of the following cases: new mandate or major revision of existing mandate, expansion of the mission into new geographical areas, new developments in the country resulting in a need for confidence-building activities, or a demonstrable lack or likely deterioration of public confidence in the mission, its mandate or the peace process. In requesting further funds through the assessed budget, missions should indicate that they have actively but unsuccessfully sought sufficient resources for confidence-building purposes of this nature from bi-lateral donors to be administered through the Trust Fund.
- 27 Budgetary requests for QIPs programmes should constitute up to 1% of the requested resources, subject to estimated needs assessment by the respective mission. Where a request for QIPs is included in the budget for the start-up phase, this should not exceed \$100,000.
- 28 All efforts should be made to ensure that QIPs resources are used within the budget period for which they were requested. Significant under-usage of resources within the appropriate time-frame will have negative implications for future QIPs funding requests.

E. TERMS AND DEFINITIONS

F. REFERENCES

Normative or Superior Policy References

- None.

Related Guidance Material and references

- OIOS Report on Military Involvement in Humanitarian Affairs
 - Secretary General's Note of Guidance on Integrated Missions
-

G. MONITORING AND COMPLIANCE

29. Management oversight of QIPs within the mission is the responsibility of the Head of Mission, and may be delegated as appropriate to a responsible senior manager.
 30. Within DPKO, the implementation of this policy shall be monitored by the Evaluation Office of DPKO.
 31. External oversight of QIPs shall be provided by OIOS in accordance with the standard procedures of that office.
-

H. DATES

32. This policy shall be effective on 12 February 2007 and reviewed no later than 12 February 2009.
-


I. CONTACT

33. The contact for this policy is the Civil Affairs Focal Point within the Peacekeeping Best Practices Section, DPKO HQ.
-

J. HISTORY

34. This policy was approved on 12 February 2007 and has not been amended.
-

SIGNED:



DATE:

20 February 2007