



# Quick Impact Projects

A handbook for the military

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<b>ACCP</b>	Africa Conflict Prevention Pool
<b>CIMIC</b>	Civil Military Cooperation
<b>DFID</b>	Department for International Development
<b>GCCP</b>	Global Conflict Prevention Pool
<b>HUMAD</b>	Humanitarian Adviser
<b>IDA</b>	International Development Act
<b>IDP</b>	Internally Displaced Person
<b>JWP</b>	Joint Warfare Publication
<b>LOAC</b>	Law of Armed Conflict
<b>MOD</b>	Ministry of Defence
<b>NGO</b>	Non-Governmental Organisation
<b>PCRU</b>	Post-Conflict Reconstruction Unit
<b>PRT</b>	Provincial Reconstruction Team
<b>QIP</b>	Quick Impact Project



This is a publication of the Department for International Development (DFID), and as such is not part of military doctrine or policy. It has, however, been prepared in consultation with the Ministry of Defence.

## Purpose, layout and use of this handbook

The **introduction** to this handbook sets out the context in which DFID and MOD work together as part of UK Government, as well as briefly describing DFID and its mandate. It also offers a definition of Quick Impact Projects (QIPs) and lays out some principles for the implementation of relief, recovery or reconstruction tasks, which can be done through QIPs in certain post-conflict environments.

**Sections 1-4** provide guidance on identifying and implementing QIPs in conflict and post-conflict situations across the world:

- **Section 1** gives guidance on identifying QIPs.
- **Section 2** outlines the criteria you must meet to obtain DFID funding for QIPs.
- **Section 3** gives advice on implementing QIPs.
- **Section 4** contains instructions for applying for DFID funds and monitoring a project's progress.

The **annexes** include templates that you *must* use for a project for which you want DFID funding, and for monitoring the project's progress. You will be able to type directly into them if you have the CD-ROM carrying the digital version of this handbook.

### QIPs Funding:

A decision on the funding for QIPs will be part of the planning process for the operation as a whole; this will govern whether a budget for QIPs is foreseen as coming from DFID, from the Conflict Prevention Pools, from HM Treasury or from any other source. If there is a DFID budget available, applications made for QIPs funds will nevertheless be judged on a case-by-case basis.

This handbook is not just a guide on how to secure DFID funds; it also provides professional guidance on how to select, manage and assess the impact of projects where it is vital to "do no harm". The guidance set out in this handbook should be relevant however your project might be funded.

Wherever possible, a HUMAD will be deployed to advise and assist UK forces in conflict situations and there will be pre-deployment training by DFID staff. If you don't have direct access to a HUMAD or DFID / PCRU staff member, **refer for advice to the officer responsible for CIMIC (J9) within your unit headquarters**. This is DFID's definitive guide to QIPs and should provide sufficient information to help you submit an acceptable QIP proposal to DFID.

The handbook has been designed to be as practical as possible, so that it can be read from beginning to end or referred to as and when necessary. It is hoped that military staff will find it a valuable resource in theatre, but it can also be used as a pre-deployment training tool. Civil Military Cooperation staff should also be acquainted with its contents prior to deployment.

### The handbook is aimed at:

- **Civil Military Cooperation (CIMIC) staff** who might advise on application for QIPs funds from DFID, the Conflict Prevention Pools (GCCP or ACCP) or other sources;
- **PRT or military unit commanders** in the field;
- **Humanitarian or Stabilisation Advisers** who are deployed to offer support and guidance to UK forces; or
- **DFID field staff or civilian Development Advisers** managing partnerships (eg on QIPs) with the military.

## Context: the UK's international development objectives

The Department for International Development (DFID) is responsible for leading the British government's fight against world poverty and supports long-term programmes to help tackle the underlying causes of poverty. DFID also responds to emergencies, both natural and man-made. DFID's work forms part of a global promise to support progress towards the UN's 'Millennium Development Goals'.

### The UN Millennium Development Goals are:

- To halve the number of people living in extreme poverty and hunger
- To ensure that all children receive primary education
- To promote sexual equality and give women a stronger voice
- To reduce child death rates
- To improve the health of mothers
- To combat HIV & AIDS, malaria and other diseases
- To make sure the environment is protected
- To build a global partnership for those working in development.



DFID is responsible for the UK's overseas development assistance (aid) budget, which was £4.6 billion in 2005/06. DFID is required by law to ensure that all its expenditure complies with the International Development Act (2002), which specifies that no funds may be spent on military equipment of any type, and that all expenditure must be likely to contribute to the overall goal of reducing poverty.

The Act (<http://www.dfid.gov.uk/aboutdfid/devact2002overview.asp>) specifies:

*"The Secretary of State [for International Development] may provide any person or body with development assistance if he is satisfied that the provision of the assistance is likely to contribute to a reduction in poverty."*

In this Act "development assistance means assistance provided for the purpose of furthering sustainable development ... or improving the welfare of the population..." [IDA 2002, Section 1 (1) – (2)].

The Act further states that: *"The Secretary of State may provide any person or body with assistance for the purpose of alleviating the effects of a natural or man-made disaster or other emergency on the population...."* [IDA 2002, Section 1 (3)].

Expenditure under the Conflict Prevention Pools is not governed by the Act.

## Shared Objectives: DFID and the military working together

DFID recognises the importance of working together with other parts of the UK government, including the MoD and the Armed Forces. The growing awareness of the linkages between conflict prevention and poverty reduction, the political context in which humanitarian disasters are addressed, and the importance attached to helping rebuild countries emerging from conflict all serve to emphasise the need for DFID to work effectively with the military. This requires better communication between government departments, and shared systems for analysing conflict, planning operations and measuring success. A number of steps have already been taken to improve joint working, including the creation of a new Cabinet Office Sub-Committee on conflict prevention and reconstruction, the Conflict Prevention Pools and the establishment of the Post-Conflict Reconstruction Unit (PCRU).

Cooperation between DFID and the military may involve joint working at strategic, operational and tactical levels. At the strategic level, this may involve joint assessments and setting shared objectives. At the operational level, planning may be done jointly, and DFID will support pre-deployment training for the military. Tactically, joint working could include the secondment of DFID Humanitarian Advisers (HUMAD) to the military, and/or Quick Impact Projects (QIPs) managed by the military but funded by DFID.

## Quick Impact Projects

Quick Impact Projects (QIPs) are usually short-term, small-scale initiatives that are designed to have an immediate impact contributing to post-conflict stabilisation or recovery. They may also have an impact on longer-term development, and this should be taken into account in the planning stages. Humanitarian and development agencies may fund or implement QIPs as part of their programmes of assistance. For the purposes of this handbook, the term QIPs applies to projects which might be undertaken by the UK military (alone or as part of a coalition or multi-national force).

QIPs may be funded from a number of sources: the military's own funds, cross-Whitehall arrangements such as the Conflict Prevention Pools, or DFID funds. This handbook provides advice on:

- **Circumstances and types of project where QIPs are eligible for DFID support;**
- **How to go about applying for DFID funding in these cases;**
- **Guidance on project design and implementation for QIPs, whether or not DFID funding is sought.**

### DFID funds QIPs in order to:

- meet urgent stabilisation and reconstruction needs in the immediate post-conflict phase;
- support or enhance the wider DFID goal of reducing poverty;
- contribute to the resumption of normal life in post-conflict societies;
- promote employment and boost the local economy; and
- visibly demonstrate the benefits of stability and peace.

The military may also be requested to implement QIPs which address urgent humanitarian needs, but this will be exceptional and should only be at the request of DFID or a humanitarian agency mandated to lead the emergency response.

To be eligible for DFID funding under the Act, QIPs must have a primary purpose of reducing poverty. They may in some circumstances be seen as helping force protection as a secondary benefit.

When implementing QIPs with funding from sources other than DFID, these guidelines should provide a valuable source of advice on effective project design and implementation. This should help to improve the outcomes and sustainability of all QIPs, and ensure that their objectives are consistent with the longer-term development effort.



## When and why might the military implement QIPs?

Military forces have the important job of providing a safe and secure environment in which others can operate. If security is too bad for civilians to be present, the military get tasked with activities beyond this core function, but this should be kept to a minimum in both scope and time.

There are some stabilisation and reconstruction tasks for which the military have specific skills, assets and capabilities. These can be done by the military:

- **when** there is a gap which cannot be filled by another actor
- **where** value is added for the recipient community
- **when** it is acceptable to the local population and culture
- **when** it is planned in such a way to support other assistance efforts
- **where** the military has a specific comparative advantage.

### Stabilisation, or Post-Conflict Peace Support Operations

QIPs are usually planned in post-conflict situations, where the military have a peace support role and DFID (also PCRU and others) is involved in recovery, reconstruction or development activities. Military forces may have a vital role to play in creating the secure environment needed both by the local population and humanitarian and development actors to work. They may also be well suited to undertake certain stabilisation tasks such as repairs to infrastructure or utilities (such as power supplies, water and sewage) and de-mining. Providing logistical support to other actors may also be valuable.

### Humanitarian Relief Assistance

During combat operations, UK troops must abide by the Law of Armed Conflict (LOAC), which includes the obligation to ensure the provision of humanitarian assistance to civilian populations under their control, as well as protection. Outside of this rather particular case, the use of troops for tasks with humanitarian aims will be complicated and controversial:

Military forces should not, if at all possible, be involved in bringing emergency humanitarian assistance to civilians in the immediate aftermath of an intervention where they have been used as an instrument of political power. To do so blurs the identity of military and humanitarian actors, and threatens the principles of independence, impartiality and neutrality. It is not recommended that this type of activity is considered when designing QIPs.

DFID and the MOD will work together to ensure that military involvement is always appropriate, taking into account the humanitarian principles which underlie provisions of the International Development Act 2002, and UK Government interests and objectives as a whole.

In exceptional post-conflict circumstances, when other organisations lack access or capacity, the military may have a role in providing certain kinds of humanitarian relief such as medical services, food, water/sanitation or shelter. Military involvement with these activities, other than obligations under the LOAC, should be requested and sanctioned by the civilian authorities, and coordinated with representatives of DFID wherever possible.

### For detailed policy information on the links between civil and military activities (and the work of MOD and DFID), see for example:

- JWP 3-90 Civil-Military Co-operation
- JWP 3-50 Military Contribution to Peace Support Operations
- JWP 3-52 Humanitarian / Disaster Relief Operations

[www.dfid.gov.uk](http://www.dfid.gov.uk)

<http://www.dfid.gov.uk/news/files/pressreleases/pr-safety-security.asp>

### Getting advice on your circumstances

DFID's decision to provide funding for the UK military to do projects for people in war-affected areas is based on an assessment of need and local circumstances. The guidance contained in this handbook lists criteria that your proposal will be assessed against. However, whatever your sources of funding, DFID is keen to see that the projects are done effectively, and will work with MOD and others to make this happen.

In the first instance, all those with ideas for QIPs should seek advice from military CIMIC staff. They should know if there is a DFID representative (HUMAD or development adviser) in theatre available to assist. If there is not, as a last resort you may have to contact the relevant regional desk or the Conflict Humanitarian and Security Department (CHASE) at DFID in London. Switchboard: +44 20 7023 0000



**When identifying a QIP, you should:**

- **look at the broader post-conflict situation** and ask what the existing humanitarian, stabilisation and recovery priorities are. Coordination with the international community, as well as close consideration of local and national government priorities, ensures the best possible use of limited funds;
- **avoid creating or exacerbating conflicts, jealousies or rivalries** by your selection of beneficiaries, even if a project appears to have a significant short-term benefit;
- **focus on enabling the host community to take responsibility for its own welfare** by encouraging and respecting local needs, priorities and input into change processes, and by supporting legitimate local authorities; and
- **pay as much attention to the process of rehabilitation** as to the delivery of tangible projects. There is no point, for example, rehabilitating a school if there are no teachers or salaries or the situation is so insecure that children can't get to school.

We strongly recommend that proposals be for QIPs in geographic and technical areas in which the military has a comparative advantage. This will usually be in one of the following areas:

**Security Sector Reform**

- Infrastructure projects that support the transformation of a nation's security services. Examples include refurbishing police stations, prisons or courthouses. Activity should contribute to priorities identified by national or UN-led security sector strategies.

**Restoring utilities**

- Water, sanitation, power and telecommunications.

**Rehabilitation and reconstruction**

- Transport infrastructure (such as roads, airports and ports) that facilitates the delivery of humanitarian assistance, the movement of people or the promotion of trade.
- Public buildings (such as municipal buildings, schools and health centres), that help a return to normal life.

**Logistical support to humanitarian agencies**

- (Only at agencies' request.) Support for UN agencies and NGOs carrying out humanitarian interventions. Typically, the military provides personnel and equipment, but there may also be a need for a small QIP budget.

**To be considered for DFID funding, your proposed QIP must:**

- **meet a basic, priority need** (such as shelter, water or infrastructure) and/or **visibly demonstrate the benefits of peace**;
- **help eliminate or reduce poverty** in the communities you propose to work with;
- **deliver immediate benefit to the local population** but be supported by other processes (such as salary payment systems or a secure environment) that ensure sustainability;
- **involve beneficiaries in its design and implementation** and include vulnerable and marginalised groups;
- **facilitate local involvement** in decision making, planning and execution of QIPs;
- **have objectives and an implementation strategy that are culturally and environmentally appropriate**;
- **not contribute to discrimination on the grounds of gender, ethnicity or religion.** If possible, your QIP should promote understanding across ethnic, religious and social divides;
- **complement, not duplicate, other work in the sector**;
- **have an agreed date for financial completion and be cost-effective**;
- **be technically feasible and appropriate**, in terms of available skills, technical personnel and services, equipment and material resources; and
- **follow an assessment of the risk of failure.** The negative impact on campaign authority (and therefore force security) can be very severe if a QIP goes wrong.

**Remember**

- **It is important that QIPs take into account the cultural, political and assistance environment. If in doubt, get advice before proceeding.**
- They should normally take place where other delivery agencies (e.g. civilian) are not in place or able to deliver.
- They only form a part of wider Civil Military Cooperation activity.
- The protection of forces or support for a 'hearts and minds' campaign should not be the primary objective of a QIP – although these may be welcome secondary benefits.
- You should involve DFID in your decision-making process as early as possible.
- Military engagement as part of a humanitarian response must always be as low-key as possible, to avoid confusion between the military and humanitarian agencies (see box on direct humanitarian assistance on page 8).



The military can implement QIPs directly (when military resources repair roads, for example), or indirectly, by managing implementation by a third party (often a local contractor).

**Indirect QIPs are preferable**, as they create job opportunities for the local population, helping it get back on its feet.

However, DFID will consider full implementation by military forces where indirect involvement is not possible – such as when people are otherwise engaged or incapacitated, or the project requires technical expertise that is not available locally.

## Guiding principles

- **Your project should primarily support the humanitarian and development community's efforts.** Be familiar with approaches used by the civilian organisations, seek consultation and fully consider advice in areas where the military has less expertise (refer to your own CIMIC staff for guidance).
- **QIPs should aim to bolster the responsibility or credibility of the local authorities**, so make sure to obtain their endorsement or participation. Failure to do so could result in unintended consequences such as deterioration in security at a later date or creating an aid-dependency culture.
- Interventions must not exacerbate any religious, ethnic or cultural tensions or compromise impartiality. **In respect of this it is important that any military-led QIPs are carried out in uniform.**
- **Be aware that local cultural sensitivities will be different to yours.** Never force people to talk about subjects that might make them uncomfortable. If necessary, direct them to a specialised agency or a Red Cross/Red Crescent representative. Or get in touch with those organisations yourself and suggest they respond to the local need.
- **Bear in mind that many civilians might have suffered traumatic experiences involving the military (national or international).** This includes bereavement, sexual abuse or rape, violence and other forms of abuse. Be prepared, as above, to refer individual cases to other agencies.
- **Always take advice on orphanage projects** – there may be protection issues of which you are unaware.
- **Do not raise expectations that cannot be met consistently over time.** People who are destitute or vulnerable will expect results immediately. They may quickly lose confidence in the absence of visible benefits or, alternatively, become dependent upon what is provided.
- **Include monitoring and accountability.** Apply and insist upon minimum standards of work in the project.

## General guidance

### Take a collaborative approach

- You should consult with all relevant parties, including: DFID, local authorities, international police, international military units and humanitarian, stabilisation and development organisations.
- Liaise with sectoral authorities – such as a Ministry of Health or a sanitation agency – and take part in sectoral (or “cluster”) meetings.
- Never venture into areas where you have no expertise.
- Focus on your QIP's objectives and work with other agencies to meet them.
- Develop a demand-driven approach: let your beneficiaries tell you what they need.
- Engage with and listen to the local population so that it feels able to contribute. Women sometimes find it more difficult than men to contribute.
- Don't just go looking for projects that meet your need. Don't rehabilitate a school just because it is next to your camp, for example.

### Promote complementarity with humanitarian actors

Remember that you are not a humanitarian operator, because military forces are an instrument of political power; your humanitarian counterparts may keep a distance because they aim to maintain an apolitical stance. At the same time, whatever the military can do to promote security and encourage civilian organisations to return will be very valuable and appreciated.



**Ensure maximum benefit**

- Address all aspects of any given project in one proposal. Concentrate on tackling all the essential needs.
- Make your project's parameters clear to all parties – including beneficiaries. How long will it take? How long will it last?
- The best projects are those where a minor input, defined in time and scope, continues to benefit the target group over the long term. A good example is a road repair or building project that creates local job opportunities but also facilitates the resumption of trade.
- Prioritise an area's needs, in collaboration with the population. Don't just select the easiest tasks; they might be the least relevant.
- Ask humanitarian agencies for a local needs assessment and respond accordingly. Repairing a well or road may be more useful than a one-off distribution of food or medicine.
- Be careful not to set up systems that rely on military infrastructure or create a dependency on military staff, resources or specialised equipment.
- Avoid over-commitment of military personnel – what will happen if military forces are pulled out to focus on operational priorities?
- If you donate an item requiring fuel and maintenance, think about who will provide these after the military has left.

**Be aware of cultural sensitivities**

- Don't judge local practices – such as food preparation or construction methods – by western standards, if there is no evidence of detrimental consequences. If in doubt (for example, you want to check if local water is contaminated), get advice, take a practical view and offer alternatives only when absolutely necessary.
- Find out how conflict has affected men and women differently and deal with differences sensitively when consulting the local population. If your project is especially relevant to women, try to include a woman and a female interpreter on your team. It might be better to abandon plans if this isn't possible.
- If you are consulting a group of people, check whether men and women are happy to be consulted together. Ensure that no one group dominates the discussion or speaks for other parts of the community.
- If you are creating job opportunities for women, ask if it will involve culturally inappropriate behaviour or clothing (this doesn't rule out labour intensive projects for women). Or, less obviously, does it increase the burden of labour imposed on women?

**Benefit the whole local community**

- Use local knowledge and dissemination methods to inform the public of your plans and implement your QIP (additional advice can be sought from military Info Ops staff).
- If you are considering using local mosques or churches to distribute information, get advice from a HUMAD, as such activity can easily be misunderstood.
- Always make sure that any project you are rehabilitating benefits the community as a whole. Avoid rebuilding private or individual houses. Make sure any facility is situated on community or government-owned land.
- Ask how your project can benefit the very marginalised, such as widows, the elderly, families headed by women, unaccompanied minors and people with disabilities.

**Reconstructing essential infrastructure or facilities**

- Prioritise infrastructure projects that assist relief operations, stabilisation and regeneration the most, such as bridges, power supplies, water and sewerage. This is very important when working to improve security (prisons, court houses and police stations).
- Carry out any de-mining activity prior to construction.
- Build to local designs and standards, except where there are safety issues. Choose buildings for rehabilitation on the advice of the relevant ministry and/or lead humanitarian agency (probably the United Nations), as well as in consultation with the local population.
- Be as comprehensive as possible to avoid later add-on phases.
- Think about lighting and heating. Electrical fittings might not be appropriate if power is not available.
- Use local labour and labour-intensive approaches rather than heavy machinery. Use local materials, where possible, instead of imports.
- Where it is not possible to use local supplies and equipment, ensure that beneficiaries have a supply of spare parts.
- Focus projects so that they can benefit more marginalised members of the community. Unskilled labour does not require women to be excluded.
- Don't forget to provide waste disposal/sanitation facilities – see further guidance below.



## Water and sanitation

You should never overlook water supply, wastewater and solid waste disposal – they are key aspects of any project, no matter what kind of building or service you are rehabilitating.

- Expert opinion is needed when developing water sources. Wells may become a source of tension.
- Seek government, local authority and other expert advice. All work should be set within wider national policies and standards.
- You should apply SPHERE Minimum (Humanitarian) Standards as appropriate (visit [www.sphereproject.org.handbook](http://www.sphereproject.org.handbook)).
- Prioritise pest control (to protect against disease) and surface and wastewater drainage (to reduce stagnant water).
- Follow traditional solid waste disposal and latrine systems and rehabilitate, where practicable, what already existed rather than build new ones.
- Water-flush toilets require a reliable water supply. If one is not available, find an alternative solution that is acceptable locally. Basic facilities may be more appropriate.
- Ask if there is a need for a hygiene promotion campaign in schools, public buildings, the community or medicinal facilities?
- Keep in mind the needs and preferences of different sections of the community. Provide separate facilities for men and women or family units, according to local needs and customs.
- Be aware of safety and protection issues around latrines and washing facilities for all users including children. Consult women and always try to have a woman and female interpreter on your team. Provision of lighting might be an important issue.

## Health

- You must tackle health policy comprehensively and not just address one need. Consult with civilian health advisers.
- Don't duplicate services that already exist, and avoid mobile clinics staffed by military medics (except as a last resort) – they affect local provision and create expectations that can't always be met.
- If health services are adequately staffed, DFID will consider projects covering generator repair (for water and power), incinerator provision (for disposal of waste), renovation to a building or refurbishment of basic items. However, the QIP must be in line with the priorities of the health ministry and/or leading humanitarian organisation.
- If there is a need for military medical involvement, it must take place in partnership with local health workers and appropriate authorities.

Medical assistance in camps for refugees and internally displaced persons (IDPs) should only take place as a last resort, where health and wellbeing is severely at risk and there is insufficient civilian capacity to cope. Military medics should coordinate fully with aid agencies or local doctors.

## Food

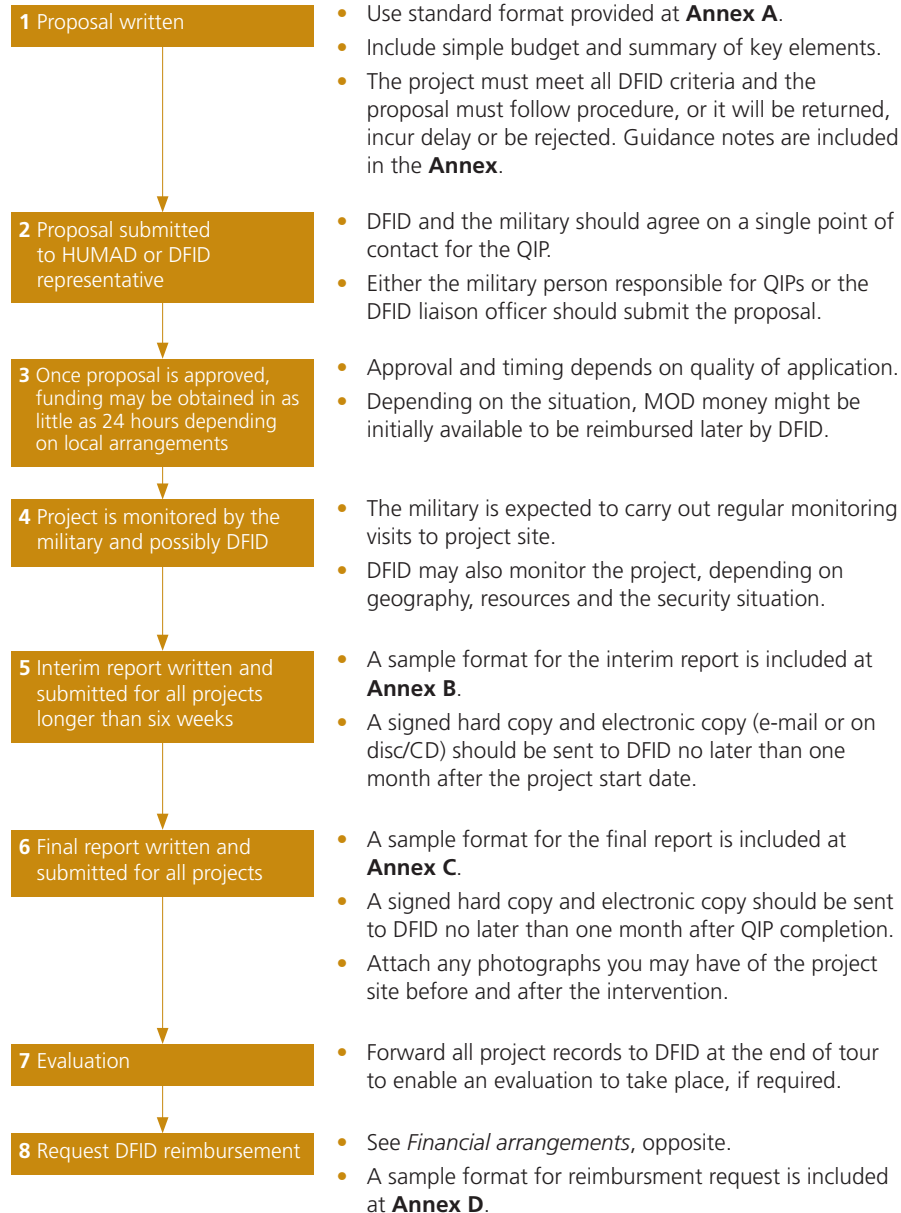
There are occasions, usually as a last resort due to security constraints, that the military may be requested by DFID or aid agencies to provide logistics for transporting food supplies to civilian populations (e.g. refugees or IDPs in camps). It will not normally be the case that a QIP will involve a food distribution component.

## Protection

- Security is at the core of the military mandate, but it should not be confused with what the humanitarian and development community refers to as 'protection'.
- The International Committee of the Red Cross and United Nations High Commissioner for Refugees have internationally recognised mandates for the *protection* and *basic human rights* of civilians in conflict or post-conflict situations. They should be asked to provide advice on how this will affect QIP design and implementation.
- IDPs and refugees might have specific issues regarding their protection. These might include intimidation, trafficking in drugs, small arms and prostitution.
- If you are called upon to construct camps for IDPs or refugees, take advice on camp location, negotiation of land rights with the host population and proximity to water and fuel (advice is available at [www.shelterproject.org](http://www.shelterproject.org)). Hand over the management of the camp to the humanitarian community as soon as possible.
- The policing of camps is not a military matter, but security around the camps is.



## The application process



## Financial arrangements for DFID-funded QIPs

By mutual agreement with MOD, time-bound funding for QIPs in a conflict or post-conflict situation can be arranged via a Memorandum of Understanding or an exchange of letters. The amount will be situation-specific and will be dependent on relief and recovery needs and military capability.

Although DFID will ensure that all QIP proposals receive due consideration, applicants should be aware that there is no automatic entitlement to the funds. Allocation will be decided on a case-by-case basis, in line with DFID QIP criteria and the assessment of DFID's representative on the ground. Any funds unspent at the end of the agreed implementation period will revert to DFID, for use at its discretion.

### Payment

- DFID will reimburse the cost of projects when they have been completed satisfactorily.
- At project completion, you must complete a request for reimbursement form and submit it for approval to the appointed DFID representative.
- Your total claim must not exceed the amount granted by DFID.
- You must use the format included at **Annex D**.

### End of project accounting

- Your final report should contain a full financial reconciliation, presented in pounds sterling, detailing expenditure against approved budget lines.
- Overspends and underspends on individual budget lines may be acceptable, provided they are not excessive and have not resulted in any change to the objectives and outputs of the programme.
- The final total must show expenditure against budget and the value that is to be claimed from DFID for the project.
- Overspends will not be accepted or funded by DFID without prior agreement.



**Auditing**

Military project files may be examined and audited by MOD J8 budgets and finance staff. The DFID-MOD Memorandum of Understanding or exchange of letters should place responsibility on the MOD to carry out audits. If it doesn't, then DFID's Accounts Department may also be entitled to examine and audit files. An audit may examine:

- the procedures used to review and accept or reject projects;
- methods of financial control and monitoring of commitments versus expenditure; and
- financial management procedures and record-keeping of DFID's implementing partners.

**You must demonstrate:**

- clear procedures relating to the ordering and purchasing of goods;
- the separation of ordering and payments roles; and
- value for money in terms of the overall programming and execution of a project.

Maintain neat and comprehensive accounts, in pounds sterling and other currencies where appropriate.

All receipts for expenditure should be kept (and translated into English), numbered and ordered, in original copy, and be easily cross-referenced with accounting records.

Adequate staffing must be made available for this process.

**How to use the Annexes****There are two ways to complete the forms:**

- Print out the forms below, complete and send to your DFID or other point of contact.
- Complete the electronic pdf forms online and email to your DFID or other point of contact.

**PROJECT PROPOSAL FORMAT**

- You must use this format to create your QIP project proposal.
- You should answer the questions in the order they are presented.
- There is more detailed guidance for individual questions at the end of this form.
- Proposals that are not submitted in this format or do not follow the requested order of questions will not be prioritised and may be rejected.
- DFID reserves the right to seek further information.

**Part one: administration****1 Name of organisation**

State in full which unit is applying for funding (this would usually be the centrally managed cell (CIMIC cell or the J5 desk). State also which unit will be implementing the QIP.

**2 Proposal name and total value**

Project name (for example of public administration building for repair) and funds requested from DFID.

**3 Contact person in country**

Name and position of project manager (person responsible for project completion and reporting). Provide detail if a different person will be/has been the authorised signatory on other QIP proposals/agreements. Clarify who (name and unit) is responsible for supplying interim and final reports.

**4 In-country contact details**

Satellite, mobile, landline, e-mail address and office address.



### 5 Contact person at Head Office

Contact details and position. (This should be the name of the J5/CIMIC senior officer at headquarters under whose authority the QIP is submitted).

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## Part two: the proposed QIP

### 1 Project justification

**1a** How does the project proposal meet a well-defined need? How does the project assist vulnerable or marginalised groups (provide details of the section of the population being reached) or visibly demonstrate the benefits of peace?

**1b** Who has defined the need, and what are the reasons for prioritising it?

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### 2 Project aim and objectives

What does the project aim to achieve? Consider immediate and longer-term contributions to peace, stability or the development of the country. You should also state secondary objectives or derived benefits, should there be any. For example, will this project also create much-needed jobs for members of the community?

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### 3 Project description

**3a** What is the project? State your planned activities (eg: dig a new well, repair a roof, build a new toilet block).

**3b** Where is it to be carried out? Be specific and provide detail such as names of institutions, type of institution (eg: primary healthcare clinic, secondary school) and locations (state address as understood locally and grid reference).

**3c** Who will carry out the project? Do you plan to use soldiers or local labour, or will you manage the project indirectly through a contractor (give reasons for your choice in each case)?

---

### 4 Target group

**4a** Describe the target group.

**4b** How will it benefit? Explain how this project will address the needs or vulnerability of the target group now and in the future.

**4c** How can you demonstrate that the proposed project will not contribute to discrimination on the grounds of gender, ethnicity or religion?

**4d** How will the project promote understanding across ethnic religious and social divides?

---



**5 Project selection**

- 5a** How does the project contribute to the agreed priorities of local authorities or lead humanitarian / development agencies?
- 5b** What efforts have been made to ensure that the proposal complements and does not duplicate other work being done? Is the project sponsored, or explicitly supported by a UN agency? Which agency and who is the contact?
- 5c** Demonstrate that the project is culturally appropriate. Have local beneficiaries, including women, been consulted on proposed activity? How was this done and what were their suggestions? How will they play a part in the implementation of the project?
- 5d** Demonstrate that the project is environmentally appropriate. Have materials purchased locally been used for rehabilitation? Is construction based on local systems and expertise and appropriate in terms of serviceability and safety?
- 5e** Are the project benefits able to be maintained by the local community without long-term external support?
- 

**6 Project implementation**

- 6a** Is the proposed work technically feasible – describe who has assessed this and their qualifications and experience. Demonstrate that the project can be completed on time and to the locally accepted and appropriate quality standard.
- 6b** Describe the skills and technical personnel and services required to deliver your project. Describe the plant, equipment, and material resources that will be required, and explain how your organisation can access them. Provide information about the availability of materials, potential bottlenecks, and procurement lead times. Provide information about any maintenance or servicing agreements, should these be required, and note any warranties, if relevant.
- 6c** Are the local beneficiaries able to take immediate and full advantage of the material outputs of the project? If they are not able to, describe why and how the longer-term benefits are appropriate.
- 6d** Are security provisions in place for the safe working of implementing personnel and beneficiaries?
- 6e** Is it certain that the project will have no negative security impact on either the beneficiary population or the implementing personnel?
- 6f** How and how often will the project be monitored? Who will monitor it?
- 



**7 Risk assessment**

Are the risks of project failure defined and understood? Detail what would constitute partial or total project failure. What external factors beyond your reasonable control or the control of the beneficiaries could prevent the intended benefits being realised or maintained as intended. This evaluation should be commensurate to the relative value of the project.

**8 Timeframe**

Confirm that the project can be programmed for completion before the agreed date for financial completion (insert date) if there is one.

**Part three: project details**

Include in your proposal a timeline charting activities. This may be hand-drawn if time or technical resources do not permit a more sophisticated presentation.

**Part four: budget**

A budget is compulsory. Use the form below as a guide, or create a spreadsheet for your project’s budget. Indicate, if relevant, the exchange rate to which you are working if actual expenditure will be in local (or other, such as USD) currency. You may need additional columns to reflect this, but a final GBP total for each line item is required. Note currency exchange rate used for calculations.

**Sample budget format**

	Category	Detail	Unit price GBP	Quantity	Unit	Total GBP
<b>Staff / labour costs</b>						
A1						
A2						
A3						
<b>Materials, equipment</b>						
B1						
B2						
B3						
<b>Transport</b>						
C1						
C2						
C3						
<b>Communications</b>						
D1						
D2						
D3						
<b>Admin / establishment / set-up</b>						
E1						
E2						
E3						
<b>Other</b>						
F1						
F2						
<b>In-kind contributions from others</b>						
G1						
G2						



## Part five: budget narrative

### 1 Budget explanation

Each budget should be followed by a narrative explanation of the costs. Comments should be included below the table, referring to the relevant budget line. All 'administration charges' or other similar fees must be clearly justified. Funds budgeted to cover bank charges and exchange rate fluctuations should be shown on separate lines and justified. Where in-kind contributions can't easily be priced they should be described (including labour and materials).

---

### 2 Budget justification

**2a** Are the project costs credible and reasonable? Describe how you judge this and how the project is cost-effective.

**2b** For all items above the value of GBP500 (or less than this value but with obvious value, such as a photocopier or camera), give details of the proposed use and destination of those assets at the completion of the programme.

---

## COMPLETING THE FUNDING APPLICATION

This annex contains guidance for completing the project proposal template (Annex A). It should be read alongside the instructions that are included within the project proposal template.

### Part one: administration

No additional comments.

### Part two: the proposed QIP

- 1 What is the need and what are you proposing to do about it? What caused it? Briefly explain why you elected to do this project, over other options – how an injection of funds now can provide wide / long-term benefits.

#### Example

Access by vehicle to a particular village or area is cut off due to significant damage to a road. Explain how many people are affected (women, men and children) and why. Summarise the consequences of restricted access (the no project scenario), what the benefits will be and who brought the problem/potential project to your attention?

- 2 The *aim* is the overall goal, of which this project may only be a part. By doing this project, what are you contributing to? Refer to the wider picture to demonstrate how this project fits in with the greater (situational) priorities. The aim could be, for example, to contribute to the national effort to promote primary education or to contribute to the overall goal of ensuring primary health care is available to all.

The *objective* is specific to the project and defines the project activities.

#### Examples

- The repair of the school (activity) will enable children in this community to pursue their education in a conducive environment (project objective), and contribute to addressing the chronic lack of education and the resumption of normality (aim).
- By providing water to this clinic (activity), women in village x can give birth in a hygienic environment (project objective), which, in turn, will reduce mortality (aim).
- Secondary objective could include the use of local labour in a construction project thus boosting the economy.



**3** This is the crux of the proposal. Be succinct.

Demonstrate that your proposal is appropriate for meeting the need and is possible using available materials, expertise and local labour.

If there is a division of work (between the military and local contractors for example, or between military-sponsored local contractors and an NGO/IO), explain what it is and why you have chosen to operate in this way, and specify which activities will be undertaken by whom and why.

Explain how your contractor, NGO or international organisation was selected (eg: comparative advantage, labour intensive part of the project) and not just on the basis of cost-based tendering. If on a recommendation, for example, who gave the recommendation? What do you know about previous contracts and track record? Can you justify costs against a schedule of prevailing unit cost rates?

**4a** Does the project assist vulnerable or marginalised groups? Describe how. Information from question 3 may be used here to reinforce how the project addresses needs.

- Think about direct beneficiaries and name categories and numbers (patients/staff/students).
- Define (where relevant) ethnicity, gender, age and general description (eg: refugees, certain job, area of origin).
- Mention other secondary or indirect beneficiaries if there are any (eg: labourers, the wider community).

**4c** Assistance should be directed to the most vulnerable. This could be one group in society (widows, mine victims). On this basis, providing relief or support to an identifiable group is not considered discriminatory; it should, however, be explained.

Explain also how the project will support other members of the community and not contribute to envy or further discrimination.

**Example**

If a whole community is very poor, individual family re-integration assistance packages for internally displaced persons or refugees might create tensions. It is more useful to assist the community as a whole (with job creation schemes for example), so that all can benefit and returnees can be absorbed back into the community peacefully.

**4d** Where relevant, list the measures you have taken to address sources of potential conflict. How might this project address some of these (eg: selection of a school for reconstruction that serves two ethnic communities)?**5a** Demonstrate your understanding of agreed humanitarian and recovery priorities (who has set these?). For example, how does clearing a well in a primary health centre contribute to the key sectoral priority of improving hygiene in health care?**5b** State that you have sought information about other activities in the area. What are these and how do they impact on what you propose to do? How will your project impact on other local efforts? Prove that you have thought about the project in its context and that there is no duplication or wastefulness.

State which lead agency (usually the UN) and which local authority (the line ministry for example) has been informed of your plans with regard to this project and has given its consent. Which other agencies have you informed about your intentions?

**5c** Mention community/beneficiary consent for this project to go ahead – if they have identified it as a priority, there is a greater chance that it will be looked after over the longer term. Have they contributed to project development or planning? Were they asked to identify school priorities for example? Were these adhered to? If not, why not? Is the project culturally appropriate? Why and how?**5e** Can the project continue to work (or be maintained) without relying on inputs from other sources?**Example**

If it's a well repair, is there someone in the community who can repair it if it breaks again? Were spares given to the municipality for this eventuality? If inputs are needed, have you informed beneficiaries about where these can be sought?

Use the opportunity to expand on whether this is a full or part solution to the problem. Maybe another institution is doing/has done some other work and you are proposing to complete the picture? Explain the logic in the division into phases and sustainability longer term.

**6b** Demonstrate that you have the know-how and technical expertise to manage the project.

What assurances do you have that the quality of your contractor's work will be acceptable, and that it will complete on time?

**6e** Is there a danger that the project could attract unwelcome attention (eg: from anti-international military groups)? For example, has the local community been consulted about the preparation of a refugee site near its village? Have alternatives been considered before deciding that this is the safest option?**6f** Will the military seek feedback from the beneficiaries (eg: headmaster, head of clinic, community) on satisfaction with the work carried out and the way in which it was done? You should make sure this takes place.

- 7 Describe the action you will take to minimise project failure. Are you holding back part-payment to the contractor until completed to satisfaction? Remember to consider that if the military is active in the execution of the project, there may be a risk that unforeseen operational necessities elsewhere require it to abandon the work. Refer to this possibility and assess its likelihood.

Have you developed a contingency plan? What will you do if the project goes wrong? How will you respond to unexpected financial developments (eg: currency fluctuations)? What are the implications of delays (eg: weather or deterioration of security)?

Include a reference to the dangers a contractor might face (eg: security, health and safety) and how their organisation plans to minimise these. Inquire about the contractor's safety record.

- 8 Explain if you have included any time margin (days accounted for proposal approval, for example), and what the contractor will do if they find it difficult to meet the deadline (eg: extra shifts at his own cost).

### Part three: project details

No additional comments.

### Part four: budget

No additional comments.

### Part five: budget narrative

Include an explanation of costs below the table, referring to the relevant budget line.

#### For example:

C2 – Bricks will come from town X because of shortage of supply in town Y.  
Transport of 20MT will require 4 trucks, costed at X/truck including fuel.

Demonstrate this is the most cost effective way to do the project, or if not, why this method was chosen. Explain why some costs may be high. Refer to supporting evidence (eg: plans, designs). Explain that you called in quotes (how many – the minimum is usually three, but exceptional circumstances may dictate otherwise) and that these have been evaluated and compared to a schedule of market costs if available. Explain what factors were used to judge the choice of contractor.

## INTERIM REPORT FORMAT

### Section 1

Project partner (and contact details):

---

Project name and location:

---

Field project number (where applicable):

---

Project value:

---

Person preparing report:

---

Date of report:

---



## Section 2

1 Please summarise the work and activities completed.

---

2 Have there been any unanticipated changes to the project with regard to the aim, objectives or methodology? For any changes, please attach a request for approval from DFID.

---

3 State as a percentage the time passed against the project implementation period.

---

4 Estimate as a percentage the progress against overall objectives.

---

5 What percentage of materials/equipment has been procured against total requirement?

---

6 State as a percentage the disbursement of funds against the approved budget.

---

7 What percentage of funds will be spent by (*insert financial completion date*)?

---

8 Will the agreed programme of implementation be met? Add a timeline showing proposed changes and milestones.

---

9 Is spending in line with budget forecasts? If not please explain why.

---

10 What problems have you encountered and were these anticipated?

---

11 Has security or safety been an issue and if so how?

---



## FINAL REPORT FORMAT

### Section 1

Project partner (and contact details):

---

Project name and location:

---

Field project number (where applicable):

---

Project value (please detail if changes to the value of the project have been approved throughout the duration of the project):

---

Person preparing report:

---

Date of report:

---

### Section 2

1 Narrative summary report of the project, detailing the work and activities completed.

---

2 Have there been changes to the project's aim, objectives or methodology?

---

3 Please describe the quality of the materials and workmanship. Detail whether any contractors employed met standards appropriate for the local context. Describe the quality of the human, material, plant or equipment resources you used to implement the project.

---

4 When did the project start and did the project start at the scheduled time? If delays occurred, please state why.

---

5 Has the project been completed within the agreed programme? If not, why not?

---

6 Accounts, with receipts, must be retained for DFID inspection should this be required.

---

7 Estimate as a percentage the amount of work completed against overall objectives.

---



**8** State as a percentage the disbursement of funds against the overall budget.

---

**9** Was spending in line with individual budget line forecasts? Please explain variations.

---

**10** What have been your monitoring and supervisory arrangements for the project?

---

**11** What problems have you encountered? Were these anticipated and how did you deal with them?

---

**12** Describe how environmental damage has been avoided or suitably dealt with.

---

**13** Has security or safety been an issue? If so, how?

---

**14** What operational (including management) lessons have you learned, and how will you carry these forward in future programming?

---

**15** As follow-up to this QIP, what unmet needs can you identify in the sector and in the region where this programme is being implemented?

---

**16** Do you have any comments you wish to share about implementation of the QIP?

---

**17** Describe how you have coordinated implementation activities with other stakeholders. Were you able to use existing coordination mechanisms?

---

**18** Describe the feedback that you have received from the local community.

---

**19** Attach a final financial report.

---

I certify that all expenditure detailed above has been actually and necessarily incurred for the purposes of the project and in accordance with the terms and conditions set out in the Annex to the DFID Grant letter and that the amounts shown as interest received, and as unspent balance held, is true and accurate. The military holds original receipts should DFID wish to call for them.

Signed \_\_\_\_\_

Print name \_\_\_\_\_

Position \_\_\_\_\_

Organisation \_\_\_\_\_

Date \_\_\_\_\_



# PROJECT REIMBURSEMENT REQUEST

## Request for reimbursement for QIP

Project name and location:

Field project number:

Officer in charge of project and DFID contact:

Contact details:

Project value in pounds sterling:

**Amount requested:**

**Amount in words:**

I confirm that the amount now requested for reimbursement of MOD Funds disbursed, for the purpose of implementing the above has not been claimed before.

Date / Signature

For and on behalf of

Name of signatory

**For DFID use**

PRF No:

Certified: \_\_\_\_\_ Date: \_\_\_\_\_

MIS code:

Approved: \_\_\_\_\_ Date: \_\_\_\_\_

Project officer name:

Action by DFID London/or country office

Funds must be fully accounted for by (insert date)





## **Department for International Development: leading the British government's fight against world poverty.**

One in five people in the world today, over 1 billion people, live in poverty on less than one dollar a day. In an increasingly interdependent world, many problems – like conflict, crime, pollution and diseases such as HIV and AIDS – are caused or made worse by poverty.

DFID supports long-term programmes to help tackle the underlying causes of poverty. DFID also responds to emergencies, both natural and man-made.

DFID's work forms part of a global promise to

- halve the number of people living in extreme poverty and hunger
- ensure that all children receive primary education
- promote sexual equality and give women a stronger voice
- reduce child death rates
- improve the health of mothers
- combat HIV and AIDS, malaria and other diseases
- make sure the environment is protected
- build a global partnership for those working in development.

Together, these form the United Nations' eight 'Millennium Development Goals', with a 2015 deadline. Each of these Goals has its own, measurable, targets.

DFID works in partnership with governments, civil society, the private sector and others. It also works with multilateral institutions, including the World Bank, United Nations agencies and the European Commission.

DFID works directly in over 150 countries worldwide, with a budget of some £4.6 billion in 2005.

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