Webinar 2: Introduction to SUN Movement Pooled Fund M&E System for Grantees
2018 – 2019 SUN Movement Pooled Fund

UNOPS
Summary

- Part I: Overview

- Part II: Introduction to Planning, Monitoring, and Reporting (PMR) Guidance for SUN Movement Pooled Fund Grantees

- Part III: Improvement and Operationalization of the Grantees’ M&E tools
Part I: Overview
2018-2019 SUN Movement Pooled Fund

UNOPS
Objective of the session

- Introduce the M&E system and procedures for the SUN Movement Pooled Fund
- Initiate process to better align, improve, and operationalize the grantees’ M&E tools
SUN Movement Pooled Fund M&E System Aims to Answer:

1. Were the **planned activities and services** by the Pooled Fund Project delivered in **timely** manner that ensures **quality**?

2. What has **changed** (big-picture results) at national/sub-national level on the SUN Pooled Fund Project outcome(s)?
   i. **SMART Planning & Legislation,**
   ii. **Financial Resourcing,** and
   iii. **Effective Implementation and Accountability**

3. What were the Pooled Fund Project’s **achievements**? How did the Pooled Fund Project’s achievements **contribute** to the national/sub-national level change(s) on outcome(s)/Scaling Up Nutrition?

4. What were the key **challenges** and **lessons** learned?

5. How likely would the Pooled Fund Project’s achievements be **sustained** beyond the project period?
Part II: Introduction to PMR Guidance for SUN Movement Pooled Fund Grantees
2018-2019 SUN Movement Pooled Fund
Purpose

- Provide guidance on procedures, requirements and templates to implement a Planning, Monitoring, and Reporting (PMR) system for the Pooled Fund Grantees.
Objectives

1. Improve results-based planning and budgeting;
2. Monitor process, quality, and timeliness of implemented activities and delivered services;
3. Monitor results - mainly outputs and short term outcomes leading to outcomes – with gender and age disaggregation when and where possible.
4. Support grantees, UNOPS, the SUN Movement Secretariat, and CSN Secretariat for timely and informed decision making;
5. Document lessons and best practices; and
6. Promote knowledge management and sharing.
1] UNOPS signs contracts with selected CSAs and transfers 1st instalment payments.

2] UNOPS helps each grantee (through M&E Contact Persons) to improve and finalize country-specific M&E frameworks with baselines and targets – in close collaboration with CSN.

3] UNOPS establishes baseline and targets on Pooled Fund Logframe indicators aggregating data from grantees’ logframes and other relevant sources.

4] Planning, Monitoring and Reporting Guidance for Grantees is finalized and circulated.

5] Grantees trained on Monitoring and Reporting tools through group WebEx and Individual calls.

6] Field Visits Begin*: to facilitate M&E system rollout and assure quality of project implementation (On going…)

7] Monthly update call or report by 1st week of the each month.

8] Grantees submit interim report

9] Grantees organize project mid-point internal review, reflection & accountability meeting.

10] Grantees organize project end-point internal review, reflection & accountability, and final report validation meeting.


Note: the date indicated here might be slightly revised later during project implementation.

*Field visits will be conducted throughout project cycle approximately 2X per country.
Monitoring and Reporting Services Available From UNOPS

1. Provide training on the Pooled Fund Project’s Planning, Monitoring, and Reporting system.
2. Offer one-on-one support to the grantees to improve and operationalize their tailored M&E framework for their Pooled Fund projects – minimizing the burden of data collection and aligning with the Pooled Fund requirements.
3. Perform project site visits: direct data auditing, verification, & programmatic spot checks.
4. Promote peer-to-peer learning and horizontal sharing though establishing a Group of the Pooled Fund M&E Contact Persons.
5. Review the received reports from grantees (including Monthly updates, interim report and final report) and provide feedback and support – when necessary.
6. Regularly assess the project performance using appropriate tools and provide timely update to the Grantee, UNOPS, and SMS project teams.
7. Provide guidance support on documenting lessons and best practices and facilitate to disseminate them.
Project Monitoring From UNOPS

• UNOPS regularly tracks project implementation status and results through multiple tools and mechanisms including: project site visits, monthly update calls/reports, and interim and final reports, social media, news articles, external reports etc.

• UNOPS will carry out number of project site visits to the each Pooled Fund recipient country. The objective of the visits will be to:

  i. Facilitate M&E process
  ii. Assess project progress, lessons and challenges
  iii. Conduct direct data auditing and verification
  iv. Conduct programmatic spot checks
# Reporting

<table>
<thead>
<tr>
<th>Report</th>
<th>Reporting period</th>
<th>Due date</th>
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</thead>
<tbody>
<tr>
<td><strong>1 Monthly update:</strong> Grantees will choose to submit a written monthly update OR receive call from UNOPS <em>(template: Annex 6)</em></td>
<td>Monthly from the grant start date</td>
<td>Within 7th of the following month.</td>
</tr>
<tr>
<td><strong>2 Interim report</strong> (one time) – 5 pages excluding annexes <em>(template: Annex 7)</em></td>
<td>Cumulative: 4 months from the grant start date</td>
<td>No later than: 14 December 2018</td>
</tr>
<tr>
<td><strong>3 Project completion report</strong> (one time) – 10 pages excluding annexes <em>(template: Annex 7)</em></td>
<td>Cumulative: 12 months from the grant start date</td>
<td>Within 60 days of grants completion date, est. 30 June 2019. No later than: 30 August 2019</td>
</tr>
<tr>
<td><strong>4 Data contribution on the Pooled Fund Logframe Indicator Tracking Sheet</strong></td>
<td>Baseline; Interim, and Project-end</td>
<td>Baseline: within 1st month of project start date; Interim: with interim report Project end: with project completion report</td>
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</table>
# Reviews, reflection and accountability meeting

<table>
<thead>
<tr>
<th>Activity</th>
<th>Period to cover</th>
<th>Objectives</th>
<th>Due date</th>
</tr>
</thead>
</table>
| 1 Mid-point    | First 6 months from the grants start date| • Assess progress against planned results, and validate them,  
• Discuss on challenges, opportunities and solutions, and;  
• Identify corrective actions to ensure achievement of the planned results.                                                                 | On 7th Month of the project implementation    |
| Review         |                                          |                                                                                                                                                                                                          |                                              |
| 2 End-point    | Complete project period                  | • Assess progress against planned results,  
• Document lessons,  
• Finalize sustainability strategy, and;  
• Review and validate project completion report before submission to UNOPS.                                                                 | Within 45 days of the project implementation completion |
| Review         |                                          |                                                                                                                                                                                                          |                                              |

Suggested stakeholders to engage during the meetings:
- SUN government focal point(s)
- SUN donor convener
- SUN UN Agencies focal point
- SUN business network focal point(s)
- Relevant CSA members

Endorsed copy the minutes should be shared with UNOPS within two weeks of the review meeting.
Knowledge building

- **SUN Pooled Fund M&E Group**: to promote peer-to-peer learning and sharing.

- **M&E Capacity Support**: UNOPS will offer M&E capacity support to the grantees through remote assistance and/or on the spot coaching.

- **Knowledge Documentation**: the grantees are encouraged to document lessons and best practices in both texts and visual forms.

- **Knowledge sharing quarterly calls**: UNOPS and CSN will jointly organize Group Calls among the Pooled Fund Grantees (English/French) in quarterly basis to promote knowledge sharing and stimulate mutual learning across the grantees, CSAs and stakeholders.
Knowledge sharing & Social media

- **Knowledge sharing**: a separate page for the Pooled Fund within the SUN Movement website. The documented key knowledge products by the grantees will be published on the Pooled Fund Website Page with necessary editing or improvement.

- **Social Media**: the grantees are encouraged to post their results, lessons, best practices, photos, visuals, etc. that highlight the Pooled Fund’s achievements through their own CSAs’ social media and websites. Grantees are also encouraged to tag their social media posts to SUN Movement Social Media:
  - Twitter handle 1: @SUN_Movement
  - Twitter handle 2: @SUNCSN
  - Facebook handle 1: Scaling Up Nutrition Movement
  - Facebook handle 2: SUN Civil Society Network
Part III: Improvement & Operationalization of M&E Tools
2018-2019 SUN Movement Pooled Fund
Initiate process to align, improve, and finalize the grantees’ M&E tools

1. Theory of Change
2. Logframe finalization and alignment with the SUN Movement Pooled Fund Logframe
3. Activities tracking sheets
4. Contribution: baseline, milestones and targets for relevant SUN Movement Pooled Log-frame Indicators
5. Risk log
SUN Movement Pooled Fund Project Theory of Change

With whom is your project working?
- NGOs/CSOs
- National & sub-national government
- Private sector
- UN
- Donors
- Media
- Academia
- Communities

In which themes?
- Continuously improve country planning and policy to end malnutrition
- Mobilize resources, advocate and communicate for impacts
- Strengthen capacity of state and non-state actors for scaled up nutrition action at all levels
- Ensure equity, equality and non-discrimination for all mainly women and girls

To deliver what, for whom?
Output 1.1: CSOs, particularly those at a decentralized level are enabled by the CSAs to contribute to national plans and processes
Output 1.2: Nutrition champions increase the profile of nutrition and influence legislations and policies, planning and budgeting for nutrition
Output 1.3: Results from advocacy and analyses conducted by CSAs are used by decision makers to inform national and sub-national legislation, policymaking, planning and budgeting.

Contribute to achieve with partners
Output 1: The grantee SUN Countries have SMART costed, multi-stakeholder, multi-sectoral Nutrition Plans in place
Output 2.1: Civil society contribution to and analysis of nutrition specific and sensitive allocations and expenditures made available at national and sub-national levels
Output 2.2: Civil society supports Governments and local partners to access innovative sources of financing including international funds
Output 2.3: Civil Society Alliances put CSO membership at the forefront, enabling them to actively contribute to multi-sectorial and multi-stakeholder decision-making and coordination platforms at national and subnational level
Output 3.1: Civil Society Alliances contribute to and report on national progress in the SUN annual Progress Report as well as other national reporting mechanisms including Voluntary National Reviews for the Sustainable Development Goals
Output 3.2: Civil Society Alliances contribute to and report on their nutrition commitments and actors making a demonstrable impact
Output 3.3: the SUN Country, CSA is on track in implementing their nutrition commitments and actors making a demonstrable impact

In long term?
Overall objective contributes towards "strengthened participation by in-country non-state stakeholders and mobilized domestic resources to implement scale up nutrition plans" Impact: reduce malnutrition in all forms

Risks/Assumptions:
- R: Elections are an opportunity for nutrition messaging/campaign manifesto's, but can also slow and divert parliamentarian involvement in other areas.
- R: Independence of CSOs not fully recognized (e.g. government nominating persons outside the CSA for participation in SUN meetings)
- R: Private sector interests block/divert parliamentarians' focus on policy development and nutrition financing.
- R: National emergencies (e.g. civil war, infectious disease outbreak, natural disaster) reverts funding and priorities.
- A: Governments allow CSA to actively contribute to decision-making processes at national and subnational level with a focus on legislation, planning, budgeting, implementation and accountability.
- A: Sufficient funding is available from donors to continue supporting the project.

Note: Themes, Outputs, Outcomes and Overall objective are taken from SUN Movement Pooled Fund Grants Proposal
1. Some tips on presenting Theory of Change (TOC)

1. Review the Pooled Fund TOC closely for potential issues and to understand the format.
2. Try to align the result statements (outcomes and outputs) that you selected with the Pooled Fund. Remember to address the particularities of your country’s contexts/needs.
3. Specify the stakeholders with whom you will work.
4. Assess the risks and the assumptions.
5. Present your Pooled Fund Project’s TOC on the simple format. You can even edit the copy that we used here.
2. Log-frame Finalization and Alignment with Pooled Fund Log-frame

Annex 2: Logframe and work-plan template

<table>
<thead>
<tr>
<th>Outcome 1:</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Milestone for 1st 4 months</th>
<th>Target</th>
<th>Means of Verification</th>
<th>Frequency of Reporting</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

Output 1.1:

Activity | Responsible Party | Indicator with target | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12
------- | ------------------ | ---------------------- | ---|---|---|---|---|---|---|---|---|----|----|----
1.1.1    |                    |                       |    |   |   |   |   |   |   |   |   |    |    |    |
1.1.2    |                    |                       |    |   |   |   |   |   |   |   |   |    |    |    |
1.1.3    |                    |                       |    |   |   |   |   |   |   |   |   |    |    |    |
1.1.4    |                    |                       |    |   |   |   |   |   |   |   |   |    |    |    |

Annex 3: Logframe Indicators Tracking Sheet

<table>
<thead>
<tr>
<th>Name of the Grantee:</th>
<th>Country:</th>
<th>Grant Number:</th>
<th>Planned</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

Outcome/Outputs | Indicators | Baseline | Milestone: First 4 months | Target: months 12 (cumulative) | First 4 months | 12 Months (cumulative) | Means of Verification | Frequency of Reporting |
-----------------|------------|----------|---------------------------|-------------------------------|----------------|-----------------------|-----------------------|------------------------|
Outcome 1:       |            |          |                           |                                |                |                       |                       |                        |
Output 1:        |            |          |                           |                                |                |                       |                       |                        |

Annex 4: Activities Tracking Sheet

<table>
<thead>
<tr>
<th>Name of the Grantee:</th>
<th>Country:</th>
<th>Grant Number:</th>
<th>Milestone</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUN Movement Pooled Fund Project</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>12 Months</th>
<th>12 Months</th>
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<tbody>
<tr>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
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<td></td>
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</tbody>
</table>
## 2. Log-frame Finalization and Alignment with Pooled Fund Log-frame

### Annex 3: Logframe Indicators Tracking Sheet

<table>
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<tr>
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<th>Country:</th>
<th>Grant Number:</th>
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</thead>
<tbody>
<tr>
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</table>

<table>
<thead>
<tr>
<th>Outcome/Outputs</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Planned</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Milestone: First 4 months</td>
<td>Target: months 12 (cumulative)</td>
<td>First 4 months 12 Months (cumulative)</td>
</tr>
<tr>
<td>Outcome 1:</td>
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<tr>
<td>Output 1:</td>
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<td>Output 2:</td>
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<tr>
<td>Outcome 2:</td>
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</tr>
<tr>
<td>Output 1:</td>
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</tbody>
</table>
2. Some Tips on Log-frame Finalization and Alignment with Pooled Fund Log-frame

1. Closely review the Pooled Fund logframe outcome and output statements and corresponding indicators. Align them with your country contexts and what you originally submitted in your proposal.

2. Where possible, **try to better align the outcome and output statements** of your logframe with the Pooled Fund Results Framework.

3. Where possible, **try to better align and/or adapt the Pooled Fund indicators** (simplified version from the excel sheet) into the your project logframe.

4. Establish baseline, milestone for where you will be at month #4 and month #12. Provide clear Means of Verification and Reporting Frequency.

5. Where possible, data disaggregation is must by age group, sex, and type:
   - Men, women, boys, girls
   - National, sub-national
   - Nutrition specific, nutrition sensitive
### 3. Activities tracking sheets

**Annex 4: Activities Tracking Sheet**

**SUN Movement Pooled Fund Project**

<table>
<thead>
<tr>
<th>Name of the Grantee:</th>
<th>Country:</th>
<th>Grant Number:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Activity description</th>
<th>Budget in USD</th>
<th>Indicator</th>
<th>Baseline</th>
<th>Milestone</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12 Months</td>
<td>12 Months</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q1 Q2 Q3 Q4</td>
<td>1 2 3 4 5 6 7 8 9 10 11 12</td>
</tr>
</tbody>
</table>

![UNOPS Logo](image-url)
3. Some tips on developing and implementing an Activities Tracking Sheet

- Transfer activities and corresponding budgets from the proposal into the suggested excel sheet.
- Enter the activity indicators and disaggregate them by age group, sex and type:
  - Men, women, boys, girls
  - National, sub-national
- Please see an example excel sheet (provided by UNOPS) about use of activity indicators and disaggregation.
- Establish quarterly milestones for each indicator along with appropriate data source and data collection frequency.
- Update the tracking sheet in monthly basis with credible data.
4. Contribution: Baseline, milestones and targets for relevant SUN Movement Pooled Logframe Indicators

SUN Movement Pooled Fund Log-frame (Simplified Version)

<table>
<thead>
<tr>
<th>Name of the Country:</th>
</tr>
</thead>
</table>

The Overall Goal of this intervention is to contribute towards “Strengthened participation by in-country non-state stakeholders and parliamentarians in national multi-stakeholder platforms to implement scale up nutrition plans”

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Indicators to be monitored at country level by grantees (establishing baseline, milestones and targets)</th>
<th>Baseline (as of June 2018)</th>
<th>Milestone: First 4 months</th>
<th>Target: months 12 (cumulative)</th>
<th>Sources and means of verification</th>
<th>Frequency</th>
<th>Explanation on baseline data and data source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome 1 (SMART Planning &amp; Legislation): By the end of the grant period, the grantee SUN Countries have SMART, costed, multi-stakeholder, multi-sectoral Nutrition Plans in place.</td>
<td>National nutrition plan in place (Yes/No)</td>
<td>Approved national nutrition plans</td>
<td>4th and 12th Month</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>National nutrition plan that clearly shows inclusiveness of CSAs inputs including a special focus on equity and human rights.</td>
<td>Case study of approved national nutrition plans by CSAs</td>
<td>4th and 12th Month</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>National nutrition plans that clearly show inclusiveness of CSAs inputs regarding gender inequality and women’s empowerment.</td>
<td>Case study of approved national nutrition plans by CSAs</td>
<td>4th and 12th Month</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>National nutrition plan that shows clarity and relevance of priorities, goals, objectives, interventions and programmes based on a sound situation analysis.</td>
<td>SUN Movement MEAL system (indicator on the ‘quality’ of national plans).</td>
<td>4th and 12th Month</td>
<td></td>
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<tr>
<td>Number of sub-national nutrition plans in place</td>
<td>Approved sub-national nutrition plans</td>
<td>4th and 12th Month</td>
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<td>4th and 12th Month</td>
<td></td>
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</tbody>
</table>
4. Contribution: Baseline, milestones and targets for relevant SUN Movement Pooled Logframe Indicators

- Firstly, incorporate all the relevant SUN Movement Pooled Fund indicators in the tracking sheet and track them regularly.

- Secondly, those SUN Movement Pooled Fund indicators that cannot be incorporated into the grantees’ log-frames (but are still relevant to the grantees’ project) – please add them where possible.
5. Risk Log

<table>
<thead>
<tr>
<th>SN</th>
<th>Type and description of risk</th>
<th>Internal/External</th>
<th>Likelihood of occurrence (low, medium, high)</th>
<th>Impact on the project (low, medium, high)</th>
<th>Mitigating Measure(s)</th>
<th>Who is responsible for mitigation?</th>
<th>Specific actions and assigned people</th>
<th>Likelihood of risk occurrence (low, medium, high) after mitigation measures</th>
</tr>
</thead>
</table>

Tips on completing risk log:

1. Review the risks included in your proposal and reassess.
2. List out all the risks on the Column 2: Type and Description
3. Provide the appropriate assessment of the risks and mitigation measures by indicating who is responsible for mitigation, what is the specific action, and who is assigned to carry out that action.
Next step: We look forward to receive updated drafts of following M&E documents

1. Theory of Change
2. Logframe Indicators Tracking Sheet
3. Activity Tracking Sheet
4. Data Contribution: SUN Movement Pooled Fund Log-frame Indicators
5. Risk Log

- Details about how to better work on above M&E tools to be discussed at one-to-one skype calls with each grantee/M&E Contact.

- If you have questions or would like feedback on your work as you go along, please contact Bhushan Shrestha at bhushans@unops.org
Thank you!

Any Questions?
Contact

- Hours:
  - 08:00 – 18:00 (Geneva or London Time)

- Marek Gajdos: marek.gajdos@scalingupnutrition.org
- Bhushan Shrestha: bhushans@unops.org
- Ann-Marie Quinn: annmarieq@unops.org
- CSN Network: sun.csnetwork@savethechildren.org.uk
Answers to the Questions Asked by Participants During the Webinar on 6th August 2018
Questions/Answers

- **Question 1**: Should we be using qualitative data in our baseline and result-based reporting?
  - **Answer**: Yes, both qualitative and quantitative data should be used.

- **Question 2**: What is the process for midterm review, when does it take place?
  - **Answer**: There will not be a formal mid-term review from UNOPS side. Considering the short duration of the Window 1 project, UNOPS also does not recommend the grantees to conduct a formal/external mid-term review of the Pooled Fund Project. However, Mid-point and End-point review, reflection and accountability meetings should be organized internally by each grantee as per the guidance provided by the UNOPS.

- **Question 3**: Do we have to use the UNOPS indicator tracker?
  - **Answer**: Yes they should be used.

- **Question 4**: Can you explain the baseline process? Where do you get baseline data?
  - **Answer**: Existing and available primary or secondary data should be used depending on the indicator. External data sources could be: SUN Joint Annual Assessment; Data produced by National Statistics Office, or other credible organizations.
Questions/Answers

- **Question 5**: Once the LFA is finalized, should we update it later?
  
  **Answer**: All grantees are suggested to improve and finalize LFM in August 2018/beginning of the project. It is not mandatory to revise LFM once it is finalized unless the grantee makes project revision during the implementation period.

- **Question 6**: Will we receive individual feedback on our logframe? Would that feedback come before or after we have put the information in the tracker?
  
  **Answer**: Yes. One of the key objectives of the proposed One-To-One skype call with each grantee is to provide feedback on the grantees’ logframe for improvement and better alignment with the Pooled Fund Log-frame. Grantees are encouraged to put information into the trackers templates and update them asap to receive more concrete feedback.

- **Question 7**: We already have M&E templates and tracking sheets for our organization. Can we use our own, rather than reinvent the wheel?
  
  **Answer**: UNOPS suggested indicator tracker templates are simple, built on the Logframe template included on the Call for Proposals, and coherent to the monthly, interim and final reporting templates. In order to follow consistency and reduce data management and reporting burdens to grantees, UNOPS suggested indicator tracker templates should be followed. They are designed as integrated system from beginning (call for proposal) to project completion reports rather than inventing the wheel.
Questions/Answers

- **Question 8**: Are the on-site visits standard and pre-scheduled or will visits be conducted only on a needs-basis?

- **Answer**: UNOPS will carry out up to 2 scheduled visits to each SUN Pooled Fund country during the window 1 project implementation period. If any country has urgent needs, UNOPS will prioritize the field visits to the country.