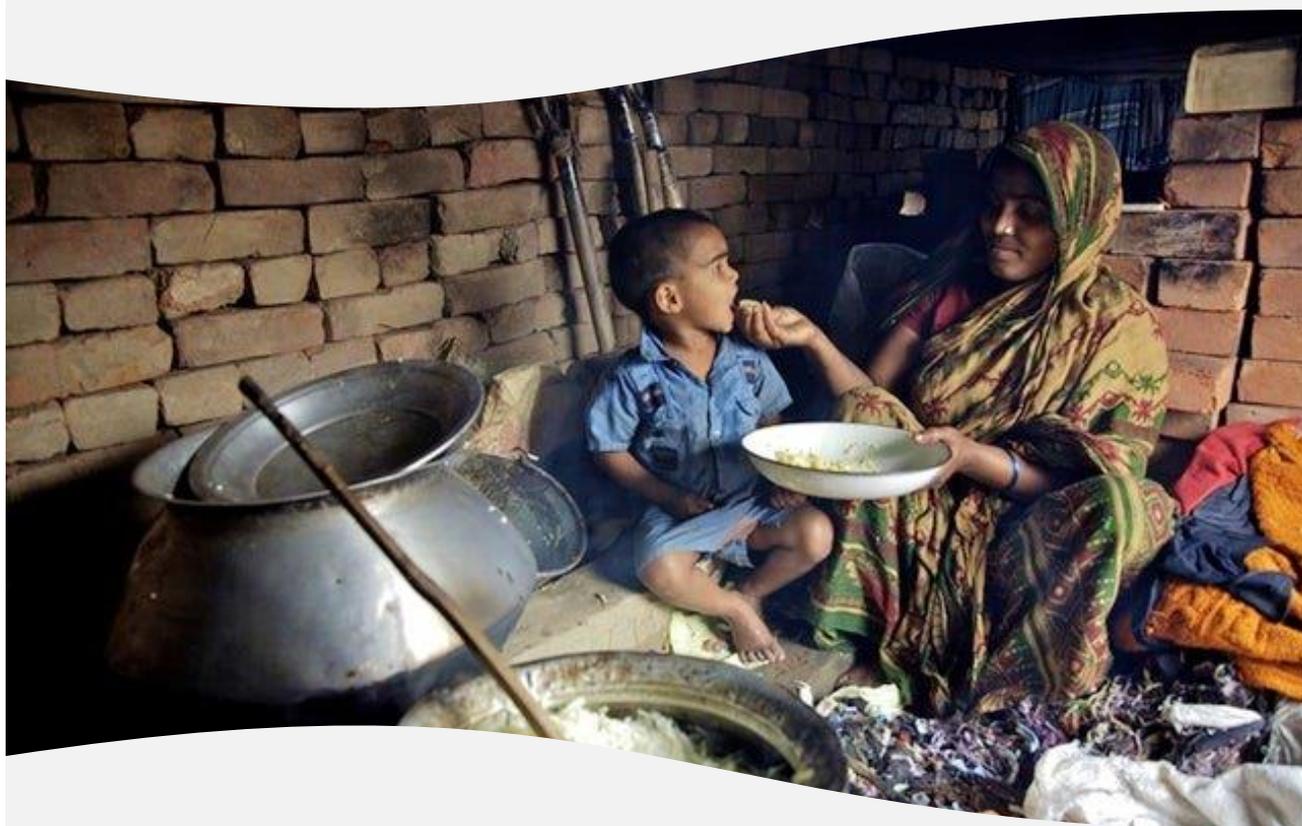


# Planning, Monitoring, and Reporting (PMR) Guidance for Grantees



**SUN Movement Pooled Fund**

## Planning, Monitoring and Reporting (PMR) Guidance

*for*

### SUN Movement Pooled Fund Grantees

This guidance is prepared for the grantees who have received funds from United Nations Office for Project Services (UNOPS) to implement SUN Pooled Fund Grants Project into their countries. It provides overall guidance on planning, monitoring, and reporting – for the SUN Movement Pooled Fund grantees - including procedures, requirements, and templates. It does not necessarily provide technical explanations on M&E theories and procedures. Any queries and clarifications on this guidance should be sent to: Bhushan Shrestha, Monitoring and Evaluation Specialist, UNOPS Geneva Office, at [BhushanS@unops.org](mailto:BhushanS@unops.org)

**The Scaling up Nutrition (SUN) Movement** is a renewed effort to eliminate malnutrition, based on the principle that everyone has a right to food and good nutrition. The Movement’s vision is to, by 2030, ensure a world free from malnutrition in all its forms. Led by governments and supported by organisations and individuals – collective action ensures every child, adolescent, mother and family can realise their right to food and nutrition, reach their full potential and shape sustainable and prosperous societies. The Movement is unique by bringing different groups of people together – governments, civil society, the United Nations, donors, businesses and scientists. It is transforming the way in which people work together by empowering people to put in place effective systems and to increase investments. [SUN Countries](#) and their supporters are working towards the World Health Assembly targets on maternal, infant, and young child nutrition by 2025, in addition to relevant targets for preventing and controlling non-communicable diseases.

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## Abbreviations

CFP	Call for Proposal
CSA	Civil Society Alliance
CSO	Civil Society Organization
CSN	Civil Society Network
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MOV	Means of Verification
PMR	Planning, Monitoring and Reporting
RAG	Red-Amber-Green
SMART	Specific, Measurable, Attainable, Realistic, Time bound
SMS	Scaling up Nutrition Secretariat
SUN	Scaling up Nutrition
TOC	Theory of Change
UNOPS	United Nations Office for Project Services

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## 1. Project background

The SUN Movement Pooled Fund (here after The Pooled Fund) is a catalytic and last resort source of grants to support multi-stakeholder platforms in Scaling up Nutrition (SUN) Movement Countries (here after SUN countries), in order to increase the effectiveness and impact of national efforts to end malnutrition in all its forms. The Pooled Fund grants will promote engagement of additional relevant actors in the implementation, monitoring, and evaluation of multi-sectoral and multi-stakeholder national plans for nutrition.

The Pooled Fund concept was developed in 2017 with the aim to strengthen the capacity of non-governmental systems in [SUN Countries](#). The Pooled Fund is coherent with the SUN Movement stewardship arrangements and processes at national and global levels. In particular, the Pooled Fund aims to achieve following outcomes:



**Outcome 1 (SMART planning & legislation):** By the end of the grant period, the grantee SUN Countries have SMART, costed, multi-stakeholder, multi-sectoral Nutrition Plans in place.

**Outcome 2 (Financial resourcing):** By the end of the grant period, international and domestic resources are better mobilised to finance national nutrition plans.

**Outcome 3 (Effective implementation and accountability):** By the end of the grant period, the SUN Country Civil Society Alliance (CSA) is on track in implementing their nutrition commitments and are making a demonstrable contribution to reducing malnutrition at sub-national levels.

The Pooled Fund is designed in coherence with the [SUN Movement Strategy and Roadmap \(2016-2020\)](#). In particular, the Pooled Fund supports actions, which reinforce in country capabilities of all stakeholders in SUN Countries across four thematic areas:

- i. Continuously improve country planning and policy to end malnutrition;
- ii. Mobilize resources, advocate and communicate for impacts;
- iii. Strengthen capacity of government and non-governmental systems, multi-sectoral teams, and their individual members, for scaled-up nutrition action at all levels; and
- iv. Ensure equity, equality and non-discrimination for all, with women and girls at the centre of the efforts

The Pooled Fund provides sub-grants to CSAs to contribute for the achievement of the strategic objectives of the SUN Movement and national plans to scale-up nutrition. For this, the Pooled Fund has one primary area of work, and thus one window for funding:

*Window 1:* Strengthened participation by in-country non-state stakeholders (civil society, private sectors, academia, and journalists, among others) and parliamentarians in national multi-stakeholder platforms to implement scale up nutrition plans.

UNOPS provides grants administration, and Monitoring and Evaluation (M&E) services to the Pooled Fund and its grantees.

## 2. Purpose

This guidance provides procedures, requirements and templates to implement a planning, monitoring, and reporting system for the Pooled Fund Grantees.

### 3. Objectives

This guidance is developed with following objectives:

- improve results-based planning and budgeting;
- monitor process, quality, and timeliness of implemented activities and delivered services;
- Monitor results - mainly outputs and short term outcomes leading to outcomes – with gender and age disaggregation when and where possible;
- support grantees, UNOPS, and the SUN Movement Secretariat for timely and informed decision making;
- document lessons and best practices; and
- promote knowledge management and sharing.

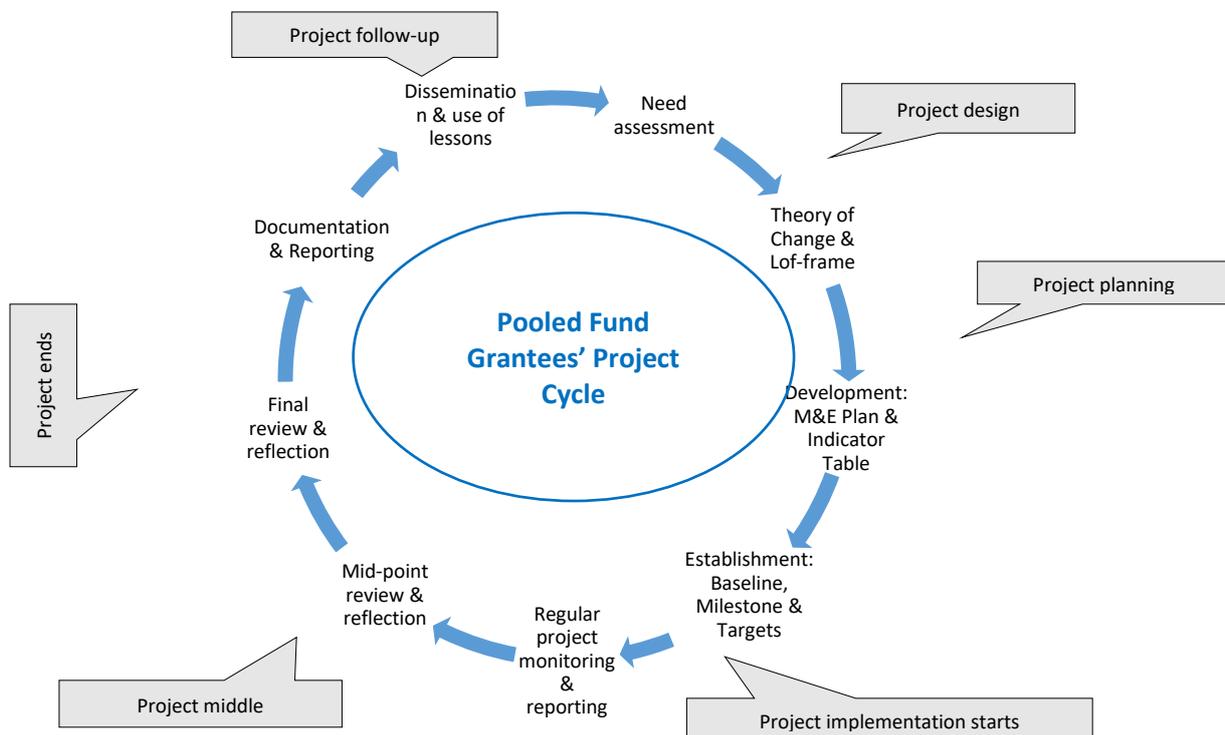
### 4. Key focuses

The Pooled Fund M&E focuses to collect evidence on:

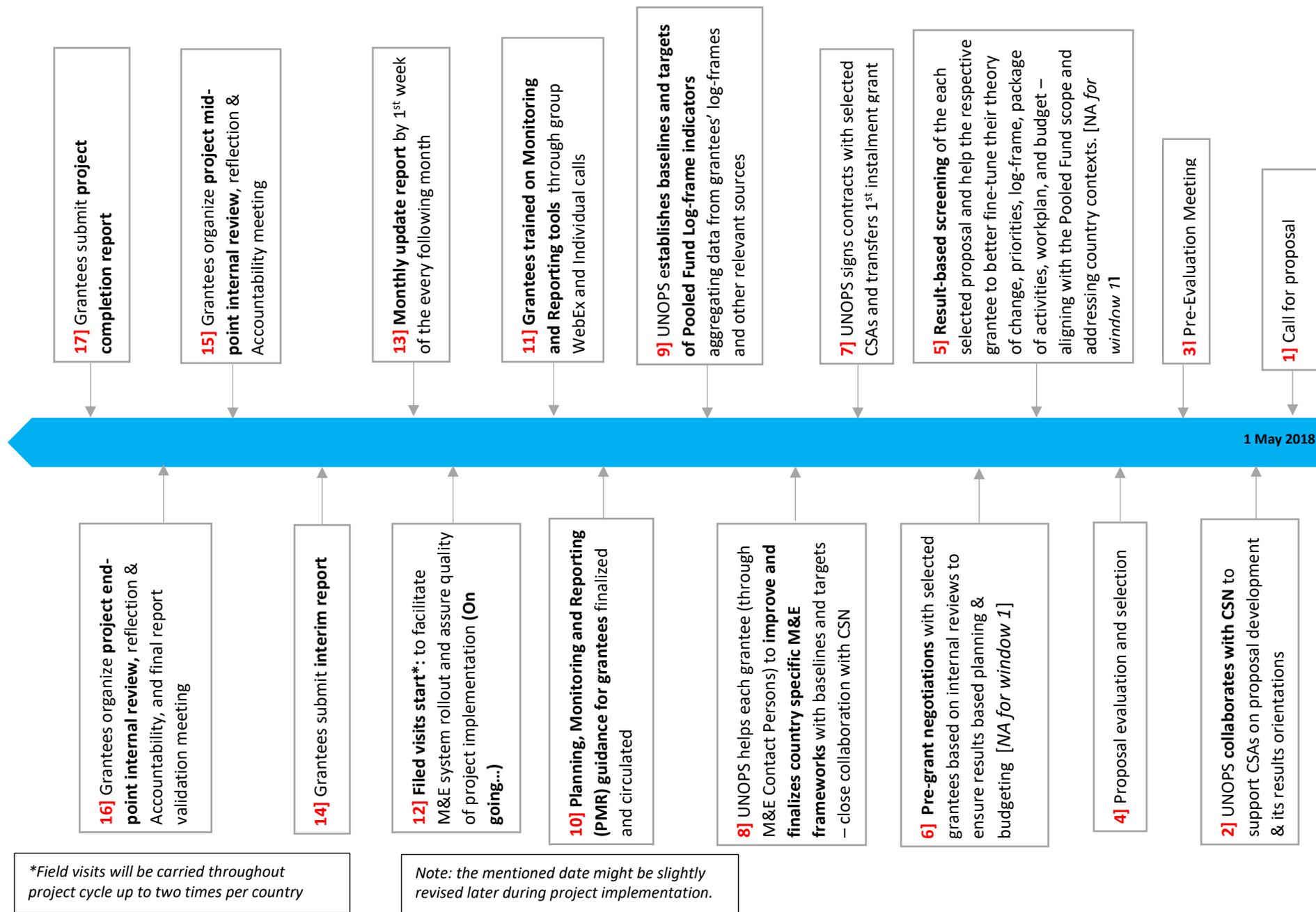
- Were the planned activities and services by the Pooled Fund Project delivered in timely manner ensuring quality?
- What has changed (big-picture results) at national/sub-national level on the outcome(s)/Scaling Up Nutrition that the Pooled Fund Project focus?
  - › *SMART Planning & Legislation,*
  - › *Financial Resourcing, and*
  - › *Effective Implementation and Accountability*
- What were the Pooled Fund Project’s achievements? How the Pooled Fund’s achievements contributed to the national/sub-national level change(s) on outcome(s)/Scaling Up Nutrition?
- What were the key challenges and lessons learned?
- How likely will the Pooled Fund Project’s achievements be sustained beyond the project period?

### 5. Project cycle management

The Pooled Fund Window 1 is planned to be implemented over the course of 12 months following project management cycle.



## SUN Movement Pooled Fund (Window 1): Planning, Monitoring and Reporting Procedures



## 6. M&E implementation structure

- Grantees: each Pooled Fund grantee shall assign an **M&E contact person** having relevant professional background and interest. S/he will serve as a primary contact person to work with UNOPS in developing and implementing an M&E system for their Pooled Fund project.
- UNOPS: **M&E Specialist** serves as a primary contact person for grantees in offering M&E services, and leads the design and implementation of the Pooled Fund M&E System across the grants supported countries.
- SMS and CSN MEAL Team: UNOPS M&E Specialist will liaise with SUN Movement Secretariat (SMS) and CSN MEAL Team on developing and implementing the Pooled Fund M&E System in coherent manner.

## 7. Grantees' roles and responsibilities

All grantees should develop and implement a results-based planning, monitoring, and reporting system for their Pooled Fund Projects with support from UNOPS. The following table provides an overview guidance to the grantees on their M&E roles and responsibilities.

<p><b>Project design stage I</b> (proposal submission)</p>	<ul style="list-style-type: none"> <li>• Conduct need analysis based on the country context and priorities issues aligning with the Pooled Fund Outcome(s).</li> <li>• Select the Pooled Fund Outcome(s) that the grantees aims to focus on their proposals.</li> <li>• Develop a clear theory of change (TOC) in plain language addressing country needs.</li> <li>• Develop a SMART log-frame with outcome(s), outputs and package of activities and corresponding indicators along with baselines, targets, means of verification and reporting frequencies following the template suggested in the call for proposals.</li> <li>• Collaborate with CSN Secretariat to improve quality of proposal and log-frame – when required.</li> <li>• Allocate budget for Monitoring &amp; Evaluation (M&amp;E) – this may include part-time salary/allowances for M&amp;E contact person, data collection costs, field monitoring and review, etc. (<i>Grantees are not expected to plan and implement large-scale independent surveys or evaluations</i>).</li> </ul>
<p><b>Project design stage II</b> (after proposal selected for funding)</p>	<ul style="list-style-type: none"> <li>• Assign M&amp;E contact person who will liaise with UNOPS M&amp;E Specialist to improve and implement project M&amp;E system. (<i>This does mean to force the grantees to create new M&amp;E position. The existing project staff/project coordinator can serve as an M&amp;E contact person.</i>)</li> <li>• Each grantee should develop and finalize following M&amp;E documents for their own project in support of UNOPS M&amp;E Specialist: <ul style="list-style-type: none"> <li>○ Theory of Change</li> <li>○ Log-frame Indicators Tracking Sheet</li> <li>○ Activities tracking sheet</li> <li>○ Data collection plan</li> <li>○ Data collection tools</li> </ul> </li> </ul>

<p><b>Project implementation stage</b></p>	<ul style="list-style-type: none"> <li>• Ensure that each indicator in the log-frame has credible baseline, and realistic milestone and target.</li> <li>• Collect M&amp;E data as per the plan using the developed templates.</li> <li>• Assure quality of data and manage them in simple and usable formats.</li> <li>• Analyze collected data and use them for informed decisions making and reporting.</li> <li>• Conduct project site visits and assure quality of the implemented activities.</li> <li>• Regularly update the project’s Log-frame Indicators Tracking Sheet, and Activities tracking sheet.</li> <li>• Regularly document lessons and best practices and contribute on SUN Movement knowledge building efforts.</li> <li>• Participate in Monthly Update Call or submit Monthly Update Report by 1<sup>st</sup> week of every month on regular basis.</li> <li>• Prepare and submit evidence-based interim report to UNOPS after 4 months of the project start date.</li> <li>• Organize project mid-point review as planned, and share minutes/proceedings to UNOPS.</li> </ul>
<p><b>After project completion</b></p>	<ul style="list-style-type: none"> <li>• Organize project end-point review as planned, and share the minutes/proceedings to UNOPS.</li> <li>• Prepare the project completion report and submit to UNOPS within 60 days after the project implantation completed.</li> </ul>

## 8. M&E services available to grantees from UNOPS

<p><b>Project design stage I</b> (before proposal submission)</p>	<ul style="list-style-type: none"> <li>• Support the Pooled Fund call for proposals (CFP) process from M&amp;E ends to facilitate results-based planning.</li> <li>• Liaise with CSN and SMS MEAL team to facilitate M&amp;E services to the grantees.</li> <li>• Clarify planning, monitoring, evaluation, and reporting issues and requirements together with other operational requirements.</li> </ul>
<p><b>Project design stage II</b> (after proposal selected for funding)</p>	<ul style="list-style-type: none"> <li>• Provide training on the Pooled Fund Project’s Planning, Monitoring, and Reporting system.</li> <li>• Offer one-on-one support to the grantees to improve and finalize a tailored M&amp;E framework for their Pooled Fund projects – minimizing the burden of data collection and aligning with the Pooled Fund requirements.</li> <li>• Finalize and share Planning, Monitoring, and Reporting (PMR) guidance for the Pooled Fund Grantees that includes required procedures, requirements, and templates.</li> </ul>
<p><b>Project implementation stage</b></p>	<ul style="list-style-type: none"> <li>• Serve as a primary M&amp;E Contact Person for grantees in offering M&amp;E technical support to rollout M&amp;E system.</li> <li>• Perform project site visits for M&amp;E facilitation, direct data auditing, verification &amp; programmatic spot checks.</li> <li>• Promote peer-to-peer learning and horizontal sharing though establishing a Group of the Pooled Fund M&amp;E Contact Persons.</li> </ul>

	<ul style="list-style-type: none"> <li>• Review the received reports from grantees (including Monthly updates, interim report and final report) and provide feedback and support – when necessary.</li> <li>• Regularly assess the project performance using appropriate tools and provide timely update to project management teams of – grantees, UNOPS and SMS - for making informed decisions.</li> <li>• Provide guidance support on documenting lessons and best practices and facilitate to disseminate within SUN Movement Pooled Fund grantees and beyond.</li> </ul>
<b>After project completion</b>	<ul style="list-style-type: none"> <li>• Provide guidance and quality assurance support on writing project completion report.</li> <li>• Provide guidance on organizing Project end-point review, reflection, and accountability meeting.</li> </ul>

UNOPS will closely collaborate with SMS and CSN MEAL teams to provide above mentioned M&E services to the grantees in coordinated and timely manner throughout the Pooled Fund Cycle.

With an aim of ensuring cross-countries/CSAs collaboration and learning, UNOPS and CSN team will organize quarterly group calls with all grantees.

Achievements and progress of CSA grantees will be reflected in the Pooled Funds report as well the overall Civil Society Network annual progress and impact report and utilized to inform future strategies.

### 9. Grantee’s M&E Framework: Some tips for improvement

Each grantee should finalize and implement a sound M&E Framework that will include:

- Theory of change (TOC) - no specific format suggested. See Annex 1 as reference - the Pooled Fund TOC
- Log-frame Indicators Tracking Sheet – use Annex 3 template
- Activities Tracking Sheet - use Annex 4 template
- Data collection plan – use Annex 5 template and example
- Data collection tools – needs to be tailored as per grantee’s log-frame and project design.

Grantees are suggested to align their log-frame with the Pooled Fund Log-frame - including outcomes, outputs, activities and indicators – incorporating the country contexts. Following tips are suggested to guide grantees to improve and review their theory of change, log-frame and workplan.

Issues to Consider	Checked
1. Conduct a proper needs analysis of your country context that align to one or more outcomes in the Pooled Fund log-frame	√
2. Identify and prioritize the key issues where the Pooled Fund can make meaningful difference (focus should be on <i>need to do - rather than nice to do!</i> ). Please review the issues prioritized in the country’s national plans and SUN Movement Joint Annual Assessments.	√
3. Develop clear and concise theory of change (TOC) explaining how the identified and prioritized issues will be addressed with the Pooled Fund support.	√

4. Develop a log-frame following the suggested template in CFP. The log-frame should answer how the project inputs/activities will transform the identified and prioritized issues into outputs, and how those outputs lead to outcome(s).	√
5. Develop a package of activities (not ON/OFF activity) – clearly linked to planned outputs leading to outcome(s).	√
6. Strong causal link should be established among outcome(s), outputs, package of activities, and allocated budgets.	√
7. SMART result statements (outcomes and outputs) with change language followed by indicators corresponding to outcomes and outputs – gender and age group disaggregation ( <i>required where applicable</i> ). Activity indicator(s) should be included to each activity included in the project.	√
8. Establish a creditable baseline and realistic target to each outcome and output indicator. If it is not possible to establish baseline and/or target for any indicator, please clearly mention when they will be available. Realistic targets should be established to each activity indicator.	√
9. Specific Means of Verification (MOV) and reporting frequency should be established to each indicator. Each MOV established for the indicator should be objectively verifiable.	√
10. Realistic work plan with specific timeline	√

This guidance does not provide details on developing log-frame in whole. However, following some tips are suggested on drafting indicators:

- There should be a good mixture of both qualitative and quantitative indicators.
- Try to quantify the indicators as much as possible.
- Since the Window 1 Pooled Fund project has a timeline of 12 months for implementation, grantees are encouraged to focus collecting primary data on outputs and short-term outcomes, which can provide evidence and show contribution to outcome level results.
  - *Example 1:* if a project is monitoring performance of Multi-sectoral Plan Development Training, grantee may use following types of indicators to monitor output and short-term outcome. *Small Scale Sample Telephone Survey (can be conducted in-house) along with structured short questionnaires can be useful to tack these type of indicators.*
    - # of participants that received training on multi-sectoral planning (men and women)
    - % of trained participants who reported that they are more effective at doing their jobs 4 months after multi-sectoral planning training (men and women)
    - % of trained participants that have provided inputs on multi-sectoral planning and advocated to include the inputs into the plans (men and women)
  - *Example 2:* If a project is monitoring performance of policy researches, grantee may use following types of indicators:
    - # of policy researches conducted to promote scaling up nutrition with the Pooled Fund support
    - # of platforms where the Pooled Fund supported researches' findings/recommendations were shared and discussed
    - # findings/recommendations made on the policy researches - conducted with the Pooled Fund support - were used on nutrition planning, budgeting and/or implementation

## 10. Monitoring

Both grantees and UNOPS have responsibility to carryout regular project monitoring.

Grantees	Project monitoring, quality assurance and onsite verification should be part of the project management and should be carried out by all staff and stakeholders engaged on the project.
	Grantees are responsible for delivering planned activities and outputs in a timely and effective manner. Therefore, grantees should regularly monitor and track data on process, outputs and short-term outcomes as a primary responsibility.
	Outcomes are achieved and monitored together with partners. Grantees should collaborate with in-country relevant partners including government agencies, bilateral-multilateral agencies, civil society organization, private sectors and academia to monitor outcome level results and actively participate in the assessment, evaluations and researches – including SUN Joint Annual Assessment.
	Grantees are responsible for keeping an up-to-date database on M&E system, and should analyze the data and use them for informed decision-making and reporting.
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: <ul style="list-style-type: none"> <li>i. Facilitate M&amp;E process</li> <li>ii. Assess project progress, lessons and challenges</li> <li>iii. Conduct direct data auditing and verification</li> <li>iv. Conduct programmatic spot checks</li> </ul>

## 11. Reporting

The Pooled Fund aims to reduce reporting burdens as much as possible to the grantees. Thus, the grantees will use simplified reporting templates suggested by UNOPS following frequencies.

Report	Reporting period	Due date
1 <b>Monthly update:</b> <i>(template: Annex 6 in PMR Guidance)</i>	Monthly from the grant start date	Within 7 <sup>th</sup> of the following month.
2 <b>Interim report (one time) – 5 pages excluding annexes</b> <i>(template: Annex 7 in PMR Guidance)</i>	Cumulative: first four month from the grant start date	Once 70% expenditure of 1st installment made. <i>(normally after 4 months of the project start date)</i>
3 <b>Project completion report (one time) – 10 pages excluding annexes</b> <i>(template: Annex 8 in PMR Guidance)</i>	Cumulative: whole project period (12 months) from the grant start date	Within 60 days of grants completion date.

## 12. Reviews, reflection and accountability

Grantees are not expected to plan and conduct any independent external evaluations or surveys. However, grantees will carry out two participatory internal review, reflection and accountability meetings during the project period in participatory manner.

- *Project mid-point review, reflection and accountability meeting:* it should be conducted in the form of a small roundtable engaging key stakeholders on the 7<sup>th</sup> month of the project. This meeting should:
  - assess progress against planned results, and validate them,
  - discuss on challenges, opportunities and solutions, and
  - Identify actions for mid-course corrections to ensure achievements of the planned results.
- *Project end-point review, reflection and accountability meeting:* it should be conducted in the form of a small roundtable engaging key stakeholders within 45 days of the project completion. This meeting should:
  - access progress against planned results,
  - document lessons,
  - finalize sustainability strategy, and
  - review and validate project completion report before submission to UNOPS.
- Suggested key stakeholders to engage during the meetings:
  - SUN government focal point(s)
  - SUN donor convener
  - SUN UN Agencies focal point
  - SUN business network focal point
  - Relevant CSA members

Activity		Period to cover	Due date
1	Mid-point review, reflection and accountability meeting	First 6 months from the grants start date	On 7 <sup>th</sup> Month of the project implementation
2	End-point review, reflection and accountability meeting	Complete project period	Within 45 days of the project implementation completion

The key discussions and recommendations of the meetings should be documented in minutes. The endorsed copy the minutes should be shared with UNOPS within two weeks of the review meeting conducted.

## 13. Knowledge building and sharing

*SUN Pooled Fund M&E Group:* a group of the Pooled Fund M&E contact persons will be established with aim to promote peer-to-peer learning and sharing. This group will have a specific TOR and group email. UNOPS M&E specialist will serve as a moderator of the M&E group. SUNCSN M&E Expert will serve as a member of the group and also offer necessary technical support to the members.

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

Technical Assistance: UNOPS together with CSN Secretariat will do mapping of the required technical assistance (TA) to the grantees to better implement the pooled fund project. Based on the TA mapping exercise, SMS and CSN Secretariat will prioritize and facilitate possible TAs to the grantees based on time and resources available.

Knowledge documentation: the grantees are encouraged along with possible technical support to document lessons and best practices in both texts and visual forms. Grantees are also encouraged to write blogs on their field trips and any issues or events that showcase the Pooled Fund Project. Grantees are encouraged to share their documented knowledge products to UNOPS via email copying to SUN Pooled Fund M&E Group email.

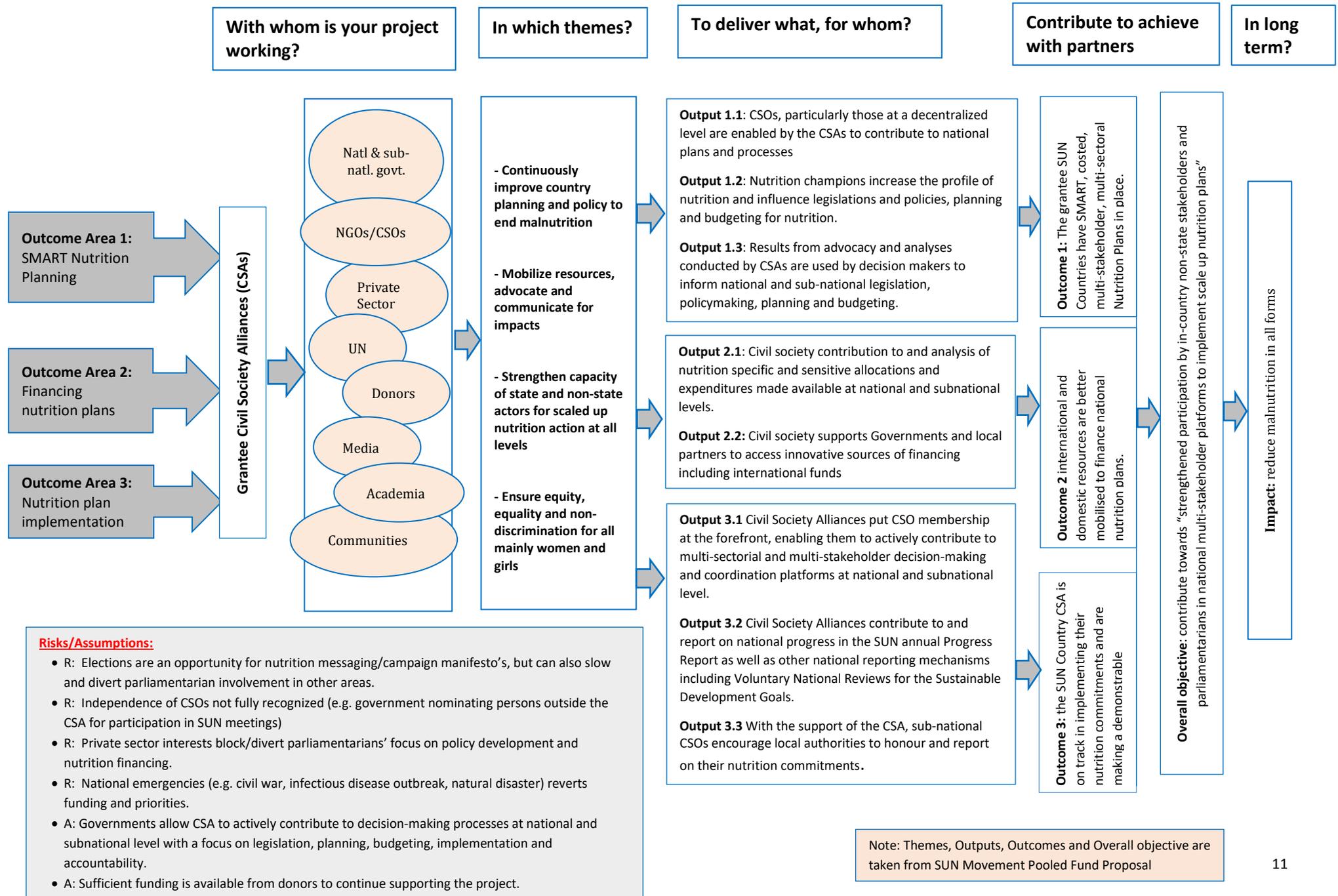
Knowledge sharing: A separate page will be created for the Pooled Fund within the SUN Movement website. The documented key knowledge products shall be published on the Pooled Fund Website Page with necessary editing or improvement.

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.

Social Media: the grantees shall be 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 post 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](#)

# Annex 1: SUN Movement Pooled Fund Project Theory of Change



### Annex 2: Log-frame and work-plan template

Outcome 1:	Indicators	Baseline	Milestone for 1 <sup>st</sup> 4 months	Target	Means of Verification	Frequency of Reporting										
Output 1.1:	Indicators	Baseline	Milestone for 1 <sup>st</sup> 4 months	Target	Means of Verification	Frequency of Reporting										
					12-Month Timeline											
Activity	Responsible Party	Indicator with target	12-Month Timeline													
			1	2	3	4	5	6	7	8	9	10	11	12		
1.1.1																
1.1.2																
1.1.3																
1.1.4																
Output 1.2:	Indicators	Baseline	Milestone for 1 <sup>st</sup> 4 months	Target	Means of Verification	Frequency of reporting										
					12-Month Timeline											
Activity	Responsible Party	Indicator with target	12-Month Timeline													
			1	2	3	4	5	6	7	8	9	10	11	12		
1.2.1																
1.2.2																
1.2.3																
1.2.4																





### Annex 5: Data Collection Plan

YEAR	Data Collection activity	Type of activity	Completion Date	Responsible	Cost
2018-2019 (July to June)	MEDIA MONITORING	Desk review of online archives	Quarterly	internally; M&E Focal Point	none
	SAMPLE SURVEY ON SKILL RETENTION 4 MONTHS AFTER TRAINING	Sample telephone survey	Q2 & Q4	internally; M&E Focal Point	none
	SATISFACTION SURVEY OF MPs AND COMMITTEE MEMBERS	Sample telephone survey	Q2 & Q4	internally; M&E Focal Point	none
	SUN MOVEMENT JOINT ANNUAL ASSESSMENT	Assessment	Q4	Project Team	S...
	PROJECT MID- POINT REVIEW	Roundtable	Q2	Internal	\$..
	PROJECT END-POINT REVIEW	Roundtable	Q4	Internal	\$..

## Annex 6: Monthly Update Template

### 1. Introduction:

Country:	Project title:
Grant Number:	Grantee's Name:
Reporting Month/Year:	Name & Email of Project Contact Person:

### 2. Main achievements<sup>1</sup> of the month (100 words maximum):

### 3. Activity Tracking (completed):

SN	Activity ( <i>please list all activities from log-frame</i> )	Status (not started, on track, completed)	Brief explanation on implementation status ( <i>50 words maximum per activity</i> )
1.1			
1.2			
2.1			
2.2			

### 4. Activities planned for coming month:

SN	Activity as per project log-frame	Stakeholders to engage	Remarks (if needed)
1.1			
1.2			
2.1			
2.2			

### 5. Risk/challenge tracking:

SN	Risk/Challenges tackled	Risk level (low, medium, high)	Activity affected	In brief: response taken or planned to take
1				
2				
3				

### 6. Expected Technical Assistance (TA):

	Description of required TA	Required date	Why the requested TA is important to grantee?
1			
2			

<sup>1</sup> Please write what your project actually did; if reporting bigger achievement with partners, please write your project's specific roles/contributions.

## Annex 7: Interim Report Template

Country:	Project Title:
Grant Number:	Grantee’s Name:
Reporting Period:	Name & Email of Project Contact Person:

The report should be submitted to: [bhushans@unops.org](mailto:bhushans@unops.org) copying to: [anmarieq@unops.org](mailto:anmarieq@unops.org)

Please use the following email subject line: SUN [Name of Country] [Name of organization] [Grant Number] Update [Month/Year].

### 1) Key results achieved:

- i. What has changed (big-picture results) at national/sub-national level - over the first 4 months of your project - on the outcome(s)/Scaling Up Nutrition that your Pooled Fund Project focus?
- ii. What were the Pooled Fund Project’s achievements over the first 4 months? How the Pooled Fund’s achievements contributed to the national/sub-national level change(s) on outcome(s)/Scaling Up Nutrition?

Please focus on results/changes, not activities, in this section. Please write a complete and concise results story that reflects upon the big picture result(s) showing clear contribution of your project.

<p>Outcome 1: SMART Planning &amp; Legislation</p> <p>Outcome2: Financial Resourcing</p> <p>Outcome 3: Effective Implementation and Accountability</p>
--

### 2) Project Logframe progress

Provide performance data on all outputs and activities presented in the log-frame, and compare progress with milestone, and provide comments on variations. Outcome level performance reporting is optional for interim report.

Provide self-assess and color the Red-Amber-Green (RAG) column in line with a RAG ‘Traffic Light’ rating.

GREEN	On track – 85%+ progress towards achievement of outputs or activities.
AMBER	At risk – 65-84% progress. Project team need to identify particular measure to overcome the risk. Pooled Fund Team shall track the progress of suggested measures by the grantees to overcome the risks/concerns.
RED	Off track – progress below 65%: if one of more outputs and activities are at risk, this scenario comes under serious concerns. This needs immediate actions. The project should develop a specific action plan to improve performance and share with the UNOPS Pooled Fund Team. Reviewing the action plan, the Pooled Fund Team with

Outcome 1:	Indicators	Baseline	Milestone: months 4	Progress: months 4	RAG Rating	Comments on variations
Output 1.1:	Indicators	Baseline	Milestone: months 4	Progress: months 4	RAG Rating	Comments on variations
Output 1.2:	Indicators	Baseline	Milestone: months 4	Progress: months 4	RAG Rating	Comments on variations
Outcome 2:	Indicators	Baseline	Milestone: months 4	Progress: months 4	RAG Rating	Comments on variations
Output 2.1:	Indicators	Baseline	Milestone: months 4	Progress: months 4	RAG Rating	Comments on variations
Output 2.2:	Indicators	Baseline	Milestone: months 4	Progress: months 4	RAG Rating	Comments on variations

### 3) Activities implementation cumulative updates – in first 4 months

SN	Activity (please list all activities from log-frame)	Status (not started, on track, completed)	Brief explanation on implementation status (50 words maximum per activity)
1.1			
1.2			
2.1			
2.2			

### 4) Comment on project operating environment

Theme	Commentary
External factors	<i>[Short summary of any changes in the operating environment (legislation, local or regional conflict, access to operational sites, disaster events, external stakeholder changes, etc.) that directly affect project operations and performance.]</i>
Internal factors	<i>[Short summary of any key changes in internal project factors (project staffing, partners, operating facilities) that directly impact on project operations and performance]</i>

### 5) How your SUN Pooled Fund Project ensured equity, equality and non-discrimination for all, with women and girls at the center of efforts?

### 6) Challenges and lessons learned

### 7) Proposed changes on activity/budget or work plan

SN	Proposed changes	Brief justification for proposed change or reallocation
1.1		
2.1		

### 8) Sustainability and way forward

#### Annex:

- 1) Financial report
- 2) Update on risk long
- 3) Updated log-frame and work plan (*if the grantee makes any changes, this should be communicated and agreed with UNOPS*)
- 4) Human-interest story (at least one)
- 5) Project activities' photographs in action with caption in a separate folder (JPEG)
- 6) Any publications, meeting/workshop proceedings, reports (*if produced*)

#### Formatting Instructions:

1. The report should be maximum 5 pages.
2. Format the entire document using the following font: 12point \_ Arial
3. Include a list of the main abbreviations and acronyms that are used in the report.
4. Annexes can be submitted separately providing reference to the report.
5. Do not change format and structure on the provided template.
6. **Reported progress and results must match with the financial report.**
7. Any questions on the reporting issues or templates should be sent to: to: [bhushans@unops.org](mailto:bhushans@unops.org) copying to: [annmarieq@unops.org](mailto:annmarieq@unops.org)

## Annex 8: Final Report Template

Country:	Project Title:
Grant Number:	Grantee’s Name:
Reporting Period:	Name & Email of Project Contact Person:

The report should be submitted to: [bhushans@unops.org](mailto:bhushans@unops.org) copying to: [annmarieq@unops.org](mailto:annmarieq@unops.org)

Please use the following email subject line: SUN [Name of Country] [Name of organization] [Grant Number] Update [Month/Year].

### 1) Key results achieved:

- iii. What has changed (big-picture results) at national/sub-national level - over the project period - on the outcome(s)/Scaling Up Nutrition that the Pooled Fund Project focus?
- iv. What were the Pooled Fund Project’s achievements over the project period? How the Pooled Fund’s achievements contributed to the national/sub-national level change(s) on outcome(s)/Scaling Up Nutrition?

Please focus on results/changes, not activities, in this section. Please write a complete and concise results story that reflects upon the big picture result(s) showing clear contribution of your project

<p>Outcome 1: SMART Planning &amp; Legislation</p>  <p>Outcome2: Financial Resourcing</p>  <p>Outcome 3: Effective Implementation and Accountability</p>
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### 2) Project Log-frame progress

Provide performance data on all outcomes, outputs, and activities presented in the log-frame, and compare progress with milestone, and provide comments on variations. Provide self-assess and color the Red-Amber-Green (RAG) column in line with a RAG ‘Traffic Light’ rating.

<b>GREEN</b>	On track – 85%+ progress towards achievement of outcomes, outputs or activities.
<b>AMBER</b>	At risk – 65-84% progress towards achievement of outcomes, outputs or activities. Project team need to identify particular measure to overcome the risk. Pooled Fund Team shall track the progress of suggested measures by the grantees to overcome the risks/concerns.
<b>RED</b>	Off track – below 65% progress towards achievement of outcomes, outputs or activities. If one of more outputs and activities are Off Track, this scenario comes under serious concerns. This needs immediate actions. The projects should develop a specific action to improve performance and share with the Pooled Fund Team.

Outcome 1:	Indicators	Baseline	Target: months 12 (Cumulative)	Target: months 12 (Cumulative)	RAG Rating	Comments on variations
Output 1.1:	Indicators	Baseline	Target: months 12	Target: months 12	RAG Rating	Comments on variations
Output 1.2:	Indicators	Baseline	Target: months 12	Target: months 12	RAG Rating	Comments on variations
Outcome 2:	Indicators	Baseline	Target: months 12	Target: months 12	RAG Rating	Comments on variations
Output 2.1:	Indicators	Baseline	Target: months 12	Target: months 12	RAG Rating	Comments on variations
Output 2.2:	Indicators	Baseline	Target: months 12	Target: months 12	RAG Rating	Comments on variations

### 3) Activities implementation cumulative updates – in months 12

SN	Activity (please list all activities from log-frame)	Status (not started, on track, completed)	Brief explanation on implementation status (50 words maximum per activity)
1.1			
1.2			
2.1			
2.2			

4) How the SUN Pooled Fund Project ensured equity, equality and non-discrimination for all, with women and girls at the center of efforts?

5) Did the project make any major revisions in terms of strategy, theory of change or activities? If yes, what key revisions made and why?

6) Challenges and lessons learned

7) Sustainability and way forward

#### Annex:

1. Financial report
2. Human-interest story (at least one)
3. Project activities' photographs in action with caption in a separate folder (JPEG)
4. Any publications, meeting/workshop proceedings, reports (*if produced*)

#### Formatting Instructions:

1. The report should be maximum 10 pages.
2. Format the entire document using the following font: 12point \_ Arial
3. Include a list of the main abbreviations and acronyms that are used in the report.
4. Annexes can be submitted separately providing reference to the report.
5. Do not change format and structure on the provided template.
6. **Reported progress and results must match with the financial report.**
7. Any questions on the reporting issues or templates should be sent to: to: [bhushans@unops.org](mailto:bhushans@unops.org)  
copying to: [annmarieq@unops.org](mailto:annmarieq@unops.org)

## Annex 9: Risk Log Template

Country:			Project title:					
Grant Number:								
SN	Type and description of risk	Internal /External	Likelihood of occurrence (low, medium, high)	Impact on the project (low, medium, high)	Mitigating Measure(s)	Who is responsible for mitigation?	Specific actions and assigned people	Likelihood of risk occurrence (low, medium, high) after mitigation measures



**Media:**

Twitter handle 1: @SUN\_Movement

Twitter handle 2: @SUNCSN

Facebook handle 1: Scaling Up Nutrition Movement

Facebook handle 2: SUN Civil Society Network

<http://scalingupnutrition.org>

<http://www.suncivilsociety.com>