

Monitoring, Evaluation and Learning Strategy



This Monitoring, Evaluation and Learning Strategy articulates relevant Fund level operational rules, guidelines, and processes to ensure effective monitoring, evaluation, and learning practices are in place to assess the performance, impact, and outcomes of the Uzbekistan Ishonch Vision 2030 Fund. This strategy aims to enhance accountability, inform decision-making, improve programme effectiveness, and facilitate learning and knowledge sharing among stakeholders involved in the Fund initiatives.

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Key Terms and Acronyms

For the purposes of this MEL Strategy, the following terms and acronyms are used as follows:

CCA	Common Country Analysis
Fund	Uzbekistan Vision 2030 Fund
Government	Government of the Republic of Uzbekistan
IFI	International Financial Institution
Implementing Organizations	Participating UN Organizations (PUNOs) and UN Specialized Agencies
MEDG	Monitoring, Evaluation and Data Group
M&E	Monitoring & Evaluation
MEL	Monitoring, Evaluation, Learning
MOU	Memorandum of Understanding between PUNOs and the MPTFO regarding the Operational Aspects of the Fund
MPTF	Multi-Partner Trust Fund
MPTFO	UN Multi-Partner Trust Fund Office
Project/Programme	Projects are typically initiatives implemented by a single Implementing Organization with a narrower programmatic scope, whereas programmes are typically more complex initiatives implemented by one or more Implementing Organizations with a broader programmatic scope.
PUNO	Participating UN Organizations, which is signatories to the UNSDCF
RC	UN Resident Coordinator
SAA	Standard Administrative Arrangement between the Swiss Federal Council as custodian of funds recovered in Switzerland, on behalf of and for the benefit of the population of the Republic of Uzbekistan, and the MPTFO
SDGs	Sustainable Development Goals
TOR	Terms of Reference of the United Nations Multi-Partner Trust Fund “Uzbekistan Vision 2030 Fund”
TPM	Third party monitor
UN	United Nations
UN Specialized Agency	Participating UN Specialized Agency which is non-signatory to the UNSDCF
UNCT	UN Country Team. The UNCT is the main inter-agency mechanism in a country for inter-agency coordination, coherence and decision-making. It is led by the UN Resident Coordinator and composed of the representatives of UNSDG entities.
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Cooperation Framework for Uzbekistan 2021-2025 ¹ and its successors
UNSDG	United Nations Sustainable Development Group
CSAC	Civil Society Advisory Committee

¹ <https://uzbekistan.un.org/index.php/en/94416-united-nations-sustainable-development-cooperation-framework-2021-2025-uzbekistan>

1. Rationale and Vision

The purpose of the Uzbekistan Vision 2030 Fund (Ishonch Fund) is to benefit the people of Uzbekistan. It is a UN Multi-Partner Trust Fund designed to support principled, transparent, and effective asset restitution via programs aimed at accelerating the Government of the Republic of Uzbekistan's (the Host Government) national reform agenda and the Sustainable Development Goals (SDGs). The Fund primarily targets transformative interventions focusing on the strategic priorities identified and agreed between the Government and the UN within the UN Sustainable Development Cooperation Framework 2021-2025 (UNSDCF) and its successors.

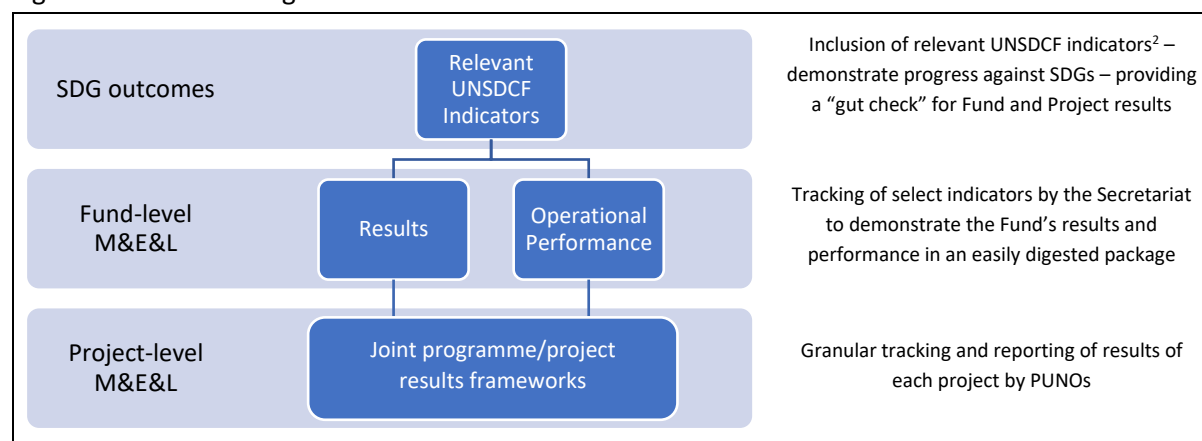
There is increased urgency to collectively meet the SDGs, with less than a decade left to deliver and report on SDG progress. The Government of Uzbekistan, the UN and development partners have allocated substantial resources and effort into the SDGs. Understanding, measuring, and communicating how these efforts make a difference in people's lives is a vital task, one that requires a robust Monitoring and Evaluation function linked with effective communications.

Public expectations of the impact of the Ishonch Fund are high, and the level of external scrutiny is likely to be unprecedented for the UN in Uzbekistan, given the nature of the funding source (recovered assets). The monitoring, evaluation and learning strategy for the Ishonch Fund has the following overarching strategy: **Providing a basis for continuous learning and improvement of the restitution process by demonstrating how the Ishonch Fund delivers tangible results for the people of Uzbekistan and supports attainment of the SDGs, in a transparent, efficient, and effective way.**

2. Multi-level M&E

Three different levels of monitoring and evaluation (M&E) are relevant for the Ishonch Fund: SDG outcome, fund- and project-level. The fund-level monitoring framework is informed by project/programme-level M&E and strives to be aligned with national SDGs and UNSDCF M&E.

Figure 1. Differentiating levels of M&E used for the Ishonch Fund



SDG Outcomes

The nationalized SDGs - which are captured in the UNSDCF indicators – will serve as an essential backdrop for monitoring and understanding Fund-level results. Projects/programmes are expected to contribute towards their achievement and should therefore include relevant UNSDCF indicators in their results frameworks. While the Ishonch Fund cannot claim full attribution to these results, positive results at the Fund-level should be consistent with evidence seen in achieving SDG outcomes. For example, the Fund cannot claim success in delivering a national programme on maternal and infant mortality, if national statistics on this issue do not show improvement. The Fund’s MEL strategy will only include UNSDCF indicators relevant to projects/programmes approved by the Fund. As such, the list of indicators included will expand and evolve over time, as new projects/programmes are approved.

Fund-level M&E

Results: Progress towards fund-level objectives is measured based on project-level reporting. Fund-level M&E is directly informed by project-level monitoring. Key indicators from project monitoring frameworks will be used to track and communicate results at the level of the fund. The integration of project-level outcome and output indicators into a single framework helps highlight the inter-linkages across the portfolio while providing a tool for monitoring their contributions towards common objectives including the effectiveness of the restitution.

² UNSDCF indicators relevant for approved projects / programmes.

External sources may also be used. Although they exhibit weaker attribution, external sources provide useful data for assessing fund-level outcomes. Such sources might include sectoral management information systems (health, education, Single Registry). Though the Fund cannot set targets for these external sources, identified indicators can provide an important resource for tracking fund-level outcomes beyond the direct outputs and outcomes of the individual projects.

Operational Performance: The Secretariat will monitor and report on operational performance of the fund through a set of indicators measuring operational performance, with a focus on transparency, efficiency, effectiveness, and adherence to the UNSDCF principles. In consultation with UN agencies and MC members, a limited set of indicators will be identified and tracked by the Secretariat, with a focus on the application of agreed standards and strategies adopted by the fund (e.g., on risk management, communications and visibility, M&E, value for money, etc.). These indicators will assure Fund level transparency through publication of all relevant fund documents including narrative and financial reports and Management Committee decisions on the public Gateway, consultations with the Civil Society Advisory Council (CSAC), and adherence with relevant UN principles and standards (see Chapter 6 below for details).

Project-Level M&E

The Fund-level monitoring framework complements, but does not replace, project-level monitoring and evaluation. For Fund Windows A and B, monitoring and evaluation of the projects/programmes will follow the Monitoring and Evaluation procedures described in the UNSDCF. For Fund Window C, the Fund will follow the Monitoring and Evaluation procedures of the Implementing Organization.

To monitor the project/programme results, Implementing Organizations will conduct on-site monitoring; collect data at outcome and output levels, linking project-related and financial result indicators; and share timely reports, as per the reporting and accountability requirements elaborated below. To ensure transparency, the reports should be publicly available at MPTFO Gateway.

As most of the the Fund's resources will be allocated to projects, it's essential for project-level Monitoring and Evaluation (M&E) to serve multiple purposes. Firstly, it will assess the progress towards achieving expected results and identify any implementation bottlenecks. Additionally, the M&E process will utilize procedures and mechanisms of Implementing Organizations to scrutinize for any unintended effects, be they positive or negative, including potential risks related to corruption, nepotism, or any other unethical behavior.

A participatory approach is essential for successful achievement of the Fund's objectives. Participatory M&E&L refers to an inclusive process, whereby a wide range of local stakeholders and community members are actively engaged in the M&E&L phases of a project/programme. Fund must be accountable to the people of Uzbekistan, while promoting constructive engagement, mutual learning and trust building.

The process related to annual consultations as foreseen in the SAA will be discussed and endorsed by the Management Committee.

The Guidance Note on a New Generation of Joint Programmes states that the "integrated JP results framework, work plan and budget [...] is prepared on a rolling basis. It illustrates a high level of

coordination and sequencing to ensure complementarity and coherence between the planned activities of PUNOs and non-UN partners (*as applicable*).” The guidance further states that “five percent of the JP budget is allocated for monitoring, reporting, evaluation and audit, unless otherwise required by the donor or pooled fund. Normally, each PUNO will allocate five percent of its budget share.”

Evaluation

Fund level: Evaluation(s) will follow the UN Evaluation Group norms and standards. The UNEG defines an evaluation as “an assessment, conducted as systematically and impartially as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability.” Following the ultimate purpose of the Ishonch Fund to deliver tangible results for the people of Uzbekistan, it is necessary ***to design project proposals focusing on a strong ToC as a prerequisite for all evaluations examining the impact and outcome-level change.***

As stated in the Fund’s TOR, any “Fund mid-term reviews and final evaluations including, as necessary and appropriate, joint evaluations by the Implementing Organizations, the Administrative Agent, the Contributor(s), the Host Government and other partners will be commissioned by the Management Committee to assess overall performance of the Fund, inclusive of design, management, and functioning against overall objectives. ... The Secretariat will oversee an independent evaluation process at the Fund level. The evaluation results will be presented to the Management Committee for discussion. Subsequently, the Management Committee, with input from the Secretariat, will issue the management response. The Secretariat will consolidate, record and monitor implementation of the management response and recommendations at the Fund level. Costs of the Fund-level evaluations will be borne by the Fund Secretariat.”

Project/programme level: All programmes under window A become Flagship joint programmes and are required to undertake external evaluations at the end of each programme following the evaluation policies of the Implementing Organizations.

Learning

Learning is the process that aims to generate evidence and make available information from M&E for its further use to continuously improve the ability of the Fund’s portfolio to achieve results.

Together Monitoring, Evaluation and Learning (MEL) provides critical information for the Ishonch Fund’s advocacy work with the target populations, partners, and stakeholders. Studies, data collection, content and communication activities and evaluations documenting impact and outcome-level change should provide a strong foundation for the MEL strategy and be encouraged at the project/programme and the Fund levels. The Ishonch Fund Communication and Visibility Strategy has been designed “to ensure a credible and consistent flow of information about the restitution initiative, the Fund, its partners — and most importantly — the tangible improvements it brings to Uzbekistan and the lives of ordinary Uzbek people.” Lessons learned, findings and recommendations that come from the M&E&L activities must be a part of the publicly available advocacy, communication and visibility work of the Ishonch Fund.

3. Roles and responsibilities

As stated in the TOR, the Management Committee is responsible for “Overseeing the overall progress of the Fund against the background of the overall results framework through monitoring, reporting and evaluation.”

The members of CSAC participate in the monitoring and evaluation of the Fund and the programmes and projects including on-site visits to monitor the projects progress and possible interaction with the target populations in line with UN and PUNO policies and procedures. The CSAC may request the MC to contract external experts to support monitoring efforts. The members of the CSAC provide input to project reviews and evaluations, review progress reports, including project and Fund-level financial reports and narrative reporting; review any mid-term or final evaluations of the Fund and external evaluations of projects/programmes and contribute to an M&E Action Plan and an evaluation Management Response. The Secretariat is responsible for coordinating regular M&E across projects of the Fund’s investments, providing technical M&E support. It is also responsible for organizing Fund-level reviews/evaluations. It does not carry out routine M&E at the project level, as this is the responsibility of each implementing agency; however, it may provide support to agencies to ensure M&E processes provide the necessary inputs for Fund-level monitoring and evaluation. The Secretariat will develop the MEL Guide to set Fund’s standards and minimal criteria to support the participating organizations in development of proposals and implementation of the projects/programmes using the RBM, UNSDCF principles, evaluation norms and standards.

The Secretariat will conduct visits to project sites in line with the Fund-level M&E plan. In coordination with Implementing Organizations and government authorities, the Secretariat will also facilitate visits to project sites for members of the Management Committee and the Civil Society Advisory Council (CSAC) to monitor the project progress including possible interaction with the target populations. It also has a strong role in risk management, including advocating for the establishment of mechanisms/standards by the UNCT for mitigating key risks (described in section 10.5 of the Operations Manual). The Secretariat will work with the Monitoring, Evaluation and Data Group (MEDG³) and Implementing Organizations to avoid duplication of efforts and to ensure efficiencies by making use of existing tools such as UNINFO and the Fund Management Platform of the MPTFO Gateway. The strategy will be elaborated further as the Fund is operationalized, with M&E&L being tailored to the needs of the Fund.

At the project/programme level, Implementing Organizations assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent and undertake Monitoring and Evaluation in accordance with their own regulations, rules, directives and procedures and in line with processes outlined in the ProDoc. Implementing Organizations are expected to participate actively in UNSDCF Results Groups and provide reporting as required to fulfill their obligations of the reporting schedule (Table 1), by the UNSDCF monitoring plan, and in line with guidance provided by the MEDG.

³ The MEDG is made up of agency M&E experts, who support the UNSDCF Results Groups to ensure sound, results-based management for the Cooperation Framework and to ensure coherence across UN support to enhancing data and statistics. More detail on the role of the MEDG is available in the UNSDCF.

Grievance redress mechanisms will be utilized by Implementing Organizations to enhance monitoring and operational performance.

As stated in the Operations Manual, a third-party monitor (TPM) may be engaged by the fund and/or by Implementing Organizations to enhance monitoring and operational performance. The MEDG will be consulted closely on decisions on whether and/or how to deploy a third-party monitor.

4. Reporting and accountability requirements

The reporting and accountability requirements elaborated in the Fund TOR are summarized in the reporting schedule below. Reports in the reporting schedule will be provided in English. See Annex 1 for the Annual Narrative Report Template.

The consolidated annual narrative reports will be used to provide an overarching narrative on the evolving operational context of the Fund; progress towards achieving desired results, drawing from highlights in project/programme level reporting; and fund performance. It will include both achievements and challenges faced, providing a transparent account of fund performance. It also includes an overview of decisions taken by the governance structure, and details about follow-up in response to lessons learned. The reports should be publicly accessible through MPTFO Gateway.

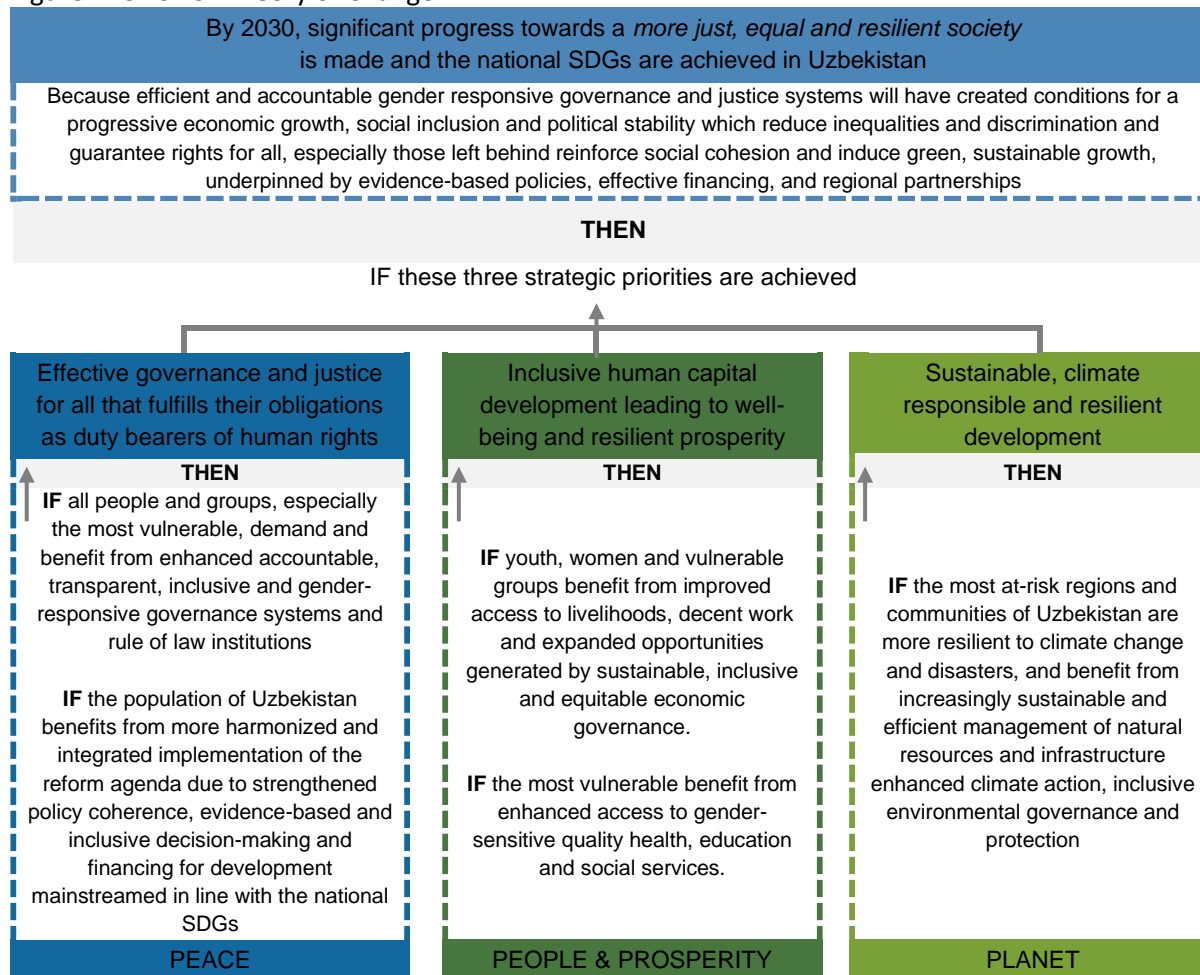
Table 1. Reporting Schedule

Report	Prepared by	Submitted to	Deadline / frequency
Light six-month updates on activities, progress and obstacles in approved projects/programmes	Lead implementing organization / convening agent	Secretariat	31 July (annually)
Light six-month updates on activities, progress and obstacles in approved projects/programmes	Secretariat	Management Committee, CSAC	30 September (annually)
Annual Narrative Reports on the activities in approved projects/programmes	Lead implementing organization / convening agent	Secretariat	31 March (annually)
Final Narrative Reports	Lead implementing organization / convening agent	Secretariat	Within 3 months of operational closure
Annual Financial Reports	Implementing organizations	Administrative Agent	30 April (annually)
Certified Final Financial Statements and Final Financial Reports	Implementing organizations	Administrative Agent	31 May after calendar year of financial closure
Consolidated Annual Narrative Report (including Final Narrative Reports submitted during the year)	Secretariat	Administrative Agent	15 May (annually)
Consolidated Final Narrative Report	Secretariat	Administrative Agent	31 May after calendar year of operational closure of fund
Annual Consolidated Fund Reports (Consolidated Annual Narrative Report + Annual Consolidated Financial Report)	Administrative Agent	Management Committee, CSAC	31 May (annually)
Certified Annual Financial Statement on AA Activities	Administrative Agent	Management Committee, CSAC	31 May (annually)
Certified Final Financial Statement on AA Activities	Administrative Agent	Management Committee, CSAC	31 May after calendar year of financial closure
Final Consolidated Narrative Report	Administrative Agent	Management Committee, CSAC	30 June of calendar year of operational closure of Fund
Final Consolidated Financial Report	Administrative Agent	Management Committee, CSAC	31 May after calendar year of financial closure of the Fund

5. Theory of Change

As stated in the Fund Terms of Reference (TOR), "the programmatic scope and theory of change of the Fund are anchored by the current UNSDCF (2021-2025) and its successors." Any project/programme approved under the Fund must demonstrate alignment with the UNSDCF theory of change.

Figure 2. UNSDCF Theory of Change⁴



⁴ Original presentation of the theory of change is on page 14 of the UNSDCF, see [Uzbekistan-UNSDCF-2021-2025.pdf](#) Key assumptions and risks associated with this theory of change are articulated on page 13.

6. The Ishonch Fund Monitoring framework

The Ishonch Fund Monitoring Framework serves as a tool for strategic portfolio management by providing a clear picture of Fund-level results and performance. The Monitoring Framework is designed to allow transparent tracking of results and operational performance, including transparency, against the backdrop of SDG outcomes; to enhance coordination and programmatic complementarities across the portfolio; and to inform dialogue amongst Fund stakeholders. It is adapted over time and in line with the evolution of the portfolio. As new projects/programmes are approved, the framework will be updated to reflect new areas/sectors of engagement and relevant country-level outcomes against which these investments are expected to make contributions. The monitoring framework will be included in 6-month updates and annual narrative reports and publicly available on Gateway.

SDG Outcomes

This section will be expanded with every new project/programme approval to align the areas of expected impact for the target population. (Please note that for the purpose of this draft strategy document, examples of UNSDCF outcomes, outputs and indicators have been indicated for a project proposal currently being considered by the Management Committee)

UNSDCF Outcomes/Outputs ⁵	Indicator	Baseline	2025 Targets	Status/description
UNSDCF Outcome 4. By 2025, the most vulnerable benefit from enhanced access to gender-sensitive quality health, education and social services.	Maternal mortality ratio per 100,000 live births (NSDG 3.1.1)	17.8 (2020)	15	
Output 4.1. By 2025, capacities of health system and stakeholders are strengthened to implement efficient and transparent, innovative and inclusive Universal Health Coverage-focused policies and programmes, comprehensive responses to health emergencies and to promote a healthy lifestyle and health literacy among all age groups as well as quality professional development opportunities and a decent work environment for healthcare employees.	Under 5 mortality rate per 1,000 live births (NSDG 3.2.1)	13.1% (2018)	9.8	

⁵ Only outcomes relevant to approved projects/programmes will be included in the monitoring framework. As the resource allocation strategy and approved projects and programmes evolve, the outcomes of this table will be updated to reflect the focus of the portfolio and its contribution to the UNSDCF outcomes and outputs, in line with national SDGs.

Fund Results

This section will be expanded based on the outcome indicators set for the specific project/programme approved for the funding.

Thematic priorities ⁶	Indicators ⁷	Baseline (2022)	Targets (2025)	Status/description	Source
Health Sector: Reduced maternal and infant mortality	Percentage of survival of low-birthweight newborns in 227 perinatal centres, (%) a) 500-1500 grams b) 1500-2000 grams	a) 70% b) 80%	a) 85% b) 95%		Health flagship
	Preventable maternal deaths (%)	77.3%	45%		Health flagship
	Number of Neonates, Women, and Adolescents Benefited from UN Supported High-Quality Inclusive RMNCAH Services in 227 Perinatal Centers Disaggregation: a) Age, b) gender, c) rural/urban, d) regional disaggregation, e) humanitarian context	20,000 a) N/A b) 20,000 women c) N/A d) 20,000 Republic of Karakalpakstan e) No	1,200,000 a) 600,000 women 15-49; 600,000 neonates b) 600,000 women		Health flagship
	Number of People Reached through Direct Community Consultations	0	20,000		

⁶ As per approved Resource Allocation Strategy.

⁷ The nationalized SDGs - which are captured in the UNSDCF indicators – serve as an essential backdrop for monitoring and understanding Fund-level results. The Fund-level indicators present the Fund's contribution to the N/SDG level and also monitored by the Fund.

Fund operational Performance

Indicators	Baseline (2022)	Annual target	Achieved	Status/description	Source
Governance					
# of annual Management Committee Meetings	0	4			MC minutes
# of annual CSAC Meetings	0	4			CSAC minutes
% of active projects with an anti-corruption capacity development component in accordance with the RAS	0	100%			Project Documents
% of MPTF projects consulted on with relevant RG/TGs during design	0	100%			RG/TG minutes
% of MPTF projects consulted on with CSAC during design	0	100%			CSAC minutes
Delivery rate of approved projects against established thresholds, %	0	85%			Gateway
Share of proposals passed through PAC with an average score 3.5 and above, %	0	95%			PAC minutes
Alignment with the UNSDCF principles					
% of active projects with a gender marker of GEM-3: GEWE is the principal objective of the key activity	0	50%			Gateway
% of direct Ishonch Fund beneficiaries who are women and girls	0	TBD by projects			Project/ programme reports
MEL and Accountability					
Annual progress reports publicly accessible on the Gateway	0	100%			Gateway
% of projects/programmes for which reporting submitted in line with schedule (yes/no)	0	100%			Gateway
% of projects/programmes providing clear evidence of tangible results and impact for the people of Uzbekistan (yes/no)	0	100%			Gateway

Annex 1. Annual Narrative Reports – Template

Project/programme title (short):	
MPTFO Project ID:	
Start date:	
Planned end date:	
Total Budget as per ProDoc:	
Implementing Organizations:	Lead Implementing Organization / Convening Agent

	Implementing Organization:	Report approved by:	Position/Title	Signature
1.	Agency X [Lead / convening agent]			
2.	Agency Y			
3.	Agency Z			

Annual Highlights (3-5)

1. Key highlight – 80 words max
2. Key highlight – 80 words max
3. Key highlight – 80 words max

Progress update by component/outcome

Component 1: Project Component /outcome name
Key achievements: [Window A/C: max 1,000 words / Window B: max 500 words]
Challenges: [Window A/C: max 800 words / Window B: max 400 words]
Looking Ahead: [Window A/C: max 600 words / Window B: max 300 words]

Component 2: Project Component /outcome name
Key achievements: [Window A/C: max 1,000 words / Window B: max 500 words]
Challenges: [Window A/C: max 800 words / Window B: max 400 words]
Looking Ahead: [Window A/C: max 600 words / Window B: max 300 words]

Component 3: Project Component /outcome name
Key achievements: [Window A/C: max 1,000 words / Window B: max 500 words]
Challenges: [Window A/C: max 800 words / Window B: max 400 words]
Looking Ahead: [Window A/C: max 600 words / Window B: max 300 words]

Risk Framework for Project/Programme X (Updated as of MM-YYYY)					
Specify the key risks that could threaten the achievement of results within the chosen strategy and describe treatment measures (current and/or proposed) using the table below.					
Category of Risk	Risks	Risk Level for project/ programme	Implications for project/ programme	Implications for the Fund	Treatment
Contextual / Programmatic / Institutional	High priority risks for project/ programme	Risk level = likelihood x impact Trajectory (increased, decreased, no change since last assessment)	Analysis of the implications for the project/programme	Analysis of the implications for the fund	Current treatment measures being taken and/or proposed treatment measures

Results Framework						
Outcome 1: Add project-level outcome						
		Baseline (YY)	Target (MM-YY)	Current Status (MM-YY)	Means of verification	Responsible Org
Outcome Indicators	1.1a Add outcome indicator (it may be a relevant SDG indicator)			<i>Achieved / On Track / Off Track</i> <i>Brief explanation of status</i>		
	1.1b Add outcome indicator (it may be a relevant SDG indicator)					
Output Indicators	1.1.1a Add New Output Indicator					
	1.2.1a Add New Output Indicator					
Outcome 2: Add project-level outcome						
		Baseline (YY)	Target (MM-YY)	Current Status (MM-YY)	Means of verification	Responsible Org
Outcome Indicators	1.1a Add outcome indicator (it may be a relevant SDG indicator)					
	1.1b Add outcome indicator (it may be a relevant SDG indicator)					
Output Indicators	1.1.1a Add New Output Indicator					
	1.2.1a Add New Output Indicator					
Outcome 3: Add project-level outcome						
		Baseline (YY)	Target (MM-YY)	Current Status (MM-YY)	Means of verification	Responsible Org
Outcome Indicators	1.1a Add outcome indicator (it may be a relevant SDG indicator)					
	1.1b Add outcome indicator (it may be a relevant SDG indicator)					
Output Indicators	1.1.1a Add New Output Indicator					
	1.2.1a Add New Output Indicator					