Final Report

Building Capacity for Sustainable Development in Fragile States (SDGCap)

-*Spearheading a broader development agenda in Africa through health and well-being*

Summary

The project Building Capacity for Sustainable Development in Fragile States (SDGCap) has set up a well-functioning multisectoral collaboration in the Democratic Republic of Congo (DRC), Somalia, Uganda and Sweden, built on the collaboration between universities in these countries; Makerere University in Uganda, Karolinska Institutet in Sweden, Benadir University in Somalia and University of Kinshasa, School of Public Health in the DRC. It constitutes both north-south and south-south collaboration and has built trust and mutual ownership in the team that has catered for an efficient planning and execution. The intended impact of the project *Improved health and wellbeing and reduced poverty and gender inequalities, with improved institutional capacity in Africa to realize the 2030* Agenda requires transformative, institutional change which takes time to achieve. In the two and a half years that the project has been operational, it has achieved most of the expected outputs and tangibly contributed to intended outcomes. Around 70 activities have been performed in Uganda, Somalia and DRC throughout the project mainly aiming at building capacity to reach the sustainable development Goals (SDG)s in the public and private sectors as well as in academia and in Civil Society Organisations (CSOs) with a focus on multisectoral collaboration.

One major achievement of the project that was somewhat unexpected was that academia proved to be a non-controversial and trusted actor that could serve as a door opener and mediator to multisectoral collaboration. Many of the actors that SDGCap brought together had never met before and had never considered academia as an important actor in sustainable development. The project has succeeded in forming close relations with key stakeholders such as the l'Observatiore Congolais du Développement Durable (OCDD) at the Ministry of Planning in DRC, The SDG Secretariat at the Office of the Prime Minister in Uganda and the National Bureau of Statistics, Ministry of planning and international Cooperation and the Ministry of Health and Human Services in Somalia. After an attentive inception phase the focus of the project became slightly different in the three implementing countries according to identified needs leveraging conducive collaborations. The project yielded many results and examples from DRC are the initiation and execution of the First National Forum on SDGs as well as a digital dashboard of national SDG data for DRC bringing attention and transparency to how the country is reaching the SDGs and forming requisites for a more effective national multisectoral approach. In Uganda, after discussions with the SDG Secretariat, adaptations of the original project plan were made to put more emphasis on the district level in Uganda and on capturing and leveraging the value created by CSOs on the ground. By this approach, the project yielded synergetic results on capacity building on how to monitor SDG fulfilment at district level. This led to the targeted districts being better prepared and positioned to contribute to the government initiated Local Voluntary Reviews and that the academic sector was for the first time invited as experts in this process. In Somalia, innovation and student-employability in collaboration with the private sector was a big focus. The project influenced the creation of a Public-Private-Partnership Department at the Ministry of Health and Human Services. Further, as a result of the project, an Innovation Hub was established aimed to encourage innovative initiatives and collaboration especially with the private sector. In all three countries the project has contributed to the National Voluntary Reviews of the SDGs to the UN. We can conclude that the project was very timely and in line with important societal priorities. The relevant activities performed, and the important relations formed, likely contributed to institutional change towards sustainable development and a better life for the poor and vulnerable in all three countries. The project should be sustained as it has built a firm foundation for transformative change which will only be achieved through persistent long-term endeavours. In the next phase of the project, the multisectoral, multi country approach should be strengthened even further but the scope of the activities can be narrowed down to achieve tangible outcomes with a stronger focus on evaluation.

Changes influenced by the project

As a way to illustrate institutional change induced by the project change stories have been produced. Below we present one change story from each country partner.

Change Story Uganda: District level departments did not work together, there was a lack of knowledge of the SDGs, gaps in planning and budgeting skills, a need for capacity enhancement in monitoring and evaluating activities, especially for tracking progress at the SDG level within districts. As a result of several training activities, we have noted that district local governments are now formulating plans and budgets in alignment with their respective SDGs. There has been a shift towards collaborative planning across sectors and departments at the local government level. District local governments are now more purposeful in integrating SDG targets into their work, reflected in the alignment of district plans with the respective SDGs. Implementation is now carried out with a focus on achieving SDG-related outcomes. The Local Governments have also purposed to set aside funds within the yearly budget to conduct yearly voluntary local reviews to inform progress towards the SDGs at District level and to feed into the National Voluntary Local Reviews.

Change Story Somalia: There was a split between different sectors working with sustainable development. The project has initiated networking and collaborations between academia, public and private sector leading to a decreased split in between these sectors and increased emphasis on public-private-partnerships (PPP) with academia as a mediator. This has potential to positively influence the affordability, quality and accessibility of services for the population along with a prudent use of limited resources. These collaborations include the interaction between Benadir University (BU) and the Ministry of Planning and International Cooperation, (MoPIC). Further, BU has also collaborated with the Somali National Statistical Bureau (SNSB) where BU has participated in the development of Voluntary National Report (VNR) presented to the UN in July 2022. Further, the establishment of the PPP Department at the Ministry of Health and Human Services (MoH&HS) indicates that our advocacy for PPP and multisectoral collaboration initiatives during our project has been heard. Examples of our influence are that the project's PPP workshop was attended by the prospective director of the PPP Department of the MoH&HS prior to the establishment of the Department and the project participated in the PPP workshop organized by MoH&HS.

Change Story DRC: A very low level of awareness of SDGs was noted among stakeholders from different sectors. The level of awareness was raised by the project as was the awareness of the importance to collaborate with other sectors to reach the SDGs. An increased demand for specialist advice on data management from the project team by different ministries has been observed and recorded. The trained national Focal Points from in different ministries have raised their knowledge of the SDGs and multisectoral collaboration and some have started training their peers from intermediate and local level government on SDGs. The national dashboard for SDG data developed by the project has increased access to data so that stakeholder can see the progress towards achieving the SDGs in the country. The dashboard now helps the country especially the Observatoire Congolais du Développement Durable (OCDD) in charge of following the progress of SGDs in the country. Thanks to the conscious endeavours of the project the country now has a multisectoral platform that was launched in the National Forum of SDGs (FNODD). More and more, the forum is the place where stakeholders discuss about what that the country needs to do to achieve the SDGs. Thanks to this OCDD, which plays the role of permanent secretary of FNODD, has gained more power in its mandate of monitoring SDGs and use the event to involve new stakeholders. University of Kinshasa has a seat, and work as leader of academia sector.

Recommendations

This SDG-Cap project was performed in very complex settings approaching very complex issues. The project has, despite these challenges, achieved tangible results in several areas, however, long-term sustainable development requires long-term commitment and efforts. When academic institutions collaborate in a trustful and equitable way, with adaptive implementation that ensures joint ownership and responsibility, academia can be an important player in sustainable development. Therefore, the project should be continued. Academia is not just there as expert advisors and evidence providers but also as door openers to, and glue in, multisectoral collaboration. Academia, and especially academia in the health sector, can provide a neutral platform for stakeholders to engage and collaborate and facilitate dialogue and innovation.

In the next phase of the project, a more active cross-country approach should be applied that build on learnings from the project and share the expertise gained in the respective countries with a focus on multisectoral collaboration for health, equity, transparency, peace and strong institutions. The Somalia team should lead on innovation and private sector engagement and share the experiences from creating a successful innovation hub. The DRC team should lead on visualization of SDG data for transparency and accountability and high level multisectoral collaboration sharing experiences from building the data dashboard and initiating the first national SDG forum in DRC. The Uganda team should lead on localization of the SDGs and capacity building on district level and with local CSOs. The Swedish team should coordinate the project and cater for inclusiveness, collaboration and knowledge sharing including capacity building for research and evaluation. In the above-mentioned areas we see a good potential for sustained engagement by other actors after the project ends. This, however, requires support from the project for another 3–5-year period. The project should continue to be performed within the Karolinska Institutet - Makerere Centre of Excellence for Sustainable Health (CESH) where Benadir University and Kinshasa School of Public Health are linked as close partners.

Contents

1 Background of the project and purpose of report

This is the final report for the Sida financed project Building Capacity for Sustainable Development in Fragile States - Spearheading a broader development agenda in Africa through health and well-being (SDGCap). The project took place between 2021 and 2023 and was a north-south and south – south collaboration between four universities with a health profile.

1.1 Contractual obligation

The intended impact of this project was *Improved health and wellbeing and reduced poverty and gender inequalities, with improved institutional capacity in Africa to realize the 2030 Agenda*. The program was a collaboration between Karolinska Institutet (KI), Sweden, Makerere University (Mak) School of Public Health (MakSPH), Uganda, Benadir University (BU), Somalia and Kinshasa School of Public Health (KSPH) in Democratic Republic of Congo (DRC). Collaboration agreements were signed between KI and Sida and between KI and each of the partners. The thematic scope of this two-year capacity building program is sustainable development using a cross-sectoral approach to health to leverage institutional and societal change. The program consisted of two phases. The first was the inception phase (May-Dec 2021) and the second was the project phase (Jan 2022-Dec 2023). The overall budget was approved by Sida for each year together with work plans for the year. The budget for 2023 was revised in June due to funding cuts and Sida approved a budget change in Dec. For 2022, Sida initially flagged for potential budget cuts. These were not realized but nevertheless delayed initiation of activities.

The project organization entailed the Governing Board, the Project Lead Team (PLT) and country teams in Uganda, DRC and Somalia. The Governing Board provided overall leadership of, and guidance for, the project. The Governing Board also served as the final governance body to review and approve the project plan before submission to Sida. The Governing Board consisted of an equal number of representatives of each partner. The main responsibility of the PLT was to be operative in the management of the project and ensure that activities as well as monitoring and evaluation were carried out in a timely manner according to the decisions made by the Governing Board. The PLT managed communication and dissemination of results. The PLT had at least weekly meetings throughout the project and consisted of one or two persons from each main partner.

1.2 Brief description of the project

In 2015 the United Nations General Assembly adopted the Sustainable Development Goals (SDGs) as part of a transformative universal framework for global development: the 2030 Agenda. These goals are interconnected and must be addressed through integrated multisectoral action across societies with the aim of leaving no one behind. Significant development progress has been made especially during the last two decades; yet fragile states in the African region still have some of the worst development and health indicators globally. They face several complex challenges in the form of unresolved high poverty rates, rapid demographic shifts, gender inequalities and lack of sexual and reproductive health and rights (SRHR), large refugee populations and migration together with institutional and governmental instability, environmental degradation and climate change. Meanwhile there is also a shortage of institutional capacity to handle complex sustainable development challenges and there is also largely a lack of essential civil and public space for advocacy as well as a lack of mechanisms to hold governments and other stakeholders accountable for their actions.

In fragile states the health care system is often the last functioning institution, albeit with challenges. Since the political, social and commercial determinants of health primarily exerts its influence outside of the traditional health sector, action on these complex and interlinked determinants, that are fundamental for the health and well-being of populations, can catalyze developments in other sectors. Therefore, multisectoral collaboration and research from this standpoint is crucial to generate evidence for policy makers to be implemented along with the development and use of well-governed innovative digitalization tools and technology approaches.

1.3   Purpose of Report

This is the final report (slutlig verksamhetsrapport) for the SDGCap project. It presents the aggregated results achieved by the project during the whole project period including 2023. I also present concrete results, both intended and unintended and analyses if the project outputs, outcomes and impact have been achieved. The report is complemented by separate reports from each partner country (annexes 5-11 separate documents). The report is set up in a way that allows comparisons with the approved project plans, work plans and the latest approved budget. For 2023 this means the original work plan for the year complemented with the document "Description of changes in workplan 2023 due to budget cuts". The report describes the project implementation, monitoring and evaluation and includes lessons learned and the adaptations that were done accordingly as well as what would be done given a continuation of the project. It provides a brief description of materialized risks to the project and how these were handled. The report includes an assessment of the sustainability of the results achieved by the project followed by recommendations. It also includes results and discussion from the evaluation of working together as a team that was done by a consultant.

2   Project results and contributions to expected outcomes

The project has yielded extensive results and contributed the expected outcomes in all three countries. The expected outcomes were formulated on a high level. Hence even if the project was performed in an adaptive manner with some changes in the performance of activities initially planned, the results still contribute to the expected outcomes.

2.1   Expected results of the project

The intended impact of this project was *Improved health and wellbeing and reduced poverty and gender inequalities, with improved institutional capacity in Africa to realize the 2030 Agenda*.

With a focus on the most vulnerable, the project strived towards the intended impact through focusing on fragile settings in Uganda, Somalia and DRC, using a multisectoral approach, and contributing to:

    I.   Strengthened institutional capacity for implementing cost-effective and innovative solutions to achieve the Sustainable Development Goals across the societies of Uganda, Somalia and DRC; and

    II.   Strengthened and upheld advocacy and accountability mechanisms to tackle challenges to the SDGs implementation more effectively.

    III.   Improved local capacity for knowledge generation and research to provide evidence for effectively handling sustainable development challenges.

The core assumption was that improved knowledge on, and attention given to, SDGs through multisectoral approaches and collaboration, coupled with improved capacity for research and knowledge generation and uptake, would strengthen the ability to plan, implement, evaluate and continuously improve innovative solutions to achieve the SDGs across the societies of Uganda, Somalia and DRC.

<u>The expected outcomes:</u>

The program had five expected outcomes presented below, one for each targeted actor (sector) and one for the collaboration in between them (for example in the multisectoral platform. As a development of the outcomes, we also developed so-called progress markers for the project as a whole and for each country to be able to follow progress on a more detailed level.

For more information about progress markers, see under heading Theory of Change and in Log Frame in Annex 2.

A. <u>Multi sectoral platform outcome:</u> Cross-sectional cooperation, collaboration and knowledge sharing is strengthened across health and non-health stakeholders in Uganda, Somalia and DRC towards realizing 2030 Agenda

Output: A **regional**[1] multi-sectoral platform for continuous stakeholder engagement, knowledge sharing and discussion on sustainable development issues.

Output: **National** multi-sectoral platforms[2] for continuous stakeholder engagement, evidence sharing and discussion on sustainable development issues

B. <u>Public sector institutions outcome:</u> Public sector institutions are well prepared and positioned to work towards reaching relevant SDGs using a multisectoral approach in an effective, accountable and transparent way.

Output: Targeted staff at public sector institutions have knowledge and capacity to work towards reaching relevant SDGs.

C. <u>Civil Society Organisations (CSOs) Outcome</u>: CSOs are better prepared to contribute towards the attainment of the 2030 Agenda including better positioned to effectively promote and advocate for responsive, inclusive, participatory and representative decision-making at all levels.

Output: Targeted CSOs have knowledge and capacity to work towards reaching relevant SDGs.

D. <u>Private Sector Actors Outcome:</u> Private Sector Actors are more aware of their role in, and actively strive to positively contribute towards, implementation of the 2030 Agenda and realizing the SDGs using a multisectoral approach.

Output: Targeted private sector actors have knowledge and capacity to work towards reaching relevant SDGs.

E. Academia Outcome: Targeted academic institutions and individual researchers and students are better prepared and positioned to collaborate and to generate new knowledge and innovative solutions and to communicate this to relevant actors for evidence-based action and policy making to reach the SDGs.

Output: Targeted academic institutions and individual researchers and students, including program team members, have knowledge and capacity to work towards reaching relevant SDGs.

We also defined outputs for the Project Lead team (PLT):

Program team have knowledge on adaptive management including PMEL, and; Program team members, have knowledge and capacity to work towards reaching relevant SDGs

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[1] Across Uganda, DRC and Somalia (and Sweden)
[2] One platform in each country: DRC, Somalia, Uganda

2.2 The theory of change

The overall theory of change (ToC) of the project was based on an actor focused approach capturing the pathways of change for the targeted actors and institutions in the program: i) Public actors (local and national); ii) Civil Society Organizations (CSOs); iii) Private Sector Actors; and iv) Academia (Research institutions, students and researchers). The pathways of change in the ToC have the ambition to capture the general change process and specifically changes in behaviour and action of each of the targeted actors. It also describes the collaboration between the different actors in the pathway of change describing the intervention logic of the multi sectoral platforms. Here the focus is on the change in behaviour that we would like to see in the participants because of them participating in the platforms. Specific Country level ToCs were elaborated for DRC, Somalia and Uganda to capture contextual differences and actors (see country reports in annexes 5-11, separate documents). In the country level ToC the outcomes have been described as progress markers: what we would expect to see, what we would like to see and what we would love to see the actors doing differently as a consequence of our activities. The overall program outputs and outcomes are also described in the country specific ToC as a way to visualise that the country activities contribute to the overall outputs and outcomes of the program albeit in somewhat different ways.
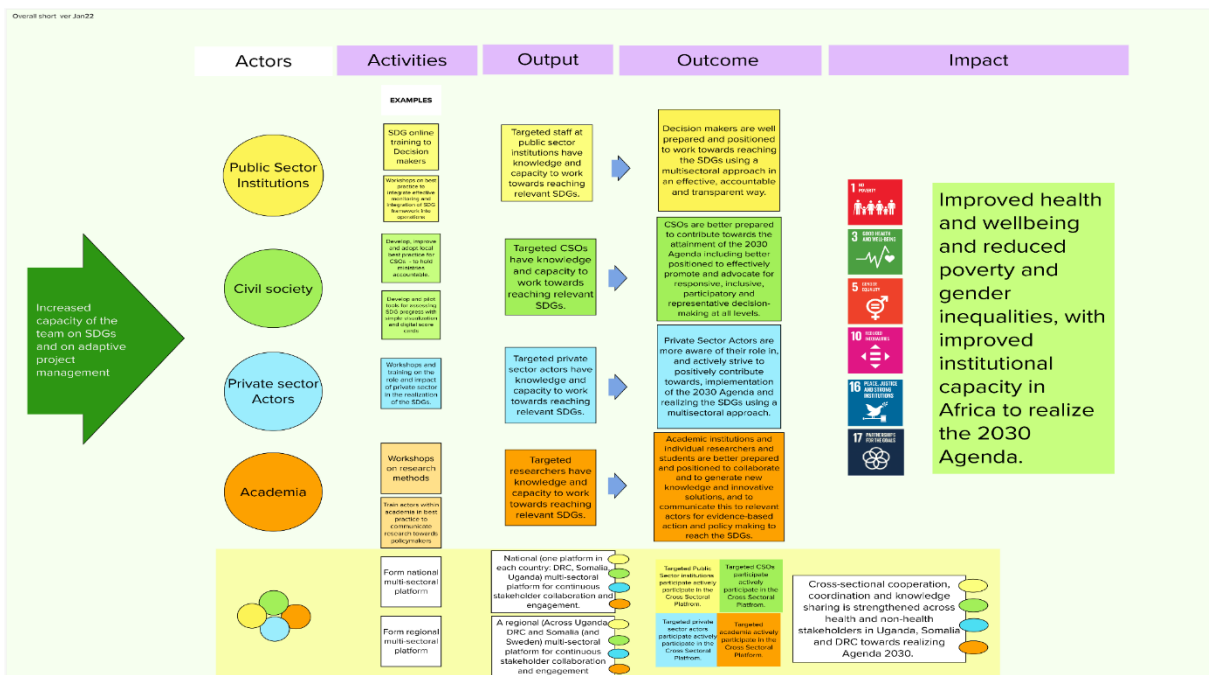
2.3 Selection of activities and participants / collaboration partners

The intended outcomes are in line with the five perspectives of Swedish development cooperation: Poor people's perspective of development, Rights perspective, Conflict perspective and Gender equality perspective. Environmental and climate perspective. These perspectives have hence also guided us in the selection of the activities, and they were continuously discussed when planning and performing the activities. A core assumption was that using health (with trusted institutions) as an entry point could facilitate the transformation from individual capacity building into institutional and network capabilities for the society. During the inception phase SDGCap organized Sustainable Development Goals Workshops (SDG workshops) in each country using the SDG Synergies Approach. This was done to create joint knowledge and understanding about the contexts, the stakeholders and the problems. These workshops enabled us to map the interconnections and dependencies of different SDGs and helped identify and create a good relationship with stakeholders that were potential participants and collaborators to the project. The participants of the workshops were also

interviewed individually. The workshops and the interviews fed into the activity prioritization and planning processes of the project. The SDG workshops showed that the SDGs affect each other in all three countries but in somewhat different ways and that which SDGs were perceived as more important also varied. This understanding led to somewhat different activities being planned in the three counties albeit within the overall direction of the program. Overall, in the SDG workshops, the following SDGs were found to most likely be the most influential and important in the program: SDG 1 (reduced poverty), 3 (health and wellbeing), 10 (reduced inequalities), 16 (peace, justice and strong institutions) and 17 (partnership for the goals). Based on the results from the SDG workshops, literature studies, prior knowledge and discussions, activities and partners were suggested by each country team respectively. We had created a template with predefined criteria based on the five Sida perspectives and the desired outcomes of the program. For each activity, the template was filled out. These were thereafter discussed in the whole PLT and with the Governing Board in an iterative process. Field experts were consulted as well as the targeted actors themselves.

2.4   Approach and methods for monitoring and evaluating results

The overall and national PMEL plans were created during online workshops with the RBM consultant as well as during an on-site workshop in Stockholm with all PLT members present. Monitoring of the project was done through weekly online PLT meetings, communication via What´s up and e-mail. PLT members from the other countries were invited to participate in country specific activities via zoom whenever possible and live reporting from activities were done in the What's up group with photos and messages. On a national level, country teams also held weekly meetings to plan and monitor the project progress.

Each activity was evaluated on the output level using for example pre-post surveys, interviews, focus group discussions, the SDG synergies method, What's up group discussions and observations. Data was analyzed using quantitative and qualitative methods as appropriate. The depth and comprehensiveness of these analyses varied from basic, to allow us to take the next step in the project, to robust with results published in scientific journals for dissemination and project team capacity building purposes.

Evaluation on the overall project impact and to some extent on outcome level was done using outcome harvesting which is a method that collects (harvests) evidence of what has changed and then, working backwards, determines whether and how an intervention has contributed to these changes. Based on this, change stories were narrated to describe examples of changes that the project has contributed to. Outcomes were also evaluated using surveys, interviews, focus group discussions, what's up group communication and observations. Evaluation received more attention during the inception phase (2021) and the last year of the project (2023).

For details of monitoring and evaluation see the separate PMEL plan and the attached Results Presentation Table in Annex 1 and Log frame in Annex 2.

2.5   Analysis of results in relation to impact and outcomes

This project was performed in very complex settings and approached very complex issues. The project has, despite these challenges, achieved tangible results in several areas. Although beyond the boundary of accountability of the project, it has potentially also influenced important developments in the society where long-term sustainable development will require even more long-term commitment and efforts.

2.5.1 Impact: The project has contributed to institutional change and formed important relations

To reach the intended impact of this project, and sustainable development especially for the poor and vulnerable, institutional change is needed. Institutional change takes time and is not easily quantified. However, through carefully observing changes that are happening in the societies of DRC, Somalia and Uganda we have been able to discern if and how our approach has affected important processes in society. One major result is that our initial idea of using health sector as an entry point to multi sectoral collaboration proved conducive in all three countries. Health sector was in this project largely synonymous with health sector academia and the four collaborating universities. Health sector academia proved to be a non- controversial and trusted actor that could serve as a door opener and glue to multisectoral collaboration. Forming close relations with key actors separately has also been a key to success. In DRC the key actor in sustainable development is l'Observatoire Congolais du Développement Durable (OCDD) at the Ministry of Planning. Though intentional and close collaboration with them the project was able to get access to key stakeholders on very high level and to initiate and execute the First National Forum on the SDGs in DRC as well as a digital dashboard of national SDG data for DRC. In Uganda a key player is the SDG Secretariat at the Office of the Prime Minister. Results of the project have continuously been presented to and discussed with them. Therefore, adaptations of the project were made to put more emphasis on the district level in Uganda and on capturing and leveraging the value created by CSOs on the ground. During the project period, the SDG secretariat launched an undertaking to monitor SDG fulfilment at district level. Since the project was perceived as being well aligned with this, the academia sector was for the first time invited as experts in this process. One of the Project Lead Team (PLT) members was selected for this and is now frequently invited to the main events and processes endorsed by the SDG secretariat. In Somalia, good relations have been formed with the National Bureau of Statistics and the Ministry of planning and international Cooperation, (MoPIC). Further, towards the end of our project period a Public-Private Partnership (PPP) department was established at the Ministry of Health and Human Services (MoH&HS). This indicates the mutual recognition of the importance of PPP and multisectoral collaboration. It is noteworthy that key persons from this department participated in the project's activities prior to the establishment of the department which potentially has influenced the development. One of these activities was the set up and formal inauguration of the BU Innovation Hub aimed to encourage innovative initiatives and collaboration especially with the private sector. The PLT of Somalia has often been invited to deliver sessions at the Ministry of Environment and Climate change as SDG expert and pioneer of Climate change. In all three countries the project has contributed in one way or another to the National Voluntary Reports of the SDGs to the UN. We can conclude that the project was very timely and in line with important societal priorities. The relevant activities performed, and the important relations formed, likely contributed to institutional change towards sustainable development and a better life for the poor and vulnerable in all three countries.

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the alignment of district plans with the respective SDGs. Implementation is now carried out with a focus on achieving SDG-related outcomes. The Local Governments have also purposed to set aside funds within the yearly budget to conduct yearly voluntary local reviews to inform progress towards the SDGs at District level and to feed into the National Voluntary Local Reviews.

Change Story Somalia: There was a split between different sectors working with sustainable development. The project has initiated networking and collaborations between academia, public and private sector leading to a decreased split in between these sectors and increased emphasis on public-private-partnerships (PPP) with academia as a mediator. This has potential to positively influence the affordability, quality and accessibility of services for the population along with a prudent use of limited resources. These collaborations include the interaction between Benadir University (BU) and the Ministry of Planning and International Cooperation, (MoPIC). Further, BU has also collaborated with the Somali National Statistical Bureau (SNSB) where BU has participated in the development of Voluntary National Report (VNR) presented to the UN in July 2022. Further, the establishment of the PPP Department at the Ministry of Health and Human Services (MoH&HS) indicates that our advocacy for PPP and multisectoral collaboration initiatives during our project has been heard. Examples of our influence are that the project's PPP workshop was attended by the prospective director of the PPP Department of the MoH&HS prior to the establishment of the Department and the project participated in the PPP workshop organized by MoH&HS.

Change Story DRC: A very low level of awareness of SDGs was noted among stakeholders from different sectors. The level of awareness was raised by the project as was the awareness of the importance to collaborate with other sectors to reach the SDGs. An increased demand for specialist advice on data management from the project team by different ministries has been observed and recorded. The trained national Focal Points from in different ministries have raised their knowledge of the SDGs and multisectoral collaboration and some have started training their peers from intermediate and local level government on SDGs. The national dashboard for SDG data developed by the project has increased access to data so that stakeholder can see the progress towards achieving the SDGs in the country. The dashboard now helps the country especially the Observatoire Congolais du Développement Durable (OCDD) in charge of following the progress of SGDs in the country. Thanks to the conscious endeavors of the project the country now has a multisectoral platform that was launched in the National Forum of SDGs (FNODD). More and more, the forum is the place where stakeholders discuss about what that the country needs to do to achieve the SDGs. Thanks to this OCDD, which plays the role of permanent secretary of FNODD, has gained more power in its mandate of monitoring SDGs and use the event to involve new stakeholders. University of Kinshasa has a seat, and work as leader of academia sector.

2.5.2 Outcome level results: The project has contributed to change for targeted actors
On the overall project level, the expected outcomes of the project to create change in the target groups, have been achieved. On country level, some of the expected outcomes were not reached to the extent that we hoped. This was mainly due to budget cuts that resulted in the cancellation of certain activities and delays due to subsequent changes in planning and re-writing the work plan. The Somali team summarize the outcomes of project in a way that well describes the outcomes of the whole project: activities have promoted the creativity and innovation, furnished significant competences and changed perception on SDG concepts. As a result, people engaged in SDG have developed confidence to ensure the implementation of SDG using accurate methods.

Below is a presentation of outcome level results for each of the targeted actor groups in each country, starting with outcomes contributing to multisectoral collaboration.

2.5.2.1 Changes relating to multisectoral collaboration resulting from the project

The <u>expected multi sectoral platform outcome</u> for the project was that cross-sectional cooperation, collaboration and knowledge sharing is strengthened across health and non-health stakeholders in Uganda, Somalia and DRC towards realizing 2030 Agenda. This was observed in all three countries and was achieved in somewhat different ways. Common for all three countries was that a network of actors from different sectors was formed from the multisectoral SDG synergies workshops held during the inception phase. Throughout the project these networks have been kept alive by involving relevant people from the networks in the different activities. On various occasions, participants have expressed appreciation for the eye-opening introduction to the multisectoral nature of the SDGs and for being introduced to people from other sectors with whom they had never earlier considered collaborating.

In Uganda, strengthening of cross-sectional cooperation, collaboration and knowledge sharing was achieved through joining together key persons from different sectors in the different activities and keeping the mutual interaction alive through the formation of What's Up groups and through organizing events where results from the project's activities were presented and discussed. This is described as a virtual platform and has the potential to sustain beyond the present project.

In Somalia one important result of the project was that people from different sectors who are engaged in SDGs have gained confidence in implementing activities and increased awareness and knowledge on how to do it in a transparent and accountable way. In Somalia, most of the project's activities have involved several sectors. This innovative approach has led to documented networking between academia, public, private and civil society sectors that has contributed to paving the way for public private partnership (PPP) initiatives as a main pillar for SDG work. The innovation courses, innovation hub and innovation challenges, described below (outcome private sector), contributed to this as did the activities aiming to create a multisectoral platform. In these activities, a mutual understanding of the importance of creating such a platform was acknowledged among the high-level participants and it was agreed that this would preferably be formed under the auspice of the Ministry of Health and Human Services (MoH&HS). A platform as originally envisioned has not been formed but towards the end of the project, a Public-Private Partnership (PPP) department was established at the Ministry as mentioned above. The Somalia is team is currently looking at possibilities for regional exchange connected to the Innovation hub and the hub has attracted finding from several other international funders such as UNHCR and the US Embassy since it's inauguration.

In DRC the multisectoral platform activities resulted in the formation of a national forum on SDGs: *The Forum National des Objectifs de développement durable (FNODD)*. The forum was initiated by SDGCap and is now recognized as an annual event led by the government. The prime minister launched the FNODD, and OCDD was assigned the role of permanent secretary. In addition, a multisectoral platform was set up across the country under the leadership of the OCDD and the Ministry of Planning. It brings together major stakeholders across the country involved in the SDGs. These include the private and public sectors, civil society organizations, United Nations agencies, and academia. Regular meetings of the platform are organized to follow up on resolutions from the FNODD1 and prepares the FNODD2 which has been postponed due to the presidential elections. The platform has also been assigned to monitor the progress of SDGs in the country and foster new stakeholders.

On the regional (cross country) level, cross-sectional cooperation, collaboration and knowledge sharing has been strengthened across health and non-health stakeholders mainly regarding the project team but also regarding other stakeholders. As a team, we have worked with project

planning and learned about results-based and adaptive project management together with a consultant. Together as a team we have learned from, and continuously worked, with the input that we got from the efficiency audit and the revisions. We have improved our skills in qualitative analysis in a workshop led by a Ugandan expert followed up by another workshop with a Swedish expert. The project PLT and invited stakeholders also gained skills in innovation process management through the project consultancy partner Tinkr. These new skills led to the formation of the Innovation Hub in Somalia, described below, that in turn led to the hub innovation course. The Somali-team specialisation in innovation then strengthened the whole SDGCap team's innovation capabilities since they were assigned to lead the innovation challenges performed in Uganda and Somalia. The innovation challenge was also planned in DRC but had to be cancelled due to budget cuts. In Uganda the innovation challenge brought the added advantage of making it possible to form relations with a private sector organisation which had earlier been a challenge. Dissemination and validation of project results through the regional networks earlier created by the Centre of Excellence for Sustainable Health (CESH) has contributed to strengthening them further. Key persons from these have also been invited to activities and some activities have been done "back-to-back" to activities performed in the CESH training programs MIDWIZE and MISH which has further strengthened the regional collaboration and knowledge sharing.

2.5.2.2   Changes in the public sector as a result of the project

The expected public sector outcome for the project was that institutions (organizations) are well prepared and positioned to work towards reaching relevant SDGs using a multisectoral approach in an effective, accountable and transparent way. This outcome was reached in all three countries considering the targeted institutions.

In Uganda following the capacity-building activities aimed at improving knowledge of and attention given to SDGs through multisectoral approaches and collaboration and to localize, implement, evaluate, and continuously improve innovative solutions towards the SDGs, notable improvements in multisectoral collaboration was observed within targeted local governments. This includes the initiation of joint planning activities across sectors and departments. Additionally, the project has fostered the localization of SDGs and their indicators at the district level, prompting local governments to intentionally incorporate SDG targets into their work and align district plans with the SDG framework. Reviews of strategic plans have been conducted to assess SDG progress, and local governments now possess improved capacity to conduct Voluntary Local Reviews (VLRs), which were previously only done at the national level. Furthermore, local governments have planned resources allocated to sustain VLR efforts.

In DRC, following the project we observed and recorded an increased demand for specialization in data management from different ministries. The idea of training public sector agents came during the discussions with OCDD that used to train SDG focal points in the past which had not been effectively sustained. The focal points in the ministries that were trained under the SDGCap project increased their understanding of the SDGs, got increased skills of monitoring and evaluation and became aware of the need to work with other sectors. Some declared they would invite other sectors when writing the strategic plan. Some national focal points that SDGCap trained reported that they have now started training their colleagues at the intermediate and local levels on SDG based on their training. Coupled with this, the SDG data dashboard created by the project is now being used by government officials in their work, especially the Observatoire Congolais du Développement Durable (OCDD).

In Somalia, repeated workshops on monitoring, accountability and learning (MEAL) for key monitoring and evaluation and project implementation employees of federal and state government authorities was given 2022 and 2023. An assessment using pre- and pre-assessment questions, group

discussion performances and interviews showed that participants gained concrete skills in the field of MEAL. Participants expressed readiness to practice MEAL in their future activities and discussed why this is important given that transparency and accountability is a matter of concern in Somalia. The participants reported they were ready to contribute to promoting SDGs upon return to their places of work which coupled with their increased skills of MEAL potentially will contribute to sustainable development in Somalia.

2.5.2.3   Changes in the private sector as a result of the project

The expected outcome for the targeted private actors was that Private Sector Actors are more aware of their role in, and actively strive to positively contribute towards, implementation of the 2030 Agenda and realizing the SDGs using a multisectoral approach. This outcome was mainly reached in Somalia since activities in Uganda and DRC for 2023 were cancelled due to budget cuts. Given the challenges to approach and engage the private sector in Uganda it was very positive to see the reciprocal learning and skills exchange between Somalia and Uganda which eventually led to a successful Innovation Hackaton in Uganda in collaboration with the Federation of Ugandan Employers. In Somalia, forming contacts with the private sector was more straight forward from the beginning of the project and there was a great concern about employment opportunities for the graduates from universities. After a study visit at the innovation hub at Makerere University, the idea of creating an innovation hub at Benadir University was born. The Benadir University Innovation Hub was established in July 2023 to foster sustainability through innovation. The hub now serves as a platform for Somali students and innovators to develop creative solutions addressing the country's challenges. With a focus on empowering the next generation of transformative leaders, the Innovation Hub aims to unlock the potential of Somalia's youthful population and drive sustainable development. The hub is led mainly by young females, something that has gained appreciation in the community when communicated. The hub has since the establishment attracted other external funders and signed Memorandums of Understanding with several partners in the private sector. Most of the youth who benefited from innovation Hub are now either working by their innovative schemes, interims or waiting for interviews to get jobs. The Somali team used the knowledge gained during the innovation course held by the project's private sector partner Tinkr to develop an innovation course for young Somalians in which the young, gained knowledge and skills on innovation. Those who completed the innovations course are either working, interims or have a hope to get a job. Because of the big focus on and the increase in capacity around innovation, the Somali team was assigned to lead the planning of an innovation challenge / hackaton to be held in all three countries in collaboration with employers as a step towards increasing employment opportunities for students. The innovation challenge was successfully executed in Somalia and Uganda and improved the student's knowledge and skills on innovation as well as created valuable contacts between the students and the employers. The winning team of the innovation challenge in Somalia was offered dedicated space within the Benadir University to further develop and implement their proposal. This opportunity allows the students to translate their ideas into real-world impact.

2.5.2.4   Changes in the civil society sector as a result of the project

The expected outcome for targeted Civil Society Organisations (CSOs) as that CSOs are better prepared to contribute towards the attainment of the 2030 Agenda including better positioned to effectively promote and advocate for responsive, inclusive, participatory and representative decision-making at all levels. All three countries have worked actively with CSO in different ways and achieved tangible results.

In Uganda the project team actively collaborated with diverse civil society organizations during the pre-planning phase. At the onset, it was observed that these organizations were already involved in various initiatives to address challenges within their communities, yet the impact of their work lacked visibility. Through dedicated training and mentorship, the project has achieved tangible outcomes. There has been a noticeable increase in collaborations and partnerships among civil society organizations, both within and beyond the project's scope. Multiple collaborative forums and platforms have been established to facilitate shared learning among CSOs. Additionally, there is now a practice of collaborative grant writing and systematic documentation of CSO projects. Numerous success stories have emerged, showcasing the substantial contributions of CSOs to initiatives such as poverty alleviation, climate and environmental projects, and gender and youth empowerment from CSOs such as Warm Hearts Foundation, Uganda Empower among others. This transformation demonstrated the project's positive influence on efforts towards stronger collaboration and highlighting the impact of civil society efforts in addressing developmental challenges.

In DRC the project has influenced the progress among targeted stakeholders. The DRC team testifies that one rationale for this success was that activities were not imposed on stakeholders but decided and elaborated with their collaboration. It was not the project achieving something, but themselves accomplishing that change. In the beginning of the project a need for information on sexual and reproductive health and Rights (SRHR) among adolescents was identified. First, focus group discussions with CSOs were held to identify barriers to SRHR information and the feasibility of using digital platforms. The initial idea was developed and launch a digital platform for SRHR information. However, while the focus group discussions revealed many different obstacles for the provision of SRHR information to adolescents, the lack of digital platforms did not come across as pertinent. Contrary, several platforms already exist. One such platform called Elenge has been set up by the NGO Youthfim. Hence, instead of creating a new platform, we decided to partner with the organization to promote teenagers to use this digital information platform. After contributing to producing and popularizing this large platform, we observed that students are continuously using the chat bot app and are browsing SRHR information, using differently the Android App and website platform: [youthfim home - (youthfimrdc.org)](http://youthfimrdc.org). During the first year of the project, there was also a focus on a new `Universal Health Coverage (UHC) and Maternity Free´ project of DRC's Government. An information workshop about this new project and how marginalized groups should access the free maternal care to a greater extent was done in collaboration with the NGO Femmeplus, the Ministry of Health's Department of Planning, UHC experts, the multisectoral program of HIV control (PNMLS) and 50 CSO leaders working with vulnerable population. The awareness of the possibilities for access to free maternal care increased among the participants and important contacts were formed for possible future collaborations. A memorandum from the workshop was submitted to DRC's national council of UHC (CN-CSU).

In Somalia the topics of the activities to strengthen the CSO sector have been highly sensitive namely SDG 5 (Achieve gender equality and empower all women and girls) and SDG 16 (Peace, Justice and Strong Institutions). Merely bringing up these topics and shedding light on them can be seen as an outcome. Gender equality is a sensitive area in Somali culture and faith; therefore, forums for discussion, like the workshops that were organized by the project are needed and can help counter stereotypes and clarify misunderstandings surrounding the subject. It was important for the discussions that faith groups were also part of the workshops. Somalia has the highest rate of female genital mutilation (FGM) and gender-based violence (GBV) in the world and the project envisioned that sharing information can improve community perception and understanding of SDG 5. Further, information sharing, capacity building and awareness raising of grassroot women organizations on SDG 5 has the potential to improve social justice towards women and young girls. Synergic effects can be found with the activities that the project performed on MEAL in the public sector as

government officials' capacity to monitor and track SDGs progress is improved which can lead to better transparency and better possibilities for demanding accountability by the society. Repeated workshops on SDG 5 increased knowledge and understanding of the topic and the role that women CSO can play. Furter, the CSOs involved sense of agency increased and they appreciated gaining new contacts with other organization as well as getting increased and visibility for their work. Airing one of the workshop debates on national TV was not only brave and increased visibility for the sensitive topics at hand, but also contributed to disseminating some of the conclusions that were reached in the workshop such as:

- The government should increase women's participation in the in the legislation's authorities so that women can participate decision making
- Benadir University should lead the awareness of women educations campaigns especially the young girls
- Benadir University should undertake debates and initiatives to raise awareness about the elimination of discrimination against all girls and women, as well as to strengthen women's representation in academics.

The forum for dialog about peace and good governance and strengthening the role for youth groups in Mogadishu lead to that the targeted youth groups increased the awareness and understanding of the role of youth on peace and good governance promotion within the societies. This activity has synergetic effects with the innovation hub activities described below.

2.5.2.5 *Changes in the academia sector as a result of the project*

The expected Academia Outcome was that Targeted academic institutions and individual researchers and students are better prepared and positioned to collaborate and to generate new knowledge and innovative solutions and to communicate this to relevant actors for evidence-based action and policy making to reach the SDGs. The expected outcomes were reached both in relation to the project team, i.e. the "extended" PLT and in relation to the corresponding universities (Makerere University, Benadir University and University of Kinshasa (UNIKIN)) and in relation to other universities and actors.

In Makerere University, student leaders play a key role in advocating and influencing decisions within their institutions. Through the project's workshops students were empowered with knowledge and skills and got a multisectoral platform to actively connect, advocate and lobby for issues critical to sustainable development such as education for sustainable development, climate change, sexual and human rights among other thematic development areas. Student leaders got the opportunity to reflect on alignment of teaching and learning with SDGs. After the workshops they showed increased awareness of, and great interest in contributing to, the SDGs. They had many ideas on further activities that involve students. Further, university leadership showed increased appreciation of the role of students in sustainable development. That we reached the expected outcome: *positioning academia and supporting academia to communicate this to relevant actors for evidence-based action and policy making to reach the SDGs* is well illustrated by this outcome description from Uganda: Throughout the project implementation process, the study team effectively disseminated project findings, showcasing the crucial role played by academia in bridging gaps among various stakeholders. This dissemination has established a feedback loop, informing the implementation of SDG-related activities within the country. Academia is now gaining recognition and receiving invitations to represent and disseminate findings related to SDGs at both national and international processes and conferences including United Nations Association of Uganda and the National Voluntary Local Review training. The team has been specifically sought after to assist Makerere University in tracking and mapping SDG activities within the institution, contributing to quantifying the university's progress on SDGs. The training on use of data visualization and the translation of

research into action have significantly increased the skills for dissemination of findings, fostering stakeholder engagement both within and outside the university. The innovation challenge and webinar series on artificial intelligence and digital technologies and the knowledge acquired highlights the project's impact in elevating digital innovations and the role of academia in driving SDG-related initiatives, facilitating knowledge exchange on a broader scale and linking various stakeholders in efforts towards achieving SDG 3 and other SDG goals.

In DRC the project used various strategies to engage the UNIKIN community to ensure that SDGs are aligned as strategies and policies at the university level: a mapping of UNIKIN's contribution to the SDGs resulted in a higher awareness of the importance of academia in reaching the SDGs. Consequently, the rector called a conference on the role of universities in SDG implementation. We trained and capacitated the Student Coordination Team as communicators of SDGs, and we then supported them to organize a mass sensitization on campus. After training, the student coordination team also organized a survey on SDG awareness and developed a model of the best communication channels on SDGs. As a result, SDGs are now listed as a core activity for the Student Coordination Team. Further, SDGCap has contributed to that UNIKIN has gained a seat and works as a leader of the academic sector in the SDGs area in line with the three missions of universities: education, research, and services to the community. Although a specific organization is responsible for monitoring the SDGs at the national level, the OCDD and several partners are also working in this sector, including the UNDP, and the university's role should be considered in achieving the SDGs, something that had been a bit forgotten in DRC. It was, therefore, necessary to put the university back in its place in achieving the SDGs. One of the major outcomes of SDGCap is that a process to create an SDG Centre of Excellence has been initiated at UNIKIN. Several meetings have been held and the various professors who teach courses relating to the SDGs got together to set up a course for the university community. There was strong student commitment and a high level of knowledge about the SDGs as a result of the SDGCap project.

In Somalia, the team performed several activities targeting both Benadir University and other universities outside of Mogadishu. This resulted in targeted academics started to consciously correlate their roles to the SDGs and that the institutions started aligning future plans to the 2030 Agenda, advocated for and became promoters of SDG initiatives. The activity aiming at supporting midwifery training in Galkayo University was prioritize because of the high maternal and child mortality rates in Somalia. A mentoring program was set up to counter the high dropout rate from the midwifery course. This was done in collaboration with BU, Galkayo University and in the CESH MIDWIZE program. The mentoring program has led to significant changes in terms of agency of the midwife educators and practical approaches in the midwifery course based on the WHO criteria for midwifery care. The project mentorship and training activity for midwife educators in Galmdug State has reduced the drop out from the midwifery program. The knowledge and skills gained were also transferred to other midwifery courses in the region. Long term, this has the potential to increase the numbers of safe deliveries in Galmdug State due to an increased number of adequately trained midwives. This in turn has the potential to decrease maternal mortality rates which is currently one of the highest in the world as well as the Infant mortality rate. The tree plantation initiatives in public schools were initiated because Benadir University students had identified that some schools have sizable land suitable for farming in combination with an abundant water supply where a good proportion of water was leaking and ending to waste. The students came up with the idea to use these resources sensibly by starting small farms in the schools. In a longer perspective, the revenue of these farms will support impoverished students to enable them to sustain their education. Already early in the project, the Somalia team established itself as important actors in the SDG area. There was a need for expert advice on sustainable development, health and environment and PLT

members, seen as pioneers, were often invited to deliver sessions at the Ministry of Environment and Climate change. These sessions potentially have had an impact on policy making and one example could be that there is now a wave to stop using plastic bags in Somalia expected to be effective in this year.

In all three countries, research skills have been strengthened through supporting junior PLT members to write scientific articles from selected project activities. Six manuscripts have been produced, four have been submitted and four, of which one is a commentary, have been published in peer reviewed journals. This is seen as an important way of disseminating project findings and making the project known in the wider research community.

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For more information about how the activities link to the outputs and outcomes please see Annex 1 Results Presentation Table.

2.6   Analysis of results in relation to outputs and activities

The overall outputs of the whole program were adjusted by each country team according to the priorities set in each country. The activities were planned and evaluated in accordance with the country-specific outputs that were on a lower level than the expected project outputs while still contributing to these. The activities were appropriate and largely yielded the expected outputs i.e. knowledge and capacity in targeted actors to work towards relevant SDGs. National and regional multisectoral platforms were formed either as formal platforms or as virtual networks for collaboration and knowledge exchange. Besides the targeted actors, through targeted activities and through being operative in the project, the PLT also gained knowledge and capacity to work towards SDGs as well as knowledge on adaptive management including PMEL.

For more information about how the activities link to the outputs and outcomes please see Annex 1 Results Presentation Table.

3   Implementation of the project

3.1   How we have worked as a team

The PLT has met online once a week throughout the project. In these weekly meetings each country team has provided updates from the preceding week and informed about upcoming activities. The project coordinator in turn asked questions, reminded about timeline and deliverables and shared information from Sida and from, for example, the economy team at KI. There was a standing agenda

for these meetings and notes were taken by PLT members or the administrative support. The meeting notes were shared with the PLT. When needed, bilateral meetings were held between the project coordinator and the respective country teams. This was mainly done when planning specific activities. The country partners also held meetings among them to share experiences as support for executing similar activities in the different countries. This was especially frequent when planning the Innovation Challenge where support was given from the Somali team to the other country teams. The PLT communicated several times a week in the WhatsApp group and the project coordinator communicated frequently with separate PLT members on WhatsApp (chat and calls) and by e-mail. Governing Board meetings were held approximately twice a year, and the Governing Board members were actively involved in the project through close contact with the PLT members. The KI economy staff together with the project coordinator held meetings with each country to follow up the efficiency audit and could conclude that all partners took the feedback from the auditors seriously and planned / executed recommended measures.

The PLT and some of the governing board members have met physically several times during the implementation of the project. In 2021, PLT members from Sweden, DRC and Somalia participated in the SDG Synergies workshop in Uganda. The project coordinator from KI also participated in the SDG Synergies workshop in DRC. One PLT member from Somalia visited KI in connection to another trip to Europe during the inception phase. All PLT members met in Stockholm in March 2022 for a planning meeting with a focus on PMEL and all PLT members met in Uganda in May 2022 for the regional dissemination workshop and the training in qualitative methods. The project coordinator and the governing board member from Sweden visited Uganda and DRC in March 2023 to follow up on project implementation and plan for the continuation of the project. The PLT members from Uganda visited KI in September 2023 in conjunction to another CESH meeting.

The project activities and the evaluation of the activities have been performed by the country teams in the respective counties except for the SDG Synergies workshops and the Innovation Challenge which were planned jointly by the team and implemented in the countries separately. The PLT and invited key persons together initiated and participated in an innovation course led by the private consultancy partner Tinkr that also were operative in some of the activities.

3.1.1   External evaluation of how we have worked as a team

An external evaluation of how we have worked as a team was performed by the same consultant who supported the project in RBM who interviewed each PLT member and some of the Governing Board members. The evaluation concluded the following:

The team spirit and culture: There is a common view that it is a great team. The team has bonded well and consisted of good individuals who created personal relationships. The WhatsApp-group contributed to the good project culture. The team appreciated KI (The project coordinator's) way of working which was involving and trustful.

Meetings – in person: This has been a very valuable part of the project The first meeting in Kampala (2021) during inception phase perceived to be very important. The meeting in Stockholm (2022) was important for designing of project and the meeting in Kampala (2022) was fruitful.

Meetings – online. Meetings were held every Tuesday. There was a common view that it was important in the beginning of the project to meet often. However, a majority think there actually was not a need to meet so often. Perceived of some to not always be very relevant and lack of clarity of purpose. Too much focus on updates from the countries. Would have been better to have a more flexible approach and to meet when there is a need. A few mentioned that the meetings could have

been structured better. *Bilateral meetings* were held with project coordinator upon need -planning of specific activities

Has the support and exchange of experiences between the participating institutions worked well? The answers were generally positive, and the support and exchange were seen to contribute to learn and exchange from and between the countries. Different contexts lead to different ways of solving problems. Examples to learn from that were brought up were the Innovation Center in Somalia, local community level and importance of ownership in Uganda and DRC data Dashboard and Multisector platform with top level stakeholders. The team is very willing to share experiences.

One common obstacle was mentioned – There was not so much cross-learning bringing different strength and experiences from all three countries. There was a tendency to focus on the country's own Theory of Change and implementation of activities in respective country. This hindered further and more indepth exchange and learnings. It can also have been due to the lack of joint objectives. There could have been joint objectives that could have been more specific and focused eg. poverty/gender/youth.

There were also voices that emphasized that it might have been good to have the more country focused approach in the first project. That there now are greater opportunities to have a stronger multiactor approach with joint more specific objectives.

One mentioned that it could (have been) valuable to within the project identify different key competences among the team members to increase and encourage more bilateral contact and sharing of experiences.

Also, it was mentioned that more meetings in person had increased the opportunities for peer cross-learning.

Learnings – new knowledge - in the project? There was a general capacity building that can be used in other projects. We learned about the SDGs, about project management and about RBM and strategic planning

Challenges: Time was lost in the beginning of the project. Some mentioned that it was initially difficult to grasp what was expected from the project and from each team member e.g. contributing to SDGs or increasing knowledge about SDGs? Further, the project experienced delays due to budget cuts and general uncertainty regarding the budget. Late disbursements (June,) resulted in a strong focus on implementing activities once the funds were released.

There was a need for better monitoring support. Having a Monitoring and Evaluation (ME) specialist within the team would have been valuable to support monitoring and learning processes.

3.2   Implemented activities

Activities have overall been carried out as planned for 2022 and as planned after budget cuts for 2023. In all, the project carried out around 70 different activities during the project period. Most activities in 2023 have built on activities performed in 2021 and 2022 and some have been of a more continuous nature throughout the project period. All activities planned for 2023 in the private sector were cancelled in Uganda and DRC when the budget was cut. However, thanks to support from the Somali team, the Ugandan team managed to execute the Innovation Challenge in collaboration with the Federation of Ugandan Employers. The DRC team also formed important connections with the private sector when planning the Innovation Challenge that can be used in the future although the Challenge could not be implemented at the time. In most of the activities there has been a mix of participants from different sectors but approaching each sector has however also been necessary to get properly

acquainted and create trusting relationships with different stakeholders. Although the activities targeted a specific actor group, mostly they have involved at least two different actor groups or more. For a more detailed description of the activities performed, please see the country reports in annexes. Activities performed during 2021 and 2022 are described in the report for 2022 and most are presented on the CESH webpage:
https://cesh.health/news-and-events?type_1=article&field_post_category_target_id=13

3.2.1   Three examples of activities performed 2023

Somalia MEAL workshop: A two-day workshop on Monitoring Evaluation Accountability and Learning (MEAL) was conducted on August 29-30.2023. Participants, 22 females and 18 males, were the key M&E officers and project implementation employees of federal and state government authorities who participated in the previous year's MEAL workshop of 2022. It aimed to further improve the performance by the participants. The main objective of the workshop was to equip further skills, address challenges they may face during MEAL application and instruct them on how M&E can be applied in the public sector. The specific goals were to enable participants to learn about and reinforce their knowledge of results and impact management systems, how accountability and learning contribute to good governance, to establish and implement results-oriented monitoring and evaluation systems and apply the MEAL methodology. To determine whether the workshop had improved the participants' knowledge and skills, pre- and post-testing assessment forms were given to participants on the first and second days of the session, respectively. Our alpha value was below the 5% level of significance, and the results showed a P-value of (0.021). As a result, we concluded that the workshop was successful and that the participants gained new information and abilities. Indeed, 92.1% of respondents agreed that the workshop's content was useful, and that the information could be applied to their occupations, while 16.8% were unsure

Uganda Innovation Challenge: The activity aimed to equip students with basic skills and knowledge on innovation and SDGs and stimulate rapid translation of these lessons into practical solutions to community development problems; as well as practical employability skills. The Challenge involved 20 students from 7 universities in Uganda. There was a 1:1 ratio of participants for males to females as well as postgraduates to undergraduates. We partnered with the Federation of Uganda Employers (FUE), the biggest membership-based organization of employers in Uganda. The FUE team carried out a quick survey among their members about what challenges they faced in their companies, especially regarding recruiting and managing recent graduate employees. From the survey results, the FUE team, with support from the CESH team at Makerere University, 4 challenges were designed and framed as problem statements that participants would choose to address. A call for applications was published and distributed to all university circles, encouraging students to apply to participate in this competition by completing a Google form expressing their motivation towards innovation and sustainable development goals. The selection was made by the team, prioritizing interest in SDGs and innovation, among other key issues, used to develop the selection criteria.
The selected 20 students were trained on SDGs and basic innovation and design thinking along with mentorship support from project team members. During this time, some of the staff from the partner employers also supported employment and workplace-related sessions pointing the students towards priority employable skills and key qualities to apply when they enter the job market. Participants were then encouraged to create multisectoral groups under which they used attained skills and available tools to develop practical solutions to our employers' challenges. Representatives from the employers were available to support the design process and respond to general questions. The groups then competed for small implementation grants that were awarded at the end of the hackathon.

DRC Multisectoral collaboration: The Forum National des Objectifs de développement durable (FNODD) was initiated by SDGCap and is now recognized as an annual event and an activity led by the government. OCDD continues to organize regular meetings to follow up on resolutions from the

FNODD1 and prepare the FNODD2. FNODD 1 was organized as a multisectoral activity, bringing together all the stakeholders involved in the SDGs, including the private and public sectors, civil society organizations, United Nations agencies, and academics, resolved to set up a multisectoral platform where the various stakeholders would meet to discuss the challenges of achieving the SDGs. This idea arose from the fact that there are several partners, each working in a different area of the SDGs. In contrast, the different SDGs are linked and interconnected, and the achievement of one can promote the achievement of the other or even block the achievement of the other. Considering each SDG in isolated terms is difficult; hence, looking at them is essential. The various stakeholders also need to work together and see how they can interest the other sectors when they plan their activities so that they can address several SDGs instead of their sectoral SDG. This multisectoral platform has been set up across the country under the leadership of the OCDD and the Ministry of Planning. This is an SDGCap-born initiative that the country inherits and will organize annually. The prime minister launched the FNODD, and OCDD was assigned the role of permanent secretary. The institution was recognized and expanded its power to monitor the progress of SDGs in the country and foster new stakeholders. This platform has met regularly since its creation to discuss the challenges of achieving the SDGs. The FNODD 2 is planned for August 2024.

3.3   Comments on implementation

Both 2022 and 2023 the funds for implementation were not available for the partners until March 2022 and June 2023. This was due to announced (but not realized) budget cuts 2022 and actual budget cuts in 2023 due to the Russian aggression towards Ukraine. Hence, some activities had to be cancelled and the project had limited time to implement the other activities. In Uganda and DRC, the 2023 activities could start anyway since some funds were left from 2022. In Somalia all funds were spent in 2022 and the implementation of activities were seriously delayed. The major implication of this was that not enough time we left for evaluation of activities. However, once implementation started it has largely been unproblematic despite the complexity of the settings in which the project has operated. Local knowledge and networks have been key and another success factor for the implementation was that activities were not imposed on stakeholders but decided and elaborated with their collaboration. It was not the project achieving something, but themselves accomplishing that change. In this process it was important for the project to work in an adaptive manner. It quite early was clear to us that there are many actors in the field of sustainable development and that some of them claim strong ownership of the SDGs. Hence, we have had to be attentive to the dynamics of the field and thread carefully in order not to "step on somebody's toes". Some of the activities have had to be re-thought in this process and thanks to the mindful and patient approach from the respective national Project Lead Team (PLT) members, good and trustful relations have been formed with important actors who, in some cases, initially saw us as competitors. As mentioned earlier, we have formed close relations with for example the SDG Secretariat at the Office of the Prime Minister in Uganda, L'Observatoire Congolais du Développement Durable (OCDD) in DRC, the National Bureau of Statistics and different ministries in Somalia. When working at the district level and with local CSOs in Uganda the issue of ownership became apparent. If participants knew of SDGs and 2030 Agenda at all, it was often seen as something that did not concern them or something that was imposed upon them from above. Hence, localizing the SDGs, for example translating them into local language have become an important part of the activities. Contributing to a sense of urgency and ownership also caters for sustainability of our efforts. The adaptive management approach has enabled us to build activities dynamically based on learnings from previous activities. Examples of this was the decision to refocus the public sector activities to the district level in Uganda. Further, the innovation course that the PLT took together catalyzed the formation of the Innovation Hub at BU which in turn could give an adapted innovation course to BU staff and students to increase collaboration with the private sector and employability. The knowledge gained by the consultancy

support that the PLT had in RBM and PMEL was decisive for the implementation of the M&E training activities where the PLT members were able to transfer their knowledge to targeted actors.

Working with high level officials sometimes posed challenges. In DRC the government's uptake of FNODD led to some loss of control over this activity. There were many protocol guidelines to implement when conveying politicians to the FNODD and led to less control of the planning of activities when having to adjust to for example the availability of a minister. This was beyond the university's power. However, it is still positive because it shows the change we have induced at the higher national level. In addition, the School of Public Health got a seat as one of the main stakeholders organizing this forum together with UNDP, UNFPA, and the Ministry of Planning (OCDD). Indeed, scheduling and implementing the activities in alignment with other stakeholder time plans sometimes also was challenging. Several activities were rescheduled and could not be implemented within planned schedule due to competing activities at local government level and other stakeholders.

4   Analysis of project setup and reflections on implementation

The project phase had a seamless transition from the inception phase, where we concentrated on project planning and building the team while we also did one activity in Uganda, DRC and Somalia respectively, namely the SDG Synergies workshops. The leanings from the workshops and the networks formed enabled us to initiate other activities in a well thought-through way and with a shorter starting distance. The inception phase brought about the advantage of enabling us to form a trusting atmosphere in the project team while co-creating the project plan. An important perk of having a dedicated period of project planning while learning a project management method, adaptive management, that was new to us all in the team, was that each and every one had to be very active and contribute according to his or her unique competence to the co-creation. This laid the ground for true dedication and ownership of the project in the team which in turn has contributed to a very efficient execution of the activities and an open and frank communication within the project team.

4.1   Analysis of project setup

It was good that the PLT was set up of an equal number of members (two) from each partner. This positively influenced dynamics in the group and members could step in for each other in case one was occupied. KI only had one PLT member, which was commented on by the auditors in the inception phase. Consequently, an assistant was assigned, but having another more active PLT member from Sweden would have been preferable to decrease person dependency especially since the project coordinator had to go down in time in the project due to budget cuts. This affected the speed at which the project could be implemented. Group dynamics became even better over time as we got to know each other and individual PLT members became more confident to make their voices heard. The project language was English, which is not a native language for any of the participants. The level of English varied a bit, but this did not pose a considerable problem in the daily work. When visiting DRC, it was however a big advantage that both the project coordinator and the governing board member from Sweden speak French. The governing board did not have many formal meetings. This did not impede the implementation of the project since the governing board members were so engaged in the daily project proceedings being in close contact with the PLT members. Hence meetings were held only when formal strategic decisions were needed. Independent and dedicated country teams catered for efficient and smooth implementation as earlier mentioned. The country teams had frequent meetings in which PLT members as well as more temporary project assistants

participated and sometimes the country's governing board member. The project benefited from economy, legal and communication support from the respective universities which was a prerequisite for being able to perform the project. That the project was set up from four universities with a health profile was an advantage as we "spoke the same language" and had no difficulties in understanding each other or agreeing which activities would eventually benefit health.

4.2   Reflections on implementation and lessons learned

Some learnings from the project implementation are:

- Forming a good PLT that could operate in a good and trusting atmosphere was key.
- Having an inception phase was good.
- Joint planning led to joint ownership, responsibility and dedication.
- Summoning all stakeholders and involving them early was conducive.
- More emphasis should be put on evaluation. In case of delayed onset resulting in crowding of activities, cancel some activities instead of cutting down on evaluation of already performed activities.
- Monitoring and evaluation should have a budget line of its own so that it gets prioritized.
- Working with high level stakeholders sometimes lead to having less control over activities.
- Arranging for stakeholders from different sectors to meet is a gain as many of them do not know of each other and have never met.
- Independent and dedicated country teams led to efficient and attentive implementation with few adverse effects.
- An adaptive, pragmatic approach to project implementation tailoring solutions to local priorities and contexts is important to ensure that activities are relevant and effective in addressing localized challenges.

4.3   Revising the Theory of Change

The Theory of Change (ToC) worked well in setting the stage for the project and getting everyone on the same page. It also helped in keeping the project on track and formed the basis for monitoring and evaluation. Moving to the next phase of the project the focus should probably be more on multisectoral collaboration and then selecting one or two actors in each country for targeted activities. The outcomes should be on a lower level so that it becomes easier to follow which changes that can be attributed to the project. Monitoring and evaluation could be mentioned as an activity in the ToC so that it gets properly costed and is prioritized.

5   Sustainability

The Project has induced progress among the stakeholders we worked with. Awareness and knowledge of, and capacity to work towards, the SDGs have increased in targeted actors. The project has promoted creativity and innovation, changed perceptions on SDG concepts and encouraged critical thinking on the complexity of the SDGs prompting the need for multisectoral collaboration. People engaged in SDG have developed higher confidence to work with the SDGs using good methods ensuring transparency for accountability and some actors state they have gained increased agency to act. This caters for some sustainability of the project's efforts; however, the project period has been too short to guarantee sustained change in targeted actors and indeed in the society. CSOs have seen their capacity strengthened in advocacy, grant writing, and resource mobilization, improving the sustainability of their projects, yet further support is needed as they are just in the beginning of this change journey. At UNIKIN, DRC, the rector has recommender the establishment of a centre of excellence for sustainable development and innovation, but the process has slowed down

since the discontinuation of the project and would need continued support. The next national sustainable development forum (FNODD) is planned for August 2024 and would benefit from active engagement from the project both in making sure that it is not cancelled and, in the planning, and implementation of the forum. The Innovation Hub at Benadir University will hopefully sustain and continue to cater for collaboration with the private sector for increased employability. However, the Hub would clearly benefit from further support from the project, both financially and with innovation expertise. The influence that the project has had on public private partnership (PPP) in Somalia will likely sustain, and potentially increase, thanks to the establishment of the PPP Department at the Ministry of Health and Human Services. The Somali Federal Parliament recognizes that making progress on the SDGs will need engaging the legislatures in the implementation and oversight of the entire SDGs framework. Thus, an extended project period in Somalia would undoubtedly support the sustainability of SDG endeavours with gradual handover of the project to the targeted actors. In Uganda the targeted districts have been designated as model districts to support others in conducting local voluntary reviews and assessments. This is thanks to the capacity building by the project, fostering collaborative efforts and improved documentation, monitoring, and evaluation skills towards sustainable development. This has in turn enabled informed decisions on resource allocation and planning at local level which likely will be sustained. Lastly, the PLT has gained invaluable experience throughout the project, including training in planning, monitoring, evaluation, and learning, results based and adaptive management. This will support sustainability and cater for an effective continuation of the project and future projects.

6 Recommendations

This SDG-Cap project was performed in very complex settings approaching very complex issues. The project has, despite these challenges, achieved tangible results in several areas, however, long-term sustainable development requires long-term commitment and efforts. When academic institutions collaborate in a trustful and equitable way, with adaptive implementation that ensures joint ownership and responsibility, academia can be an important player in sustainable development. Therefore, the project should be continued. Academia is not just there as expert advisors and evidence providers but also as door openers to, and glue in, multisectoral collaboration. Academia, and especially academia in the health sector, can provide a neutral platform for stakeholders to engage and collaborate and facilitate dialogue and innovation.

In the next phase of the project, a more active cross-country approach should be applied that build on learnings from the project and share the expertise gained in the respective countries with a focus on multisectoral collaboration for health, equity, transparency, peace and strong institutions. The Somalia team should lead on innovation and private sector engagement and share the experiences from creating a successful innovation hub. The DRC team should lead on visualization of SDG data for transparency and accountability and high level multisectoral collaboration sharing experiences from building the data dashboard and initiating the first national SDG forum in DRC. The Uganda team should lead on localization of the SDGs and capacity building on district level and with local CSOs. The Swedish team should coordinate the project and cater for inclusiveness, collaboration and knowledge sharing including capacity building for research and evaluation. In the above-mentioned areas we see a good potential for sustained engagement by other actors after the project ends. This, however, requires support from the project for another three to five-year period. The project should continue to be performed within the Karolinska Institutet - Makerere Centre of Excellence for Sustainable Health (CESH) where Benadir University and Kinshasa School of Public Health are linked as close partners.

7 Risk analysis and mitigation

Most risks identified during project planning did not occur. The weekly PLT meetings served as a mechanism to counter possible risks early and collectively in the team. Frequent meetings in the county teams served the same purpose. In-country adjustments were decided locally to manage risks that did not require KI or Sida's advice. One of the primary threats to successful project implementation in any project is the risk of detachment from the project, leading to inadequacies and inefficiencies in achieving project objectives. To mitigate this risk, stakeholders were engaged from the project's onset, findings were regularly disseminated, and activities necessitating continuous engagement were implemented. In addition, adherence to appropriate leadership structures, including involvement of key stakeholders fostered buy-in and ownership of project activities. Any change to the plan was decided in discussion with the specific actors. When an activity was not due to take place for one reason or another, we discussed with the stakeholders the possibility of postponing or changing the activities in line with the theory of change that could impact the achievement of the SDGs. This collaboration enabled us to manage specific risks that could prevent certain activities from being carried out. Financial management was transparent and efficient. Invoices and requests sent through the PLT mechanism received quick responses from the KI admin/financial team and the governing board. From the outside, the project might appear a bit fragmented due to the various actors targeted. However, most activities were tied together through the multisectoral approach with the project team as the spider in the web. The project was indeed dependent on key people and because of the high competency they possess they were in demand for other projects and tasks. Although the project was executed efficiently, if could have benefited from more permanent staff members. On the contrary, at KI staff hours had to be cut down due to budget cuts. We prioritized to keep all staff in the partner countries. The budget cuts limited the number of activities that we could to and delayed implementation since new workplans and budgets had to be prepared. To some extent it also affected the moral of the project team and the delays led to less possibilities for activity evaluation. Sensitive activities such as SRHR and gender were handled attentively by the country teams and no problems were encountered. Lack of engagement of actors was experienced mainly concerning making time to participate in activities. Letters from deans of departments and other high-level persons helped in getting people to prioritize to participate. Physically visiting their offices was also effective. Rigidity of institutions and bureaucracy was handled efficiently by the country teams thanks to good local knowledge. This mainly posed an issue when dealing with very high-level participants such as ministers. However, flexibility within the project teams including adjustment of activity dates, the use of online platforms such as zoom for activity planning meetings with key stakeholders and continuous engagement enabled continuity of project activities.

The risk matrix from the project plan is attached in Annex 3.

Annex 1 Results Presentation Table

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
Academia						
Expected outcome: Targeted academic institutions and individual researchers and students are better prepared and positioned to collaborate and to generate new knowledge and innovative solutions and to communicate this to relevant actors for evidence-based action and policy making to reach the SDGs.

Expected output: Targeted | 2022 | DRC | Mapping of KSPH contributions to SDGs | KSPH contribution is assessed, validated and recognized. A poster produced and hung in the entrance of KSPH. | KSPH continue voicing up for its contribution in SDGs and be a leader to wake up other academic institutions in their role in SDG implementation | **Targeted individual researchers and students became better prepared and positioned to collaborate and generate new knowledge and innovative solutions and to communicate this to relevant actors for evidence-based action and policy making to reach the SDGs. They have increased knowledge and capacity to work towards reaching relevant SDGs. The institutions will enjoy the improved position for academia that was created by the project where academia proved to be a door opener to and a non-controversial mediator of multisectoral collaboration to reach the SDGs.** |
	2022	DRC	On campus mass sensitisation and awareness of SDGs	Students from the UNIKIN has raised their knowledge and interest on SDG	The students are demonstrating interest in the SDG Science are engaged in writing and conducting SDG research projects	
	2022	DRC	On campus Conference on the role of the university in SDG implementation	60 Students, 35 assistants and 25 professors has raised their knowledge and interest on their role in SDG implementation	The University of Kinshasa (UNIKIN) has attracted additional funding on SDG and has started to establish a centre of excellence for sustainable development	
	2022		Online course attendance (Two courses on EDX and innovation course from Tinkr NGO)	DRC's SDGCap PLT staff has a comprehensive understanding of SDG implementation, policy development, financing, measuring and innovation.	Project staff start planning to develop a course on SDG and global health	
	2023	DRC	Student Survey on knowledge and awareness of SDG	520 students filled in survey. Results under analysis.	Pending	
	2023	DRC	On-campus Mass Sensitization and campaign on SDG	over 3 000 flyers were distributed, and 3 000 students were sensitized on SDGs. Over 5000 University staff and students received the digital pdf version via social media	UNIKIN Community (students, academics, and admins) has raised awareness, interest, engagement on SDG. Students' coordination team have taken over the sensitization.	
	2023	DRC	Residential workshop Development of the course content and curriculum as MOOC on	The MOOC course is being set up	SDGCap team is committed to continuing to get the Centre of Excellence set up	

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
academic institutions and individual researchers and students, including program team members, have knowledge and capacity to work towards reaching relevant SDGs.			''Sustainable development and Health.''			
	2023	DRC	Data visualization workshop for sustainable development	increased knowledge of R and Python for SDG data analysis and visualization	A weekly SDGCap-born webinar is organised with all staff. KSPH is in a better position to provide evidence to policymakers.	
	2023	DRC	Article writing	Skills and collaboration strengthened. Two manuscripts produced of which one article is published and one is submitted	Strengthening skills on research methodology for production of scientific articles in the field of SDG using collected data and activities	
	2022	Uganda	Mapping University activities contributing to SDG	Documented Makerere University activities and projects contributing to the SDGs in Uganda. While the University is running several activities, including those that are academic, operational and managerial, most of these need to be better documented and aligned to the SDGs to improve reporting and monitoring SDG contributions.	Increased knowledge and awareness for Students and Academic staff regarding the role the University is playing in contributing to the SDGs and to improve reporting and focused research.	
	2022	Uganda	Enhancing University student leaders' capacity to advocate and lobby for sustainable focused development.	A multidisciplinary group of 20 student leaders from different faculties of Makerere University have been sensitized on their role in SDGs.	Student leaders show increased awareness and interest in SDGs. University leadership show increased appreciation of the role of students in sustainable development. Student leaders reflect on alignment of teaching and learning with SDGs.	
	2023	Uganda	Online training session on digital tools and artificial intelligence.	Webinar on Big Data and Artificial Intelligence in the Education Sector. Over 200 registered, 90-110 attended.	Stimulated interest and initiated conversation on adjusting teaching delivery modes and assessments to meet the growing advancements in digital tools and artificial intelligence.	

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
	2023	**Uganda**	Workshop 1: Data visualization workshop	44 participants from diverse backgrounds attended the training.	Increased knowledge on using the SDG tool kit for data visualisation	
	2023	**Uganda**	Workshop: Translation of Research workshop	40 participants	Increased knowledge on influencing policy among researchers; multisectoral collaboration and networking promoted; Bridged the gap between researchers and policymakers	
	2023	**Uganda**	Workshop 2: Data visualization workshop	37 participants from diverse backgrounds successfully completed the hands-on training on data visualization using opensource tools and the CESH data visualization toolkits.	Increased knowledge on utilization of opensource and CESH toolkit to present findings and data storytelling to various audiences.	
	2023	**Uganda**	Article writing	Skills and collaboration strengthened One research article published	Strengthening skills on research methodology for production of scientific articles in the field of SDG using collected data and activities	
	2022 2023	**Somalia**	Getting started with the SDGs in universities	Three workshops: BU staff and students, Association of Somali Universities, students at Galkayo University in Galmdug State (2023).	BU WS: Significant increase in the marks of the participants. Before Mean=26.75 to after Mean=33.00	
	2022 2023	**Somalia**	Mentoring two midwives at Galmudug State for WHO course standards to improve mother & child health in rural areas.	Two junior midwife trainers completed online mentoring program, including the MIDWIZE training program, and equipped with WHO competences	Improved quality of education. Decreased dropout from the midwife program. Greater agency for the midwife trainers.	
	2023	**Somalia**	Article writing	Somalia SDG project staff equipped with improved skills on research Methodology, innovations in designing research & developmental projects. One research article and one	Strengthening skills on research methodology for production of scientific articles in the field of SDG using collected data and activities	

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
				commentary published in peer reviewed journals		
	2023	Somalia	A two month course on innovation to BU staff and students	15 heads of Departments and students at BU and MoH were equipped with innovation and skills to initiate ideas	Increased use of innovation processes through the Innovation Hub	
Public Sector						
Expected outcome: Public sector institutions are well prepared and positioned to work towards reaching relevant SDGs using a multisectoral approach in an effective, accountable and transparent way.	2022	DRC	Data visualization and tracker dashboard	Targeted ministries/organizations have access and are informed of the the data visualization dashboard. https://odd-dashboard.cd/	The Government and other stakeholders rely on data available from the SDG visualization platform to support and argue their decision	**Targeted public sector institutions are better prepared and positioned to work towards reaching relevant SDGs using a multisectoral approach in an effective, accountable and transparent way mainly through improved knowledge and capacity in targeted staff but also on an organisation level through spread in the organisation, through access to technical solutions and through the project's influence on policy making.**
	2022	DRC	Training on SDGs implementation – Cohort 1	65 SDG Focal points from 13 ministries have increased their knowledge, engagement, and interest in SDG progress in DRC	National Focal Points aim to align or update their strategic / programming plans according to the 2030 Agenda	
	2023	DRC	Maintenance and updating of the SDG Dashboard	The SDG dashboard has been updated	The Government and other stakeholders continue to rely on data available from the SDG visualization platform to support and argue their decision	
	2023	DRC	Training on SDGs implementation – Cohort2	80 SDG focal points from 16 ministries increased their knowledge on average from 5.8 to 8.2 with a maximum of 10 points.	National focal points have started and are continuously training colleagues from intermediate and local level	
Expected output: Targeted staff at public sector institutions have knowledge and capacity	2023	DRC	Follow-up Meeting with two cohorts of focal points	Information about the changes made after the training. WhatsApp group formed	Commitment to the SDGs. Some used multisectoral approach by inviting other sectors to help them draw up their strategic plan.	
	2022	Uganda	SDG Synergies workshop with public sector officials on district level Mayuge district	Priorities differed from the national level. SDG 4, SDG3, and SDG 15 were perceived as the most important. Increased SDG knowledge and awareness.	Strengthened cross-sectional cooperation, collaboration and knowledge sharing at district level. Commitment by the district to foster multisectoral collaboration and work towards SDGs.	

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
to work towards reaching relevant SDGs				Increased attention to multisectoral collaboration.		
	2022	**Uganda**	SDG Synergies workshop with public sector officials on district level Mukono district	As above but SDG 16 was perceived as the most important SDG in the district.	As above	
	2022	**Uganda**	Political leaders SDG sensitization and localization workshop – Mayuge	Increased knowledge and understanding of the SDGs among local political leaders. Increased understanding of how these political leaders can influence participation of their communities through localization of the 2030 agenda. Commitment by the district to foster multisectoral collaboration and work towards SDGs.	Strengthened cross-sectional cooperation, collaboration and knowledge sharing at district level. Learnings: Key local political leaders understand the importance of sustainable development to face local challenges but the knowledge about the SDGs is limited. When translating the SDGs into the local language, the understanding of the local relevance of the SDGs became clearer for the participants although some, like clean energy and climate action were still difficult to grasp.	
	2023	**Uganda**	Political leaders SDG sensitization and localization workshop - Mukono	As above	As above. Also: Initiated joint planning across sectors and departments at DLG of Mayuge & Mukono; DLGs now more intentional about including SDG targets in their work; DLG now write district plans aligned with respective SDGs; Implementation done with a lens of SDGs; Increased attention and commitment to multisectoral collaboration.	

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
	2023	Uganda	Monitoring and evaluation for district technical staff in two districts	65 District leaders from each district have been engaged and over 35 leaders trained to conduct voluntary local leaders. Increased knowledge and skills in planning and budgeting for activities in alignment with SDGs. Increased knowledge on proper implementation of activities through peer-peer learning to achieve Sustainable Development.	Got District Level Government (DLG) into doing midterm reviews of their strategic plans to assess progress; DLG planned and allocated funds to keep doing the VLRs; Improved capacity at DLG to conduct VLR (this was previously only at the national level); Stimulated localization of SDGs and their indicators to the district level.	
	2023	Uganda	Workshop on Environmental protection	56 technical and political leaders and CSO representatives participated	Increased understanding and dialogue between different actors: *"You political leaders make our environment work difficult, many times you support and protect those that destroy the environment, and you sometimes threaten us the district staff during our work"* - District Senior Environment Officer.	
	2022	Somalia	Training on Monitoring, Evaluation, Accountability and Learning (MEAL)	improved MEAL ability. Participants were encouraged to work in a transparent way to allow for accountability and were informed of the importance of a multisectoral approach and synergistic interactions among SDGs	Targeted public officials work in a more transparent and multisectoral way and follow up SDG progress.	
	2023	Somalia	Follow up MEAL WS	A two-day workshop with 22 female and 18 males employees of federal and state government authorities who were at the previous year MEAL workshop of	Targeted public officials sustain their work in a more transparent and multisectoral way and follow up SDG progress.	

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
				2022. Knowledge level increased (p-value 0.021)		
	2023	**Somalia**	Anti-Fraud Workshop	University staff's awareness of anti-corruption practices enhanced. Tools provided to identify and mitigate fraud.	Increased attention paid to utilizations of resource efficiently, transparently and accountably in line with BU's zero-tolerance policy for corruption and strengthened commitment to transparency in financial management.	
CSO						
Expected outcome: CSOs are better prepared to contribute towards the attainment of the 2030 Agenda including better positioned to effectively promote and advocate for responsive, inclusive, participatory and representative decision-making at all levels.	**2022**	**DRC**	Workshop to discuss feasibility of developing digital tools for SRHR information for adolescents in DRC	Four focus group discussions (FGDs) were held with CSOs in Kinshasa. Input from CSOs to inform the development of a webpage and/or app.	Decision to look for existing digital platforms for collaboration	**Targeted CSOs have increased their knowledge and capacity to work towards relevant SDGs. They are better prepared to contribute and better positioned to effectively promote and advocate towards achievement if the 2030 Agenda.**
	2022	**DRC**	Awareness and discussion workshop on UHC and "Maternity Free" project the Government	Marginalized community stakeholders informed how marginalized groups should access the free maternal care	Targeted stakeholders are sensitizing marginalized groups to complete prenatal care under free maternity project of UHC	
	2023	**DRC**	Feedback workshop on gender sensitive SRHR information with CSO working with adolescent	A feedback workshop has been held 40 participants from 13 CSO	CSOs reflected on and validated the results from the FGD	
	2023	**DRC**	Sensitization and popularisation of the Elenge website	Young people have been sensitized and are using the Elenge platform for SRH information	Young are using continuously using chat bot app and are browsing SRHR info using the App and website https://youthfimrdc.org	
	2022	**Uganda**	Shining a spotlight on CSOs´ contribution to sustainable development in Uganda	Innovative CSO projects on sustainable development were crowdsourced for further activities.	Targeted CSOs integrate sustainability focus in their projects, monitor and disseminate their findings. Good examples are spread for peer learning.	
	2023	**Uganda**	Survey and training for documentation,	23 CSO participated. 11 had a ToC. 14 a M&E plan. Quality very	Increased capacity to plan, monitor and evaluate CSO activities in	

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
Expected output: Targeted CSOs have knowledge and capacity to work towards reaching relevant SDGs.			monitoring, and evaluation, mentoring	varying. 17 had appropriate indicators and 16 has clear definitions, means of verification and frequency of data collection.	alignment with SDGs. Selected CSOs, acquired more knowledge on improving their records keeping, documentation, and monitoring and evaluation of their activities CSOs developed strategic plans to guide operations (Uganda Empowers);	
	2023	Uganda	CSO Workshop, Advocacy and Resource Mobilization	36 CSO leaders received training to empower and enhance their capacities in Leadership, Governance, and Resource Mobilization.	CSO leaders' capacity was built on designing and implementing advocacy plans and increased capacity to mobile funds for CSO activities.	
	2023	Uganda	Survey CSOs, planning, monitoring and evaluation training	A total of 30 participants attended the training and knowledge to enhance project planning, monitoring and documentation. The training also enabled the CSO leaders to enhance the visibility of their organizations for fund raising efforts, ensuring that their contributions to the SDGs are traceable.	Targeted CSOs acquired more knowledge on SDGs in general and the Uganda National Development Plan. In addition, there was improved capacity to develop and use monitoring frameworks, plans, and indicators, improved documentation and report writing skills, increased knowledge of project monitoring and reporting tools, enhanced skills in identifying and documenting significant and success stories.	
	2023	Uganda	Mentorship from January 2023 to November 2023	CSOs developed strategic plans to guide operations (Uganda Empowers); CSOs wrote and submitted joint proposals for funding (InPACT and FFOU; COSMESS and PINA); Having ToC and MEAL plans strengthened funder confidence in some CSOs e.g. Warm Hearts Foundation;	CSOs have improved their documentation for further funds mobilization and are now more confident about resource mobilization; Promoted coalition building, networking and collaborating as opposed to competition	

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
				Some CSO now have well-structured digitized tools for data collection		
	2023	Uganda	Sharing lessons from related projects through peer-to-peer learning	Peer to Peer learning between 23 CSOs. Presentations from 5 projects + other CSOs. Brainstorm on other impactful activities	CSOs wrote and submitted joint proposals for funding (InPACT and FFOU; COSMESS and PINA); Having ToC and MEAL plans strengthened funder confidence in some CSOs e.g. Warm Hearts Foundation; Some CSO now have well-structured digitized tools for data collection; CSOs now more confident about resource mobilization; Promoted coalition building, networking and collaborating as opposed to competition	
	2022	Somalia	Role of civil society women organizations for SDG's agenda with emphasis on SDG 5	42 females and 8 males. Information, capacity building and awareness raising of grassroot CSOs on SDG.	Targeted CSOs are better prepared to contribute towards the attainment of SDG 5 to improve social justice towards women and young girls	
	2023	Somalia	Forum on peace and good governance, strengthening the role for youth groups	CSO and youth groups have increased skills and considerations on the role of youth in peace and good governance within the society	Targeted youth CSOs are better positioned to play a role in peace and good governance	
	2023	Somalia	Follow up and FGDs on role of CSOs (Women) in SDG attainments	Women groups (CSOS) have gained better acquaintance on how SDGs can be achieved with focus on gender balance	Noticeable higher input from CSO and women in SDG achievement	
Private sector						

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
Expected outcome: Private Sector Actors are more aware of their role in, and actively strive to positively contribute towards, implementation of the 2030 Agenda and realizing the SDGs using a multisectoral approach. Expected output: Targeted private sector actors have knowledge and capacity to work towards reaching relevant SDGs.	**2023**	**DRC**	SDG Innovation Challenge	Innovation Challenge was planned but not held	na	**Targeted private sector actors have been made more aware through participation in the multisectoral activities. Outcome mainly reached in Somalian where knowledge level and engagement have been raised.**
	2023	**Uganda**	SDG Innovation Challenge	20 students were trained on SDGs and innovation and design thinking. FUE provided employability skills. 5 sustainable solutions to challenges created.	Improved skills and knowledge on SDGs and using innovation to design practical solutions working in multisectoral teams towards realizing the 2030 agenda.	
	2022	**Somalia**	Addressing the challenge of youth unemployment through innovation and entrepreneurship	49 participants (37 males and 12 females) from academia, civil societies, private and public sector	Skills on innovation and entrepreneurship are used as tools to solve specific youth unemployment challenges.	
	2022	**Somalia**	Study visits to innovation hub of Makerere University	Inspiration to establish Innovation Hub at BU	Process started to establish innovation hub.	
	2023	**Somalia**	Launching event of Innovation Center at Benadir University (BU).	BU Innovation center was established as entry to private sector engagement	A women-led innovation hub is operative improving student employability and innovative solutions to Somalia's challenges	
	2023	**Somalia**	SDG Innovation Challenge	3-day innovation challenge for sustainability and employability. 15 students from 5 universities yielding 3 innovative solutions	Commitment and improved capacity to innovate	
Multisectoral Platform						
Expected outcome: Cross-	**2021**	**DRC**	SDG Synergies workshop	Possibility for stakeholders from different sectors to meet. Overall positive interactions between the	An understanding of interactions between SDGs in DRC helped us plan the project. A network of	**National and regional multisectoral platforms formed and stakeholders participate actively in them leading to**

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
sectional cooperation, collaboration and knowledge sharing is strengthened across health and non-health stakeholders in Uganda, Somalia and DRC towards realizing 2030 Agenda

Expected output:

A **regional** multi-sectoral platform for continuous stakeholder engagement, knowledge sharing and discussion on sustainable development issues. | | | | SDGs. A few weakly restricting interactions, particularly with regards to SDG 8 (Decent work and economic growth) and SDG 11. SDG 16 has the largest promoting influence on the other SDGs. SDG 3 Health and Wellbeing is positively influenced by making progress on many of the other SDGs. | stakeholders was formed that was used in the project going forward. This was the embryo to the FNODD. | **improved cross-sectoral collaboration and knowledge sharing across health and non-health stakeholders in Uganda, Somalia and DRC towards reaching the SDGs.** |
	2022	**DRC**	Forum National de Développement Durable and Launch of Multisectoral Platform	The first National Forum on SDGs was held. A Multisectoral Platform is launched, and a committee is set to oversee regular meetings for joint discussions on how to accelerate the 2030 Agenda in DRC.	DRC Experts from different sectors are meeting regularly under the leadership of OCDD for joint discussions on how to accelerate the agenda 2030 in DRC	
	2023	**DRC**	Meeting of the national multisectoral platform to exchange experience and share the role of SDG interlinkages results	Regular meetings have been held	OCDD, which plays the role of permanent secretary of FNODD, has gained more power in its mandate of monitoring SDGs and use the event to foster new stakeholders. UNIKIN has a seat, and work as leader of academia sector	
	2023	**DRC**	Preparation of the second edition of the national forum on SDG-FNODD 2nd	Multiple preparation meetings were organized, and booking made	The FNODD is recognized as an annual event. The government postponed the forum for 2nd quarter of 2024	
	2021	**Uganda**	SDG Synergies workshop	Possibility for stakeholders from different sectors to meet. Overall positive interactions between the SDGs. SDG 3 was the most positively influenced by other SDGs. The SDG that influenced other SDGs most in a positive way was SDG 10, reduced inequalities.	An understanding of interactions between SDGs in Uganda helped us plan the project. A network of stakeholders was formed that was used in the project going forward.	

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
A **National** multi-sectoral platforms for continuous stakeholder engagement, evidence sharing and discussion on sustainable development issues	2022	Uganda	Dissemination of the SDG Synergies workshop results	The results of the SDGs workshop presented and validated nationally and regionally to trigger further discussions on multi sectoral action between health and non-health stakeholders.	The importance of cross-sectional cooperation, collaboration and knowledge sharing is spread. A virtual platform/ network is formed.	
	2021	Somalia	SDG Synergies workshop	Possibility for stakeholders from different sectors to meet. Overall positive interactions between the SDGs. SDG 3 has a great effect on other SDG goals. SDG 3 is also very much influenced by other SDGs. SDG 16 and SDG 7 was as the most important goals for SDG 3.	An understanding of interactions between SDGs in Uganda helped us plan the project. A network of stakeholders was formed that was used in the project going forward.	
	2022	Somalia	Validation of results from SDG Synergies workshop	Results of the SDGs workshop was presented and validated at WS with 17 participants. t 84% strongly agreed and, 16% agreed with the results.	Increased visibility for the project and increased commitment to SDGs among participants.	
	2022	Somalia	Multisectoral Conference	A one-day multisectoral conference with 50 participants from public private sector, academia, CSO and donor agencies, embassies, ministries and parliament. Participants identified a prompt need to launch a multisectoral platform for successful implementation of the SDGs in Somalia in 2023.	It was recommended that a multisectoral platform should be led by the Ministry of Planning via Somali National Bureau of Statistics (SNBS) to bring together various stakeholders.	
	2022	Somalia	Dissemination of results SDG Synergies workshop	The results of the SDGs workshop were presented and discussed at one WS and at NIH conference at Garowe in Puntland	Increased visibility for the project and increased commitment to and improved awareness of SDGs among participants.	

Sector	Year	Country	Activities	Outputs	Outcomes	Cumulative Project Outcomes
	2023	**Somalia**	Follow Up workshop on Multisectoral platform forum and Strengthening Public Private partnerships (PPP)	Mutual understanding and close collaborations on SDGs initiated among public private partnerships (PPPs)	Improved Formulation of networking groups among public and private sectors to ensure PPP	
	2023	**Somalia**	Workshop on innovative ways in empowering multisectoral collaboration	Participants gained creative skills and initiatives of idealization to bring innovative solutions	Cross-sectional cooperation, collaboration and knowledge sharing is strengthened among multisectoral orgs	
PLT and joint activities						
Expected output: program team members, have knowledge and capacity to work towards reaching relevant SDGs Program team have knowledge on adaptive management including PMEL	**2021**		Set up of the project	Project team and organization formed	The project team and organisation has been well functioning throughout the project.	**The PLT gained increased its knowledge and capacity to execute the project. A fine sense of community and shared ownership was created, and the team functioned very well. PLT have increased their knowledge on SDGs, adaptive management including PMEL.**
	2021-2023		Communication	Frequent updates of homepage and social media channels. Conference presentations.	The project, activities and findings have been disseminated.	
	2021		Efficiency audit	Audit performed. Management response and mitigation process performed.	Solid financial management assured	
	2021		Project planning with RBM support	A series of meetings to plan the project	Joint project planning was a prerequisite for effective and enjoyable project implementation	
	2022		Project plan development	Project plan developed jointly with consultancy support	A clear plan facilitated an efficient implementation of the project**.**	
	2022		PMEL workshops	PMEL plans developed jointly with consultancy support	Increased understanding on and a hands-on plan for PMEL	
	2022		Regional (multi country) WS	Dissemination and validation of SDG Synergies workshop findings	Regional network formed and enlightened on importance of SDGs	
	2022		Innovation course	PLT and guests took a 4-module innovation course online	Improved agency to train others, form an innovation hub (Somalia) and plan an innovation challenge	
	2023		Innovation challenges	Joint planning of innovation challenges	Knowledge sharing and collaboration on innovation and design thinking with private sector	

Annex 2: Project Level Logframe

IMPACT: **Improved health and wellbeing and reduced poverty and gender inequalities, with improved institutional capacity in Africa to realize the 2030 Agenda**		
	OBJECTIVELY VERIFIABLE INDICATORS - *incl. progress markers (examples)*	SOURCE/METHOD
Outcome A: Multi Sectoral Platform		
	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE/METHOD
Cross-sectional cooperation, collaboration and knowledge sharing is strengthened across health and non-health stakeholders in Uganda, Somalia and DRC towards realizing 2030 Agenda	Progress marker: Targeted Actors (Public Sector, CSOs, Private Sector and Academia) participate actively in the Cross Sectoral platform in each country and regionally.	Outcome harvesting. Based on data collected in respective country and overall analysis
Outputs: Multi Sectoral Platform		
Multi Sectoral Platform Output: A multi-sectoral (Decision makers, CSOs, academia and private sector) platform for evidence sharing, discussion on sustainable development issues raised in the projects and activities and conduct continuous stakeholder engagement.		Based on data collected in respective country
Multi Sectoral Platform Output: National multi-sectoral (Decision makers, CSOs, academia and private sector) platforms[3] for continuous stakeholder engagement, evidence sharing and discussion on sustainable development issues raised in the projects and activities.		Based on data collected in respective country
Activities: Cross Sectoral Platform		
Examples: Engage stakeholders through workshops on how to improve advocacy for thematic issues such as health, education and associated human rights for children, women and the youth.		
Exploration of views and experiences of SDGs and collaboration		
Outcome B: Public Sector Institutions		
Public sector institutions contribute towards the attainment of relevant SDGs using a multisectoral approach in an effective, accountable and transparent way.	*Targeted public sector institutions at different levels work more efficiently to reach the respective SDGs using targets and indicators in their operations and policies.*	Outcome harvesting. Based on data collected in respective country and overall analysis

	Targeted public sector institutions consider the influence of different SDGs in their operations and policies more efficiently	
	Targeted public sector institutions use relevant data to monitor and evaluate progress towards relevant SDGs and does so more effectively.	
	Targeted public sector institutions make use of evidence when planning and implementing future strategies activities to reach the SDGs.	

Output: Public Sector Institutions

Targeted staff at public sector institutions have knowledge and capacity to work towards reaching relevant SDGs.		Based on data collected in respective country

Activities: Public Sector Institutions

Examples: - SDG online training to Decision makers - Workshops on best practice to integrate effective monitoring and integration of SDG framework into operations		

Outcome C: Civil Society Organizations (CSOs)

CSOs contribute towards the attainment of the 2030 Agenda being better positioned to effectively promote and advocate for responsive, inclusive, participatory and representative decision-making at all levels.	*Targeted CSOs have (increased) access to decision makers at national and local level. (transparency)*	Outcome harvesting. Based on data collected in respective country and overall analysis
	Targeted CSOs influence and more effectively monitor national implementation of the 2030 Agenda. (accountability)	
	Targeted CSOs contribute more efficiently towards national implementation of the 2030 Agenda. (advocacy)	

Output: Civil Society

Targeted CSOs have knowledge and capacity to work towards reaching relevant SDGs		Based on data collected in respective country

Activities: Civil Society		
Examples: - Develop, improve and adopt local best practice for CSOs - to hold ministries accountable. - Develop and pilot tools for assessing SDG progress with simple visualization and digital score cards		
Outcome D: Private Sector Actors		
Private Sector Actors actively strive to positively contribute towards, implementation of the 2030 Agenda and realizing the SDGs using a multisectoral approach.	*Targeted Private Sector Actors utilize their corporate position and productive services to partner with relevant CSO, public and academic actors towards mutual goals in realizing Agenda 2030 and the SDGs.*	Outcome harvesting. Based on data collected in respective country and overall analysis
Output: Private Sector Actors		
Targeted Private Sector Actors have knowledge and capacity to work towards reaching relevant SDGs		Based on data collected in respective country
Activities: Private Sector Actors		
Example: - Workshops and training on the role and impact of private sector in the realization of the SDGs.		
Outcome E: Academia		
Targeted academic collaborate to generate new knowledge and innovative solutions and communicate this to relevant actors for evidence-based action and policy making to reach the SDGs	*Targeted academia effectively strengthens relevant decision makers, civil society and private sector actors to implement the 2030 Agenda and realize the SDGs with knowledge, data and research.* *Targeted academia use knowledge on SDGs to more effectively research development issues to create a good knowledge base for the realization of the 2030 Agenda.* *Targeted academic institutions and researchers contribute to the translation of research into policy and practice.*	Outcome harvesting. Based on data collected in respective country and overall analysis External evaluation of the management of the program

	The program team make use of deepened knowledge of SDGs as well as of Adaptive Management, PMEL and sound financial management to execute the program.	

Output: Academia

Targeted academic institutions and individual researchers and students, including program team members, have knowledge and capacity to work towards reaching relevant SDGs. Program team have knowledge on adaptive management including PMEL and sound financial management		Based on data collected in respective country and external evaluation of the management of the program

Activities: Academia

Examples: - Train actors within academia in best practice to communicate research towards policymakers - Workshops and research methods		

Annex 3 The Project Plan Risk Matrix

Likelihood of Occurrence		Consequence of Occurrence	
4	Certain to occur	4 (Massive)	Massive negative impact on the ability to obtain results
3	Likely	3 (Critical)	Critical negative impact on the ability to obtain results
2	Possible	2 (Moderate)	Moderate impact on obtaining results
1	Unlikely	1 (Minor)	Minor impact on influencing obtaining the result

Risk	Likelihood	Consequence	Mitigation measures
			INTERNAL

Disputes & conflicts	2	4	When people and institutions collaborate, differences of priorities and opinions will inevitably appear, which may also be a sign of a healthy partnership where collaborators feel safe to freely voice their opinion and express concern about priorities and workflows. However, the quality of the collaboration will depend on the extent to which possible differences are managed in a constructive way. Developing joint, and mutually agreed upon, structures and procedures for decision-making, representation and transparency within the organisation is one way of preventing conflict and creating clear understanding of how issues will be managed. The development of a clear project plan and PMEL plan contributes to this aim.
Fragmentation	2	3	As the project is broad in concept and approach, there is a risk of losing focus, engaging in too many different activities. The mitigation strategy includes having strategic documents such as the project plan with clear intervention logic and activities, and working closely together with partners.
Lack of results	2	4	As with any research, capacity building or education endeavour, there is a risk of not obtaining results. It will be important to develop and use a PMEL plan and continuously follow up and learn from it. Learning within the project is a result in itself and a lack of, or unexpected results can lead to development and innovation.
Dependence on key people	4	4	There is a risk that the project will become too dependent on the people that started it. The mitigation strategy involves recruiting a strong team that will function even if key people leave. In addition, establishing accountable, transparent and clear governance documents and procedures is another way of mitigating dependency on a few key people. This way, the project will be anchored in a system rather than on key individuals.
Competing tasks for team members	4	3	Few team members work full time on this project. This was planned in order to decrease person dependency through being able to bring in more people to the PLT. However, this also leads to that most have other competing tasks. This will be dealt with through creating a sense of ownership and engagement in every project member. Superiors will be involved to avoid work over-load of team members.
EXTERNAL			
Lack of leadership or priorities at the university	2	3	A change of priorities among university or school leadership may impact the development of the project. This can pose both risks and opportunities and an open and continuous discussion within the project team and with Sida is important. It is important to build a strong project team that can perform the project even if leadership or priority of the universities decrease.
Sida withdraws some or all funding	2	4	Clear communication with Sida along the way. A pragmatic continuous planning of activities will allow for adaptations along the way.
Instability	4	3	Political and economic instability may impact the institutions participating in the project and stop activities from being carried out or delaying them. It can also impede any project results and long-term impact as health projects are not situated in a vacuum, but very much dependent on other factors – such as peoples' socioeconomic situation. There is very little to do to prevent this risk. However, in terms of mitigation, members of steering committees and working groups must stay informed to reflect on possible actions to take should the socioeconomic stability of a country or setting risk becoming more instable. This of course also includes terrorist attacks and natural disasters. It is also important the program does not increase conflicts or create new ones. Staying well informed and creating an open and allowing discussion climate in the program team will mitigate this as well as having good contacts with embassies and Sida staff.

Corruption	2	2	Corruption is an ever-present risk, from high income to low-income settings. Corruption must be explicitly addressed and strategies to mitigate it must be informed and anchored in all parts of the project. Prevention will include training and creating an open work environment where team members can address such issues with colleagues, and mitigation includes auditing and clear and well-communicated means of punishing corruption.
Pandemics	4	3	The current Covid-19 pandemic is likely to affect the project a great deal. The limited possibilities to travel and meet in person will be mitigated using Zoom meetings and other online tools. If activities are affected, measures will be taken to change into virtual activities or to rethink the planning.
Lack of engagement of actors	3	4	The program is actor focused and the activities depend on engagement and investment of time of the targeted actors. The people we work with are often very busy. Therefore, it is extra important to create good relations to them and to foster a sense of ownership and urgency to get them involved. The activities must be needs based. t is easier to involve someone if your activity fulfils a need that that person has already identified.
Lack of willingness to change	3	4	The goal is that the activities will lead to changes in behaviour in targeted actors. Behaviour is more difficult to change than knowledge and attitude. This risk is linked to the above mentioned but may also include certain lack of understanding about the person's own role and the personal need to change. It will be dealt with through creating good relations and an open atmosphere for discussion.
Rigidity of institutions and bureaucracy	4	3	Institutions tend to be rigid, and change will take time. Bureaucracy will also delay many activities. This will be dealt with through planning well, having a lot of patience and through working towards creating continuity. When relevant, contacts and activities will start at local level and work upwards. Activities will be planned together with the institutions to meet their needs.
Sensitivity of certain activities	2	3	Some activities such as SRHR activities or peace and good governance activities might be sensitive. This will be mitigated by planning the activities well, protecting the participants if needed for example assuring anonymity and safe transport. Ethical permissions will be sought from all four countries.
Selecting the wrong partners	1	4	Selecting the wrong partners can be unfortunate and even dangerous. It risks deteriorating bad relations or instable situations. We will discuss this within the team as each partner has a good acquaintance of their own setting. If needed, embassies will be consulted.

Annex 4 Narrative description of the use of the budget and changes that were made

Open balance from previous year 1 313 310 SEK. The earlier agreed budget for 2023 was cut from 8 412 500 SEK to 6 000 000 SEK. Hence the total budget for 2023 was 7 313 310 SEK. The grant has been used in its totality. Some activities had to be cancelled due to the budget cuts which was described in the workplan attached to the new budget. Due to the process of formulating a new budget, some activities were delayed, especially in Somalia where there were no funds left from 2022. In Uganda and DRC activities were started with remaining funds from 2022.

Sida approved a budget change on the 11 Dec 2023 after we had informed that the regional activity "Innovation Challenge" could be performed with help of national activity partners within national structures.

Cost items within the activity category were shifted according to adjustments in the implementation of the activities after consultation with KI. For example, in DRC, travel fees were reversed to the academic sector as there was a huge demand for these activities, and we did not travel anymore. Further, in Somalia there was a shift in emphasis towards the private sector whereas in Uganda and DRC there was a shift towards the other sectors. In Uganda nothing was budgeted for the private sector, but an innovation challenge was performed anyway with funds from other sectors. No shift was made within salary cost and there was no shift between salary and activities.

Due to the unstable situation in the world and the fact that we have maintained the same budget in USD, our partners in 2023 received more SEK than what the project could afford at the expense of the budget for KI. This resulted in a request from KI to the partners for a refund of the amount of USD 9,000 per partner. For the good of the project, all partners agreed to this.

Annex 5 Country Report DRC SDGCap (separate document)

Annex 6 DRC PMEL SDGCap (separate document)

Annex 7 Country Report Uganda SDGCap (separate document)

Annex 8 Uganda PMEL SDGCap (separate document)

Annex 9 Country Report Somalia SDGCap (separate document)

Annex 10 Somalia PMEL SDGCap (separate document)

Annex 11 BU Innovation HUB-DRAFT- Annual Report 2023 (separate document)