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PROJECT DOCUMENT

Project Title: GF-GAVI Supply Chain Project
Project Number: SSD-C-UNDP, GAVI 01004489
Implementing Partner: UNDP
Start Date: 1 January 2025 **End Date:** 31 December 2026 **PAC Meeting date:** Ministry of Health-led Grant Application Process

Brief Description

The Republic of South Sudan became the world's newest nation and Africa's 55th country in July 2011. However, civil war and ongoing conflict particularly in Decemer 2013 and July 2016, have worsened the humanitarian situation, leaving much of the population dependent on aid for their survival. South Sudan is one of the poorest nations in the world, placed at 186 of the 189 countries on the Human Development Index in 2019 (UNDP, 2020) and it is rated third on the Fragile States Index.

Through its partnership with the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund), the Global Vaccine Alliance (GAVI) will make available to the Ministry of Health (MOH) and its partners a one-time allocation funds to enhance the supply chain in South Sudan, contributing to the country's goal of a single and coordinated integrated supply chain from central to local levels. A time sensitive budget of a maximum of US$2.2 million will be invested to support two priorities: strengthening cold-chain capacity and security at Konyokonyo warehouse; and expanding dry storage capacity at Gumbo warehouse. This investment will leverage complementarities with planned investments in supply chain strengthening to be coordinated by the United Nations Children's Fund (UNICEF) and the World Health Organisation (WHO) under the Health Sector Transformation Project (HSTP); and through the ongoing implementation of Global Fund investments in Resilient and Sustainable Systems for Health (RSSH) and pandemic preparedness and response, coordinated by the United Nations Development Programme (UNDP) under the leadership of the MOH.

During the planning stages for the recently launched HSTP, UNICEF supported a comprehensive assessment of the national supply chain.The main purpose of the assessment was to identify both opportunities and challenges for ensuring an uninterrupted supply of essential medicines and vaccines throughout the lifecycle of the project. The assessment built on similar previous assessments which, amongst other findings, identified significant hindrances to the achievement of one country-wide, government-lead supply chain system capable of end-to-end supply chain management, from quantification and procurement, to storage, distribution, last-mile availability and visibility of essential health care commodities, and timely and effective medical waste management on a continuous and reliable basis. While the vision remains compelling, as the UNICEF report details, the MOH and its stakeholders remain at some distance from achieving it. This reality was most recently mapped through a joint Global Fund/GAVI-lead rapid assessment whose guiding analytical frameworks included GAVI's Immunization Supply Chain Strategy 2021-2025 and the Global Fund's guidance on investment in procurement and supply chain systems. The rapid assessment took note of the following critical gaps and areas for strengthening and investment (both technical and financial):

- Limited capacities and growing gaps in the national cold-chain coverage for essential vaccines.
- Sub-optimal utilisation of existing public sector storage capacities for health products.
- Ongoing fragmentation in supply chain management (parallel systems).
- Limited government leadership and ownership of the supply chain due to persistent technical and operational capacity gaps.
- Low coverage and limited integration of digital tracking tools (partners have their own systems).
- Gaps in data and technical capacities for effective forecasting and for stock management (leading to avoidable shortages or stock-outs).Fragmented and inefficient transportation

systems (different partners making separate deliveries to the same health facilities, for example).

- Inadequate medical waste management capacity and systems.

Through the HSTP investment, the Global Fund's RSSH and C19RM investment, and the proposed additional support from GAVI, a number of these gaps have been prioritised and are being addressed. The additional support from GAVI will be strategically positioned to build on these investments and initiatives to deliver maximum efficiencies, outcomes and impact from this critical opportunity.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Outcome 3: Children, women and men in South Sudan, particularly youth and vulnerable groups, enjoy improved coverage of inclusive, responsive, quality social services and social protection Indicative Indicative Output(s) with gender marker[2]: GEN 2	**Total resources required:**	**US$2,681,640** **(An additional US$600,000 in progress of approval)**
	UNDP TRAC:	-
	Donor: GAVI	**US$2,681,640**

Agreed by (signatures):

Government	UNDP
Hon. Sarah Cleto Rial Minister of Health Republic of South Sudan	**Dr. Aouale Mohamed Abchir** Resident Representative UNDP South Sudan
Date:	Date:

MINISTRY OF HEALTH
29 JUL 2025
MINISTER'S OFFICE
REPUBLIC OF SOUTH SUDAN

United Nations Development Programme South Sudan
UNDP

I. DEVELOPMENT CHALLENGE

Contextual Analysis

The Republic of South Sudan became the world's newest nation and Africa's 55th country in July 2011. However, civil war and ongoing conflict particularly in Decemer 2013 and July 2016, have undermined most of the anticipated development gains since independence. This has worsened the humanitarian situation, leaving much of the population dependent on aid for their survival. While the formation of the Transitional Government of National Unity in February 2020, a major milestone of the Revitalised Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS) signed in 2018, brought some optimism for a return to peace and security, the advent of the COVID-19 pandemic, and the resulting global economic shocks, particularly the sharp decline in oil values, has created new obstacles to progress. South Sudan is one of the poorest nations in the world, placed at 186 of the 189 countries on the Human Development Index in 2019 (UNDP, 2020) and it is rated third on the Fragile States Index.

Years of conflict and chronic underinvestment have resulted in a minimally functional public health system. There are significant challenges for the country to offer a minimal level of health services, with acute shortages of health workers and most health facilities unable to operate due to a lack of the necessary infrastructure or equipment. Recent services (health) availability and readiness assessment had found that only 44% of the country's largely rural population (83%) lived within a five-kilometre radius of a functioning facility (MoH, 2019). Availability of health workers per 10,000 population is merely 7.6 and that of health facilities 1.42. Only 1% of facilities have all the standard list of seven basic amenities (of sanitation, water, power, basic equipment etc.) and none of the facilities have available stock of all 20 essential medicines at time of assessment. On a positive note, two major projects have begun the process of restoring the public health system under the Health Pooled Fund initiative and the Provision of Essential Health Services to deliver basic public health and nutrition services.

Figure1: Map of South Sudan



Since South Sudan gained its independence, the country experienced several incidents of internal conflictsin December 2013, and more recently in July 2016. The renewed conflict, undermined the development gains achieved since independence and worsened the humanitarian situation. The conflict that erupted on 7th July 2016 resulted in more than 2.3 million people fleeing their homes, including 1.66 million internally displaced (with 53.4% estimated to be children) and nearly 644,900 refugees in neighbouring countries (Ethiopia, Kenya, Uganda, Democratic republic of Congo and

Central African Republic). Approximately 185,000 internally displaced people (IDPs) have sought refuge in UN Protection of Civilians (PoC) sites.

These resurgence of internal conflict, insecurity and instability has had severe negative consequences for the people of South Sudan resulting in over 40% of the 12.4 million people (5.4 million people) in need humanitarian assistance. Furthermore, the conflict has contributed to severe food insecurity, affecting close to 1 million people.

The depreciating currency has impacted on the government as it is no longer able to procure medical supplies, recruit or increase the salary of health workers to match the inflation. Other challenges contributing to a weakening health system include: weak supply chain management systems resulting in frequent stock outs of health commodities; non-functional health facilities due to destruction of facilities, facilities that have closed down because many health workers fled from the insecure environment; shortages of health workers at functional facilities; inadequate mechanisms to reach pastoralist communities and displaced populations, and the under financing of the health system making universal access to health services difficult. The net result of the deteriorating situation is less than optimal delivery of health services.

To address the sub-optimal delivery of health services and alleviate treatment interruptions, the MoH with the support of its partners including humanitarian agencies (WHO, IOM, UNHCR, UNAIDS, ICAP) have defined a minimal package of services. The plan includes: conducting rapid assessment on functionality of facilities and needs, establishing where people have moved to, utilising existing community groups to reach out and re-supply medicines including Anti-retroviral drugs (ARVs), TB first and second line treatment to those affected for a longer duration, i.e. 3-9 months, negotiating passage or airlifting supplies for restocking facilities with emergency ARVs, OIs, first line and second line TB drugs; repositioning medicines to access points; broadcasting and transmission of key information to populations affected.

Gender and Human Rights Concerns

South Sudan has a very high incidence of sexual and gender-based violence (SGBV) and widespread impunity for SGBV offences. It is impossible to obtain national level estimates due to chronic under-reporting but it is accepted that rates of SGBV are very high. A 2017 study in Bentiu, Juba and Lakes States by the International Rescue Committee reported that 65% of women had experienced physical and/or sexual violence in their lifetime, and some 51% had suffered intimate partner violence (IPV). Thirty-three percent of women had experienced sexual violence from a non-partner, primarily during attacks or raids.[1]The GBV information management system reported 3,585 cases in 2017, 46% and 17% of which involved IPV and sexual violence respectively.[2]Moreover, only 68% of rape survivors received clinical management of rape (CMR) services within 72 hours of the violation.

[1]https://www.rescue.org/report/no-safe-place. Accessed 21 April 2020.

[2]UNFPA (2018), *op. cit.*

II. STRATEGY

GF-GAVI Supply Chain Project:

Through its partnership with the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund), the Global Vaccine Alliance (GAVI) will make available to the Ministry of Health (MOH) and its partners a one-time allocation funds to enhance the supply chain in South Sudan, contributing to the country's goal of a single and coordinated integrated supply chain from central to local levels.

This will be achieved through the following strategies:

1.1. Strengthening and expansion of Cold Chain Capacity at Central Medical Stores, Konyokonyo site.

Current cold-chain capacity at this facility remains sub-optimal for the growing demand for immunisation support and for the increasing number of additional health care commodities requiring this capability. Additional vaccines will be introduced by GAVI starting in 2026 requiring expanded capacity. Current challenges regarding the storage and distribution of oral cholera vaccines also highlight the urgent need for additional cold-chain capacity. Utilising support from GAVI, improvements will be made a) to the structure where the current cold room is located (enhanced ventilation and additional storage equipment as well as other minor repairs); b) a new cold room will be installed in an extension of the existing structure; c) improvements will be made to the perimeter wall to enhance security along with upgrading of security systems (CCTV monitoring); d) new generators will be procured to replace current, outdated and inefficient equipment; e) an assessment of solarisation needs will be done and some initial investments made to solarise the new facilities; and, finally, additional minor repairs will be completed (painting, plumbing repairs, replacement of air conditioners for greater energy efficiency, etc.). A new, high-volume medical waste incinerator will be installed through other funding sources. Also, utilisation of the current incinerators at the National Public Health Laboratory and the Central Medical Stores, Gumbo site, will be optimised to support the need of KonyoKonyo medical waste management.

1.2. Expansion of dry storage capacity at Central Medical Stores, Riverside/Gumbo site.

The expansion of dry storage capacity at the CMS site in Gumbo will allow for decanting of dry items from Konyokonyo (to optimise the safety and sustainability of the cold-room installations) and to provide for additional storage and distribution capacity for pharmaceuticals and other health products linked to the ongoing roll-out of the HSTP. The existing structure will be extended to create an additional 1,500 m2 of secure, climate-controlled storage capacity. The investment includes storage and distribution equipment for the extension, additional climate control equipment, expansion of security systems, construction of office space within the extension, expansion of the existing solar system, and upgrade to the ablutions systems already in place (additional borehole, new ablutions facilities, including septic system).

GF-GAVI Supply Chain Project - Proposed and Approved Budget

Strengthening and expansion of cold chain storage at CMS, Konyokonyo site:

S/N	Items description	Location	Estimated cost
1	Fence upgrade	Konyokonyo	80,000
2	Cold rooms' housing	Konyokonyo	250,000
3	Cold rooms	Konyokonyo	200,000
4	Safety mechanisms and room ventilations	Konyokonyo	50,000
5	CCTV security system	Konyokonyo	40,000
6	New generators and electrical distribution upgrade	Konyokonyo	130,000
7	Solarisation assessment and initial installation	Konyokonyo	150,000
8	Minor renovations and maintenances of old buildings	Konyokonyo	50,000
		Total Estimate	**950,000**

Expansion of dry storage capacity at CMS, Riverside/Gumbo site:

S/N	Items description	Location	Estimated cost
1	Warehouse expansion	Gumbo	630,000
2	Insulation, central AC and safety mechanisms	Gumbo	130,000
3	CCTV security system upgrade	Gumbo	20,000
4	Installation of borehole, filtration and distribution system	Gumbo	120,000
5	New generator	Gumbo	60,000
6	Solar power expansion	Gumbo	140,000
7	Minor renovations and equipment	Gumbo	150,000
		Total Estimate	**1,250,000**
		Grand Total	**2,200,000**
	HR Costs		**283,000**
	UNDP GMS (8%)		**198,640**
	Total Grant Budget		**2,681,640**

Collaboration with UNDP projects

The project will create synergy with the other UNDP projects to ensure that resources are leveraged for better efficiency and timely delivery of GF results. The GF-GAVI Project will benefit from the UNDP Procurement services. In addition, the project will continue to collaborate with other UNDP projects and any other projects in the pipeline in areas of technical collaborations and operational synergies such as leveraging of Engineers from UNDP infrastructure projects.

Partnerships

Continuous and deliberate adoption of strategies aimed at achieving budget efficiencies will be the responsibility of UNDP while working with its key implementing partners identified in the implementation map with the aim of achieving Value for Money (VfM). Such strategies will improve programming in terms of economy, efficiency and effectiveness.

Cost sharing: The Global Fund Project will leverage the available resources within the Country Office to complement the Global Fund resources in areas such as human resources, security, communications, transport, etc.

Collaborative Partnership in Supply Chain Management: UNDP will continue to partner with MOH, UNICEF and other partners in the following:

Load consolidation: UNDP will ensure synchronized last mile deliveries of pharmaceuticals with the UNDP, thereby benefitting on the cost effectiveness of consolidation.

Warehousing: UNDP is currently managing the Central Warehouse Store on behalf of the Ministry of Health.

Pre-positioning of health Commodities and Pharmaceuticals: UNDP under the RSSH Component is supporting the establishment of Regional Warehouses that are strategically located to optimally serve the various states across the country. By using the regional hubs, it will become easier and more cost effective to deliver commodities to implementing sites by cutting down the transport costs currently being incurred through the frequent air transportation of commodities across the country. Delivery to the regional hubs will provide efficiencies through bulk transportation and strengthening the last mile delivery system.

Risks and Assumptions

The following are the major risks in the implementation of the HIV/TB Programme in South Sudan:

Refer to Annex 1 for the Risk and Assurance Matrix for comprehensive list of risks and mitigating actions

Stakeholder Engagement
There are several strategies that will be used to engage the various stakeholders. These are outlined below:

a) Design and implementation of annual operational and management plans to optimise the performance of these investments.

Knowledge
A robust end of project report will be produced at the end of the implementation.

Sustainability and Scaling Up

Through the HSTP investments, the Global Fund's RSSH and C19RM investment, and the proposed additional support from GAVI, a number of identified gaps have been prioritised and are already being addressed. The additional support from GAVI will be strategically positioned to build on these investments and initiatives to deliver maximum efficiencies, outcomes and impact from this critical opportunity.

III. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

As noted earlier, UNDP shall work with its key implementing partners identified in the implementation map to achieve Value for Money (VfM) through the continuous and deliberate adoption of strategies aimed at achieving budget efficiencies. Such strategies will improve programming in terms of economy, efficiency and effectiveness.

1. Cost sharing: The Global Fund Project will leverage the available resources within the Country Office to complement the Global Fund resources in areas such as human resources, security, communications, transport, etc.
2. Collaborative partnership with MOH, UNICEF on programme activities at all levels including service delivery, human resources, and supply chain management.
3. Collaborative Partnership in Supply Chain Management: MOH, GAVI and UNICEF in terms of load consolidation, warehousing and pre-postitioning of health commodities and pharmaceuticals.
4. Optimizing Program Management and Service Delivery: this will be achieved through streamlining the human resource costs by reviewing the human resource allocations.

Project Alignment
The project was designed to align with UNDP's Country Programme Document (CPD), Strategic Plan (SP), the UN Cooperation Framework (UNCF) and the National Development Strategy (NDS) of South Sudan.

CPD Outcome 3: Children, women and men in South Sudan, particularly youth and vulnerable groups, enjoy improved coverage of inclusive, responsive, quality social services and social protection Indicative Output(s) with gender marker2: GEN 2

Output 3.1.: National health service delivery strengthened through scaling up HIV and tuberculosis services and building resilient health systems.

IV. RESULTS AND PARTNERSHIPS

Expected Results:

The project has a Results Framework, with targets to be achieved within the project timeframe.

Resources Required to Achieve the Expected Results:

There is an allocation of **USD2,681,640** by the GAVI Vaccine Alliance for the period 2025 which may spill over to mid-2026 towards achieving the expected reslts of the project. UNDP is responsible for the overall achievement of the project, working closelty with UNICEF and other SC partners, under the overall leadership of the MOH to ensure efficient utilisation of resources and coordination to avoid duplication.

V. RESULTS FRAMEWORK[3]

Project Results Framework

Project Objective	Indicator	Baseline	Target (2026)	Means of Verification	Comments
To enhance the supply chain in South Sudan, contributing to the country's goal of a single and coordinated integrated supply chain from central to local levels.	Number of MOH's facilities renovated and improved	1	1	Periodic report (Quarterly or Semesterly) and End of Project report	Current MOH's Konyokonyo facility renovated *Data Collection Method: Physical Inspection*
	Number of warehouses improved and expanded to accommodate the increased needs under HSTP and the scale-up of national immunization support.	1	1	Periodic report (Quarterly or Semesterly) and End of Project report	Gumbo Warehouse expanded to accommodate Immunization products *Data Collection Method: Physical Inspection*
	Number of expanded solarization projects to assure sustainability and resilience of storage facilities	0	2	Periodic report (Quarterly or Semesterly) and End of Project report	Solarization designed and implemented for cold chain storage at Konyokonyo site and the expanded dry storage capacity at CMS, Riverside/Gumbo site *Data Collection Method: Physical Inspection*
	Number of designed and coordinated waste management plans in support of HSTP efforts.	0	1	Periodic report (Quarterly or Semesterly) and End of Project report	A waste management plan elaborated *Data Collection Method: Physical Inspection*

[3]UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Global Fund, UNICEF, MOH, others	-
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Global Fund, UNICEF, MOH, others	-
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Global Fund, UNICEF, MOH, others	-
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Global Fund, UNICEF, MOH, others	-
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Global Fund, UNICEF, MOH, others	-
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, Annually, and at the end of the project (final report)		Global Fund, UNICEF, MOH, others	-
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling	Quarterly, Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Global Fund, UNICEF, MOH, others	-

	up and to socialize project results and lessons learned with relevant audiences.				

Evaluation Plan[4]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Not required. An end of project report will be produced	MOH & UNICEF	**Output 3.1.:** National health service delivery strengthened through scaling up HIV and tuberculosis services and building resilient health systems.	**CPD Outcome 3:** Children, women and men in South Sudan, particularly youth and vulnerable groups, enjoy improved coverage of inclusive, responsive, quality social services and social protection Indicative Output(s) with gender marker2: GEN 2	June 2026	MoH, UNICEF, Implementating Partners, donors, beneficiaries	GAVI

1. The Global Fund may, through the LFA and/or any independent entity appointed by the Global Fund, conduct additional reviews as listed below, which may inform further recommendations during implementation. The Principal Recipient will cooperate fully with such reviews in accordance with Articles 7(e) and 10(d) of the UNDP-Global Fund Grant Regulations:

a) Periodic reviews to monitor warehousing, distribution, inventory management, installation usage; and,
b) A review of waste management arrangements in order to verify that there are appropriate waste management policies and procedures (collection, storage, transportation, treatment, disposal) for used, expired or damaged health products and biomedical samples, including adherence to occupational health and safety standards for waste handlers.

[4] Optional, if needed

I. [5],[6]INDICATIVE TIMELINE

The indicative timeline is below.

S/N	Item	Resp.	Start	End
1.0	**Initial Planning and Contracting**			
1.1	Development and submission of concept note	MOH, UNDP, UNICEF, WHO	10-Feb	21-Feb
1.2	Endorsement of concept note and 'green light' to proceed	GAVI, GF	24-Feb	28-Feb
1.3	Confirmation of funding and project manager	GAVI, GF	24-Feb	28-Feb
1.4	Monthly progress updates to Gavi and project team	UNDP	monthly	monthly
2.0	**Detailed planning and costing**			
2.1	Development of detailed designs	UNDP, UNICEF, MOH	5-May	15-May
2.2	Development submission and approval of Bill of Quantities and detailed costing to Gavi	UNDP, UNICEF, MOH	16-May	31-May
2.3	Packaging as procurement ready document	UNDP, UNICEF, MOH	2-Jun	6-Jun
2.4	Submission to GAVI/Global Fund for review and approval	MOH	9-Jun	20-Jun
3.0	**Procurement**			
3.1	Procurement of works	UNDP	23-Jun	11-Aug
3.2	Procurement of equipment and supplies	UNDP	23-Jun	11-Aug
4.0	**Implementation**			
4.1	Entry meetings with selected service provider	MOH, UNDP, UNICEF	12-Aug	15-Aug
4.2	Site handover and kick-off	MOH, UNICEF, UNDP	18-Aug	22-Aug
4.3	Construction--Konyokonyo	Service provider	25-Aug	31-Dec
4.4	Construction--Gumbo	Service provider	25-Aug	31-Dec
4.5	Installation of cold room	Service provider	5-Jan '26	13-Feb '26
4.6	Installation of equipment	Service provider	5-Jan '26	13-Feb '26
5.0	**Quality Assurance and Commissioning**			
5.1	Routine meetings of joint MOH/UNDP/UNICEF project management committee	MOH, UNDP, UNICEF, WHO	12-Aug	13-Feb '26
5.2	Ongoing quality assurance and supervision	MOH, UNDP, UNICEF	12-Aug	13-Feb '26
5.3	Final inspections and pre-handover planning	MOH, UNDP, UNICEF, GAVI, GF	16-Feb '26	16-Mar '26
5.4	**Corrective Actions (If Applicable)**	**Service Providers**	**17-Mar '26**	**31-Mar '26**
6.0	**Project Close**			
6.1	Formal commission/handover	MOH, UNDP, UNICEF, GAVI, GF	13-Apr '26	30-Apr '26

[5] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[6]Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

6.2	Development and submission of project closure report.	MOH, UNDP, UNICEF	18-May ‘26	31-May ‘26
6.3	Documentation of lessons learnt and best-practices from the entire process and dissemination of reports.	MOH, UNDP, UNICEF	1-Jun ‘26	15-Jun ‘26

II. PROJECT MANAGEMENT AND QUALITY ASSURANCE

Project management will be led by the MOH with the support of UNDP and UNICEF. A j**oint working group** will be convened between the MOH, UNICEF, UNDP and WHO to manage the project until completion. Routine updates will be provided to the **Operational Steering Committee of the HSTP,** as well as to the Global Fund and GAVI country teams for South Sudan. Approved technical standards are available to guide design and implementation of project components, particularly cold-chain storage. Both UNDP and UNICEF will deploy civil, biomedical and electrical engineers to provide continuous quality assurance of civil works. The Undersecretary for the MOH, the UNDP Global Fund Project Coordination Advisor, and the UNICEF Chief of Health will jointly provide oversight and overall quality assurance during project implementation. Finally, **third party monitoring arrangements** will be made (similar to the Local Fund Agent support) to continuously assure the quality and value-for-money of this investment.

III. LEGAL CONTEXT

[7]This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply**.**

IV. RISK MANAGEMENT

(a) UNDP (DIM)

1. [8]UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][9] [UNDP funds received pursuant to the Project Document][10] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

[7] Legal Comntext for For Global Fund Projects

[8] Option b. UNDP (DIM)

[9] To be used where UNDP is the Implementing Partner

[10] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
   (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.
Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or

any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

V. ANNEXES

Annex 1: SOUTH SUDAN – RISK & ASSURANCE MATRIX
Annex 2: SESP
Annex 3: Project Quality Assurance

Annex 1: RISK MATRIX

CPD Outcome 3: Children, women and men in South Sudan, particularly youth and vulnerable groups, enjoy improved coverage of inclusive, responsive, quality social services and social protection Indicative Output(s) with gender marker 2: GEN 2

Output 3.1.: *National health service delivery strengthened* through scaling up HIV and tuberculosis services and *building resilient health systems.*

Outputs and Key Results	Description of Risk Event	Type of Risk	Risk Source Category	Impact of Risk	Impact Risk Rating	Risk Mitigation	Indicator to Monitor	Risk Owner	Status
Joint Global Fund/GAVI Investment in Supply Chain Strengthening in South Sudan	Key stakeholders will endorse the prioritisation of the GAVI investment.	Operational	Stakeholder Risks/Other stakeholders	There is limited consensus and alignment with the proposed priorities for investment.	Moderate	The proposal will be presented for endorsement at the OSC for the HSTP which is chaired by the Undersecretary. He will present the proposal and ask for endorsement.	Coordination meetings, agreements; reports of monitoring and oversights	Project Managers	Ongoing
	Technical documents will be done expeditiously.	Operational	Stakeholder Risks/Other stakeholders	There are delays completing technical drawings and other inputs needed to reach the 'procurement ready' stage.	Moderate	UNDP and UNICEF have mobilised their technical experts and prioritised the completion of the technical work. Both partners have significant previous experience designing similar investments in compressed timeframes. GAVI will provide additional support if needed. GAVI and the MOH will negotiate adjustments to milestone should unforeseen delays occur.	Monitor procurement plan for inputs for the construction	Project Managers	Ongoing
	Procurement processes will be fast-tracked.	Operational	Stakeholder Risks/Other stakeholders	Procurement delays result in the funds not being committed by the agreed milestone	Moderate	UNDP and UNICEF will seek the support of its corporate teams to fast-track procurement through expedited reviews and approvals.	Monitor procurement plan for inputs for the construction	Project Managers	Ongoing
	Project implementation will align with the accelerated timeline.	Operational	Stakeholder Risks/Other stakeholders	Unforeseen delays occur for project implementation (delayed arrival of equipment or materials, for example).	Moderate	Both UNDP and UNICEF have an extensive track-record for 'on time' delivery of projects. Both partners will work with the Undersecretary and other stakeholders to ensure	Monitor procurement plan for inputs for the construction	Project Managers	Ongoing

						accelerated implementation.			
	Funds will be committed by the indicative deadline.	Operational	Stakeholder Risks/Other stakeholders	Funds are not fully committed by the agreed deadline resulting in the full investment amount not being available.	Moderate	Should delays occur, the MOH will liaise with GAVI on flexibilities		Project Managers	Ongoing
	There is improved coordination and commitment amongst partners for one, nationally owned, integrated supply chain for South Sudan.	Strategic	Stakeholder Risks/Other stakeholders	Partners remain fragmented and not coordinated. There is limited commitment to hange.	Moderate	UNDP, UNICEF and WHO will collaborate to strengthen the technical capabilities with the HSTP structures (particularly the PMU) to enforce coordination and collaboration of the end-to-end supply chain system, including enhancing the MOH policy framework to guide and influences partner and funding agencies to endorse the 'one supply chain' plans, and operational management budgets	Coordination meetings, agreements; reports of monitoring and oversights	Project Managers	Ongoing
	No 'force majeure' events will occur to interrupt implementation.	Operational	Contextual Risks/Safety & Security Situation	Climate or conflict-related events necessitate that the project is paused or stopped	High	These are ongoing risks in South Sudan. Both UNDP and UNICEF have experience with such risks. Corporate capacities are available to respond to contingencies and to ensure business continuity. The implementation timeline may need to be renegotiated should such risks materialize.	Implementation of the UNCT/UNDP Contingency plan	Project Managers	Ongoing

Annex 2:

1. UNDP Social and Environmental Screening Template (v. July 2022)

Project Information

Project Information	
1. Project Title	Joint Global Fund/GAVI Investment in Supply Chain Strengthening in South Sudan
2. Project Number (i.e. Quantum project ID, PIMS+)	SSD-C-UNDP, GAVI 01004489
3. Location (Global/Region/Country)	RBA/South Sudan
4. Project stage (Design or Implementation)	Approval for Implementation
5. Date	May 2025

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The project is designed to ensure equitable access to healthcare including vaccines by all segments of the South Sudanese society while protecting vulnerable populations, including refugees, marginalized communities, and individuals affected by conflict.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The project, through other complementary GC7 and C91RM grants implement gender-sensitive policies to promote equal opportunities in health, and sustainable livelihood; Support women's leadership and participation in decision-making processes e.g. the National Empowerment Of Positive Women United (NEPWU) as well as address gender-based violence and discrimination through awareness campaigns, protective and shelter services.
Briefly describe in the space below how the project mainstreams sustainability and resilience
UNICEF, through HSTP, will improve the capacity of the Wau Warehouse and other sub-national storage facilities including Bor, while Global Fund, through UNDP, is already rolling out the electronic Logistics Management Information System (eLMIS) system and this will be *complemented by future scale-up under HSTP*. Both the Global Fund and HSTP are expanding solarization, including prioritized storage facilities. Under the C19RM component of the Global Fund portfolio, and under the WHO HSS component of the HSTP, designing and maintaining a coordinated, country-wide health waste management system is already prioritized
Briefly describe in the space below how the project strengthens accountability to stakeholders
Project management will be led by the MOH with the support of UNDP and UNICEF. A joint working group will be convened between the MOH, UNICEF, UNDP and WHO to manage the project until completion. Routine updates will be provided to the Operational Steering Committee of the HSTP, as well as to the Global Fund and GAVI country teams for South Sudan. Approved technical standards are available to guide design and implementation of project components, particularly cold-chain storage. Both UNDP and UNICEF will deploy engineers to provide continuous quality assurance of civil works. The Undersecretary for the MOH, the UNDP Global Fund Project Coordination Advisor, and the UNICEF Chief of Health will jointly provide oversight and overall quality assurance

during project implementation. Finally, third party monitoring arrangements will be made (similar to the Local Fund Agent support) to continuously assure the quality and value-for-money of this investment.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: Key stakeholders fail to endorse the prioritization of GAVI investment.	I =2 L =2	Moderate		The proposal will be presented for endorsement at the OSC for the HSTP which is chaired by the Undersecretary. She will present the proposal and ask for endorsement
Risk 2: Technical documents may not be done expeditiously.	I =2 L =2	Moderate		UNDP and UNICEF have mobilized their technical experts and prioritized the completion of the technical work. Both partners have significant previous experience designing similar investments in compressed timeframes. GAVI will provide additional support if needed. GAVI and the MOH will negotiate adjustments to milestone should unforeseen delays occur. UNDP and UNICEF will seek the support of its corporate teams to fast-track procurement through expedited reviews and approvals. Both UNDP and UNICEF have an extensive track-record for 'on time' delivery of projects. Both partners will work with the Undersecretary and other stakeholders to ensure accelerated implementation.
Risk 3: Procurement processes will not be fast-tracked.	I=2 L=2	Moderate		UNDP and UNICEF will seek the support of its corporate teams to fast-track procurement through expedited reviews and approvals.
Risk 4: Project implementation will not align with the accelerated timeline.	I=2 L=2	Moderate		Both UNDP and UNICEF have an extensive track-record for 'on time' delivery of projects. Both partners will work with the Undersecretary and other stakeholders to ensure accelerated implementation.

Risk 5: Funds will not be committed by the indicative deadline.	I=2 L=2	Moderate		Should delays occur, the MOH will liaise with GAVI on flexibilities
Risk 6: There is no improved coordination and commitment amongst partners for one, nationally owned, integrated supply chain for South Sudan.	I=2 L=2	Moderate		UNDP, UNICEF and WHO will collaborate to strengthen the technical capabilities with the HSTP structures (particularly the PMU) to enforce coordination and collaboration of the end-to-end supply chain system, including enhancing the MOH policy framework to guide and influences partner and funding agencies to endorse the 'one supply chain' plans, and operational management budgets
Risk 7: There are 'force majeure' events to interrupt implementation.	I=2 L=2	High		These are ongoing risks in South Sudan. Both UNDP and UNICEF have experience with such risks. Corporate capacities are available to respond to contingencies and to ensure business continuity. The implementation timeline may need to be renegotiated should such risks materialize.

QUESTION 4: What is the overall project risk categorization?			
Low Risk	☐		
Moderate Risk	**X**		
Substantial Risk	☐		
High Risk	☐		

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
Question only required for Moderate, Substantial and High Risk projects				
Is assessment required? (check if "yes")	☐			***Status? (Completed, Planned)***
If yes, indicate overall type and status		☐	Targeted assessment(s)	
		☐	ESIA (Environmental and Social Impact Assessment)	
		☐	SESA (Strategic Environmental and Social Assessment)	
Are management plans required? (check if "yes)	☐			

	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐	ESMF (Environmental and Social Management Framework)	
	Based on identified <u>risks</u>, which Principles/Project- level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	☐			
	Gender Equality and Women's Empowerment	☐			
	Accountability	☐			
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐			
	2. Climate Change and Disaster Risks	☐			
	3. Community Health, Safety and Security	X			
	4. Cultural Heritage	☐			
	5. Displacement and Resettlement	☐			
	6. Indigenous Peoples	☐			
	7. Labour and Working Conditions	☐			
	8. Pollution Prevention and Resource Efficiency	X			

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature/Name	*Date*	*Description*
QA Assessor (SES Developer) _____ David Ayoola OWOLABI M&E Specialist		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver (PMSU) _____ Amit Arora M&E Specialist		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
LPAC Chair (DES) _____ Sheila Ngatia DRR-P		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [11]	No
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	No
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
P.12 exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	No

[11] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
Would the project potentially involve or lead to:	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14 grievances or objections from potentially affected stakeholders?	No
P.15risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
Would the project potentially involve or lead to:	
1.1adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5 exacerbation of illegal wildlife trade?	No
1.6 introduction of invasive alien species?	No
1.7 adverse impacts on soils?	No
1.8 harvesting of natural forests, plantation development, or reforestation?	No
1.9 significant agricultural production?	No
1.10 animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11 significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12 handling or utilization of genetically modified organisms/living modified organisms?17	No
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)18	No
1.14 adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks	
Would the project potentially involve or lead to:	

[17] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.
[18] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

2.1 areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2 outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3 increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4 increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security	
Would the project potentially involve or lead to:	
3.1 construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	Yes
3.2 air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	Yes
3.3 harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4 risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5 transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6 adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7 influx of project workers to project areas?	No
3.8 engagement of security personnel to protect facilities and property or to support project activities?	Yes
Standard 4: Cultural Heritage	
Would the project potentially involve or lead to:	
4.1 activities adjacent to or within a Cultural Heritage site?	No
4.2 significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3 adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4 alterations to landscapes and natural features with cultural significance?	No
4.5 utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No

Standard 5: Displacement and Resettlement	
Would the project potentially involve or lead to:	
5.1 temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2 economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3 risk of forced evictions?[12]	No
5.4 impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples	
Would the project potentially involve or lead to:	
6.1 areas where indigenous peoples are present (including project area of influence)?	No
6.2 activities located on lands and territories claimed by indigenous peoples?	No
6.3 impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above.* *	No
6.4 the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6 forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7 adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8 risks to the physical and cultural survival of indigenous peoples?	No
6.9 impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions	
Would the project potentially involve or lead to: (note: applies to project and contractor workers)	
7.1 working conditions that do not meet national labour laws and international commitments?	No
7.2 working conditions that may deny freedom of association and collective bargaining?	No
7.3 use of child labour?	No
7.4 use of forced labour?	No

[12] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

7.5 discriminatory working conditions and/or lack of equal opportunity?	No
7.6 occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency	
Would the project potentially involve or lead to:	
8.1 the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2 the generation of waste (both hazardous and non-hazardous)?	No
8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4 the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No
8.5 the application of pesticides that may have a negative effect on the environment or human health?	No
8.6 significant consumption of raw materials, energy, and/or water?	Yes

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher

ANNEX 3:

PROJECT QUALITY ASSURANCE – DESIGN FOR FY2023 (VERSION 5)

☒	PROJECT QA - DESIGN
	1. STRATEGIC
	1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?
☒	• 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
☐	• 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
☐	• 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. *Note: Projects not contributing to a programme must have a specific project Theory of Change. See alternative questions under the information icon for these cases.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Through partnership with the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund), the Global Vaccine Alliance (GAVI) will make available to the Ministry of Health (MOH) and its partners a one-time allocation funds to enhance the supply chain in South Sudan, contributing to the country's goal of a single and coordinated integrated supply chain from central to local levels. This investment will leverage complementarities with planned investments in supply chain strengthening to be coordinated by the United Nations Children's Fund (UNICEF) and the World Health organization (WHO) under the Health Sector Transformation Project (HSTP); and through the ongoing implementation of Global Fund investments in Resilient and Sustainable Systems for Health (RSSH) and pandemic preparedness and response, coordinated by the United Nations Development Programme (UNDP) under the leadership of the MOH.
	2. Is the project aligned with the UNDP Strategic Plan?
☒	• 3: The project responds to at least one of the development settings as specified in the Strategic Plan[13] and adapts at least one Signature Solution[14]. The project's RRF includes all the relevant SP output indicators. (all must be true)
☐	• 2: The project responds to at least one of the development settings as specified in the Strategic Plan[15]. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
☐	• 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project responds to the CPD Outcome 3 and Output 3.1 CPD Outcome 3: Children, women and men in South Sudan, particularly youth and vulnerable groups, enjoy improved coverage of inclusive, responsive, quality social services and social protection Indicative Output(s) with gender marker2: GEN 2
	3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme)
☒	• Yes
☐	• No (Project QA cannot be approved by the Project QA Approver)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project responds to Output 3.1 in the Grant Cycle 7 of the Global Fund: Output 3.1.: National health service delivery strengthened through scaling up HIV and tuberculosis services and building resilient health systems.
	2. RELEVANT

[13] *The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises*

[14]

[15]

☒	PROJECT QA - DESIGN
	4. Does the project identity target groups, and particularly those marginalized, vulnerable and left further behind (LNOB)? [16]
☒	• 3: The target groups are clearly specified, prioritizing discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
☐	• 2: The target groups are clearly specified, prioritizing groups left furthest behind.
☐	• 1: The target groups are not clearly specified.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The beneficiary is the government and people of the Republic of South Sudan through health system strengthening to ensure resilience and sustainable systems for health for all in the country. This is particularly important for provision of health services to the marginalized, poor, women, etc. The investment includes storage and distribution equipment for the extension, additional climate control equipment, expansion of security systems, construction of office space within the extension, expansion of the existing solar system, and upgrade to the ablutions systems already in place (additional borehole, new ablutions facilities, including septic system).
	5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?
☒	• 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
☐	• 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
☐	• 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed up by evidence.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): During the planning stages for the recently launched HSTP, UNICEF supported a comprehensive assessment of the national supply chain. A main purpose of the assessment was to identify both opportunities and challenges for ensuring an uninterrupted supply of essential medicines and vaccines throughout the lifecycle of the project. The assessment built on similar previous assessments which, amongst other findings, identified significant hindrances to the achievement of a country-wide, government-lead supply chain system capable of end-to-end supply chain management, from quantification and procurement, to storage, distribution, last-mile availability and visibility of essential health care commodities, and timely and effective medical waste management on a continuous and reliable basis
	6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?
☒	• 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered appropriate. (all must be true)
☐	• 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
☐	• 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is a risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): UNDP is the Principal Recipient (PR) for the Global Fund HIV, TB and Resilient and Sustainable System for Health grant on behalf of the Republic of South Sudan while UNICEF, is the PR for Malaria grant and along with WHO is one of the Key Implementers of the Health Sector Transformation Project (HSTP). The project explores complementarities among these partners and GAVI
	3. PRINCIPLED
	7. Does the project apply a human rights-based approach?
☐	• 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

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☒	PROJECT QA - DESIGN
☒	• 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
☐	• 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.
	Evidence (Enter a short explanation and attach a document that provides evidence for your response): Project management will be led by the MOH with the support of UNDP and UNICEF. A joint working group will be convened between the MOH, UNICEF, UNDP and WHO to manage the project until completion. Routine updates will be provided to the Operational Steering Committee of the HSTP, as well as to the Global Fund and GAVI country teams for South Sudan.
	8. Does the project use gender analysis in the project design?
☐	• 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
☐	• 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
☒	• 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): No specific gender analysis has been undertaken but the health system being strengthened will be made available to all irrespective of gender. The project is leveraging existing and ongoing interventions and national level management arrangements.
	9. Did the project support the resilience and sustainability of societies and/or ecosystems?
☒	• 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
☐	• 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
☐	• 1: Sustainability and resilience dimensions and impacts were not adequately considered.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): UNDP, UNICEF and WHO will collaborate to strengthen the technical capabilities with the HSTP structures (particularly the PMU) to enforce coordination and collaboration of the end to end supply chain system, including enhancing the MOH policy framework to guide and influences partner and funding agencies to endorse the 'one supply chain' plans, and operational management budgets
	10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If SESP is not required, Select all exemption criteria that apply.]
☒	• Yes
☐	• No (Project QA cannot be approved by the Project QA Approver)
☐	• SESP not required because project consists solely of (Select all exemption criteria that apply) *Applicable only to option "SESP not required" ☐ 1: Preparation and dissemination of reports, documents and communication materials

☒	PROJECT QA - DESIGN
	☐ 2: Organization of an event, workshop, training ☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences ☐ 4: Partnership coordination (including UN coordination) and management of networks ☐ 5: Global/regional projects with no country-level activities (e.g. activities such as knowledge management, inter-governmental processes) ☐ 6: UNDP serves as Administrative Agent ☐ 7: Development Effectiveness projects and Institutional Effectiveness projects
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Elaborate SESP undertaken and submitted as part of project preparation.
	4. MANAGEMENT & MONITORING
	11. Does the project have a strong results framework?
☒	• 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
☐	• 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
☐	• 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): **Project Results Framework** **Joint Global Fund/GAVI Investment in Supply Chain Strengthening in South Sudan**

Project Objective	Indicator	Baseline	Target (2026)	Means of Verification	Comments
To enhance the supply chain in South Sudan, contributing to the country's goal of a single and coordinated integrated supply chain from central to local levels.	Number of MOH's facilities renovated and improved	1	1	Periodic and End of Project report	Current MOH's Konyokonyo facility renovated
	Number of warehouses improved and expanded to accommodate the increased needs under HSTP and the scale-up of national immunization support.	1	1	Periodic and End of Project report	Gumbo Warehouse expanded to accommodate Immunization products
	Number of expanded solarization projects to assure sustainability and resilience of storage facilities	0	1	Periodic and End of Project report	Solarization designed and implemented for cold chain storage at Konyokonyo site and the expanded dry storage capacity at CMS, Riverside/Gumbo site
	Number of designed and coordinated waste management plans in support of HSTP efforts.	0	1	Periodic and End of Project report	A waste management plan elaborated

	12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?
☒	• 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)

☒	PROJECT QA - DESIGN
☐	• 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
☐	• 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Project management will be led by the MOH with the support of UNDP and UNICEF. A joint working group will be convened between the MOH, UNICEF, UNDP and WHO to manage the project until completion. Routine updates will be provided to the Operational Steering Committee of the HSTP, as well as to the Global Fund and GAVI country teams for South Sudan. The Undersecretary for the MOH, the UNDP Global Fund Project Coordination Advisor, and the UNICEF Chief of Health will jointly provide oversight and overall quality assurance during project implementation. Finally, third party monitoring arrangements will be made (similar to the Global Fund, Local Fund Agent support) to continuously assure the quality and value-for-money of this investment.
	13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?
☒	• 3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
☐	• 2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
☐	• 1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): There is an elaborate risks matrix with mitigation measures
	5. EFFICIENT
	14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: **i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.** **ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.** **iii) Through joint operations (e.g., monitoring or procurement) with other partners.** **iv) Sharing resources or coordinating delivery with other projects.** **v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.**
☒	• Yes
☐	• No
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): UNICEF, through HSTP, will improve the capacity of the Wau Warehouse and other sub-national storage facilities (item c)). Global Fund, through UNDP, is already rolling out the eLMIS system and this will be complemented by future scale-up under the HSTP (item d)). Both the Global Fund and the HSTP are expanding solarisation, including at prioritised storage facilities (item e)). Under the C19RM component of the Global Fund portfolio, and under the WHO HSS component of the HSTP, designing and maintaining a coordinated, country-wide health waste management system is already prioritised (item f)). Finally, there is a commitment between UNDP, UNICEF and MOH to use available resources for the development and monitoring of annual management plan to optimise the value and impact of the proposed improvements.
	15. Is the budget justified and supported with valid estimates? Yes
☒	• 3: The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilization plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications for inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.

☒	PROJECT QA - DESIGN
☐	• 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
☐	• 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence (Enter a short explanation and attached a document that provides evidence for your response):
Annex A: Indicative Budget
Strengthening and expansion of cold chain storage at CMS, Konyokonyo site:

S/N	Items description	Location	Estimated cost
1	Fence upgrade	Konyokonyo	80,000
2	Cold rooms' housing	Konyokonyo	250,000
3	Cold rooms	Konyokonyo	200,000
4	Safety mechanisms and room ventilations	Konyokonyo	50,000
5	CCTV security system	Konyokonyo	40,000
6	New generators and electrical distribution upgrade	Konyokonyo	130,000
7	Solarisation assessment and initial installation	Konyokonyo	150,000
8	Minor renovations and maintenances of old buildings	Konyokonyo	50,000
		Total Estimate	950,000

Expansion of dry storage capacity at CMS, Riverside/Gumbo site:

S/N	Items description	Location	Estimated cost
1	Warehouse expansion	Gumbo	630,000
2	Insulation, central AC and safety mechanisms	Gumbo	130,000
3	CCTV security system upgrade	Gumbo	20,000
4	Installation of borehole, filtration and distribution system	Gumbo	120,000
5	New generator	Gumbo	60,000
6	Solar power expansion	Gumbo	140,000
7	Minor renovations and equipment	Gumbo	150,000
		Total Estimate	1,250,000
		Grant Total Excluding Project Management, ICR	2,200,000

16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?

☒	PROJECT QA - DESIGN
☒	• 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
☐	• 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
☐	• 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross subsidizing the project.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The budget is elaborate with ICR. The project budget is leveraging existing and ongoing GF C19RM and planned HSTP investments.
	6. EFFECTIVE
	17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project? [17]
☒	• 3: Credible evidence that all targeted groups, prioritizing discriminated, vulnerable, and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
☐	• 2: Some evidence that key targeted groups have been consulted in the design of the project.
☐	• 1: No evidence of engagement with targeted groups during project design.
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): There is a commitment between UNDP, UNICEF and MOH to use available resources for the development and monitoring of the annual management plan to optimize the value and impact of the proposed improvements.
	18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?
☒	• Yes
☐	• No
	Evidence (Enter a short explanation and upload a document that provides evidence for your response): Third party monitoring arrangements will be made (similar to the Globa Fund Local Fund Agent support) to continuously assure the quality and value-for-money of this investment.
	19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.
☒	• Yes
☐	• No
	Evidence (Enter a short explanation and upload a document that provides evidence for your response): The project set up is at GEN 2 and GEN 3 level
	20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?[18]
☒	• 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards[19] and data principles[20]. (All must be true)

[18] For a checklist and evidence template, please see the Embedding Digital Thinking into Project Design Guidelines (https://rebrand.ly/DbDProjectGuideEN).

[19] The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (https://www.undp.org/digital/standards).

[20] The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (https://data.undp.org/data-principles).

☒	PROJECT QA - DESIGN
☐	• 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards[21] and data principles[22], but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.
☐	• 1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in project design or, UNDP's digital standards[23] and data principles[24] are not taken into account when intending to use digital or data technology solutions in project activities.
☐	• Digital considerations are not relevant to this project. *Applicable only to option "Digital considerations are not relevant" ☐ 1: Societal digital transformation is not a government or contextual priority ☐ 2: A non-digital approach yields higher effectiveness and efficiency ☐ 3: Other (specify in the "Evidence" section)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Investments in key systems to improve and optimize the tracking and movement of commodities, particularly the Electronic Logistics Management Information System (eLMIS).
	7. SUSTAINABILITY & NATIONAL OWNERSHIP
	21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?
☒	• 3: National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP.
☐	• 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
☐	• 1: The project has been developed by UNDP with limited or no engagement with national partners.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): This investment will leverage complementarities with planned investments in supply chain strengthening to be coordinated by the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) under the Health Sector Transformation Project (HSTP); and through the ongoing implementation of Global Fund investments in Resilient and Sustainable Systems for Health (RSSH) and pandemic preparedness and response, coordinated by the United Nations Development Programme (UNDP) under the leadership of the MOH.
	22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?
☒	• 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a complete capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly.
☐	• 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
☐	• 1: Capacity assessments have not been carried out.
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): *eLMIS and other digital systems identified as part of the key activities for supply chain improvement in South Sudan*

[21] The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (https://www.undp.org/digital/standards).

[22] The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (https://data.undp.org/data-principles).

[23] The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (https://www.undp.org/digital/standards).

[24] The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (https://data.undp.org/data-principles).

☒	PROJECT QA - DESIGN
	23. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?
☒	• Yes
☐	• No
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project is essentially big on the procurement of equipment, materials for warehouse construction etc**.**
	24. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization and communications strategy)?
☒	• Yes
☐	• No
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project is weaved around the strategic HSTP project supported by the World Bank and other key partners in the country.

Name and Title	*Signature and Date*	*Description*
QA Assessor David Ayoola OWOLABI M&E Specialist	Signature: Date:	The QA Assessor has to be accountable for project assurance, which is independent of the project manager. A UNDP programme or monitoring and evaluation officer typically holds the project assurance role on behalf of UNDP. For GEF- and GCF-financed projects, project assurance is undertaken as per the requirements of the vertical funds, and these services are covered by the fee provided by the vertical fund.
QA Approver Amit Arora M&E Specialist	Signature: Date:	The QA Approver is typically the Resident Representative, Deputy Resident Representative, or head of portfolio. The QA Approver must function at a higher level of accountability than the QA Assessor. The QA Approver cannot also be the QA Assessor.