



*Empowered lives.
Resilient nations.*

Support Afghanistan Livelihoods and Mobility (SALAM)

2018 ANNUAL PROJECT PROGRESS REPORT



DONORS



*Empowered lives.
Resilient nations.*

PROJECT INFORMATION

Project Award ID:	00094515
Duration:	2017-2019
CPD Outcome:	Outcome 3: Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy in its multiple dimension
Contributing to ANPDF NPP:	ANPDF 2.5. Ensuring a better future for our refugee, returning migrants and internally displaced people NPP: 3.1. Sustainable Decent Work Through Skills Development and Employment Policies for Job-Rich Growth
UNDP Strategic Plan Outcome:	Outcome 3: Strengthen resilience to shocks and crises. Output 3.1.1: Core government functions and inclusive basic services restored post-crisis for stabilization, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities.
Total Budget:	US\$ 5,315,000
Funded:	US\$ 4,783,348
Unfunded Amount:	N/A
2018 Annual Budget:	
Implementing Partner:	US\$ 3,106,295 Ministry of Labour and Social Affairs (MoLSA)
Responsible Parties:	MoLSA
Project Manager:	Mohammad Salim (Acting Project Manager)
Chief Technical Advisor:	Paul Partner
Programme Unit Head:	Laura Rio

COVER PAGE: In Jalalabad's ironsmith bazar, Zubair and Zahir hold hands on the way home. They are poor and they both work as assistants to a shoemaker. Life on the streets and in the fields of Jalalabad city in the eastern province of Nangarhar, where UNDP supports projects covering livelihoods, governance, rule of law, gender, the environment and health. © UNDP Afghanistan / Omer Sadaat

ACRONYMS

ACCI	Chamber of Commerce and Industry
AWP	Annual Workplan
DACUM	Develop A Curriculum
DiREC	Displacement and Return Executive Committee
DOLSA	Directorate of Labour and Social Affairs
DoWA	Directorate of Women's Affairs
HACT	Harmonized Approach to Cash Transfer (HACT)
IOM	International Organization for Migration
IDPs	Internally Displaced Persons
ILO	International Labour Organization
MOLSA	Ministry of Labour and Social Affairs
NLMS	National Labour Migration Strategy
NOSS	National Occupational Skills Standard
NTA	National Technical Assistance
TVET	Technical Vocational Education Training
TWG	Technical Working Group
SALAM	Support Afghanistan Livelihoods and Mobility
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
VTC	Vocational Training Centre

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY	4
II. RESULTS.....	5
OUTPUT 1: Formalized institutional structures in support of regular labour migration for Afghan women and men are established.....	5
EXPENSES FOR THE YEAR	5
OUTPUT 2: National and international employment opportunities for women and men IDPs and returnees in Nangarhar province increased.	6
EXPENSES FOR THE YEAR	7
III. GENDER SPECIFIC RESULTS	7
IV. PARTNERSHIPS	8
V. ISSUES	11
VI. RISKS	12
VII. LESSONS LEARNED	13
VIII. FUTURE PLAN.....	14
VIII. ANNEXES.....	15
ANNEX 1: FINANCIAL TABLE	15
ANNEX 2: PROVISIONAL EXPENSES BY OUTPUT	16
ANNEX 3: EXPENSES BY DONOR	16
ANNEX 4: PROJECT ORGANIGRAMME	17
ANNEX 5: ISSUE LOG	18
ANNEX 6: RISK LOG	24

I. EXECUTIVE SUMMARY

Returnees and Internally Displaced Persons are among the most vulnerable population groups in Afghanistan, with high levels of socio-economic vulnerability, including restricted access to basic services and employment opportunities. Within these groups' women, youth, persons with disabilities and unskilled labourers are especially vulnerable. Large inflow of returnees and displaced persons can strain the capacity of host communities. Competition for limited resources and services can too easily become a driver of conflict. Extreme vulnerability increases the risk of radicalization, and recruitment for violent extremism.

Against this context, the Support Afghanistan Livelihoods and Mobility (SALAM) project is a joint programme of United Nations Development Programme (UNDP), International Labour Organization (ILO) and United Nations High Commission for Refugees (UNHCR), implemented by the Ministry of Labour and Social Affairs (MoLSA). With funding support from the Government of Finland, SALAM aims to meet the sustainable livelihoods needs of returnees and Internally Displaced Persons (IDPs) in Nangarhar Province, along with other vulnerable groups such as women, youth and people with disabilities.

SALAM project faced considerable challenges in launching activities and delivery of results to beneficiaries at the start of 2018, however by the conclusion of the reporting period solid groundwork for successful activity implementation and completion in during the final project year in 2019 was established. Delivery under project Output 1 (labour migration) saw the launch of the National Labour Migration Strategy and provision of high level support for the development of the Labour Migration Database, and capacity building activities in the area of skills certification, assessment and entrepreneurship skills were implemented. The period October-December 2018 also saw a rapid acceleration of delivery of SALAM project activities under project Output 2 (employment opportunities). Identification and selection of 800 beneficiaries for delivery of training and employment placement services began in Jalalabad, with the aim of increasing employment opportunities for returnees, IDPs, members of host communities, women, youth and people with physical disabilities. In Quarter 4, contract was awarded for youth internship activities for 125 vulnerable youth in Nangarhar. SALAM partner ILO also commenced beneficiary selection and training.

Major challenges throughout 2018 and still ongoing into Quarter 4 related to the continued need for reliance on the private sector for job creation and training; difficulties recruiting and retaining key project personnel and gender imbalance in the project team; project management, timely response, approval and issue resolution. Insecurity in Jalalabad has continued to impact project implementation. Despite this, two regular monitoring missions, and one mid-term evaluation mission

occurred during the reporting period, which presented its findings to project stakeholders in December. Mitigation measures, including flexibility in monitoring and implementation modes, adherence to UN and host government security measures, and close relationship with UNDSS have been maintained.

Accumulated expenditure for the period January to December 2018 for the project is USD 1,404,072, equivalent to an overall 45% delivery rate, including expenditure in Quarter 4 of USD 452,295.

II. RESULTS

OUTPUT 1: Formalized institutional structures in support of regular labour migration for Afghan women and men are established.

Delivery under Output 1 was slow during 2018 but accelerated in Quarter 4. Decent Work specialists based in India ILO office and MoLSA Directorate of Skills Development and Manpower promoted Bilateral Labour Agreements (BLA) with various governments¹ and on the development of training courses to help people use regular migration channels, in support of formalizing institutional structures for regular labour migration. Significant activity level work to formalize institutional structures in support of regular labour migration included the translation from English to local language for these 12 BLAs and facilitating the official launch of the National Labour Migration Strategy in November.

Organized through SALAM project, knowledge on labour migration was shared between regional governments through a capacity building study tour to Sri Lanka for MoLSA officials to raise understanding of international standards and practices on migration governance. The MoLSA report detailed how participants believed they could incorporate lessons learned into MoLSA government structures and plans. As previously reported, SALAM project was mandated in Quarter 2 to design the Labour Migration Database (LMIS) under the umbrella of ASAN KHEDMAT, the Government-led electronic platform to help collect disaggregated data on migrants, IDPs and returnees. This activity was key to delivery and achievement of Annual Work Plan Indicators revised in June 2018 but was stalled due to bureaucratic and technical considerations. SALAM also provided technical support in response to MoLSA requested an international consultant to work full time on the LMIS for 2019, and in Quarter 4, while ILO Headquarters provided technical expertise in the field of labour migration to resolve LMIS development issues.

EXPENSES FOR THE YEAR

During 2018, a total of USD 821,082 was spent for Output 1 or 86% Delivery Rate from January to December 2018. For more details, please refer to Annex 1, 2 and 3.

¹ (1) Qatar; (2) UAE; (3) Saudi Arabia (4) Bahrain; (5) Turkey; (6) Iran; (7) Iraq; (8) Azerbaijan; (9) Kuwait; (10) Singapore; (11) Jordan (12) Tajikistan.

Below is a snapshot of where SALAM is in relation to its annual targets after Q4.

Output 1 (Labour Migration) Annual Work Plan Indicators	2018 Baseline	2018 Annual Target	Q1	Q2	Q3	Q4	2018 Actual	Comments
1.1 Number of people trained to use regular migration channel (Disaggregated by gender and skill level (Unskilled, semi-skilled and skilled)	0	300	0	0	0	0	0	Target of 300 will be moved to indicator under Output 2 for 2019, as reflected in the 2019 Annual Work Plan and endorsed by Project Board in 3rd December 18.
1.2 Number of SALAM beneficiaries who submit applications for inclusion in the Labour Migration Database	0	200	0	0	0	0	0	Off -track Behind schedule. Preparatory activity level work being undertaken.

OUTPUT 2: National and international employment opportunities for women and men IDPs and returnees in Nangarhar province increased.

Output 2 was initially slow but picked up speed in Q2 and 3. SALAM facilitated an exposure mission for MoLSA DG Skills Development to enhance the technical capacity to support the establishment of the TVET board, from which the concept note for the establishment of the TVET Board was developed for follow up in 2019. Progress was also made towards the development of the Public Private Partnership (PPP) model for MoLSA's established Vocational Training Centres via concept development with technical assistance from UNDP's Regional Office in Bangkok. Develop PPP modules and manuals for MoLSA will be established for Vocational Training Centers in the context of Afghanistan. In 2018, eight Developing a Curriculum consultations and workshops (DACUM sessions) were held with minimum 20 Afghan expert participants per session, resulted in 8 National Occupational Skills Standards (NOSS) and 8 curricula being developed and validated.

Delivery accelerated in Quarter 4 with the launch of multiple activities related to job creation and training in Nangarhar. Contractors for the "Job Creation in Nangarhar" and "Skills Training in Nangarhar" activities both worked closely with local government, the private sector and SALAM project partner, UNHCR, to select and identify 800 beneficiaries (including a 35% target for women's participation) who are due to commence their job and placements in January 2019. At the same time, progress was whereby skills Assessment and Certification training was delivered to 20 MoLSA officials (2 females, 18 males). SALAM project also signed agreements with the Afghanistan Chamber of Commerce and Industries (ACCI) for conducting Start and Improve Your Business (SIYB) training for 300 beneficiaries in Jalalabad, expected to be completed in May 2019. Also in December, SALAM initiated a Training of Trainers

(ToT) program to create a pool of 200 entrepreneurship trainers for MoLSA, also to be completed in 2019 (35% target for female participation).

EXPENSES FOR THE YEAR

During 2018, a total of USD 583,044 was spent for Output 2, representing a 27% Delivery Rate from January to December 2018. For more details, please refer to Annex 1, 2 and 3.

Below is a snapshot of where SALAM is in relation to its annual targets after Q4.

Output 2 (Employment Opportunities) Annual Work Plan Indicators	2018 Baseline	2018 Annual Target	Q1	Q2	Q3	Q4	2018 Actual	Comments
2.1 Number of SALAM beneficiaries having completed vocational training.	0	(0-zero.) Target of 800 planned for 2019 only.	0	0	0	0	0	On-track Beneficiary selection due to be confirmed by MoLSA in Jan 2019
2.2. Number of SALAM trainees, that are employed by existing entities (M/F, local/ international)	0	(0-zero.) Target of 600 planned for 2019 only.	0	0	0	0	0	On-track. Beneficiary selection due to be confirmed by MoLSA in Jan 2019.
2.3. Number of new local jobs created by new entrepreneurs, SMEs and producer groups which received the SALAM Entrepreneur Support Package	0	(0-zero.) Target of 480 planned for 2019 only.	0	0	0	0	0	On- track Activities not due to take place until 2019.

III. GENDER SPECIFIC RESULTS

As reported throughout 2018, gender balance at both project staffing and beneficiary level remains a concern. Female participation at project staffing level worsened during the reporting period, while at beneficiary level targets were surpassed.

During 2018 with the formal start of project initiatives in Jalalabad, considerable progress was made against the mandatory minimum 35% performance-based quota for female participation. SALAM project through its operational partners also worked closely with the Directorate of Women's Affairs (DOWA) in the Nangarhar Provincial Government, to discuss ways to more effectively integrate women into SALAM activities. Figures for female participation among targeted beneficiaries are below.

Activity	Female participation	Percentage - 35% Target
Job Creation in Nangarhar Province	49 women / 51 men (200 total) selected	49% female participation

Skills Development in Nangarhar Province	225 women / 375 men (600 total) selected	38% female participation
SIYB Training of Entrepreneurs Training	Beneficiary selection to be completed in January 2019	35% female participation target
SIYB Training of Trainers (ToT) training	49 females / 51 men (100 total in Dec 2018, remaining 100 in 2019)	49% female participation
Assessment and Certification Training	2 female / 18 male (20 total)* selected	10% female participation*

*The Afghanistan-Korea Vocational Training Institute only has 2 available female teachers.

At project staffing level, the resignation of a Jalalabad based female staff (TVET Officer) resulted in only one remaining kabul based female versus thirteen male project staff. The Jalalabad based Gender Officer post continues to remain vacant, despite five recruitment attempts by MoLSA (in May and September 2017, January, May and September 2018) and additional coaching in affirmative action practices and job specification adjustments, including revised Terms of Reference to make the position more responsive to market realities and extended advertising duration. As of the end of the reporting period, the project positions for Project Manager, Provincial Coordinator, Senior Inter-Agency Liaison Officer, TVET Officer Jalalabad, and Senior Technical Specialist Migration and IDPs are also vacant and represent additional opportunities to increase female participation at project staffing level. SALAM project aimed to complete a gender analysis of SALAM recruitments, obtaining gender disaggregated recruitment data from MoLSA and UNDP in late Quarter 3, with the intention to review and recommend improved recruitment processes for SALAM project personnel, and raise overall female participation. With a number of recruitment processes incomplete, and the finalization of beneficiary selection occurring in late December or early January, this effort has been postponed. For further information, see Section V: Issues.

IV. PARTNERSHIPS

SALAM project operates via joint programming between UNDP, ILO and UNHCR and in full partnership with MoLSA as Implementing Partner. MoLSA was a focus for the development and application of normative standards, legislation and bilateral agreements while partnerships with provincial entities, sub-national governance entities (the Governor's Office and DoLSA in Nangarhar Province), employers' organizations and the private-sector itself became increasingly important partners during 2018, and in 2019 will be the primary focus for project delivery to the target beneficiaries.

Ministry of Labour and Social Affairs (MoLSA) and Directorate of Labour and Social Affairs, Nangarhar (DoLSA) in Nangarhar

Over the 2018 reporting period and into Quarter 4, SALAM project experienced an increasingly constructive relationship with its ministerial implementation partner

MoLSA, characterized by close daily cooperation through the Directorate of Skills Development, the General Directorate of Manpower and the General Directorate of Policy and Planning. UNDP Country Director, UNDP Deputy Country Director, ILO Country Director and MoLSA H.E the Minister met on numerous occasions in 2018 to regularly to review progress, while SALAM staff undertook multiple monitoring missions to ensure close coordination at provincial level. Regular coordination bodies also occurred via the biannual meetings of the Project Board, with UNDP as the Executive with ILO and UNHCR, the Government of Finland as the project donor, and MoLSA as the project client and beneficiary; and a regular Technical Working Group (TWG)- staff from MoLSA and SALAM; the UNDP Country Office, ILO and UNHCR and a representative of the Government of Finland. During Quarter 4, project implementation intensified and greater engagement with other national stakeholders, particularly the government and its coordinating bodies took place. SALAM focus has been to improve its relations with MoLSA and DoLSA and restore ownership of the project under the National Implementation Modality (NIM).

The Office of the Governor, Nangarhar Province

The Provincial Governor sits at the apex of sub-national governance in Afghanistan, functioning as Chief Executive for all aspects of governance within Nangarhar Province. The Governor is appointed by the President and reports to the Presidency. In 2018, SALAM project established a close consultative relationship with the office of the Governor of Nangarhar Province. SALAM project interacted with Nangarhar Governor and Deputy Governor through multiple senior level meetings with the UNDP Country Director and at regular intervals as part of regular monitoring missions. During Quarter 4, representatives from UNDP, MoLSA and DoLSA met with Nangarhar Governor and Deputy Governor, focusing on the transparent, effective, efficient coordination and implementation among all stakeholders. This relationship will assume greater importance as the focus of project activities shifts from Kabul to Nangarhar during 2019. Coordination level support was also provided via the support of the Inter Agency Senior Liaison Officer, who resigned in June 2018. MoLSA and DoLSA have both prioritized the recruitment of this post, which is vacant as of 31 December 2018.

United Nations inter-agency cooperation

ILO As a UN joint project partner under the One UN banner, UNDP and ILO enjoyed highly productive relations in 2018, strengthened by the deployment of ILO's National Project Coordinator in the role of Project Manager a.i. between September and December. Especially in the absence of the SALAM Project Manager, UNDP and UNHCR have relied heavily on ILO support to progress with timely and extremely active implementation especially in Quarter 4. As SALAM's third UN joint project partner, excellent cooperation characterize the institutional relationship with UNHCR. This was particularly visible in the support provided by UNHCR during the identification and selection of Nangarhar based beneficiaries in Quarter 4, where the status of returnees, internally displaced people and members of host communities were

verified. UNHCR consistently advocate for the interests of intended beneficiaries throughout the year, emphasizing appropriate transparency, accountability and protection during start-up and implementation of SALAM Job Creation and Training activities in Nangarhar Province.

The relationship between SALAM project and the World Bank Group was open, frank and fruitful during 2018, and evolved with SALAM providing guidance and support to the World Bank's complementary activities in the field of labour migration, including start-up of the World Bank PLACED programme. The World Bank continues to involve SALAM in the meetings of the Labour Migration Working Group, and SALAM project drew on World Bank expertise during the launch of the National Labour Migration Strategy in December. During the reporting period SALAM interacted with the International Organization for Migration (IOM) via a range of institutional coordination mechanisms, in particular the Provincial Displacement and Return Executive Committee (P-DiREC) and the Durable Solutions Working Group (see below).

Durable Solutions Working Group

The Durable Solutions Working Group (DSWG) is a partnership of Ministries, UN agencies, national and international NGOs that coordinates humanitarian and development initiatives and activities in Afghanistan, with the purpose of developing a durable solutions strategy for returnees and IDPs. The DSWG is chaired by the Ministry of Refugees and Repatriations (or a representative of a relevant line Ministry on a rotational basis, based on the thematic area discussed during the DSWG) and co-chaired by UNHCR, UNDP and IOM on a rotational basis, which ensures the linkage with reintegration platforms and coordination activities. The group has primary importance as a linkage to the government's high-level Displacement and Return Executive Committee (DiREC), which holds responsibility for prioritizing assistance needs and reintegration prospects of internally displaced people and returnees. Both UNHCR and UNDP participated as co-chairs in the Durable Solutions Working Group (DSWG), and executive and advisory body for the Displacement and Return Executive Committee (DiREC). During the reporting period, SALAM project also provided support to UNDP Country Office, to enable more effective engagement with DSWG, in displacement, returns, community stabilization and conflict risk mitigation.

Nangarhar Chamber of Commerce and Industry (ACCI)

The ACCI is an association that brings together senior representatives of the major commercial enterprises active in Jalalabad city and the districts comprising Nangarhar Province. The Chamber functions to represent its members interests, to lobby on behalf of its members, and to serve as a forum for exchange of ideas and the formulation of initiatives to serve the individual and collective interests of its members. To service these objectives, the ACCI maintains close cooperation with the Ministry of Commerce and Industry, and the Office of the Governor of Nangarhar Province. In 2018, in promoting the role of the private sector in identification of

priorities and opportunities for job creation, SALAM prioritized the development of a constructive partnership with ACCI and met with representatives during regular missions to Jalalabad. During Quarter 4, ACCI also participated in the specific function working groups where project beneficiaries were identified and selected, in order to help to ensure market-directed vocational training and employment creation.

V. ISSUES

Reliance on private sector for job creation and training and resulting reduction in project reach to beneficiaries

During 2018, the unavailability of functionally ready vocational training centres to host training activities resulted in the need to rely on the private sector for appropriate facilities. This outsourcing had the effect of reduction of reach to beneficiaries, due to the increased cost per beneficiary. Under Output 1, the number of targeted SALAM training beneficiaries was reduced from 1000 to 600 (from 500 to 300 in 2018 and in 2019), and under Output 2, the number of targeted SALAM training beneficiaries was reduced from 1400 to 800 by end of 2019. The reduction in the number of beneficiaries of SALAM training was determined by physical constraints, namely limited budget (and higher than anticipated unit costs resulting from changed parameters), and finite capacity for the absorption of skills development trainees (available training centres, materials and expertise). Lack of functional readiness also resulted in the addition of a proposed sub-activity to the Annual Work Plan at the Project Meeting to assess and refurbish one MoLSA VTC, contingent on a costed assessment and due diligence assessment, this will occur in 2019.

Difficulties recruiting and retaining key project personnel and gender imbalance in the project team

During 2018, SALAM experienced difficulties in recruitment, retention and replacement of key project personnel. The UNDP post of Project Manager became vacant in February, with was filled by UNDP Country Office staff and the ILO National Coordinator on an ad-interim basis. The Jalalabad based (Ministry recruited) National Technical Assistance (NTA) posts of Provincial Coordinator, Senior Liaison Officer, TVET Specialist and Senior Technical Specialist Migration and IDPs all became vacant during the reporting period. These posts, in addition to the NTA Community Mobilization and Gender Officer position, remain unfilled as of the end of December 2018 and recruitment efforts by both UNDP and MoLSA for prioritized posts are in process. SALAM continues to experience considerable gender imbalance in team composition, with one female employed versus 13 male personnel, down from two female personnel at the start of 2018.

Project Management, timely response, approval and issue resolution

During the reporting period, timely project implementation was delayed, as it was expected, by issues related to the declining security and the forthcoming elections that have shifted Government priorities. With the increasingly active role of MoLSA under the National Implementation Modality in regard to execution of Nangarhar based activities, delays in activity certification and implementation were experienced in December 2018. This represents a risk to activity sequence and scheduling and financial disbursement which will be mitigated through oversight, quality assurance and capacity development by SALAM project regarding contract management and scheduling norms. Delays in communication between MoLSA and DoLSA have potential to disrupt implementation of Nangarhar-based project activities, therefore timely inter-institutional communication will remain a continued key focus of the coming reporting period.

Insecurity

During 2018 and into Quarter 4, insecurity continued to present a challenge to the implementation of SALAM project activities in Nangarhar Province, primarily related to terrorism and armed conflict incidents disrupting access and restricting movement in Jalalabad City, Bihsud and Surkhrod District where SALAM implements activities. Reliance on project partners, remote management and monitoring arrangements will be increasingly important as conditions deteriorate. Although mitigation measures are in place via host government and UN policies and systems, it is expected that insecurity will continue to disrupt project operations in 2019, especially in the lead up to Afghan Presidential Elections currently scheduled for 20 July 2019. For further information, see Annex 5: Issue Log.

VI. RISKS

During 2018 the following risks increased and remained at elevated levels over the reporting period.

Political - Regulatory and Security related risks:

- Local security in targeted regions may delay project implementation.
- Government buy-in/political will may be low/slow in responding.
- The ongoing conflict throughout the country may limit access to some locations for periods of time during the project.

Political - Other - social, partner related risks:

- Provision of extra support mechanisms targeting IDPs/ returnees may not be initially welcomed by local DoLSA/ Employment Service Centres, particularly in locations with high unemployment.
- Efforts to address Gender imbalances through the provision of opportunities to women may be viewed by a local minority as in opposition to local traditions and customs.

Political - Other - social; economic related risks:

- Some local powerholders may attempt to steer infrastructure interventions to benefit particular businesses over others.

Other - social, context related risks:

- Afghan women may not be welcomed as migrants to conservative countries in the region, or be screened out of employment opportunities based on sex.

During Quarter 4, there was no significant status change in already identified risks, and no additional risks were added to the risk log. For full details including mitigation measures, the Risk Log remains as Annex 6.

VII. LESSONS LEARNED

Focus on job creation Strong direction by Ministerial, Donor and UN partners saw a shift in the focus of project initiatives focusing predominantly on vocational training and promotion of outward migration to a focus on job creation and entrepreneurship. Job placement and entrepreneurship training elements were added to traditional vocational training components and will be a key feature in the delivery of trainings in 2019.

Focus on relationship building: A key lesson has been the importance of establishing balanced partnerships and the management of expectations through clear and consistent communication, particularly with governmental partners, and the restoration of ownership of the project under the national implementation. Over the reporting period, an increase of meetings at Kabul ministry and provincial level saw improvement of constructive working relationships. Increased direct engagement in project activities by MoLSA's DG Skills Directorate, Manpower and DG Policy and Planning was beneficial for increased efficiency in the planning and execution of project activities, and in strengthening the improved institutional relationships among project partners.

Focus on joint programming: The challenge of addressing the interface between humanitarian interventions and long-term development remains highly relevant. On the basis of the experience of SALAM in Nangarhar, UNHCR, ILO and UNDP can reflect on how this might be addressed at provincial level in future. Knowledge capture and reporting of beneficiary targeted results of job creation and training efforts will be critical in 2019. SALAM has persisted with putting the policy of UN Delivering as One UN into practice, despite the recognized difficulties that are inherent in joint programming endeavours. Regular coordination between UNDP, ILO and UNHCR was very important during the reporting period, particularly regarding beneficiary selection, and unity under the United Nations banner in support to joint field missions, provision of technical support, accuracy in reporting and the design of relevant knowledge capture frameworks will continue to be a priority moving forward.

VIII. FUTURE PLAN

January - March 2019: During Quarter 1 of 2019, SALAM project must accelerate project momentum, launch job placement and training activities, and consolidate delivery for the final year of project implementation.

Administrative tasks include:

- Signature of 2019 Annual Work Plan, HR Plan, Procurement Plans
- Project Implementation Plan for 2019
- Finalization of Project Monitoring Plan for 2019 in consultation with MoLSA
- Public Private Partnership consultancy in support of securing private-sector investment in the government-managed vocational training
- Recruitment of SALAM Project Manager
- Preparation of Mid Term Evaluation Management Response Plan
- Confirmation of NTA Capacity Development Plan in consultation with MoLSA
- Implementation of outstanding mandated security mitigation measures

Kabul-based substantive priorities include:

- TVET Board: Training and advisory support to MoLSA to guide efforts on job creation
- Standardization, assessment and certification: skills development through vocational training
- Rollout and operationalization of labour migration database: training and awareness raising activities

Field-based priorities will include:

- Recruitment of vacant Jalalabad based NTA positions: Community Mobilization and Gender Officer, TVET Officer, Provincial Coordinator, Senior Inter-Agency Liaison Officer.
- Engagement with partners regarding implementation plan for SALAM Youth Internship Programmes in Herat
- Regular monitoring missions to Jalalabad and Herat
- Scale up of Herat support office in support of Herat based activities
- Joint (MoLSA and SALAM) drawing of technical specifications for Vocational Training Centre upgrade in Nangarhar
- Managing contracts signed in 2018 and 2019
- Monitoring and reporting on activities launched in 2018 and 2019
- Development of effective communication products for positive project narrative

VIII. ANNEXES

ANNEX 1: FINANCIAL TABLE

The Interim Donor Report for the period -January to December 2018 for SALAM Project

Donor Name	COMMITMENT/ PAST YEARS RECORD				CURRENT YEAR (2018)					FUTURE EXPENSES		TOTAL RECEIVABLE		Available Resources N=(i- j-k-m)
	Commitment (a)	Revenue Collected 31/12/2017 (b)	Expenses 31/12/2017 (c)	IPSAS Adjustment (d)	Opening Balance E=(b - c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses (h)	Closing Balance I=(e+f+g - h)	Commitments (Unliquidated Obligations) (i)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	
Finland	4,770,000	3,397,028	304,080	-	3,092,947	-	-	1,404,072	1,688,875	1,625,854	63,021	1,372,972	-	0
UNDP - Core Fund	13,348	-	-	-	-	13,348	-	-	13,348					13,348
Grand Total	4,783,348	3,397,028	304,080	-	3,092,947	13,348	-	1,404,072	1,702,223	1,625,854	63,021	1,372,972	-	13,348

- i) Data contained in this report is an extract of UNDP financial records. The accounting period for the report is an open period and data from some accounting processes may not have been processed. Financial data provided above may not be complete, and it is provisional.
- ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

ANNEX 2: PROVISIONAL EXPENSES BY OUTPUT

The Interim Donor Report for the period -January to December 2018
for SALAM Project

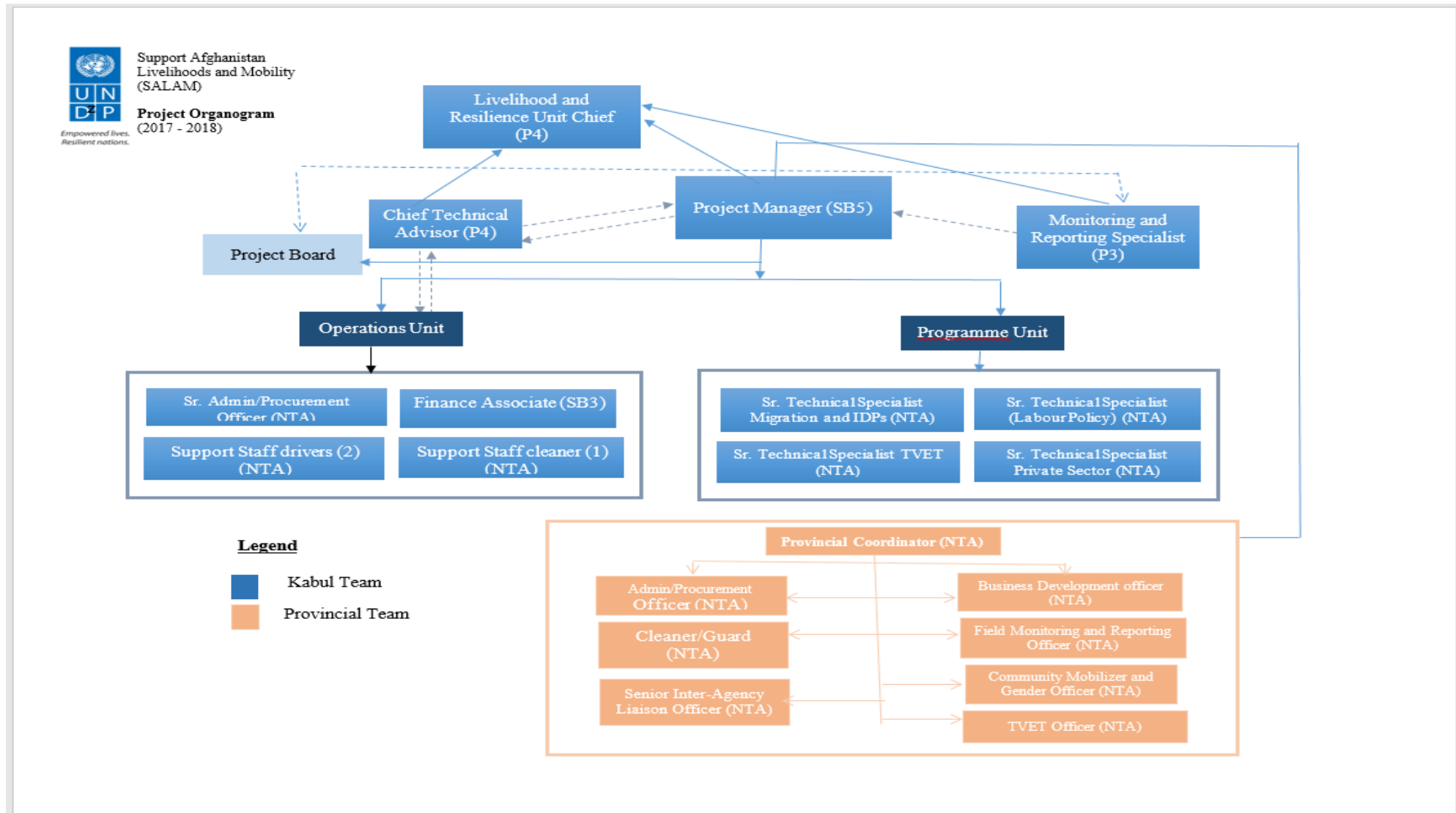
Output ID and Description	2018 Budget (AWP)	Cumulative Expenses (Jan - Dec 2018)	Delivery Rate
Output 1 (ID # 00098662): Formalized institutional structures in support of regular labour migration for Afghan women and men are established.	952,210	821,028	86%
Sub-total Output 1	952,210	821,028	86%
Output 2 (ID # 00098663): National and international employment opportunities for women and men potential migrants and returnees in Nangarhar province is increased.	2,154,085	583,044	27%
Sub-total Output 2	2,154,085	583,044	27%
Grand Total	3,106,295	1,404,072	45%

ANNEX 3: EXPENSES BY DONOR

The Interim Donor Report for the period -January to December 2018
for SALAM Project

Donor	Output ID and Description	2018 Budget (AWP)	Cumulative Expenses (Jan - Dec 2018)	Delivery Rate
Finland	Output 1 (ID # 00098662): Formalized institutional structures in support of regular labour migration for Afghan women and men are established.	950,520	821,028	86%
	Output 2 (ID # 00098663): National and international employment opportunities for women and men potential migrants and returnees in Nangarhar province is increased.	2,142,427	583,044	27%
	Sub-total Output 1	3,092,947	1,404,072	45%
UNDP - Core Fund	Output 1 (ID # 00098662): Formalized institutional structures in support of regular labour migration for Afghan women and men are established.	1,690	-	0%
	Output 2 (ID # 00098663): National and international employment opportunities for women and men potential migrants and returnees in Nangarhar province is increased.	11,658	-	0%
	Sub-total Output 2	13,348	-	0%
	Grand Total	3,106,295	1,404,072	45%

ANNEX 4: PROJECT ORGANIGRAMME



ANNEX 5: ISSUE LOG

#	Issue Log Description	Date Identified	Impact/ Priority	Countermeasure/Management Response	Owner	Status
1	Change in Ministry leadership	August-September 2017	Lack of political support for project, implementation delays. Impact= 4 Priority= 4	UNDP identified a MoLSA Focal Point to enable rebuilding of relationships with new Ministry leadership.	Project Manager and MoLSA Focal Point	Ongoing. Relationship building is ongoing.
2	Delayed HACT assessment	September 2017	HACT assessment of MoLSA is a prerequisite for the choice of cash transfer modality. Impact= 3 Priority= 3	UNDP enlisted the direct support of the new Minister, Deputy Minister; MoLSA focal point was appointed for improved communication and coordination.	Project Manager and MoLSA Focal Point	Resolved. Presentation of HACT assessment results with justification was made to relevant MoLSA directors in January 2018.
3	Delay in recruitment of NTA staff	August 2017	Overall project delays. Impact = 3 Priority= 3	UNDP consulted and drafted a plan jointly with MoLSA HR to schedule appropriately and accelerate recruitment process. Day to day follow up of UNDP with the panel and HR. UNDP participates or observes at all stages of MoLSA recruitment processes.	Project Manager and MoLSA Focal Point	Ongoing. Delays of NTA recruitments are ongoing (Liaison Officer, Provincial Coordinator, Gender officer, TVET officer) are vacant as of end Q4.
4	Gender imbalance in team composition	August 2017	Lack of project responsiveness to women's aspirations and needs.	Adopted special measure to counteract gender imbalance in consultation with MoLSA HR. Widely disseminated the vacancies through all means including through	Project Manager and MoLSA Focal Point	Unresolved. Female applicant and hiring rate remains low

#	Issue Log Description	Date Identified	Impact/ Priority	Countermeasure/Management Response	Owner	Status
			Impact= 3 Priority= 3	provincial DoLSA. Gender disaggregated analysis of recruitment statistics to identify issues and trends.		compared to male applicants.
5	Annual Work Plan indicators do not fully capture project progress	August 2017	Non-achievement of stated project targets. Impact= 4 Priority= 4	Via series of consultations MoLSA, ILO and UNDP refined Annual Workplan, HR, Procurement Plans and Indicators. Communication with donor. Revision of project scope.	Project Manager and MoLSA Focal Point	Resolved. Most recent indicator revision was December 2018 with revision of AWP for 2019.
6	Fund transfer difficulty with ILO	September 2017	ILO project implementation delays. Impact = 4 Priority= 4	Agreed on alternative modality of fund transfer with ILO both at HQ and country level, issue is resolved.	Project Manager and UNDP Finance	Addressed and resolved.
7	Low financial (actual activity related) delivery	September 2017	Lack of project responsiveness to stakeholders and clients' needs. Impact= 4 Priority= 4	Revision of the AWP and procurement plan to incorporate more realistic activities & timelines. Initiated accelerated procurement planning for in MoLSA due to HACT findings. For ease of project implementation, MoLSA can authorize procurement up to USD 7,000.	Project Manager and MoLSA Focal Point	Ongoing. Financial delivery is 45% in Q4, up from 31% in Q3, 2018. This compares to 19% in Q4 2017.

#	Issue Log Description	Date Identified	Impact/ Priority	Countermeasure/Management Response	Owner	Status
8	Unrealistic expectations for SALAM capacity to meet emerging challenges	October 2017	Lack of project responsiveness to stakeholders and clients' needs, reputational risk. Impact= 4 Priority= 4	UNDP improved communication and coordination with MoLSA through individual discussions and briefings, increased ad-hoc Technical Working Group meetings, increased the frequency and substantive detail of direct discussions with the donor.	Project Manager and MoLSA Focal Point	Continued effort and communication to manage expectations ongoing.
9	Resignation and replacement of SALAM Project Manager	February 2018	Project implementation delays. Impact = 4 Priority= 4	Temporary increase in support from UNDP CO and Project staff in certain functions. Two rounds of regular recruitment (advertisement and re-advertisement) in Q2.	UNDP CO	Unresolved. Post vacant as of December 2018.
10	Lack of approved curricula and established National Occupational Skills Standards (NOSS)	March 2018	Lack of project responsiveness to stakeholders and clients' needs, reputational risk. Impact= 4 Priority=4	Closely working with MoLSA relevant departments at technical level, incorporating local stakeholders view in TVET TOR design, improve UNDP oversight. Drafting of TORs for national Skills and Curriculum Development specialists.	UNDP CO and MoLSA Focal Point	Ongoing. 8 National Occupational Skills Standards (NOSS) and 8 curricula developed and validated as of Dec 2018.
11	Limited facilities for vocational training in Jalalabad	March 2018	Overall project delays, raised cost, Reduction in beneficiaries, reputational risk. Impact =4 Priority= 4	Convene a dedicated session to explore the issues of private sector absorption, gain a clearer perspective on private sector capacity, obtain a cost per unit analysis and find way forward, and otherwise explore other innovative solutions.	UNDP CO and MoLSA Focal Point	Unresolved and ongoing. Dedicated session was not required in Q3.

#	Issue Log Description	Date Identified	Impact/ Priority	Countermeasure/Management Response	Owner	Status
12	Lack of functional readiness of MoLSA Vocational Training Centres in Jalalabad	April 2018	Overall project delays, raised cost, Reduction in beneficiaries, reputational risk. Impact = 4 Priority= 4	Involvement of private sector in tender design as alternative to government facilities. Transfer of risk to contract holder. Undertake assessment to upgrade one government VTC contingent on due diligence.	UNDP CO and MoLSA Focal Point	Unresolved and ongoing.
13	Lack of national assessment and certification system	April 2018	Lack of consideration of quality in TVET. Impact = 3 Priority= 3	Change of indicator to emphasize completion of training in lieu of quality assessment. Study tour to identify regional best practice for adoption to Afghanistan context.	UNDP CO and MoLSA Focal Point	Unresolved and ongoing.
14	Failure to recruit ILO SALAM Programme Assistant	May 2018	Overall project delays. Impact = 3 Priority= 3	Position offered and rejected, resulting in re-advertisement. Obtain support from UNDP as UN system partner and SALAM personnel to ease administrative burden where possible.	ILO Focal Point	Unresolved and ongoing. Completion of second recruitment expected in July.
15	Failure to recruit Community Mobilization and Gender Officer post, Nangarhar	May 2018	Lack of project responsiveness to stakeholders and clients' needs, Impact = 3 Priority= 4	Prioritization of recruitment with MoLSA Human Resources, revision of TOR, increased duration of post advertising, efforts to circulate post to wider networks.	UNDP CO and MoLSA Focal Point	Unresolved. Post vacant as of December 2018.
16	Temporary unavailability of Senior Technical Specialist (Migration and IDPs)	May 2018	Lack of project responsiveness to stakeholders and clients' needs, Impact = 3 Priority= 4	Confirm expected length of temporary unavailability with MoLSA in order to make plans to promptly fill expertise gap in Migration and IDP speciality.	MoLSA Focal Point	Unresolved. Incumbent resigned and post vacant as of December 2018.

#	Issue Log Description	Date Identified	Impact/ Priority	Countermeasure/Management Response	Owner	Status
17	Resignation and replacement of Provincial Coordinator, Nangarhar	June 2018	Overall project delays. Impact = 4 Priority= 4	Immediate re-advertisement of post and prioritization of recruitment.	MoLSA Focal Point	Unresolved. Post vacant as of December 2018.
18	Resignation and replacement of SALAM funded Sr. Inter-agency Liaison Officer, Provincial Governor Office, Nangarhar	June 2018	Lack of project responsiveness to stakeholders and clients' needs, Impact = 1 Priority= 4	Immediate re-advertisement of post and communication with Provincial Governor Office to manage expectations about recruitment timelines.	MoLSA Focal Point	Unresolved. Post vacant as of December 2018.
19	Non-provision of essential gender disaggregated data	May 2018	Lack of project responsiveness to stakeholders and clients' needs, Impact = 3 Priority= 4	Escalation of issue to senior management in order to obtain data. Assignment of temporary SALAM resources to MoLSA Human Resources to offset extra work to obtain accurate statistics.	UNDP CO and MoLSA Focal Point	Final statistics to be provided upon resolution of pending NTA recruitment which are still vacant as of December 2018.
20	Reduction in project reach to beneficiaries	June 2018	Lack of project responsiveness to stakeholders and clients' needs, reputational risk. Impact = 4 Priority= 3	Effective monitoring plan. Early communication of change or expected non-achievement of revised targets with project and client stakeholders.	UNDP CO and MoLSA Focal Point	Proposal to reach an additional 150 beneficiaries via Youth Internship contract approved in Q4.
21	Insecurity in Jalalabad	June 2018	Overall project delays. Impact = 4 Priority= 4	Flexibility in monitoring and implementation modes. Adherence to UN and host government security measures. Close relationship with UNDSS to obtain timely updates.	UNDP CO and MoLSA Focal Point	Heightened insecurity levels are unresolved and ongoing.

#	Issue Log Description	Date Identified	Impact/ Priority	Countermeasure/Management Response	Owner	Status
22	Timely response, approval and issue resolution	August 2018	Overall project delays, reduced delivery. Impact = 4 Priority= 4	SALAM Project to convene a meeting to discuss and agree on inter-institutional relations in Q4.	SALAM Project Manager	Unresolved and ongoing.
23	Duplication of core functions due to outsourcing of key project functions	September 2018	Lack of project responsiveness to stakeholders needs, reputational risk. Impact= 4 Priority=4	Internal review of SALAM staffing needs for 2019 and detailed project staffing proposal	SALAM Project Manager	Resolved as part of 2019 Human Resources plan approved for AWP 2019 update in Dec 2018.

ANNEX 6: RISK LOG

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
Regional instability may continue to the detriment of the regional economy	June, 2016	Political	Regional instability could lead to reduction of economic opportunities for regular migration P = 2 I = 3	Diversification of countries with which Afghanistan seeks a Bi-Lateral Agreement	Sr. DCD, Project Manager, CTA and Output 1 Manager	Project Design Team	December 2018	No change
Local security in targeted regions may delay project implementation	June 2016	Political	P: 4 I: 4	UN-DSS and MOSS procedures will be followed at all times to ensure safety and security of project staff Project sites will be re-assessed during the project inception phase and project activities moved to more secure districts if necessary. CDCs will be used for Implementation as far as possible to promote ownership and reduce security threats to outside staff.	Sr. DCD, Project Manager, CTA and Output 1 Manager	Project Design Team	December 2018	Increased in Q2, 2018 No change in Q4, 2018
Global oil prices may remain low or unstable to the detriment of the regional countries	June, 2016	Political Financial	Low oil prices equate to reduced income for regional destination countries known for labour migration. An extended period of low oil prices could	Diversification of countries with which Afghanistan seeks a Bi-Lateral Agreement	Sr. DCD, Project Manager, CTA and Output 1 Manager	Project Design Team	December 2018	No change

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			cause the economies of destination countries to restrict, adversely affecting the demand for migrant workers P = 2 I = 4					
Government buy-in/political will may be low/slow in responding	June, 2016	Political Regulatory	<p>Without government buy-in/political will, the effect is different per output:</p> <p>O1 SALAM is highly unlikely to create a pathway for regular migration due to the numerous ministries and government institutions required to support the facilitation of regular migration P = 1 I = 5</p> <p>O2 Given this is a local intervention based in regional centres and focused on municipalities, local political will is required; and the government's support comes primarily from</p>	<p>What actions have been taken/will be taken to counter this risk O1 UNDP have closely partnered with government in the development stages of SALAM. Further engagement with respective ministries and institutions will continue as well as close coordination with the Presidential Office</p> <p>O2 UNDP and the SALAM Project Team will engage with local government and DoLSA to ensure there is local government buy-in/political will to create enabling environments for economic growth</p> <p>O3 UNDP and the SALAM Project Team will engage with local government and CSOs to ensure there is local government buy-</p>	Sr. DCD, Project Manager, CTA, and all Output Managers	Project Design Team	December 2018	<p>Increased in Q2, 2018</p> <p>No change in Q4, 2018</p>

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			MoLSA, so risk is lower P = 1 I = 3 O3 Awareness raising can be done locally or at the national level depending on committed funding and can be done with or without significant government buy-in/political will P = 1 I = 1	in/political will to raise awareness				
The ongoing conflict throughout the country may limit access to some locations for periods of time during the project	June, 2016	Political Other - security	Some project locations may be cut off or isolated due to the ongoing conflict (as occurred in Kunduz in late 2015) before or during implementation P = 4 I = 4	Integrated into the project activities is an effort to empower local government and community leaders to stabilize and create enabling environment for economic growth	Project Manager, CTA and Output 2 Manager	Project Design Team	December 2018	Increased in Q2, 2018 No change in Q4, 2018
Despite the establishment of regular migration channels, Afghan women and men may choose to migrate through irregular channels depending on the mix on incentives and disincentives	June, 2016	Other - social Other - context	Human traffickers and their agents have a vested interest in maintaining the allure of irregular migration. Regardless of government initiatives, public	SALAM commits the efforts of an entire Output to countering these messages raising awareness of the risks of irregular migration as well as of the local employment and regular migration opportunities	Output 3 Manager	Project Design Team	December 2018	No change

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			awareness campaigns as well as training and employment opportunities, Afghan men and women will continue to be targeted by traffickers and their agents P = 5 I = 1					
Low rates of female participation in vocational training as a result of cultural attitudes and societal norms	June, 2016	Other - social Other - context	Limited female participation in vocational training will contribute to continued low female labour force participation and employment rates. Since both are correlated with growth, this will serve to limit the impacts of SALAM P = 4; I = 4	SALAM is committed to assess needs by collecting gender disaggregated data and develop gender relevant and appropriate vocational training programmes. SALAM will reserve some places on each vocational training programme for women.	Output 2 Manager	Project Design Team	December 2018	No change
Afghan women may not be welcomed as migrants to conservative countries in the region, or be screened out of employment opportunities based on sex	June, 2016	Other - social Other - context	Some of the regional destination countries which Afghanistan will aim to sign BLAs with, are on the extreme edge of religious conservatism. Women who migrate to these states may	SALAM will establish a Migrant Contract Management System which protects international women and men's worker's rights and wages, including refugee rights. Additionally, SALAM will design and develop guidelines and trainings	Output 1 and 2 Managers	Project Design Team	December 2018	Increased in Q2, 2018 No change in Q4, 2018

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			be further marginalized, discriminated against, forced against their will, or worse P = 4 I = 4	with gender parameters on migrant workers' rights and contractual packages with a standard employment contract in Dari and Pashto. Also, SALAM is working with MOFA to establish Migrant Worker Help Desk and Legal Aid Facility in Afghan embassies and consulates				
Migration turned to Human Trafficking	June, 2016	Other - social Other - context	Afghan women and men, girls and boys who migrate may have their migration turned into a human trafficking or forced labour experience with adverse and long-lasting consequences P = 4; I = 2	Included in the guidelines and trainings developed by SALAM is reference to regulations of recruitment agencies, awareness raising and reporting of Human Traffickers and provision of emergency contact information in destination countries	Output 1 and 2 Managers	Project Design Team	December 2018	No change

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
Authorities in destination countries may deny recognition and adherence to commitments made under international conventions	June, 2016	Other - social Other - context	Many labour migrant destination countries in the Gulf Region are renowned for poor records in upholding human rights, women's rights and child rights P = 3 I = 4	Engaged in the ongoing efforts to strengthen protections for migrant workers in law and practice in the GCC countries and other countries of destination. Included in the guidelines and trainings developed by SALAM is reference to regulations of recruitment agencies and awareness raising and reporting of rights violations to local rights-based organizations such as Amnesty International or Human Rights Watch	Output 1 and 2 Managers	Project Design Team	December 2018	No change
There may be a local backlash against IDPs, returnees and youth due to the benefits focused on them versus the local unemployed	June, 2016	Political Other - social	If backlash occurs , IDPs, returnees and youth could be further marginalized than they already are.P = 1; I = 3	Within DoLSA, SALAM strengthens the capacities of ESCs who serve not only SALAM beneficiaries, but the general public as well	Output 2 Manager	Project Design Team	December 2018	No change
Provision of extra support mechanisms targeting IDPs/ returnees may not be initially welcomed by local DoLSA/ Employment Service Centres, particularly in locations with high unemployment	June, 2016	Political Other - social Other - partner	DoLSA and the respective ESCs may resist SALAM efforts to specifically support IDPs, returnees and youth P = 1; I = 3	UNDP/SALAM will work closely with MoLSA at the national/ sub-national levels to garner the vested interest of this government partner in addressing the training and employment needs of these marginalized groups	Output 2 Manager	Project Design Team	December 2018	Increased in Q3, 2018 No change in Q4, 2018
Efforts to address Gender imbalances through the	June, 2016	Other - social	Social conservatives and traditionalists	UNDP remains committed to the advancement of	Project Manager,	Project Design Team	December 2018	Increased in Q3, 2018

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
provision of opportunities to women may be viewed by a local minority as in opposition to local traditions and customs		Other - cultural	may be threatened by SALAM attempts to mainstream gender into project activities P = 2 I = 1	gender equality and will team with government partners and if necessary, clerics who espouse the importance of empowering women to realize their rights to training, employment and migration	CTA and All Output Managers			No change in Q4, 2018
Some local powerholders may attempt to steer infrastructure interventions to benefit particular businesses over others	June, 2016	Political Other - social Other - economic	Local Powerbrokers influence and direct project interventions in order to directly benefit themselves and limit benefits to political or social opponents P = 3 I = 2	UNDP remains committed to strengthening selected local economies to the direct benefit of IDPs, returnees and youth and will ensure that their interests are at the forefront of any project intervention; infrastructure support or otherwise.	CTA, PM and Output 2 Manager	Project Design Team	December 2018	Increased in Q3, 2018 No change in Q4, 2018