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Support Afghanistan Livelihoods and Mobility (SALAM)

2018 2nd QUARTERLY PROJECT PROGRESS REPORT



DONORS



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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 NPP:	Legal and Institutional Frameworks to Manage Migration Flows Is Established
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\$ 4,770,000
Unfunded Amount:	N/A
2018 Annual Budget:	US\$ 3,050,995
Implementing Partner:	Ministry of Labour, Social Affairs, Martyrs & Disabled (MoLSAMD)
Responsible Parties:	MoLSAMD
Project Manager:	Vacant
Chief Technical Advisor:	Paul Partner
Programme Unit Head:	Laura Rio

COVER PAGE: Safiullah, 22, makes US\$9 a day to feed his family and two children by selling sugarcane juice on the streets of Jalalabad. "Although, I was not able to continue my studies after high school, I can still feed my family using the natural resources we have in Jalalabad," says Safiullah. 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.

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ACRONYMS

ACCI	Chamber of Commerce and Industry
AWP	Annual Workplan
DACUM	Develop A Curriculum
DoLSAMD	Directorate of Labour, Social Affairs, Martyrs and Disabled
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
MoLSAMD	Ministry of Labour, Social Affairs, Martyrs and Disabled
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

I. EXECUTIVE SUMMARY

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 primarily by the Ministry of Labour, Social Affairs, Martyrs and Disabled (MoLSAMD). With initial 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, including those of vulnerable groups, women, youth, people with disabilities.

In the second quarter of 2018, tangible momentum towards the delivery of beneficiary-focused activity and sub-activity level was generated, in particular the advertisement and evaluation of tenders for job placement and training, jointly worth USD 1.3 Million. The project completed essential preparatory actions in order to deliver results in line with the revised Annual Workplan.

Progress was made in the development of Bilateral Labour Agreements (BLAs), revision of the National Labour Migration Strategy (NLMS) and towards the formation of the Inter-Ministerial Task Force on Labour Migration. Concept and Terms of Reference notes were developed for exposure and study visits to Sri Lanka, Malaysia and the Philippines to study regional labour migration and training related topics. Sessions were held to rectify the lack of approved national curricula, and technical support was provided to the MoLSAMD in April to hold the National Labour Conference. Institutional partnerships were also enriched between UNDP, ILO, UNHCR and World Bank.

Relationships with the national implementing partner MoLSAMD were increasingly constructive, with two Technical Working Group meetings held in May and the SALAM Project Board meeting held in June. MoLSAMD also benefited from an exposure visit to India in April. At local level, support continued to be provided by the Nangarhar Provincial Governor and Director of DoLSAMD during regular and joint missions to Jalalabad. Monthly missions took place in April and May, however the June mission was cancelled due to insecurity.

SALAM continued to experience difficulties in recruiting and retaining key project personnel. The SALAM Project Manager post remained vacant and the Nangarhar based Provincial Coordinator resigned. The lack of established skills standards, curricula, and functional readiness of Vocational Training Centres in Jalalabad resulted in overall reduced reach to project beneficiaries. Lack of adequate gender integration in SALAM activities continues to raise concern. Mitigation measures include expedited focus on recruitment, initiation of a gender analysis of SALAM recruitments and revision of the Annual Work Plan.

At the completion of the reporting period, the prospects for successful project implementation are considerably improved. In Quarter 3, it is expected that activities will be turned into results. The Accumulated expenditure (Jan-Jun 2018) is USD 560,297, equivalent to 18% delivery rate, including expenditure in Quarter 2 of USD 274,027.

II. RESULTS

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

Under Output 1, the ILO Component of SALAM includes development of a Labour Migration Database which will help collect disaggregated data on migrants, IDPs and returnees. For this, comprehensive information for database development was provided by the Directorate of Labour Migration in April, however, it was later realized that all the databases for government need to be under ASAN KHEDMAT, which is a consolidated platform of the government led by the Ministry of Information and Communication Technology. It was agreed that MoLSAMD would develop a presentation to propose the way forward and specify requirements for modification of the ASAN KHEDMAT platform to meet government requirements. The meeting has not taken place as of 30 June.

Other significant activity level work included the procurement of translation services for 12 BLAs¹ and the National Labour Migration Strategy. Partnership with the World Bank also resulted in direct, practical cooperation for the development of the Terms of Reference for the formation of the Inter-Ministerial Task Force on Labour Migration, and the review and launch of the National Labour Migration Strategy. A concept note and logistical arrangements were undertaken for a capacity building study tour to Sri Lanka to raise understanding of international standards and good practices on migration governance, expected to take place in Quarter 3.

Output 1 (Labour Migration) Annual Work Plan Indicators	2018 Baseline	Revised Revised 2018 Targets	Q1	Q2 Targets	Actual Progress Q2	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	On track. Preparatory activity level work being undertaken.
1.2 Number of SALAM beneficiaries who submit	0	200	0	0	0	On track. Preparatory activity level

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.

applications for inclusion in the Labour Migration Database						work being undertaken.
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EXPENSES FOR THE QUARTER

During the second quarter, a total of USD \$182,623 was spent for Output 1, representing accumulated expenses of USD \$378,157 or an 86% Delivery Rate. For more details, please refer to Annex 1 and Annex.

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

Considerable progress was made during the reporting period. The concept note for the establishment of the TVET Board was developed in consultation with MoLSAMD but has yet to be presented to the President for endorsement and further action. SALAM also facilitated a Mission for MoLSAMD DG Skills Development to enhance the technical capacity to support the establishment of the TVET board. The DG-Skills met with ILO's Decent Work Team (DWT) based in Delhi, to review and finalize the ToR for the Afghanistan National Qualification Authority (ANQA). The mission also visited the Industrial Training Institute, and met with India's National Skills Development Authority (NSDA), who expressed willingness to collaborate with the Afghan government in areas of industrial skills development of Afghan labour force. Standardized request templates were developed to justify and enrich the quality of foreign travel by Ministry staff, and to encourage and increase transparent use of funds and resources. A concept note for an exposure visit to the Philippines and Malaysia was also developed.

The TVET e-MIS (Electronic Management Information System) specifications were developed and approved by DG Skills Development. Progress was also made towards the development of the Public Private Partnership (PPP) model for MoLSAMD's established Vocational Training Centres. UNDP Regional hub in Bangkok provided advisory support to develop the PPP model, in particular outlining the role of MoLSAMD and Private Sector, Corporate and social responsibilities, incentives for private sector, tax reduction, and sectors to be targeted.

Significantly, the smaller tender (Tender 1, "Job creation in Nangarhar Province, Phase 1") for creation of 200 jobs through on-the-job training with private-sector enterprises, was launched in early April. The focus of Tender 1 was defined directly by private-sector representatives in Nangarhar, who very specifically articulated their demands and preferences. The request for proposals for the Tender 1 was unsuccessful at the first attempt, in consequence of no financially compliant proposals having been received. Lessons learnt from the first attempt were incorporated into a revised request for proposals (and also into the related "Skills development in Nangarhar Province" tender), and the request for proposals was re-launched. Seven bids were received by the deadline of 5 June. At the end of the reporting period, eligibility and technical

evaluation has been concluded successfully, the procedure is now in its final stage (financial evaluation). The larger tender (Tender 2, “Skills Development in Nangarhar Province”), for skills development training² for 600 persons, was the subject of protracted negotiations during Quarter 2. The request for proposals was launched in late May. Ten bids were received by the application deadline of 25 June.

Output 2 (Employment Opportunities) Annual Work Plan Indicators	2018 Baseline	2018 Targets	Q1	Q2 Targets	Actual Progress Q2	Comments
2.1 Number of SALAM beneficiaries having completed vocational training.	0	(0-zero.) Target of 800 planned for 2019 only.	0	0	0	On track. Contract signature expected in Q3.
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	On track. Preparatory activity level work being undertaken.
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	On track. Preparatory activity level work being undertaken.

EXPENSES FOR THE QUARTER

During the second quarter, a total of USD \$91,404 was spent for Output 2, representing accumulated expenses of USD \$182,140 or a 7% Delivery Rate. For more details, please refer to Annex 1 and Annex 2.

III. GENDER SPECIFIC RESULTS

As previously reported, the lack of gender integration in SALAM activities is a source of concern. This includes concern over lack of sufficient gender responsiveness in existing Labour Market Assessments, which confirmed the need for a gender sensitive rural and urban labour market review in Nangarhar in coordination with EU. Preparatory work will be undertaken in Quarter 3 to engage consulting services for this activity. SALAM also initiated partnership with the Directorate of Women’s Affairs (DOWA) in the Nangarhar Provincial Government, to discuss ways to more effectively integrate women into SALAM activities. It is recommended that DOWA should

² The focus for Tender 2 was determined through assessment of market demands, primarily the 2017 Oxfam survey, supplemented by direct discussion with representatives of two returnee communities. SALAM has ensured the inclusion of professions that are suitable for the promotion of female employment.

participate in the SALAM Beneficiary Selection Committee for training and job placement activities. In particular, concern has been raised that gender had not been addressed in the already drafted Bilateral Labour Agreements. SALAM has suggested remedial actions, including a proposed session on gender awareness at the launch of the National Labour Migration Strategy, and/or Inter-Ministerial Task Force and via the development of gender sensitive codicils to supplement BLAs. These concerns have been noted as an increased risk in the SALAM project risk log against gender related markers. For further information, see Section VI. Risks, and Annex 6, Risk Log.

The recruitment for the Community Mobilization/Gender Officer post which was advertised in Q1 was unsuccessful. The post was again re-advertised and failed to attract candidates during Q2, bringing the total number of failed recruitment attempts to four (May and September 2017, January and May 2018). Concern was raised with MoLSAMD regarding inappropriate specification of requirements, lack of adaptation to repeated failure, and the insufficient duration of job opening advertisement. Support was provided to revise the Terms of Reference to make it more responsive to market realities. During the reporting period, SALAM project also initiated a gender analysis of SALAM recruitments, starting with an effort to obtain gender disaggregated recruitment data from MoLSAMD and UNDP, with the intention to review and improve recruitment processes for SALAM project personnel, and raise female participation. For further information, see Section V: Issues.

IV. PARTNERSHIPS

Ministry of Labour, Social Affairs, Martyrs and Disabled (MoLSAMD)

Over the reporting period, SALAM project experienced an increasingly constructive relationship with its ministerial implementation partner MoLSAMD, characterized by close daily cooperation through the Directorate of Skills Development, the General Directorate of Manpower and the General Directorate of Policy and Planning. SALAM project also provided MoLSAMD technical support to the National Labour Conference (NLC) which was held 30 April - 1 May at the Presidential Palace in Kabul. SALAM expertise aided the consultation process with government and non-government stakeholders and contributed to and reviewed the overall concept development of the National Labour Conference under the guidance of the General Directorate of Policy and Planning.³

³ The National Labour Conference included sessions on the macroeconomic environment, regional cooperation and jobs including in agriculture and rural development sectors; jobs in scaled up private sector; mining and construction; transport infrastructure; reforms in higher and technical education; and increasing female labour force participation; jobs for persons with disabilities; and jobs for IDPs and Returnees: increasing social inclusion.

Directorate of Labour, Social Affairs, Martyrs and Disabled, Nangarhar (DoLSAMD)

Relations with DoLSAMD over the reporting period were cordial, constructive and informative, with continued commitment to ensuring the success of the project expressed during missions to Jalalabad. DoLSAMD facilitated the improvement of office space for the SALAM project staff, and reaffirmed commitment to actively assist in the onward development of Terms of Reference to procure job-creation services in Nangarhar. DoLSAMD, via its Director, confirmed the need for a wide-ranging approach to job-creation in Nangarhar, within which vocational training is one element, but also emphasized the importance of working directly with the private-sector to stimulate employment opportunities and create job positions. This benefit should include host communities as well as returnees.

International Labour Organization (ILO)

As a UN joint project partner under the One UN banner, highly productive relations with ILO were a highlight of the reporting period after the arrival of the ILO National Project Coordinator for SALAM in late March 2018. Especially in the absence of the SALAM Project Manager, UNDP and UNHCR have relied heavily on ILO support to progress with timely activity implementation.

United Nations High Commissioner for Refugees (UNHCR)

As SALAM's third UN joint project partner under the One UN banner, excellent cooperation continued to characterize the institutional relationship with UNHCR. In Quarter 2, discussions related to beneficiary selection were linked with UNHCR's ongoing vulnerability assessment work. In Jalalabad UNHCR played a key role in facilitating on the ground access and relevant localized information. In April, UNHCR facilitated site visits and Shura meetings with returnee communities at Murghundi (informal settlement) and Sheik Mesiri New Township (formal settlement). UNHCR helped lead the development of the concept for the Mechanism for Beneficiary selection, and through data sharing, are instrumental in ensuring SALAM meets participation targets especially for returnees and Internally Displaced People. UNHCR also provided advice regarding the consideration of disability in targeted populations (Persons with Specific Needs). UNHCR continued to advocate for the interests of intended beneficiaries, whereby the unavailability of vocational training related facilities resulted in increased unit cost per beneficiary, and consequently reduced project scope and reach. Throughout the reporting period, UNHCR emphasized transparency and accountability regarding effective and efficient use of VTC facilities, and proposed a dedicated session to explore the issues of private sector absorption, capacity, cost and explore innovative solutions.

International Organization for Migration (IOM)

SALAM met with IOM in April to move forward discussion related to institutional coordination mechanisms, in particular P-DiREC and the Durable Solutions Working Group (DSWG). IOM confirmed the existence of a range of coordination mechanisms. There is to date, however, no direct provincial equivalent of the DSWG, and previously proposed Provincial Durable Solutions working group meetings have not yet been initiated as of end of June. IOM co-chaired the Durable Solutions Working Group meeting on 12 June, along with UNDP and UNHCR.

World Bank

During the reporting period, SALAM project has developed an open, frank and fruitful relationship with the World Bank. World Bank with ILO has provided technical advice and expertise regarding SALAM activities under Output One related to reviews of Bilateral Labour Agreements, the National Labour Migration Strategy, and the design and establishment of the Inter-Ministerial Task Force. Advice has also been received regarding the development of Job Creation tenders under Output Two due to complimentary project activities. World Bank and SALAM project have also undertaken to share gender disaggregated data related to project recruitment with a view to providing Ministry level recommendations on increased female participation, and monitoring plans and reporting data once further project activities are underway.

V. ISSUES

Difficulties recruiting and retaining key project personnel

SALAM project has continued to be affected by difficulties in recruiting and retaining project personnel. During the Quarter 2, UNDP was unable to secure a replacement Project Manager. The position was advertised 1-15 April after failure to secure an interim Project Manager via direct hiring modality. Interviews were held in late April, which did not result in agreement on a suitable candidate. The position was re-advertised 6-20 May, with interviews held during June. The recruitment process is ongoing, with the UNDP Livelihoods and Resilience Programme Officer fulfilling the Project Manager role ad interim ILO also faced difficulty hiring a SALAM Programme Assistant, increasing and diversifying the workload of the ILO Project Coordinator, with consequent adverse impact on the efficiency of project implementation.

For those project posts filled through MoLSAMD NTA recruitment modality, both Nangarhar-based Business Development Officer post and Community Mobilization and Gender Officer, remain to be filled. Critically, the Nangarhar Provincial Coordinator resigned from his post at the end of June, as did the Senior Inter-Agency Liaison Officer (based at the Nangarhar Provincial Governor's Office). In Kabul, from May, the Senior Technical Specialist (Migration and IDPs) took up a temporary Ministerial appointment at the request of the Minister of Labour, creating a knowledge vacuum

in his area of technical expertise (migration and displacement). It has yet to be confirmed whether and when this expert will return to project service. Against Activity 2.6, the DG Skills Development Directorate cancelled the request for the funding of five NOSS Curriculum Specialists. In response to these issues and the non-provision of critical gender disaggregated recruitment data, SALAM project requested to temporarily assign the SALAM Senior Administrative Officer to provide support to the MoLSAMD Human Resources unit to meet project staffing targets in Quarter 3.

Lack of established National Occupational Skills Standard (NOSS) and Curricula

As previously reported, during the development of terms of reference for the procurement of on the job training and skills development activities (USD 1.3 Million of the 2018 project allocation) the lack of approved curricula in some professions became evident, which posed direct risk to the delivery to an established National Occupational Skills Standard (NOSS). SALAM project determined that DACUM (Develop A Curriculum). Is an efficient, quick and useful method for developing curricula based on international accepted practice in TVET. To assist MoLSAMD, SALAM funded and facilitated three DACUM workshops in Quarter 2 against Activity 2.6, with 12 NOSS and curriculum developed in result. More DACUM workshops are planned in Quarter 3.

Lack of functional readiness of MoLSAMD Vocational Training Centres in Jalalabad

During Quarter 2 and as previously reported, a repeated concern voiced by SALAM UN project partners in Technical Working Group and other meetings in the course of the development of the Job Placement and Vocational Training tenders was the lack of functional readiness of MoLSAMD Vocational Training Centres. This readiness had previously been assured, the project had been designed and budgeted around this facility, and indicators and targets formed. In practice, adjustment to accommodate their effective unavailability introduced delay due to the necessity for tender revision, as the project needed to find private-sector facilities in order to accommodate 600 intended beneficiaries, dramatically increasing beneficiary unit cost and scope of services. The lack of readiness of MoLSAMD Vocational Training Centres was confirmed by a joint UNDP-ILO mission to Jalalabad in May. 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 MoLSAMD VTC, contingent on a costed assessment and due diligence assessment.

Lack of national assessment and certification system

During the reporting period, concern was raised that the absence of a national scheme for assessment and performance-based certification has hindered attempts to specify performance-based payment for the implementing contractor for vocational training and job creation. Attempts are being made via the provision of technical support to the establishment of the TVET Board or functional equivalent under Activity 2.1, and

the donor and SALAM have further recommended that MoLSAMD treat this deficiency as an urgent priority and study regional best practices to identify one or more systems that might be modified for adoption in Afghanistan. In the absence of such a system, it should be noted that MoLSAMD is only able to certify attendance and completion of the training, and that the training delivered is in accordance with approved NOSS quality standards. The final proficiency of graduates cannot be assessed. Unfortunately, with the time pressure on SALAM delivery, the project has had no alternative but to proceed with the training related tenders under current conditions, with completion of training being the measure of contractual success. To this end, SALAM also changed the wording of indicator 1.2 from "Number of SALAM training program graduates" to "Number of SALAM beneficiaries having completed vocational training" for clarity.

Reduction in project reach to beneficiaries

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 2018 SALAM Annual Workplan was presented at the June 2018 Project Board meeting. Preparatory activity level work continues to be undertaken as described under Results section. 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). Unit costs are higher than originally anticipated in consequence of the decision not to make MoLSAMD vocational training centres available for use for the skills development tender, with resulting reliance on private-sector training facilities. During Quarter 2, concerns were also raised about the assumption that the private sector is able to act as required. A balanced approach between the modest services available in Jalalabad's private sector and the proposed upgrading of MoLSAMD facilities is needed.

Non-release of gender disaggregated data

Separate to the issues of gender imbalance in team composition reported in previous project reports, and the failed recruitment for the Community Mobilization and Gender Officer post, which is detailed under Section III. Gender Specific Results, SALAM project has a number of obligations for analysis and reporting, including reporting on gender markers. In this context, recruitment statistics from Human Resources of MoLSAMD or UNDP was not forthcoming. SALAM project cannot fulfil its obligations, including servicing a direct request from the donor, without data being made available. Regrettably, in both cases, the deficiency has had to be escalated for the attention of senior management. At time of writing, the situation remains unresolved, and SALAM project is unable to discharge its responsibilities for gender analysis.

Insecurity

Insecurity continued to present a challenge to the implementation of SALAM project activities in Nangarhar Province. During the period 1 April to 25 June when UNDSS reporting was released, 683 terrorism and/or armed conflict incidents were reported in Nangarhar Province. 117 of these terrorism and/or armed conflict incidents occurred in areas where the project currently implements activities, namely Jalalabad City, Bihsud and Surkhrod Districts. Although the SALAM team was able to undertake regular and ad-hoc missions to Jalalabad during in April and May, a credible rise in security threat information was reported after Ramadan, and the planned June mission was cancelled as a precautionary measure. Collectively, the 26 incidents in Jalalabad City during the sample period resulted in 62 fatalities and 189 persons injured. By comparison, incidents in Jalalabad City during the first quarter of the year resulted in 32 fatalities and 74 persons injured. Although mitigation measures are in place via host government and UN policies and systems, it is expected that this issue will continue to disrupt project operations in Quarter 3, especially in the lead up to Afghan parliamentary elections currently scheduled for 20 October 2018.

For further information, see Annex 5: Issue Log.

VI. RISKS

The following risks related to security and gender increased over the reporting period. Full details are provided under Section III. Gender Specific Results and Section V. Issues.

- The ongoing conflict throughout the country may limit access to some locations for periods of time during the project.
- Local security in targeted regions may delay project implementation.
- Risk that Afghan women may not be welcomed as migrants to conservative countries in the region, or be screened out of employment opportunities based on sex.
- Efforts to address Gender imbalances through the provision of opportunities to women may be viewed by some as contrary to local traditions and customs.

No additional risks added to the risk log. The updated full Risk Log remains as Annex 6.

VII. LESSONS LEARNED

Adverse consequences of inaccurate information

Imprecise portrayal of de facto readiness resulted in delay to tendering procedures, as scope of services, contractual conditionality provisions, and budgets had to be amended retrospectively. In particular, overly optimistic information concerning the state of functional readiness of MoLSAMD vocational training centres in Nangarhar, and the consequent need to redraft terms of Reference to seek private sector facilities providers, introduced delay into tendering processes and significantly raised the unit cost of training services. One practical consequence of this is that the number of targeted beneficiaries now 1,400 rather than the originally envisaged 2,400. The absence of a national system for assessment and certification of vocational training standards undermined the intention to make payments to service providers conditional upon performance. Finally, the incomplete portfolio of NOSS-compliant vocational training curricula has introduced avoidable risk into the tendering procedures for provision of training and job-creation services. The lesson learned is that it is necessary to make fact-based decisions. Information must be verified and ascertained during fact finding mission and reference to reliable data. To do this the project will intensify the frequency of its monitoring and finding missions to Nangarhar (security restrictions permitting) and improve its access to source of reliable data and information and their verification from MoLSAMD, DOLSAMD, private sector, returnees and displaced people and from other partners such as the WB, UNHCR and ILO.

Increased beneficial engagement with project stakeholders

Increased direct engagement in project activities by MoLSAMD's DG Manpower and DG Policy and Planning has been beneficial for increased efficiency in the planning and implementation of project activities, and in strengthening the improved institutional relationships among project partners. This increased inclusivity has also been welcomed by the donor. ILO's appointment of National Project Coordinator (reported in Quarter 1) has resulted in increased efficiency of activity planning and delivery, and has also helped to make project inclusivity a day-to-day reality. Enhanced communication and cooperation with World Bank, including practical cooperation between SALAM and World Bank on design and implementation of Activity 1.3 (specifically, joint drafting of ToR for Inter-Ministerial Task Force and cooperation on managed migration), is a new and strongly encouraging development that should be continued and enhanced.

VIII. FUTURE PLAN

July – September 2018: During the third Quarter of 2018, SALAM project must consolidate progress made and transform activities into delivery and results.

Administrative tasks include:

- Recruitment of SALAM Project Manager and four vacant national technical positions in Nangarhar, and Project Manager induction.
- Mid Term Evaluation of SALAM project.
- Collection and analysis of gender disaggregated recruitment statistics.
- Concept note finalization, approval and logistical arrangements made for international capacity building tours or exposure visits.
- Translation of 12 Bilateral Labour Agreements and National Labour Migration Strategy.
- Development of security contingency plan in the event of continued insecurity in Jalalabad.

Kabul-based substantive priorities include:

- Continued work to establish Inter-Ministerial Task Force
- Review of National Labour Migration Strategy with support from World Bank
- Guidance note formulated on measures to be adopted to encourage female representation in vocational training and job placement activities and recruitment.
- Continued DACUM (Development of curriculum) workshops for Skill Development identified in Nangarhar.
- Presentation of concept note for TVET board to President for endorsement.
- Recruitment of consultancy services to undertake review of existing gender sensitive rural and labour market assessment in Nangarhar.
- Follow up with DG Manpower in order to meet requirements for development of Labour Migration Database (under ASAN KHEDMAT).

Nangarhar-based substantive priorities will include:

- Second mission of UNDP Country Director to Jalalabad and continued regular monitoring and ad-hoc existing value chain analysis missions.
- Meeting on Mechanism for Beneficiary Selection hosted with UNHCR
- Advertisement of Request for Proposals for training under Output 1 (ILO).
- Assessment of MoLSAMD Vocational Training Centres in Jalalabad to determine viability of proposed sub-activity to upgrade one facility.
- Procurement of consultancy firm to carry out Job Placement and TVET training activities.
- Establishment of skills upgrading and employment specific monitoring mechanism.

IX. ANNEXES

ANNEX 1: FINANCIAL TABLE

The Interim Donor Report for the period January - June 2018 for SALAM (00094515)

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)	Commitment s (Unliquidated)	Undepreciated of fixed Assets and	(Future Due) L=(a-b-f)	(Past Due) (m)	
Finland	4,770,000	3,397,028	304,080	-	3,092,947	-	-	560,297	2,532,650	11,725	76,389	1,372,972	-	2,444,537
Grand Total	4,770,000	3,397,028	304,080	-	3,092,947	-	-	560,297	2,532,650	11,725	76,389	1,372,972	-	2,444,537

- 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.

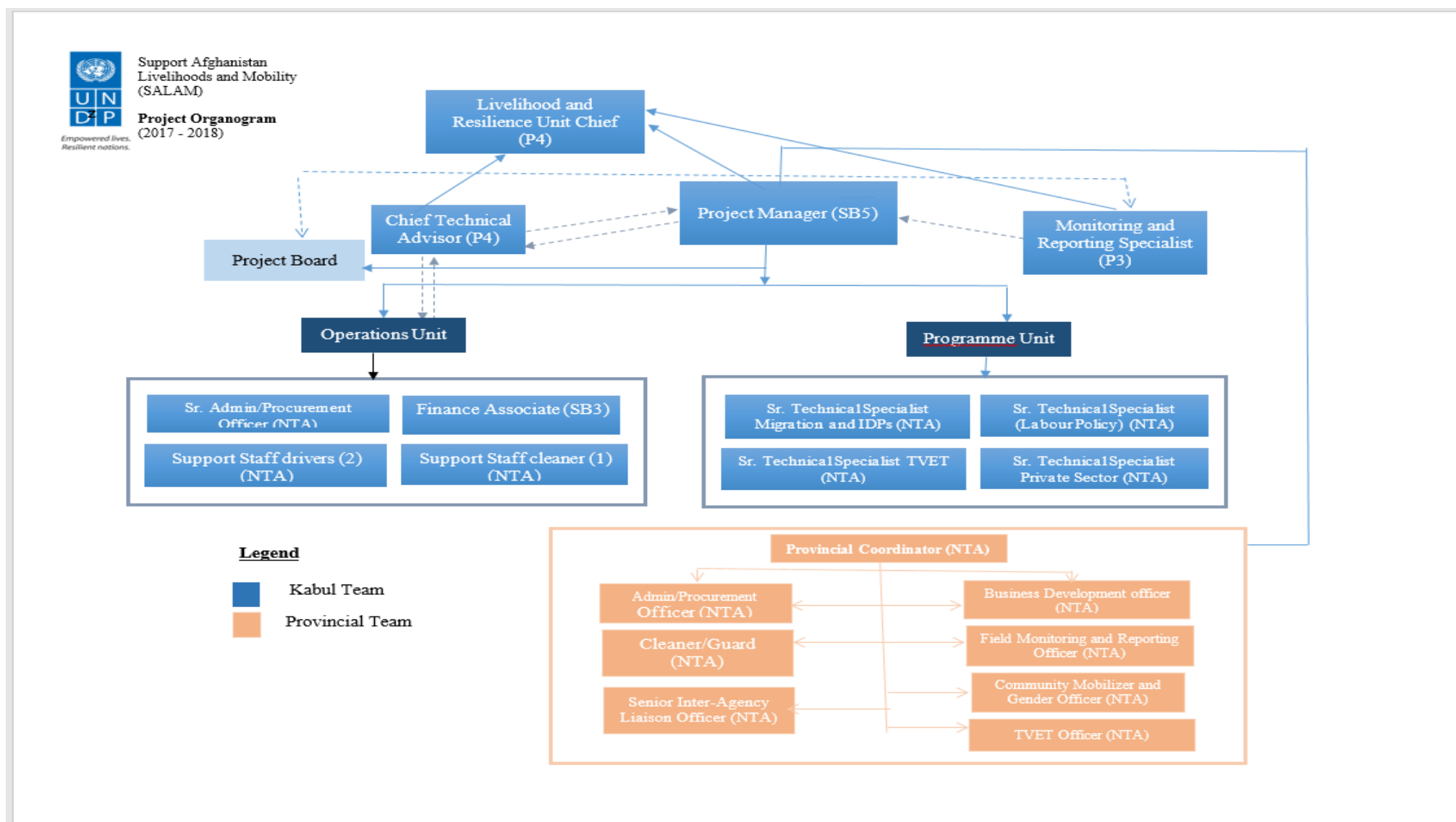
ANNEX 2: PROVISIONAL EXPENSES BY OUTPUT

Project Output ID and Description	2018 Budget (AWP)	Expenses (Jan – Mar 2018)	Expenses (Apr- Jun 2018)	Accumulated expenses (Jan-Jun 2018)	Delivery Rate
Output 1 (ID 00098662): Formalized institutional structures in support of regular labour migration for Afghan women and men are established.	439,991	195,534	182,623	378,157	86%
Sub-total Output 1	439,991	195,534	182,623	378,157	86%
Output 2 (ID:00098663): National and international employment opportunities for women and men IDPs and returnees in Nangarhar province increased.	2,611,004	90,736	91,404	182,140	7%
Sub-total Output 2	2,611,004	90,736	91,404	182,140	7%
Grand Total	3,050,995	286,270	274,027	560,297	18%

ANNEX 3: EXPENSES BY DONOR

Donor Name	Project Output ID and Description	2018 Budget (AWP)	Accumulated expenses (Jan-Jun 2018)	Delivery Rates
Government of Finland	Output 1 (ID 00098662): Formalized institutional structures in support of regular labour migration for Afghan women and men are established.	439,991	378,157	86%
	Output 2 (ID:00098663): National and international employment opportunities for women and men IDPs and returnees in Nangarhar province increased.	2,611,004	182,140	7%
Sub-Total Government of Finland				
Grand Total		3,050,995	560,297	18%

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 MoLSAMD Focal Point to enable rebuilding of relationships with new Ministry leadership.	Project Manager and MoLSAMD Focal Point	Ongoing. Relationship building is ongoing.
2	Delayed HACT assessment	September 2017	HACT assessment of MoLSAMD 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; MoLSAMD focal point was appointed for improved communication and coordination.	Project Manager and MoLSAMD Focal Point	Resolved. Presentation of HACT assessment results with justification was made to relevant MoLSAMD 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 MoLSAMD 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 MoLSAMD recruitment processes.	Project Manager and MoLSAMD Focal Point	Unresolved. Expected advertisement of pending NTA recruitments are pending (Business Development, Gender officer) still vacant as of end Q2.
4	Gender imbalance in team composition	August 2017	Lack of project responsiveness to women's	Adopted special measure to counteract gender imbalance in consultation with MoLSAMD HR.	Project Manager and	Unresolved. Female applicant and hiring rate remains

#	Issue Log Description	Date Identified	Impact/ Priority	Countermeasure/Management Response	Owner	Status
			aspirations and needs. Impact= 3 Priority= 3	Widely disseminated the vacancies through all means including through provincial DoLSAMD. Gender disaggregated analysis of recruitment statistics to identify issues and trends.	MoLSAMD Focal Point	low 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 MoLSAMD, ILO and UNDP refined Annual Workplan, HR, Procurement Plans and Indicators. Communication with donor. Revision of project scope.	Project Manager and MoLSAMD Focal Point	Resolved. Revised project AWP approved in January 2018.
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 MoLSAMD due to HACT findings. For ease of project implementation, MoLSAMD can authorize procurement up to USD 7,000.	Project Manager and MoLSAMD Focal Point	Ongoing. Financial delivery is 18% in Q2, up from 9% in Q1, 2018.

#	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 MoLSAMD 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 MoLSAMD Focal Point	Ongoing. Measures now manage expectations regarding requirements, obligations and limitations.
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. Two re-advertisements in Q2, recruitment process ongoing as of June 30.
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 MoLSAMD 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 MoLSAMD Focal Point	Unresolved. Issue being addressed as part of procurement for training in Q2.
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 MoLSAMD Focal Point	Unresolved and ongoing. Dedicated session to be convened in Q3 if still required.

#	Issue Log Description	Date Identified	Impact/ Priority	Countermeasure/Management Response	Owner	Status
12	Lack of functional readiness of MoLSAMD 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 MoLSAMD Focal Point	Unresolved and ongoing. Assessment due next mission to Jalalabad.
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 MoLSAMD 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 MoLSAMD Human Resources, revision of TOR, increased duration of post advertising, efforts to circulate post to wider networks.	UNDP CO and MoLSAMD Focal Point	Unresolved and ongoing. Completion of recruitment expected in August.
16	Temporary unavailability of Senior Technical Specialist (Migration and IDPs) effective 3rd June 2018.	June 2018	Lack of project responsiveness to stakeholders and clients' needs, Impact = 3 Priority= 4	Confirm expected length of temporary unavailability, due to assignment to core MoLSAMD staff position, in order to make plans to promptly fill expertise gap in Migration and IDP speciality.	MoLSAMD Focal Point	Unresolved and ongoing. Expected to be addressed in July.

#	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.	MoLSAMD Focal Point	Unresolved and ongoing. Expected to be addressed in July.
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.	MoLSAMD Focal Point	Unresolved and ongoing. Expected to be addressed in July.
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 MoLSAMD Human Resources to offset extra work to obtain accurate statistics.	UNDP CO and MoLSAMD Focal Point	Unresolved and ongoing.
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 MoLSAMD Focal Point	Unresolved and ongoing.
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 MoLSAMD Focal Point	Unresolved and ongoing.

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	June 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	June 2018	Increase
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	Diversification of countries with which Afghanistan seeks a Bi-Lateral Agreement	Sr. DCD, Project Manager, CTA and Output 1 Manager	Project Design Team	June 2018	No change

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			low oil prices could 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	Without government buy-in/political will, the effect is different per output: 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 O2 Given this is a local intervention based in regional centres and focused on municipalities, local political will is	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 O2 UNDP and the SALAM Project Team will engage with local government and DoLSAMD to ensure there is local government buy-in/political will to create enabling environments for economic growth O3 UNDP and the SALAM Project Team will engage	Sr. DCD, Project Manager, CTA, and all Output Managers	Project Design Team	June 2018	No change

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			required; and the government's support comes primarily from MoLSAMD, 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	with local government and CSOs to ensure there is local government buy-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	June 2018	Increase
Despite the establishment of regular migration channels, Afghan women and men may choose to migrate	June, 2016	Other - social Other - context	Human traffickers and their agents have a vested interest in maintaining the	SALAM commits the efforts of an entire Output to countering these messages raising awareness of the	Output 3 Manager	Project Design Team	June 2018	No change

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
through irregular channels depending on the mix on incentives and disincentives			allure of irregular migration. Regardless of government initiatives, public 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	risks of irregular migration as well as of the local employment and regular migration opportunities				
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	June 2018	No change
Afghan women may not be welcomed as migrants to conservative countries in the region, or be screened out	June, 2016	Other - social Other - context	Some of the regional destination countries which Afghanistan will aim to sign BLAs	SALAM will establish a Migrant Contract Management System which protects international	Output 1 and 2 Managers	Project Design Team	June 2018	Increased

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
of employment opportunities based on sex			with, are on the extreme edge of religious conservatism. Women who migrate to these states may be further marginalized, discriminated against, forced against their will, or worse P = 4 I = 4	women and men's worker's rights and wages, including refugee rights. Additionally, SALAM will design and develop guidelines and trainings 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	June 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	June 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 DoLSAMD, SALAM strengthens the capacities of ESCs who serve not only SALAM beneficiaries, but the general public as well	Output 2 Manager	Project Design Team	June 2018	No change
Provision of extra support mechanisms targeting IDPs/ returnees may not be initially welcomed by local DoLSAMD/ Employment Service Centers, particularly in locations with high unemployment	June, 2016	Political Other - social Other - partner	DoLSAMD 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 MoLSAMD 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	June 2018	Decreased

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
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	June, 2016	Other - social Other - cultural	Social conservatives and traditionalists may be threatened by SALAM attempts to mainstream gender into project activities P = 2 I = 1	UNDP remains committed to the advancement of 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	Project Manager, CTA and All Output Managers	Project Design Team	June 2018	increase
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	June 2018	No change