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Support Afghanistan Livelihoods and Mobility (SALAM)

2018 3rd QUARTERLY PROJECT PROGRESS REPORT



UNITED NATIONS DEVELOPMENT PROGRAMME

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\$ 4,783,348
Unfunded Amount:	N/A
2018 Annual Budget:	US\$ 3,106,295
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: Life on the streets and in the fields of Jalalabad city in the eastern province of Nangarhar, where UNDP supports projects covering livelihoods, governance, and 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
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

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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 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, also including vulnerable groups such as women, youth and people with disabilities.

The period July-September 2018 has seen rapid acceleration of delivery of SALAM project activities under project Output 2 (employment opportunities). Two contracts were signed for delivery of training and employment placement services for 800 beneficiaries, with the aim of increasing employment opportunities for women and men potential migrants and returnees in Nangarhar. Implementation of actions under these contracts began during the reporting period and will run until the fourth quarter of 2019.

Delivery under project Output 1 (labour migration) have been slow due to slower than expected action regarding labour market country specific assessments to be undertaken by Government in the countries of destination (UAE, Qatar, etc.) which would have been the basis for ILO to design the trainings in the use of Regular Migration channels. To address this synergy and complementarity with World Bank activities in this field have been pursued, and the partnership between SALAM project and the World Bank continues to develop and improve. A range of small-scale capacity-development actions have been implemented, including an exposure tour to Sri Lanka for 4 participants from the Department of Manpower focused on labour migration and assessment best practice. International consultants have been utilized to address capacity gaps and draw upon international best practice examples, notably in the field of Public-Private Partnerships and Value Chain development.

Project implementation has benefitted from the appointment of a new Project Manager ad interim in September. Finding the right profiles for national positions has been a challenge because of the project innovative nature. Three attempts to recruit a Project Manager have failed and number of National Technical Assistance (NTA) posts remain unfilled, especially in Jalalabad. Recruitment will continue into the next quarter to address these gaps.

Insecurity in Jalalabad has continued to impact project implementation. In the lead up to parliamentary elections scheduled for October 2018, Nangarhar province saw additional increase in incidences of terrorism and armed conflict incidents in already significantly deteriorated areas where the project currently implements activities, namely Jalalabad City, Bihsud and Surkhrod Districts. As a result, no regular monitoring missions occurred during the reporting period. However 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

At the completion of the reporting period, the prospects for successful project implementation continue to improve. Accumulated expenditure for the period January to

September 2018 for the project is USD 951,777, equivalent to an overall 31% delivery rate, including expenditure in Quarter three of USD 374,235.

II. RESULTS

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

Delivery under Output 1 (labour migration) remains slow. The development of a Labour Migration Database (LMIS) which will help collect disaggregated data on migrants, IDPs and returnees is key to delivery and achievement of Annual Work Plan Indicators revised in June 2018. As previously reported, SALAM project was mandated in Quarter two to design the LMIS under the umbrella of ASAN KHEDMAT, the Government-led electronic platform. In consultation with MOLSAMD, SALAM developed a concept note during the reporting period. ILO re-issued a Request for Quotation a second time when no bidders responded the first call. The responses will be reviewed, and contract awarded in early October. The LMIS system is expected to be handed over to DG Manpower by the end of 2018.

A capacity building study tour of MOLSAMD officials to Sri Lanka took place mid-quarter to raise understanding of international standards and practices on migration governance. The report expected by year end, will detail how participants believe that they can incorporate lessons learned into government structures and plans.

EXPENSES FOR THE QUARTER

During the third quarter, a total of USD 218,518 was spent for Output 1, representing accumulated expenses of USD 613,920 or 65% Delivery Rate from January to September. 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 Q3.

Output 1 (Labour Migration) Annual Work Plan Indicators	2018 Baseline	2018 Targets	Q3 Target	Actual Progress Q3	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	Off-track Behind schedule. Preparatory activity level work being undertaken.
1.2 Number of SALAM beneficiaries who submit applications for inclusion in the Labour Migration Database	0	200	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.

Project delivery for Output 2 has accelerated rapidly during the reporting period. A contract was signed with the company Afghanistan Center for Excellence, for implementation of the action "Job Creation in Nangarhar Province", delivering on-the-job training and employment placement services for 200 beneficiaries. Implementation started on 6 August and is scheduled for completion in November 2019. Contract was signed with the consortium Afghanistan Technical Vocational Institute / Practical Action Development Organization, for implementation of the action "Skills Development in Nangarhar Province", delivering near-market vocational training and employment placement services for 600 beneficiaries. Both contracts are expected to lead to increased employment opportunities for women and men IDPs and Returnees in Nangarhar province by contractual completion. UNDP has selected an independent international consultant to perform the SALAM Mid-Term Evaluation, with contract signature expected on in early October. Implementation is scheduled to begin on 28 October and conclude with a final report in December 2018, with recommendations to be incorporated into 2019 project planning.

EXPENSES FOR THE QUARTER

During the third quarter of 2018, a total of USD 115,717 was spent for Output 2, representing accumulated expenditure of USD 337,857 or a 16% delivery rate. 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 Q3.

Output 2 (Employment Opportunities) Annual Work Plan Indicators	2018 Baseline	2018 Targets	Q3 Targets	Actual Progress Q3	Comments
2.1 Number of SALAM beneficiaries having completed vocational training.	0	(0-zero.) Target of 800 planned	0	0	On-track Beneficiary selection due to be confirmed in Dec 2019

		for 2019 only.			
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	On-track. Beneficiary selection due to be confirmed in Dec 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	On- track Activities not due to take place until 2019.

III. GENDER SPECIFIC RESULTS

Concern continues regarding gender balance at both staffing and beneficiary level. In follow-up to previous meetings in Nangarhar to more effectively integrate women into SALAM activities, in late September the Afghanistan Centre for Excellence has invited the Nangarhar Afghanistan Women's Chamber of Commerce & Industry (AWCCI) to participate in the Working Group to identify, select and verify 200 beneficiaries for on the job training and job placement activities, due to be finalized in Quarter four.

All SALAM initiatives which are contracted to implement training and job placement activities are subject to a mandatory minimum 35% performance-based quota for female participation. Against a target of 1400 beneficiaries, this is expected to reach up to 490 women.

The project has not yet addressed the gender concerns related to the Bilateral Labour Agreements. SALAM will continue to advocate for consideration of gender related issues as it relates to labour migration to focus on a session on gender awareness or development of gender sensitive BLA codicils at the launch of the National Labour Migration Strategy, and/or Inter-Ministerial Task Force.¹

There are no gender results to report under recruitment of project staff which remain prevalently male both in Kabul and Jalalabad. The post of Community Mobilization/Gender Officer remains vacant. Security threats intensified during the reporting period in Jalalabad are obstacles, limiting women from applying to this position and pursuing their ambitions. Lengthy recruitment procedures and no latitude to accommodate women's special circumstances in a context where women suffer great discrimination continue to play a role. To understand and address the situation, during the reporting period the project has collected gender disaggregated data for past SALAM recruitments. The project has also initiated an analysis to be finalized by end of the year.

¹ These events were planned in August but were postponed due to change in Task Force scope.

IV. PARTNERSHIPS

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

While project implementation intensifies, SALAM focus has been to improve its relations with MoLSAMD and DoLSAMD. To facilitate this process, the project has intensified its efforts to recruit a national project manager under an ad interim arrangement (see below United Nations Inter-Agency Cooperation). Also, UNDP Country Director and MoLSAMD Minister met in August and agreed to convene regularly to review progress. After the tenders have been launched, it is to be expected that there will be greater engagement with other national stakeholders, particularly the government and its coordinating bodies. Inter-institutional relations in Nangarhar remain productive.

United Nations inter-agency cooperation

Cooperation between UNDP and ILO was strengthened by the agreement to deploy ILO's National Project Coordinator in the role of Project Manager a.i. in September. Cooperation between UNDP and UNHCR was strengthened by cooperation and mutual support during start-up and implementation of SALAM Job Creation activities in Nangarhar Province. The relationship between SALAM project and the World Bank Group has progressed with SALAM providing guidance and support to the World Bank's 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.

Durable Solutions Working Group

Both UNHCR and UNDP has participated as co-chairs in the Durable Solutions Working Group (DSWG), and executive and advisory body for the Displacement and Return Executive Committee (DiREC). SALAM project also has provided support to UNDP Country Office, to enable more effective engagement with DSWG, in displacement, returns, community stabilization and conflict risk mitigation.

V. ISSUES

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. As previously mentioned under IV. Partnerships, delays in communication between MoLSAMD and DoLSAMD have potential to disrupt implementation of Nangarhar-based project activities, Timely inter-institutional communication will be a key focus of the coming reporting period.

Duplication of core functions due to outsourcing of key project functions

As a result of the contracting of "Job Creation in Nangarhar" and "Skills Development in Nangarhar" activities to private companies, mentioned under VI. Results, Output 2, there is a need to evaluate key in-house expertise during Quarter Four as some functions are now

outsourced and thus risk potential duplication. SALAM project will prepare and present a detailed project staffing proposal for consideration considering expected 2019 project needs as part of the Annual Work Plan revision process, and any reduced scope of work.

Insecurity

Insecurity continued to deteriorate over the reporting period. The ongoing conflict throughout the country which has intensified in Jalalabad particularly has resulted in a decreased access by SALAM staff in Kabul to Jalalabad. This may impair the ability of SALAM to monitor developments with a negative impact on implementation. Flexibility in monitoring and implementation modes, adherence to UN and host government security measures, and close relationship with the United Nations Department of Safety and Security to obtain timely updates help mitigate risk.

For further information, see Annex 5: Issue Log.

VI. RISKS

The following identified risks have increased during the reporting period.

Some local powerholders may attempt to steer infrastructure interventions to benefit businesses over others. There is a need for the project to forge closer partnership with MoLSAMD and local stakeholders such as the Chamber of Trade and Industry to understand the local dynamics better. 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.

Provision of extra support mechanisms targeting IDPs/ returnees may not be initially welcomed by local DOLSAMD/ Employment Service Centres, particularly in locations with high unemployment. There is a need for UNDP to ensure Government buy-in/political will to a community-based approach versus an individual approach. UNDP and SALAM project 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.

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

VII. FUTURE PLAN

October – December 2018: During the final Quarter of 2018, SALAM project must maintain project momentum and consolidate financial delivery and prepare for the final year of project implementation.

Administrative tasks include:

- Adjustment of 2018 Annual Work Plan to reflect updated delivery expectations
- Preparation and finalization of 2019 Annual Work Plan
- Internal review of SALAM staffing needs for 2019

- Workplan setting and performance evaluation for National Technical Assistance positions
- Recruitment of SALAM Project Manager and Senior Inter-Agency Liaison Officer national technical position in Nangarhar.
- Mid Term Evaluation of SALAM project.
- Presentation of gender analysis and recommendations to encourage female representation in vocational training and job placement activities and recruitment.
- Implementation of outstanding mandated security mitigation measures

Kabul-based substantive priorities include:

- Follow up on concrete reporting for Sri Lanka study tour held September 2018
- Contracting of ILO vocational training tender
- Engagement of Public Private Partnership international consultant
- Evaluation and award for contract for Labour Migration Information System
- Engagement international consultant for TVET Board (Temporary TVET Commission)
- Technical Education and Skills Development Authority (TESDA) Philippines training

Nangarhar-based priorities will include:

- Regular monitoring mission to Jalalabad
- Contracting of Youth Internship Programme in Nangarhar Province
- Working Group meetings to identify and select beneficiaries for Jalalabad based job creation and training initiatives
- Engagement of TVET e-MIS national consultants to assists maintenance and expansion of e-MIS to Jalalabad
- Review of administrative, procurement and security related measures implemented at SALAM office based in DoLSAMD.

VIII. ANNEXES

ANNEX 1: FINANCIAL TABLE

The Interim Donor Report for the period July - September 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)	Commitments (Unliquidated)	Undepreciated of fixed Assets and Inventory	(Future Due) L=(a-b-f)	(Past Due) (m)	
Finland	4,770,000	3,397,028	304,080	-	3,092,947	-	-	951,777	2,141,170	1,147,018	68,750	1,372,972	-	925,402
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	-	951,777	2,154,518	1,147,018	68,750	1,372,972	-	938,750

- 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.

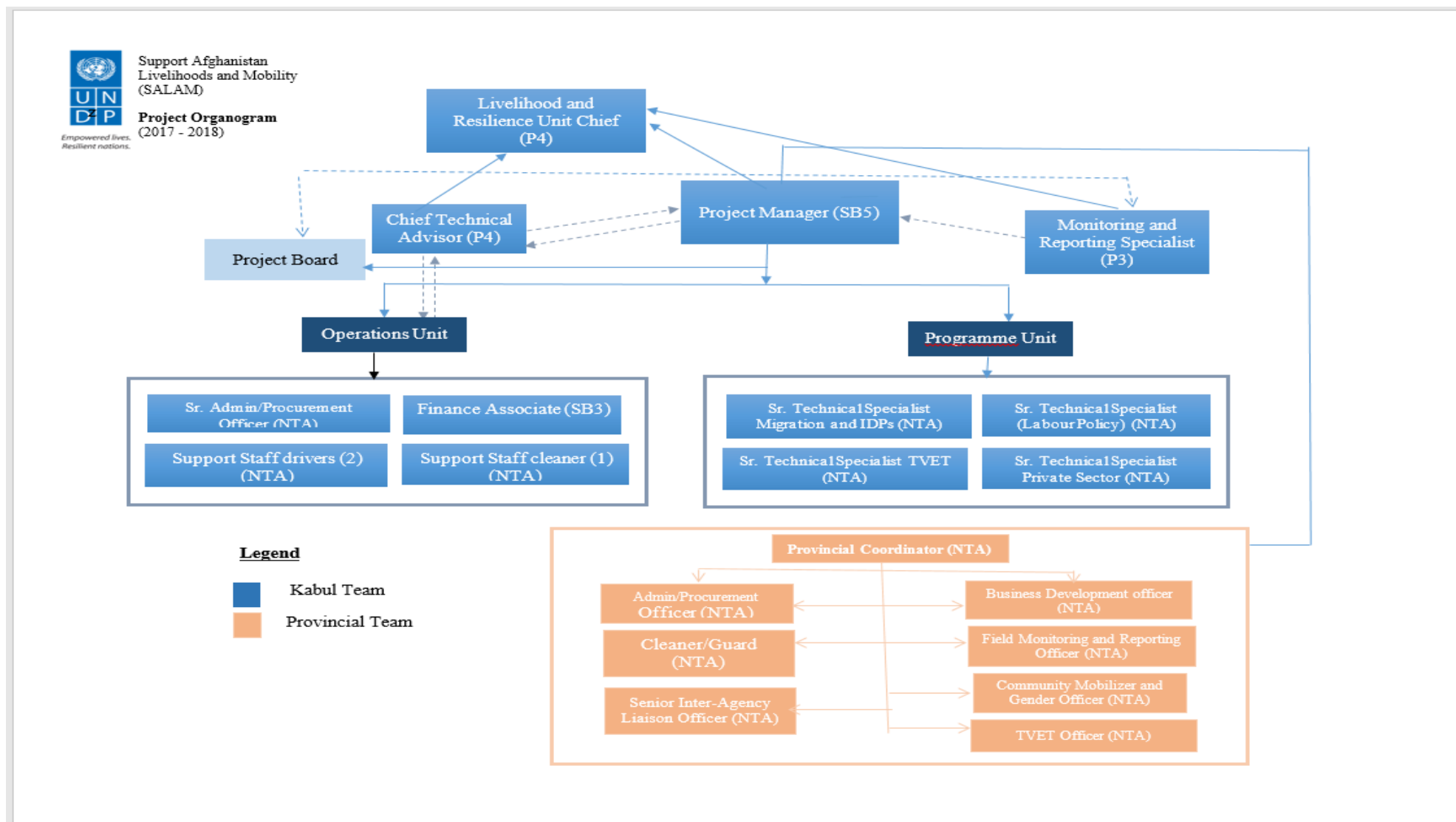
ANNEX 2: PROVISIONAL EXPENSES BY OUTPUT

Output ID and Description	2018 Budget (AWP)	Expenses (Jan - Jun 2018)	Expenses (Jul - Sep 2018)	Accumulated Expenses (Jan - Sep 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	395,402	218,518	613,920	64%
Sub-total Output 1	952,210	395,402	218,518	613,920	64%
Output 2 (ID # 00098663): National and international employment opportunities for women and men potential migrants and returnees in Kabul and five pilot provinces are increased.	2,154,085	182,140	155,717	337,857	16%
Sub-total Output 2	2,154,085	182,140	155,717	337,857	16%
Grand Total	3,106,295	577,542	374,235	951,777	31%

ANNEX 3: EXPENSES BY DONOR

Donor	Output ID and Description	2018 Budget (AWP)	Expenses (Jan - Jun 2018)	Expenses (Jul - Sep 2018)	Accumulated Expenses (Jan - Sep 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	395,402	218,518	613,920	65%
	Output 2 (ID # 00098663): National and international employment opportunities for women and men potential migrants and returnees in Kabul and five pilot provinces are increased.	2,142,427	182,140	155,717	337,857	16%
	Sub-total Output 1	3,092,947	577,542	374,235	951,777	31%
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 Kabul and five pilot provinces are increased.	11,658	-	-	-	0%
	Sub-total Output 2	13,348	-	-	-	0%
	Grand Total	3,106,295	577,542	374,235	951,777	31%

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	Delays of NTA recruitments are ongoing (Provincial Coordinator, Gender officer) still vacant as of end Q3.
4	Gender imbalance in team composition	August 2017	Lack of project responsiveness to women's aspirations and needs. Impact= 3 Priority= 3	Adopted special measure to counteract gender imbalance in consultation with MoLSAMD HR. Widely disseminated the vacancies through all means including through provincial DoLSAMD. Gender	Project Manager and MoLSAMD Focal Point	Unresolved. Female applicant and hiring rate remains low compared to male applicants.

#	Issue Log Description	Date Identified	Impact/ Priority	Countermeasure/Management Response	Owner	Status
				disaggregated analysis of recruitment statistics to identify issues and trends.		
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. Revision in June and Nov 2018 expected.
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 31% in Q3, up from 18% in Q2, 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	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. Third failed recruitment, appointment of new PM a.i in Q3.
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 and ongoing. NOSS curricula addressed via ongoing DACUM sessions in Q3 and other MOLSAMD projects
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 was not required in Q3.

#	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.
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. Recruitment temporarily suspended as of end Sept 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 MoLSAMD in order to make plans to promptly fill expertise gap in Migration and IDP speciality.	MoLSAMD Focal Point	Unresolved and ongoing.

#	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. Recruitment temporarily suspended as of end Sept 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.	MoLSAMD Focal Point	Shortlisting underway as of September 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 MoLSAMD Human Resources to offset extra work to obtain accurate statistics.	UNDP CO and MoLSAMD Focal Point	Resolved. Final statistics to be provided upon resolution of pending NTA recruitment.
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	Proposal to reach an additional 100 beneficiaries via Youth Internship RFP underway 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 MoLSAMD 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	Internal review ongoing in Q4 ahead of AWP 2019 revision.

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	September 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	September 2018	Increased in Q2, 2018 No change in Q3, 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 cause the economies of destination countries to restrict, adversely	Diversification of countries with which Afghanistan seeks a Bi-Lateral Agreement	Sr. DCD, Project Manager, CTA and Output 1 Manager	Project Design Team	September 2018	No change

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			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 MoLSAMD, so risk is lower P = 1 I = 3</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 DoLSAMD 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-in/political will to raise awareness</p>	Sr. DCD, Project Manager, CTA, and all Output Managers	Project Design Team	September 2018	<p>Increased in Q2, 2018</p> <p>No change in Q3, 2018</p>

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			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					
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	September 2018	Increased in Q2, 2018 No change in Q3, 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 awareness campaigns as well as training and employment opportunities, Afghan men and women will continue to be	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	September 2018	No change

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			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	September 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 be further marginalized, discriminated against, forced against their will, or worse P = 4 I = 4	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 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	Output 1 and 2 Managers	Project Design Team	September 2018	Increased in Q2, 2018 No change in Q3, 2018

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				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	September 2018	No change
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	September 2018	No change
There may be a local backlash against IDPs, returnees and youth due to the benefits	June, 2016	Political Other - social	If backlash occurs, IDPs, returnees and youth could be further	Within DoLSAMD, SALAM strengthens the capacities of ESCs who serve not only	Output 2 Manager	Project Design Team	September 2018	No change

Risk Log Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
focused on them versus the local unemployed			marginalized than they already are. P = 1; I = 3	SALAM beneficiaries, but the general public as well				
Provision of extra support mechanisms targeting IDPs/ returnees may not be initially welcomed by local DoLSAMD/ Employment Service Centres, 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	September 2018	Increased in Q3, 2018
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	September 2018	Increased in Q3, 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	September 2018	Increased in Q3, 2018