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# Support Afghanistan Livelihoods and Mobility (SALAM)

## 2018 1<sup>st</sup> QUARTERLY PROJECT PROGRESS REPORT



## DONORS



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## PROJECT INFORMATION

<b>Project Award ID:</b>	00094515
<b>Duration:</b>	2017-2019
<b>CPD Outcome:</b>	Outcome 3: Economic growth is accelerated to reduce vulnerabilities and poverty, strengthen the resilience of the licit economy in its multiple dimension
<b>Contributing to NPP:</b>	Legal and Institutional Frameworks to Manage Migration Flows Is Established
<b>UNDP Strategic Plan Outcome:</b>	Outcome 6: Early recovery and rapid return to sustainable human development pathways are achieved in post-conflict and post-disaster settings
<b>Total Budget:</b>	US\$ 5,315,000
<b>Funded:</b>	US\$ 4,770,000
<b>Unfunded Amount:</b>	N/A
<b>2018 Annual Budget:</b>	US\$ 3,050,995
<b>Implementing Partner:</b>	Ministry of Labour, Social Affairs, Martyrs & Disabled (MoLSAMD)
<b>Responsible Parties:</b>	MoLSAMD
<b>Project Manager:</b>	Vacant
<b>Chief Technical Advisor:</b>	Paul Partner
<b>Programme Unit Head:</b>	Laura Rio

**COVER PAGE:** Economic growth has slowed down considerably, unemployment is on the rise, and the ongoing insecurity hampers investment. UNDP works with businesses to create sustainable job opportunities for women and young people at home, safe and legal ways to work abroad and send money home, entrepreneurial/vocational training and apprenticeships and work placements. © UNDP Afghanistan / Omer Sadaat / 2016

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## ACRONYMS

ACCI	Chamber of Commerce and Industry
DoLSAMD	Directorate of Labour, Social Affairs, Martyrs and Disabled
HACT	Harmonized Approach to Cash Transfer (HACT)
IOM	International Organization for Migration
IDPs	Internal Displaced Persons
ILO	International Labour Organization
MoLSAMD	Ministry of Labour, Social Affairs, Martyrs and Disabled
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

## 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) in Nangarhar province.

With initial funding support from the Government of Finland, SALAM aims to meet the sustainable livelihoods needs of returnees and Internally Displaced Persons (IDPs), including those of vulnerable groups, women, youth, people with disabilities, in the wake of the massive and ongoing return of Afghan people from Pakistan. It also advocates for increased opportunities for both returnee and host communities as an important conflict prevention consideration.

The first quarter of 2018, considerable progress on enabling activities was experienced, such as completion of international staff recruitments and making project offices in Kabul and Jalalabad operationally ready (for example communications and security infrastructure) which at time of writing have already resulted in the initiation of project deliverables. During the reporting period, no results as indicated in the annual workplan and the quarterly targets were achieved. However, the project continued to lay a foundation for the achievement of tangible results in following quarters.

UNDP, ILO and MoLSAMD revised the project document to reflect changes in SALAM geographic and programmatic scope.<sup>1</sup> This revision, along with that of the SALAM 2018 Annual Work Plan, was approved by UNDP, ILO, UNHCR and MoLSAMD and endorsed by Finland. All-party agreement with the revised 2018-2019 SALAM Annual Workplan, HR and procurement plans was confirmed at the second Technical Working Group (TWG) meeting in January 24, 2018.

Important recruitments were completed in this Quarter. The Chief Technical Adviser joined the project in January. The ILO National Project Coordinator took up assignment in March. As a setback, however, the SALAM Project Manager resigned in February. Recruitment of the replacement was initiated immediately, and is ongoing at the time of writing. Important technical activities, including the drafting of tendering documents and the design of inputs in the field of Public-Private Partnerships and TVET Board have begun.

To monitor project implementation and assist the development of the SALAM team located in Jalalabad, and in service of undertaking made to the donor, Kabul-based project staff has

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<sup>1</sup> The SALAM Framework project was signed with an overall budget of US\$ 120 million covering 5 provinces, including Nangarhar. This project remained unfunded except for the Finnish funding earmarked for Nangarhar. A "sub-project" was created to reflect the specific contribution of Finland in Nangarhar. This Quarterly Report refers to this "sub-project". The Nangarhar specific project document reflects a reduction in the scope of the SALAM Framework, including the number of provinces from 5 to one (Nangarhar), from 3 to 2 outputs, a corresponding change in the number of indicators and activities (from 46 to 12 activities and an evaluation). In accordance with these changes, the budget was reduced from US\$ 120 million to US\$ 5 million and the revised time frame from 2021 to 2019.

conducted monthly visits to Jalalabad. This provided opportunity for the strengthening of cooperation with the Provincial Governor and Director of DoLSAMD, improved coordination with UNHCR, IOM and the Nangarhar Chamber of Commerce and Industry (ACCI), and importantly provided opportunity for project technical staff to improve familiarity with private-sector opportunities and constraints for employment generation.

At the completion of the reporting period, the prospects for successful project implementation are considerably improved in comparison to the situation reported at the end of 2017. The confident expectation is that the second quarterly progress report will be able to report on delivery against specific annual workplan targets.

## II. RESULTS

During the reporting period UNDP, ILO, UNHCR and MoLSAMD reached agreement on the 2018 and 2019 Annual Work Plans.

They redefined the activities and project indicators to more reflect accurately the available funding from Finland (Euro 4.5 M), the project duration (2017-2019) and its scope. The scope of SALAM now includes: (i) skills upgrading for increased employment opportunities in Nangarhar Province through vocational training and on the job learning targeting women especially; (ii) improved people’s capacity to use regular migration channel.

Below is a snapshot of where SALAM project stands as of 30 March 2018 in relation to its annual targets:

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

<b>Annul Work Plan Indicators</b>	<b>2018 Baseline</b>	<b>2018 Targets</b>	<b>Q1 Targets</b>	<b>Actual Progress Q1</b>	<b>Comments</b>
1.1 Number of people trained to use regular migration channel (Disaggregated by gender and skill level (Unskilled, semi-skilled and skilled)	0	500	0	0	On track. Preparatory activity level work being undertaken.
1.2 Number of SALAM training graduates who submit applications for inclusion in the Labour Migration Database	0	200	0	0	On track. Preparatory activity level work being undertaken.

Under Output 1, the ILO specialists of Decent Work based in India and MoLSAMD Directorate of Skills Development and Manpower worked to promote Bilateral Labour Agreements (BLA) with various governments and on the development of training courses to help people use regular migration channels. <sup>2</sup>

### EXPENSES FOR THE QUARTER

During the first quarter, a total of USD \$ 193,487 was spent for Output One. For more details, please refer to Annex 1 and Annex 2.

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

Under Output 2, based on a request of the donor to put a stronger focus on job-creation in Nangarhar Province, MoLSAMD and UNDP jointly developed two complementary terms of reference for two procurement procedures, the first focussing on job creation (on the job training) for 200 people and the second on skills development (vocational training) for 600 people. The combined value of contracts is approximately US\$ 1.3 million.

Annul Work Plan Indicators	2018 Baseline	2018 Targets	Q1 Targets	Actual Progress Q1	Comments
2.1 Number of SALAM training programme graduates	0	1400	0	0	On track. TOR drafted, undergoing consultations.
2.2. Number of SALAM graduates, that are employed by existing entities (M/F, local/ international)	0	980	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	420	0	0	On track. Preparatory activity level work being undertaken.

<sup>2</sup> (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.

## EXPENSES FOR THE QUARTER

During the first quarter, a total of USD \$ 90,956 was spent for Output two. For more details, please refer to Annex 1 and Annex 2.

## III. GENDER SPECIFIC RESULTS

No gender specific results have been achieved during the reporting period. Men continued to be overly represented in all activities of the project. This is to be expected in the specific context of Afghanistan where women had very little to no freedom, specifically in terms of civil liberties. For example, the planned Nangarhar based Community Mobilizer and Gender Officer position received insufficient local applications. Also, only two women and 12 men from the Development Project Monitoring and Evaluation Department of MoLSAMD attended the Monitoring and Evaluation, Results Based Management and Gender Training organised by UNDP. The project is developing a range of mitigation measures to increase female representation in both project and beneficiary structures.

The SALAM project indicators and activities in the Annual Work Plan (AWP) specify gender-disaggregated data and information to capture whether both men and women benefit from the project results as trainees and job seekers. The project is also discussing with MoLSAMD on specific corrective measures to be taken to ensure increased women participation both in the project implementation (advertise the position of Gender Officer) and as beneficiaries (allowing for greater gender consideration and latitude in the selection process as trainees and beneficiaries of the SALAM job employment scheme with the private sector).

## IV. PARTNERSHIPS

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

The preparation of the terms of reference for the procurement of the services related to job creation (on job training) and skills upgrading (vocational training) has brought UNDP and MoLSAMD (the Directorate of Skills Development, the General Directorate of Manpower and the General Directorate of Policy and Planning) closer together.

During the reporting period, UNDP organised a two-day Monitoring and Evaluation, Results Based Management and Gender Training at MoLSAMD. Participants included 12 men and two women, from the from the Development Project Monitoring and Evaluation Department of MoLSAMD, and the SALAM national project staff based in MoLSAMD. Overall, the participants provided very positive feedback, many of them said that it was the first time that they have attended such a training. The training has helped to strengthen the partnership between UNDP and MoLSAMD as an implementing agency.

Representatives of the SALAM project team in Kabul attended a vocational training workshop attended by 70 representatives of government and private sector and a vocational training



graduation ceremony organized by DoLSAMD. The SALAM Project team also visited the Nangarhar Chamber of Commerce and Industry, the Jalalabad industrial park and various companies including a dairy factory, a steel, an olive oil, and a rice and oil crops processing factories. These regular visits and exchange are helping cement the relationships between UNDP and local stakeholders.

### **International Labour Organization (ILO)**

The ILO National Project Coordinator for SALAM assumed his post on 25 March, replacing the ILO National Project Coordinator for 'Promoting Rural Youth Employment' Project and coordinated with UNDP a mission from Delhi, India based ILO Decent Work Technical specialists.

### **United Nations High Commissioner for Refugees (UNHCR)**

The partnership with UNHCR has continued with UNHCR continuing to play a leading role in the selection/verification of SALAM beneficiaries based on the ongoing UNHCR assessments of 16 high-density returns sites to assess returnee needs and priorities. until the completion of the assessment UNHCR requested that SALAM refrain from major decisions on the selection of benefices. UNDP and UNHCR reconfirmed the pressing need for livelihoods generation in Nangarhar as a stabilization measure, to mitigate conflict potential deriving from the anticipated influx of returnees from Pakistan. A best practice example of employment creation through the formation of a UNHCR supported Transport Union in a returnee settlement in Herat, may be suitable for application in the Nangarhar context.

### **International Organization for Migration (IOM)**

IOM agreed to initiate Provincial Durable Solutions working group meetings together with the SALAM team in Jalalabad on a bimonthly basis indicatively. UNHCR undertook to lead the follow-up on this initiative.

### **Nangarhar Chamber of Commerce and Industry (ACCI)**

During two missions, the project team and ACCI renewed their commitment to cooperate in the identification of opportunities and gaps to help to ensure market-directed vocational training and employment creation. ACCI mentioned that they have the capacity to create sustainable jobs for beneficiaries of SALAM. UNDP undertook two site visits to a dairy factory and olive oil company, Jalalabad industrial park, rice processing company, oil crops processing factory and steel company. The enterprises confirmed that they are producing under-capacity, or identified specific production bottlenecks in the applicable value-chain.

## V. ISSUES

### **Resignation and replacement of SALAM Project Manager**

The SALAM Project Manager resigned in February. UNDP could not find an interim project manager, and initiated a fast track recruitment. The UNDP Livelihoods and Resilience Programme Officer, is providing managerial guidance to the SALAM team.

### **Lack of approved curricula and limited facilities for vocational training in Jalalabad**

During the development of the terms of reference for the procurement of on the job training and skills development (US\$ 1.3 million the largest contract planned for 2018), it became apparent that the limited facilities for vocational training in Jalalabad and lack of approved curricula in some professions would affect the ability to deliver training to an established national standard. To address this issue UNDP and MoLSAMD have agreed to modify the ToRs of the skills upgrading (vocational training) and increase UNDP oversight in the project delivery. MoLSAMD is also planning to recruit a Skills and Curriculum Development specialists to be funded through SALAM.

For further information, see Annex 5: Issue Log.

## VI. RISKS

There was no significant status change in already identified risks during 2017, and no additional risks added to the risk log. The updated full Risk Log remains as Annex 6.

## VII. LESSONS LEARNED

- **Unity under the United Nations banner is essential.** As a joint programme of three UN Agencies, SALAM embodies the policy of UN Delivering as One in both development-humanitarian fields of practice. UNDP, ILO and UNHCR have intensified cooperative efforts regarding action and reporting to support delivery. During missions to Jalalabad, SALAM has prioritized meetings with UN partners to reflect field based developments.
- **Focus on results is a focus on job creation.** Towards the end of 2017, an imbalance in project focus became apparent, with activities and initiatives focusing predominantly on vocational training and promotion of outward migration as a primary response to unemployment. Strong direction by UNDP management, and prescriptive guidance to shift the focus of project implementation was incorporated into the revision of the Project Document and Annual Work Plan as part of the no-cost extension.

- **Clear and consistent communication, and management of expectations**, particularly with governmental partners, was highlighted over the last quarter, which saw an increase of meetings at Kabul ministry level and constructive working relationships. Regular interaction and communication between UNDP and MoLSAMD (Directorate Generals), and provincial governmental focal points is essential for collaboration.

## VIII. FUTURE PLAN

April – June 2018:

During the second Quarter of 2018, the project must generate tangible momentum in the delivery of beneficiary-focused activities as included in the 2018 AWP.

### **Administrative tasks include:**

- Recruitment of SALAM Project Manager.
- Mid Term Evaluation of SALAM project.
- Advertisement of Skills and Curriculum development specialists.
- Recruitment of two remaining national positions in Nangarhar.
- ILO-Skills Directorate mission to India.
- Translation of BLA Bilateral Labour Agreements.

### **Kabul-based substantive priorities include:**

- Preparatory work to establish Inter-Ministerial Task Force.
- PPP model concept to be finalized with support from UN Capital Development Fund in Bangkok.
- Provide technical support to the establishment of the TVET Board.
- MoLSAMD to be supported to organize the planned National Labour Conference.
- Guidance note on measures to be adopted to encourage female participation in vocational training and job placement activities to be implemented by SALAM formulated.

### **Nangarhar-based substantive priorities will include:**

- Mission of UNDP Country Director to Jalalabad and continued regular monitoring missions.
- Advertisement of Request for Proposals on job placements and training to be advertised.
- Development of curriculum for Skill Development identified in Nangarhar.
- Procurement of consultancy firm to carry out TVET training.
- Existing value chain analyses to be reviewed where these can be accessed, additional value chains and to be identified, and Terms of Reference developed for new value chain analyses to be undertaken where these do not exist.
- UNHCR and UNDP to jointly review UNHCR Herat best practices example for employment creation, for potential application in Nangarhar.

## IX. ANNEXES

### ANNEX 1: FINANCIAL TABLE

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

Donor Name	COMMITMENT/ PAST YEARS RECORD				CURRENT YEAR (2018)					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected 31/12/2017 (b)	Expenses 31/12/2017 (c)	IPSAS Adjustment (d)	Opening Balance E=(b - c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses (h)	Closing Balance I=(e+f+g - h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	Available Resources N=( i- j-k-m)
Finland	4,770,000	3,397,028	304,080	-	3,092,947	-	-	284,443	2,808,504	10,590	82,118	1,372,972	-	2,715,796
<b>Grand Total</b>	<b>4,770,000</b>	<b>3,397,028</b>	<b>304,080</b>	<b>-</b>	<b>3,092,947</b>	<b>-</b>	<b>-</b>	<b>284,443</b>	<b>2,808,504</b>	<b>10,590</b>	<b>82,118</b>	<b>1,372,972</b>	<b>-</b>	<b>2,715,796</b>

- 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.

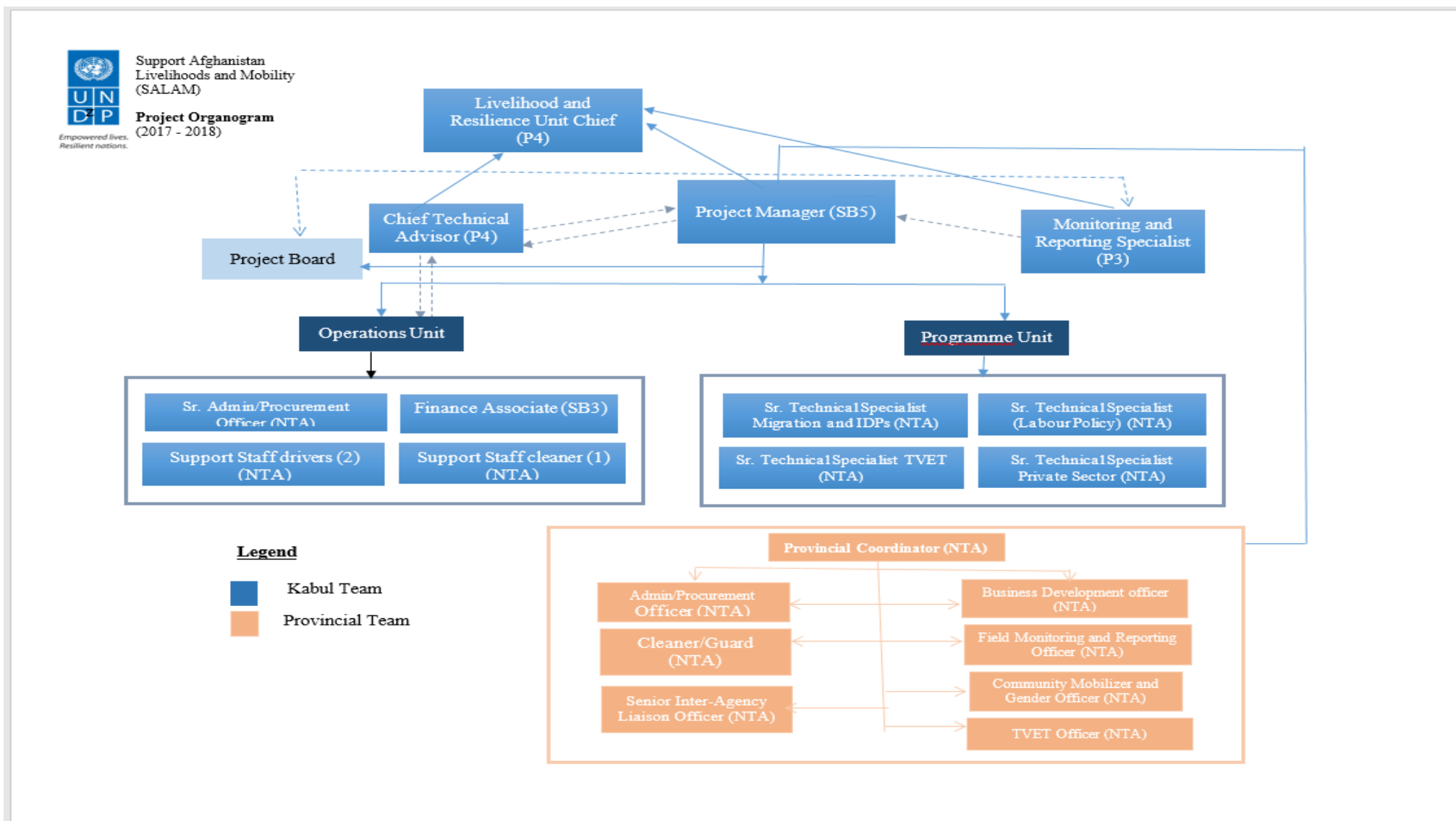
## ANNEX 2: PROVISIONAL EXPENSES BY OUTPUT

Project Output ID and Description	2018 Budget (AWP)	Expenses (01 Jan- 30 March 2018)	Delivery Rate
<b>Output 1</b> (ID 00098662): Formalized institutional structures in support of regular labour migration for Afghan women and men are established.	439,991	193,487	44%
<b>Sub-total Output 1</b>	<b>439,991</b>	<b>193,487</b>	<b>44%</b>
<b>Output 2</b> (ID:00098663): National and international employment opportunities for women and men IDPs and returnees in Nangarhar province increased.	2,611,004	90,956	3%
<b>Sub-total Output 2</b>	<b>2,611,004</b>	<b>90,956</b>	<b>3%</b>
<b>Grand Total</b>	<b>3,050,995</b>	<b>284,443</b>	<b>9%</b>

## ANNEX 3: EXPENSES BY DONOR

Donor Name	Project Output ID and Description	2018 Budget (AWP)	Expenses (Jan - Mar 2018)	Delivery Rates
<b>Government of Finland</b>	<b>Output 1</b> (ID 00098662): Formalized institutional structures in support of regular labour migration for Afghan women and men are established.	439,991	193,487	44%
	<b>Output 2</b> (ID:00098663): National and international employment opportunities for women and men IDPs and returnees in Nangarhar province increased.	2,611,004	90,956	3%
<b>Sub-Total Government of Finland</b>				
<b>Grand Total</b>		<b>3,050,995</b>	<b>284,443</b>	<b>9%</b>

# ANNEX 4: PROJECT ORGANIGRAMME



## ANNEX 5: 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 I = 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, and Gender officer) did not occur in Q1. Expected to be advertised in Q2.

#	Description	Date Identified	Impact/ Priority	Countermeasure/Management Response	Owner	Status
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. NTA Gender Officer to be advertised in Q2 2018.	Project Manager and MoLSAMD Focal Point	Unresolved. Female applicant and hiring rate remains low compared to male applicants. NTA recruitment stalled in Q1.
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.	Project Manager and MoLSAMD Focal Point	Ongoing. Financial delivery is 9% in Q1, 2018.



#	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 of SALAM Project Manager	February 2018	ILO project implementation delays. Impact = 4 Priority= 4	UNDP unsuccessfully endeavoured to attract an interim project manager pending regular recruitment. Temporary increase in support from UNDP CO and Project staff in certain functions.	UNDP CO	Ongoing. Recruitment to take place in April 2018.
10	Lack of approved curricula and limited facilities for vocational training in Jalalabad	March 2018	Lack of project responsiveness to stakeholders and clients' needs, reputational risk. Impact= 3 Priority= 3	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 Livelihoods and resilience Unit Programme Manager	Unresolved. Issue being addressed as part of procurement for training in Q2.

## ANNEX 6: 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	March 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	March 2018	No change

Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
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 affecting the demand for migrant workers P = 2 I = 4	Diversification of countries with which Afghanistan seeks a Bi-Lateral Agreement	Sr. DCD, Project Manager, CTA and Output 1 Manager	Project Design Team	March 2018	No change
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	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	Sr. DCD, Project Manager, CTA, and all Output Managers	Project Design Team	March 2018	No change

Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			<p>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>O3 Awareness raising can be done locally or at the national level</p>	<p>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>				

Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			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	March 2018	No change
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	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	March 2018	No change

Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			<p>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> <p>P = 5 I = 1</p>					
<p>Low rates of female participation in vocational training as a result of cultural attitudes and societal norms</p>	<p>June, 2016</p>	<p>Other - social Other - context</p>	<p>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> <p>P = 4; I = 4</p>	<p>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.</p>	<p>Output 2 Manager</p>	<p>Project Design Team</p>	<p>March 2018</p>	<p>No change</p>

Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
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 Aid Facility in Afghan embassies and consulates	Output 1 and 2 Managers	Project Design Team	March 2018	No change
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	Included in the guidelines and trainings developed by SALAM is reference to regulations of recruitment agencies, awareness raising and reporting of Human	Output 1 and 2 Managers	Project Design Team	March 2018	No change

Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
			forced labour experience with adverse and long-lasting consequences P = 4; I = 2	Traffickers and provision of emergency contact information in destination countries				
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	March 2018	No change
There may be a local backlash against IDPs, returnees and youth due to the benefits focused	June, 2016	Political Other - social	If backlash occurs , IDPs, returnees and youth could be further marginalized than	Within DoLSAMD, SALAM strengthens the capacities of ESCs who serve not only SALAM	Output 2 Manager	Project Design Team	March 2018	No change



Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
on them versus the local unemployed			they already are. P = 1; I = 3	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 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	March 2018	Decreased
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	March 2018	No change
Some local powerholders may attempt to steer infrastructure interventions to benefit	June, 2016	Political Other - social Other - economic	Local Powerbrokers influence and direct project interventions in order to directly	UNDP remains committed to strengthening selected local economies to the direct benefit of IDPs,	CTA, PM and Output 2 Manager	Project Design Team	March 2018	No change

Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
particular businesses over others			benefit themselves and limit benefits to political or social opponents P = 3 I = 2	returnees and youth and will ensure that their interests are at the forefront of any project intervention; infrastructure support or otherwise				