



**AFGHANISTAN**  
**FOOD SECURITY & AGRICULTURE**  
**CLUSTER**

# Monthly Meeting 18<sup>th</sup> January 2023

Food Security and  
Agriculture Cluster  
in Afghanistan



**USAID**  
FROM THE AMERICAN PEOPLE

# Agenda of the meeting

S. No	Subject	Presenting Agency	Time
1	Update on climate outlook	FAO	20 min
2	Results of Rapid Assessment on Stocktaking of Humanitarian Food and Cash Assistance	JPF/HPRO	30 min
3	Discussion on the female staff ban: feedback from partners	Open discussion	60 min
4	AoB; - - Date of next meeting	FSAC	10 min



Food and Agriculture Organization  
of the United Nations

# Weather Update: La Niña/El Niño 2022-23

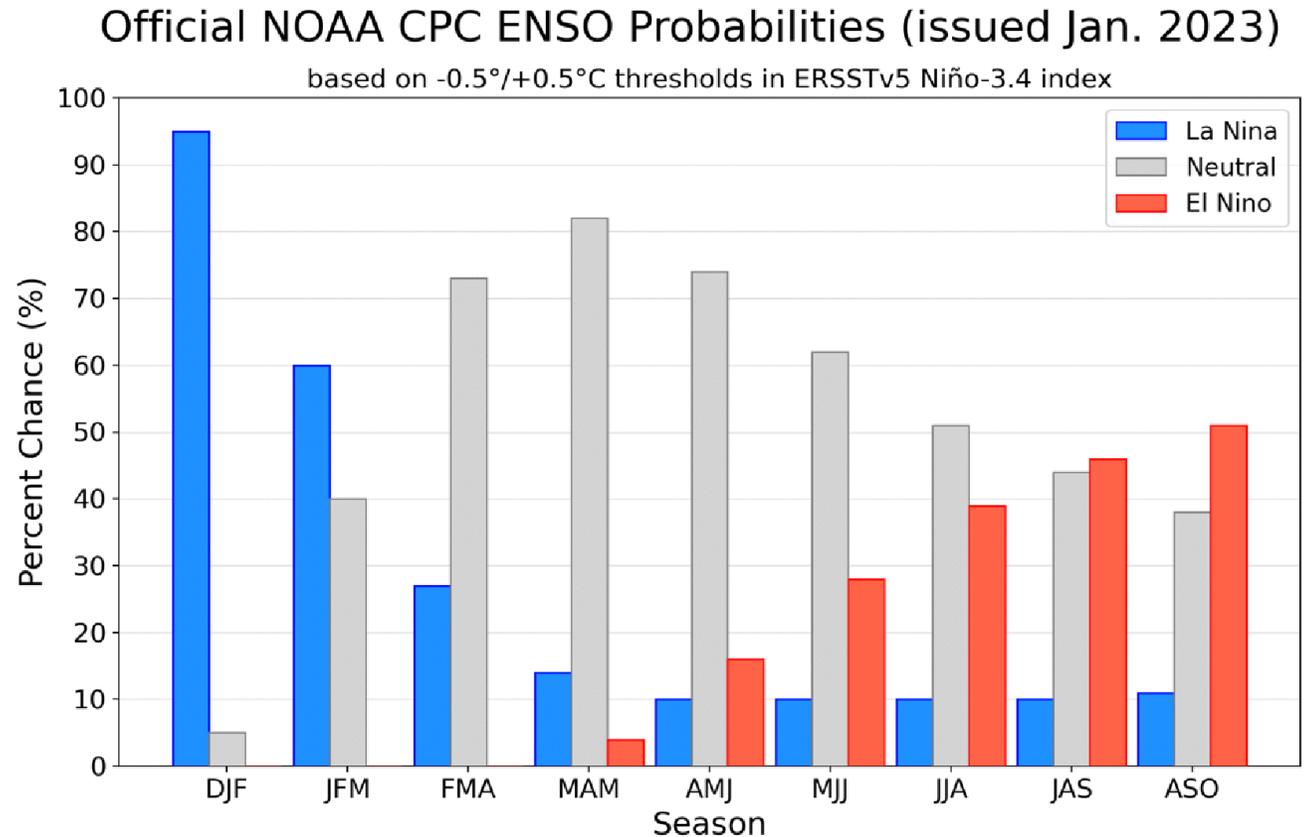
## Real-Time Tracking for Afghanistan

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**FAO Afghanistan**  
*17 January 2023*

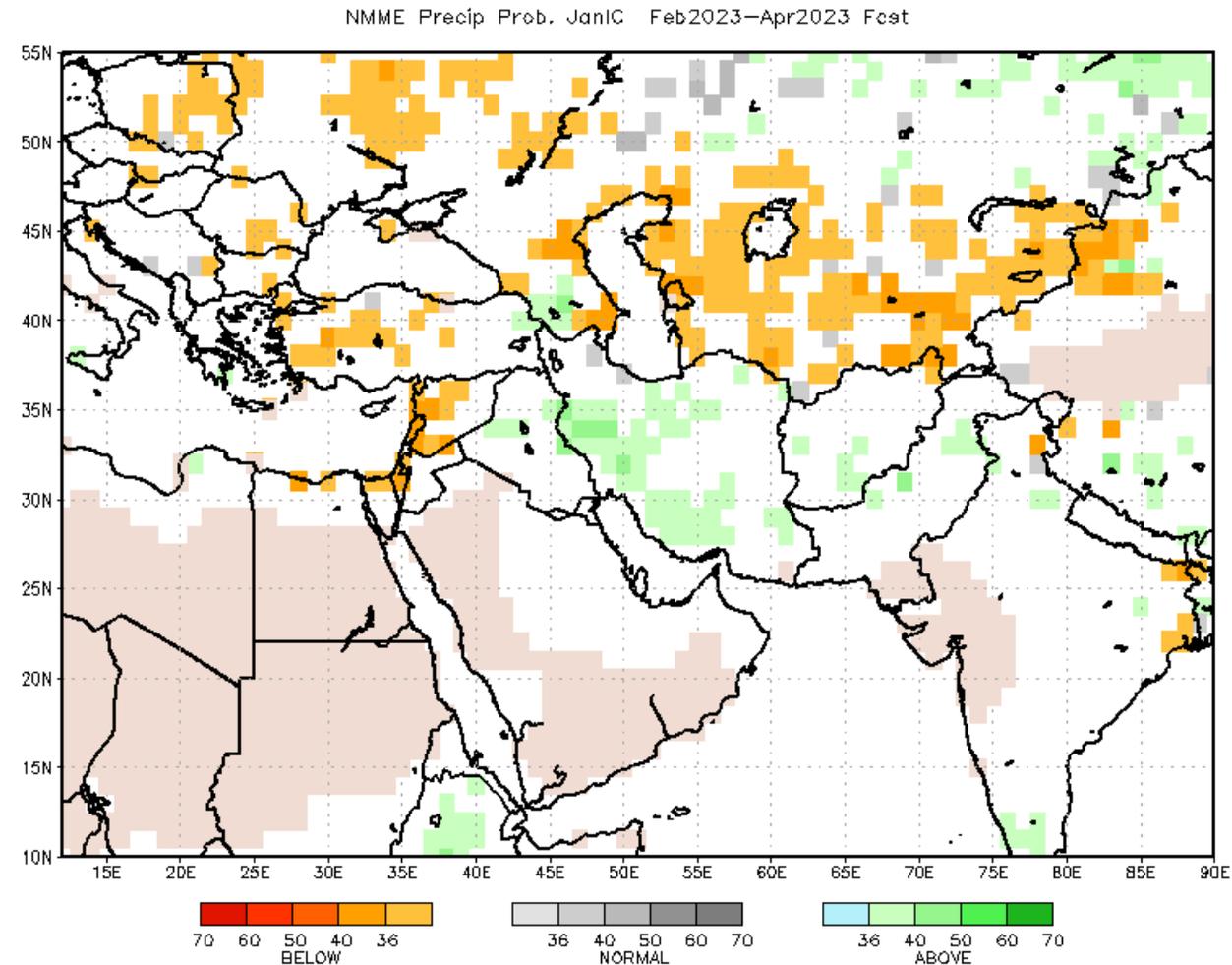
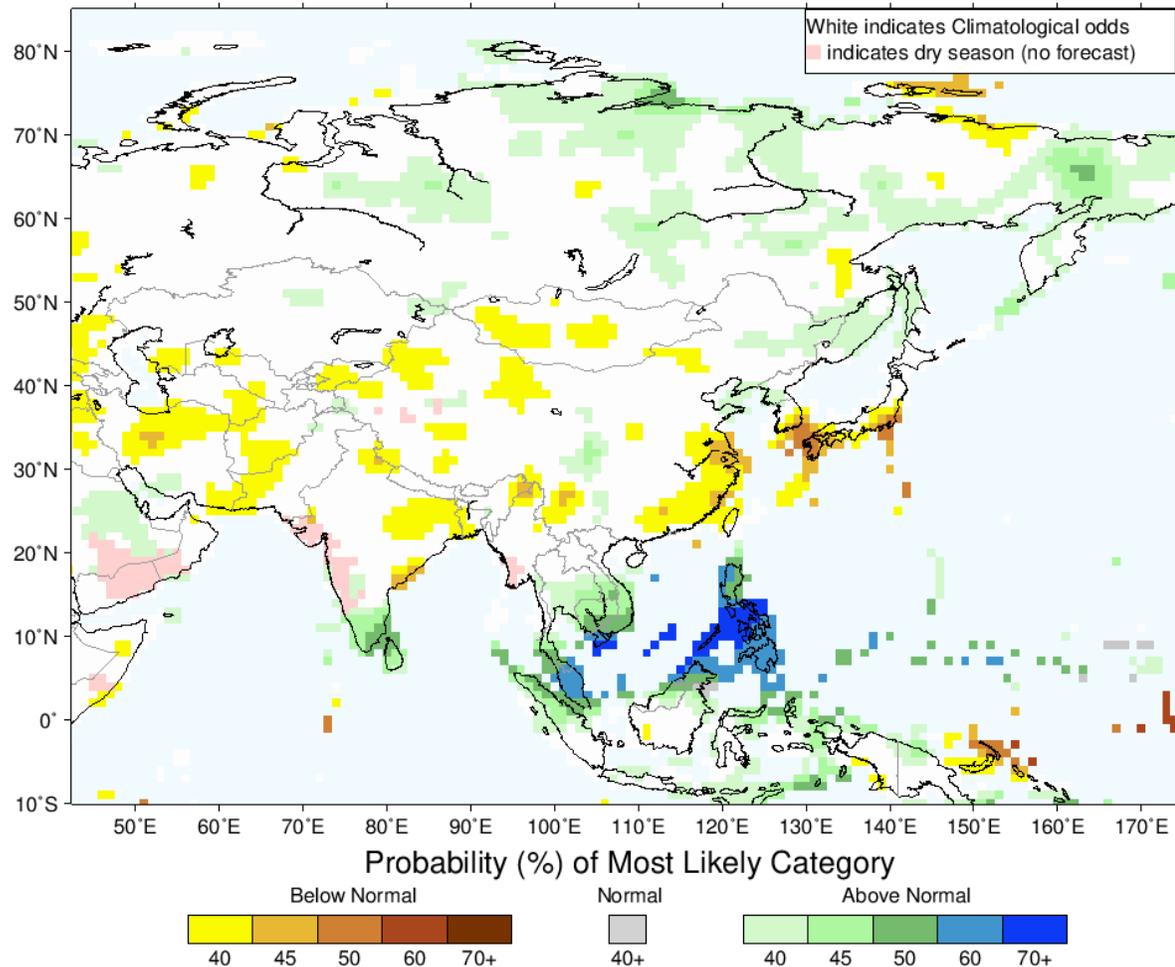
## What are the La Niña forecasts telling us?

- As per latest available forecasts in January 2023, key global and regional climate prediction centers indicate that La Niña is favored to continue through Northern Hemisphere winter, **with equal chances of La Niña and ENSO-neutral during January-March 2023. In February-April 2023, there is a 71% chance of ENSO-neutral.**
- A transition from La Niña to ENSO-neutral is anticipated during the February-April 2023 season. By Northern Hemisphere spring (March-May 2023), the chance for ENSO-neutral is 82%.

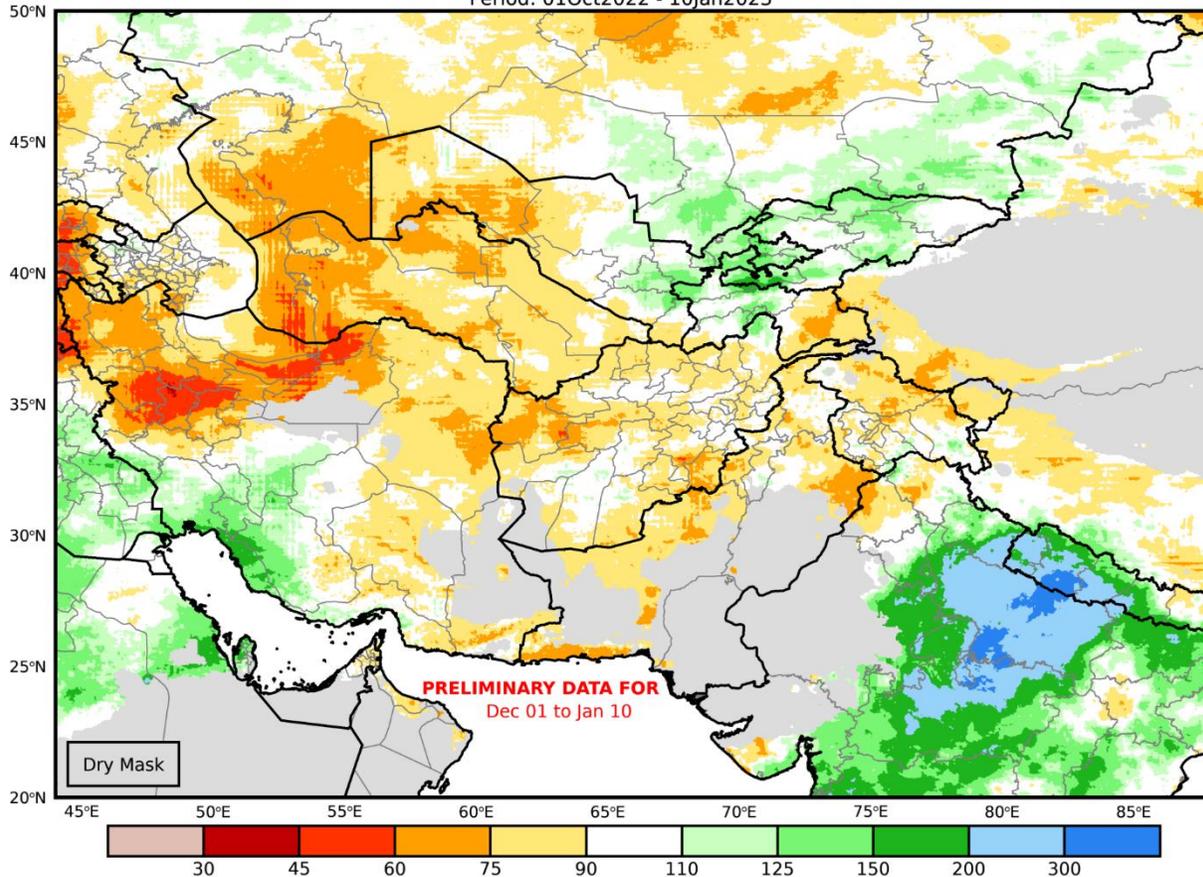


# What are the La Niña forecasts and performance indicating?

IRI Multi-Model Probability Forecast for Precipitation for  
January–February–March 2023, Issued December 2022



CHIRPS Season Precipitation Percent of Average (%)  
Period: 01Oct2022 - 10Jan2023

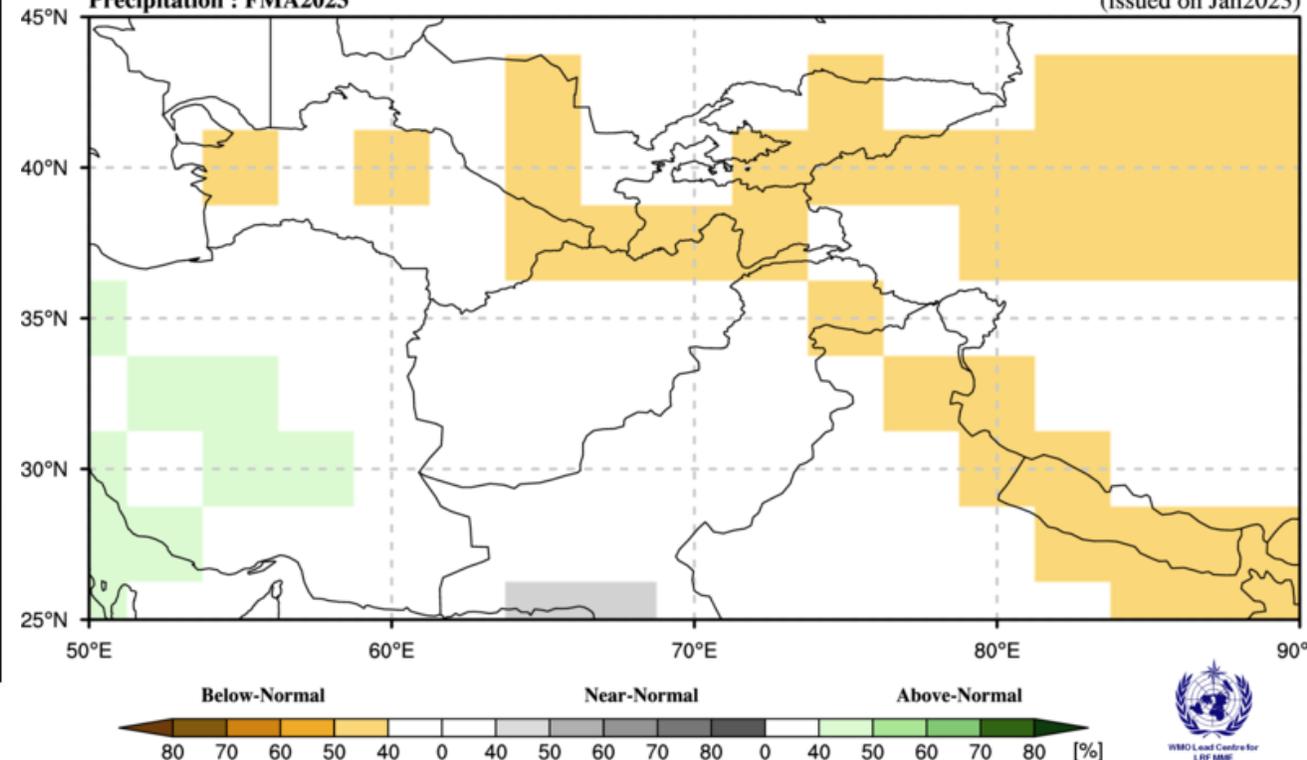


Probabilistic Multi-Model Ensemble Forecast

CMCC, CPTEC, ECMWF, Melbourne, Montreal, Moscow, Offenbach, Seoul, Tokyo, Toulouse, Washington

Precipitation : FMA2023

(issued on Jan2023)



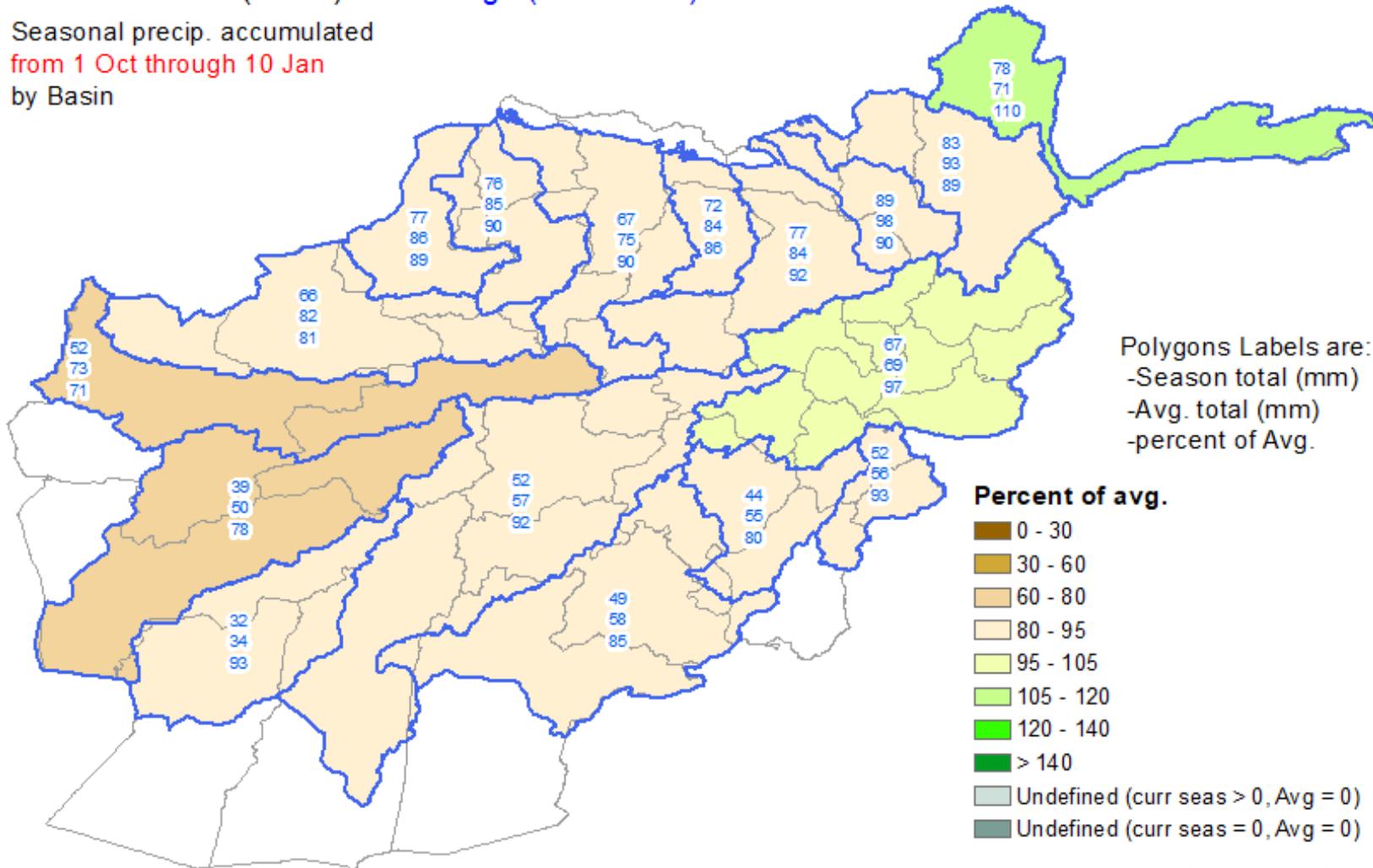
Forecast: From WMO, NOAA, CHIRPS, and IRI highlight that the below average precipitation condition will likely to continue in Afghanistan until January 2023, in December and January some relief precipitation (including snow) has been seen in some area of the country. **Longer range forecasts (FEB23 - APR23), still show that below-normal precipitation (with some uncertainties) will likely to continue till end of winter before a near normal condition at the begin of spring.**



# Afghanistan Accumulated Precipitation

## Current Season (22-23) vs. Average (1981-2010)

Seasonal precip. accumulated  
from 1 Oct through 10 Jan  
by Basin

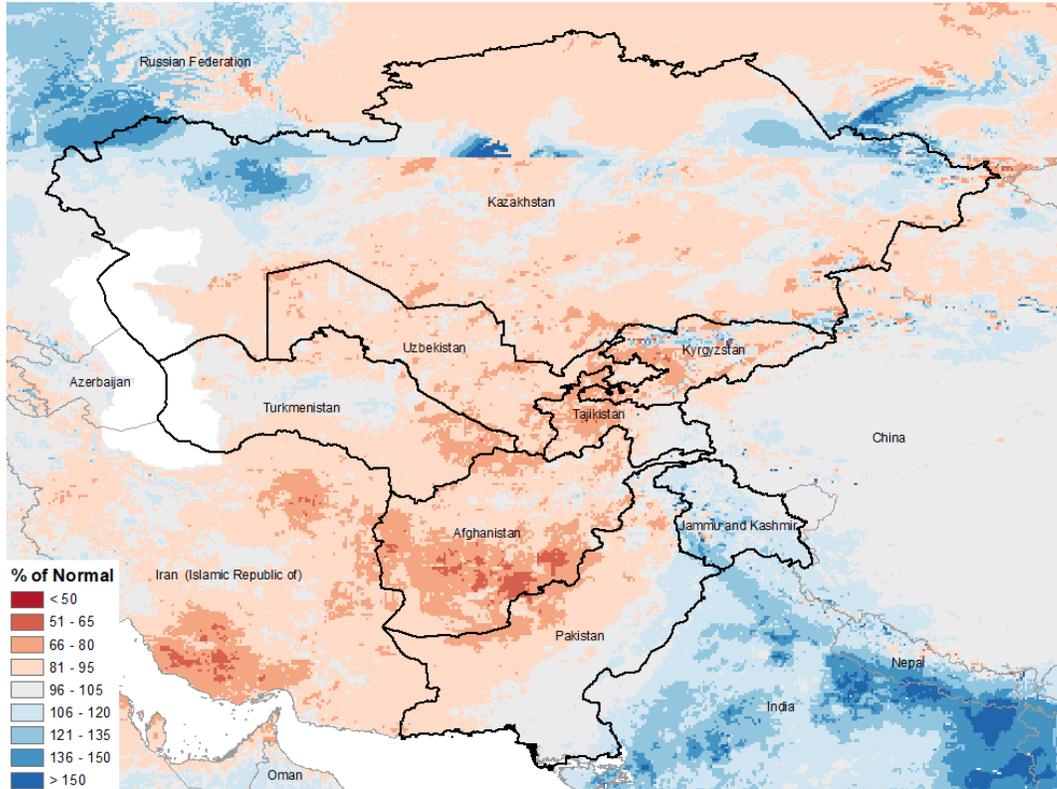


A light precipitation anomaly still present at the beginning of the 2022-23 season, due to a month of September exceptionally dry and a rather dry Dec/Jan

This product of FEWSNET refers to the period 1 Oct to 10 January 2023

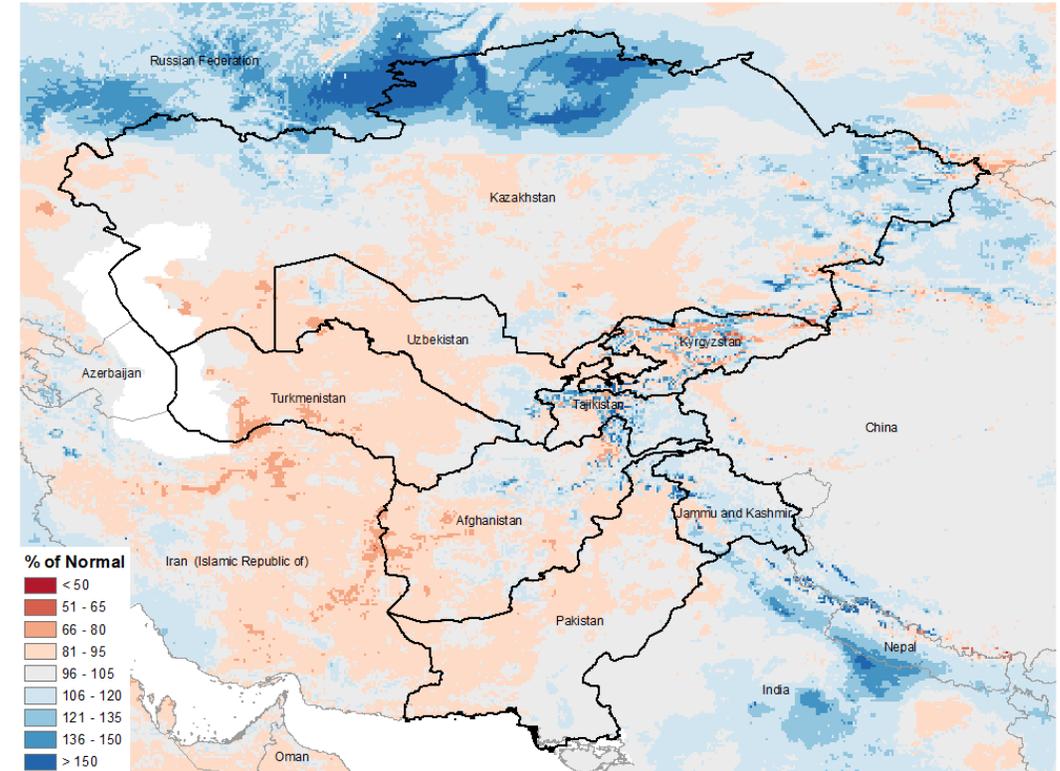
# How is the La Niña impacting Soil Moisture?

Soil Moisture (0-10 cm) Percent Anomaly  
December 2021



Map produced by USGS/EROS

Soil Moisture (0-10 cm) Percent Anomaly  
December 2022



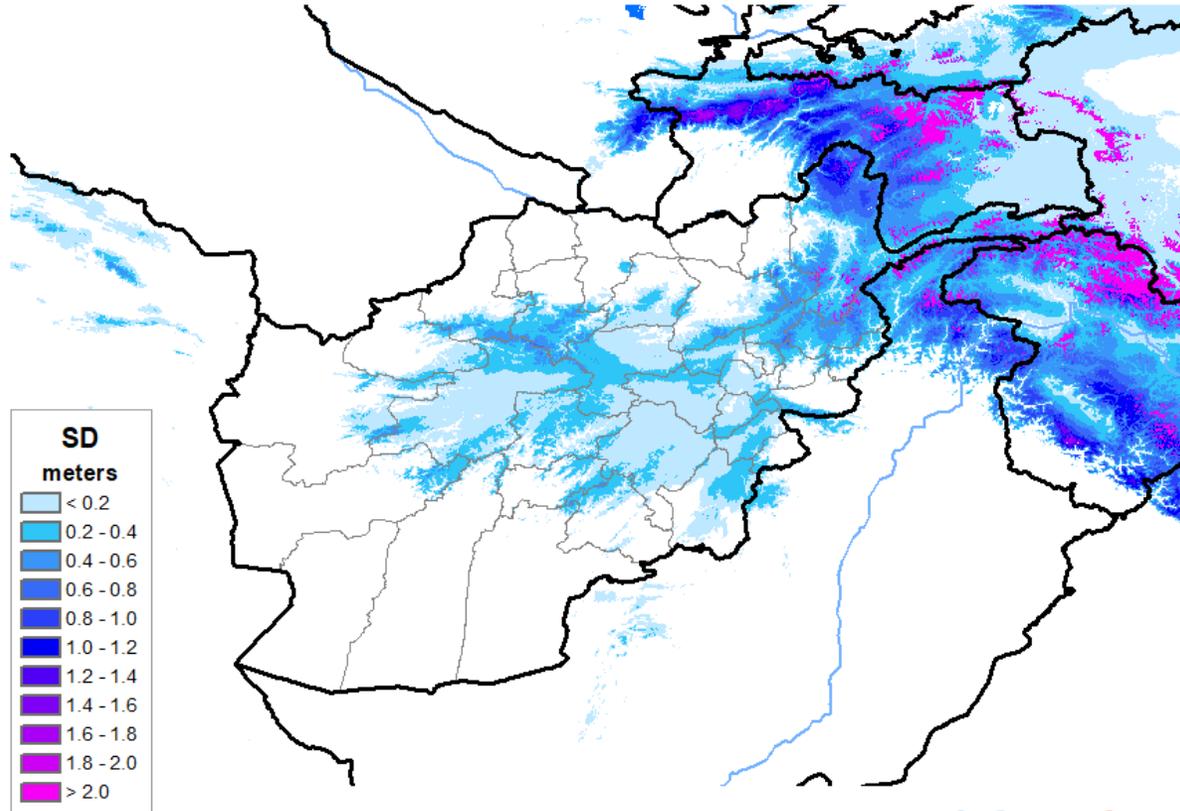
Map produced by USGS/EROS

Soil Moisture levels anomaly comparing December 2021 vs 2022 observations, show significantly the positive impact of winter precipitation on the soil moisture in North and NorthEast part of the Country. The rest of the country shows a situation better than 2021.

# Snow-Depth & Coverage by River Basins

**Snow Depth (SD)**

January 16, 2022

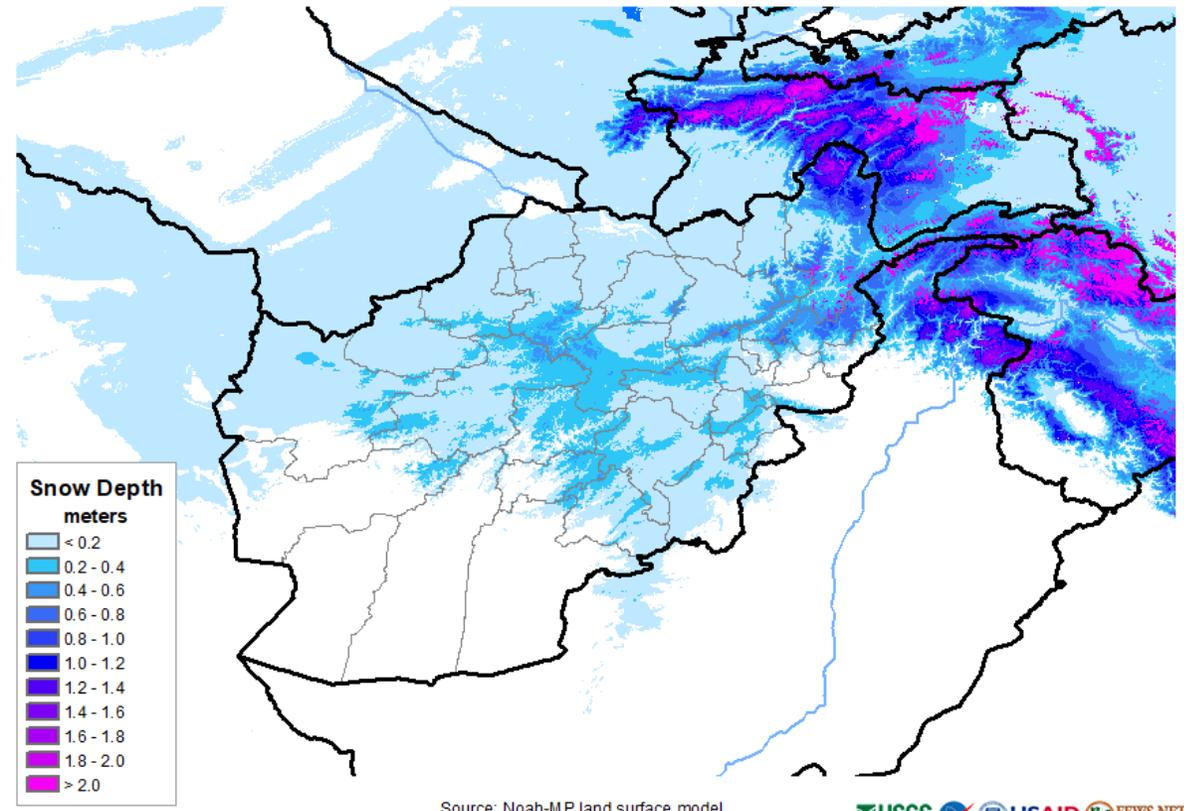


Source: Noah-MP land surface model,  
NASA Goddard Space Flight Center

Map Produced by USGS/EROS

**Snow Depth**

January 16, 2023

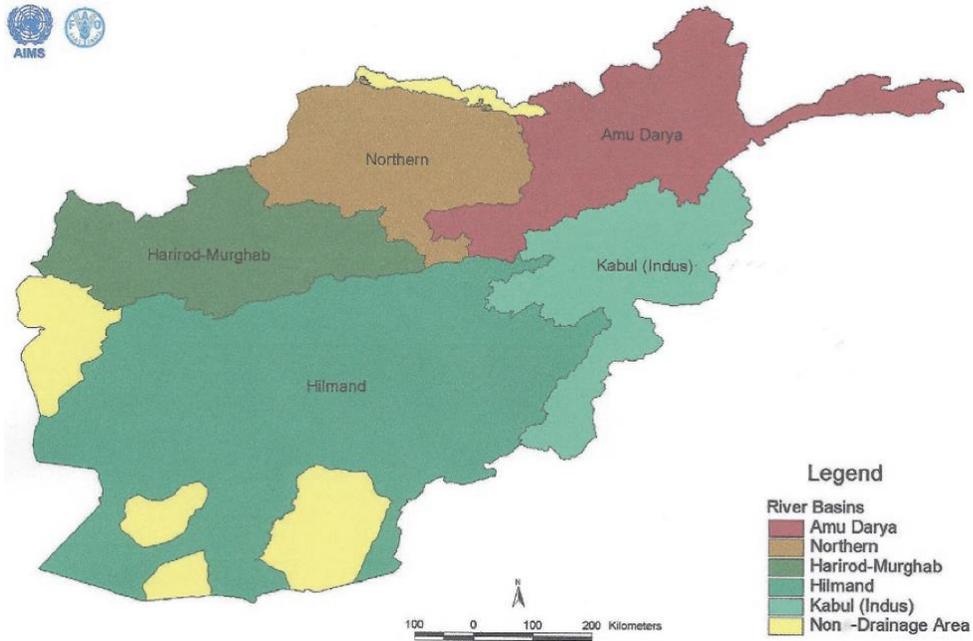


Source: Noah-MP land surface model,  
NASA Goddard Space Flight Center

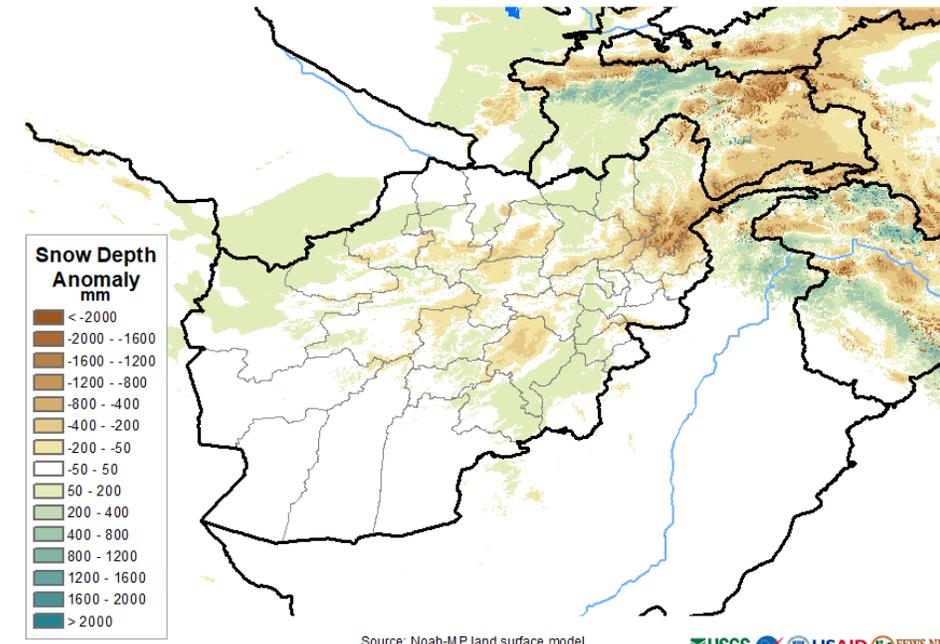
Map Produced by USGS/EROS



No	Name of Basin	Snow coverage	Ranking (W-G)
1	Northern	Better than 2021	-
2	Kabul	Better than 2021	-
3	Panj- Amu	Better than 2021	-
4	Helmand	Better than 2021	-
5	Harirud-Murghab	Better than 2021	-



**Snow Depth Anomaly**  
January 16, 2023 minus Average (2001-2021)





# Livestock and Cold wave impact: preliminary information

## North and Northeast

Due to the heavy snowfall in Northern region (Balkh, Faryab, Sari-pul, Samangan and Jawzjan) provinces on January 13 and the temperature dropping to minus 23° C. On January 14, FAO received reports from different districts of north region that livestock (sheep, goat and calf) are at risk of death due to freezing weather and lack of feed.

Animal losses - Cattle: 1,300 – Sheep/Goat: 35,000 – poultry: 60,000

## Southern Region

Following to the cold wave in southern region (Kandahar, Urozgan, Helmand, Zabul and Nimroz) provinces on the temperature degree terribly dropped to minus 8 degrees Celsius. FAO received multiple messages and reports from different districts that livestock death and under risk due to freezing weather and shortage of fodder and feed concentrate.

**Preliminary report from local sources show large numbers of small ruminants that died due to bad weather, especially in Helmand. FAO regional team is verifying the numbers before sharing further.**

## South-East Region

Ghazni, Logar (2 districts), Paktika, Khost (3 districts) and Paktia: have been badly affected by the snowfall, limited report of animal casualties (below 50) but the shortage of fodder and feed concentrate might increase the number in the next few weeks. In some areas of Paktika access to pasture is not possible and animal disease occurrences are also reported in Khost.



# Livestock and Cold wave impact: preliminary information

## Central Region and Highlands

Preliminary assessment is on going. Bamyan initial reports refer of about 50 cattle and 1,500 sheep/goat died due to adverse weather condition.

## Western Region

Following to the heavy snowfall in western region (Hirat, Baghis and Ghor) provinces on January 13<sup>th</sup> and the temperature dropping to minus 24° C. Reports were received from different districts of Hirat and Badghis that livestock (sheep and goat) are at risk due to freezing weather and lack of feed. The reports of livestock mortality from the different sources, local authorities and community, indicates that around **2 300 livestock died in Badghis** , **more than 2000 in Hirat** and **around 100 in Ghor** (with a ration 10 to 1 between sheep/goat and cows).

## Eastern Region

Kuchi pastoralist moved from North and North-east provinces to eastern provinces (Nangarhar, Laghman and Kunar) during the months of September-October for winter pastures, which they were in sub-normal conditions due to low precipitation. To compound this also the recent cold wave has seriously affected their livestock asset and some of them were forced into unfavourable destocking, selling cattle, sheep, and goats at lower prices. Also, FAO received reports of cattle, sheep, and goats' death due to recent heavy snowfall.

Cattle, Sheep and Goat death: **Nangarhar 4,600 – Kunar 6,500 – Laghman: 2,200 – Nuristan: 18,000**



## Water Availability in major reservoirs on January 2022

No	Reservoir	Location	Current storage	Remarks
1	Kajaki	Helmand	Lower than avg, similar to 2021	
2	Dahala	Kandahar	Lower than avg, similar to 2021	
3	Kamal Khan	Nimroz	N/A	
4	Salma	Herat	Lower than avg, better than 2021	
5	Naghlu	Kabul	Lower than avg, similar to 2021	
6	Qargha	Kabul	N/A	
7	Darunta	Nangarhar	N/A	



## What are the weather forecasts telling us?

1. During the past 14 days, rain and snow was observed across the country. Liquid equivalent amounts of 5-10mm were widespread. A passing storm system brought precipitation, sometimes significant on 12 and 13 January. Despite recent precipitation, past 30 days' precipitation performance has been below average and still shows widespread deficits of 10-50mm across the country. Snow water equivalent is improving during these weeks, but many areas still exhibit below-average conditions. Abnormal dryness is placed in parts of the North and West as a result of the 30-day moisture deficits.
2. For the outlook period, the next system arrives in the next few days likely bringing snows and low elevation rain to central portions of the country. Possible snowfall in the Northeast, and in the central and southern highlands.
3. **Recent 7-day both mean maximum and minimum temperatures were colder than average for much of Afghanistan,** registering 6-10°C or more below average anomalies.
4. **The GEFS model forecast shows a warmer than average air mass moving over Afghanistan.** Maximum temperature anomalies of 1-4°C are expected in the North and West. Minimum temperature is expected to be above average over an even larger area with anomalies of 2-6°C. Some of the highest elevations may still remain cooler than average.
5. According to international forecasts, **precipitation in the beginning of Afghanistan's 2022/23 winter wet season, from November 2022 to February 2023, is most likely to be below average** given the persistence of La Niña conditions especially in the central eastern part of the country. Increased snow coverage in some area of the North is giving hope for a increased water availability next spring



Food and Agriculture  
Organization of the  
United Nations

## Going Forward FAO

recommends to prioritize

Anticipatory Action approach

that monitors La Niña

progression & real-time effects

on food-livelihoods security

while protecting crop

production & livestock health

and mitigating the “push-

factors” of displacement

1. **Close monitoring** through community-based ground-truthing & earth-observations of: (i) crop & rangelands growth conditions, (ii) precipitation and snowpack formation, (iii) soil moisture levels, (iv) surface and groundwater availability, (v) outbreak of crop pests & animal diseases, and (vi) livestock animal body conditions.
2. **Forward looking Impact analysis** on: (i) wheat growth in rainfed & irrigated areas, (ii) irrigation availability, (iii) rangelands growth, (iv) fresh fodder availability & pricing, and (v) animal body conditions.
3. **Contingency Planning & Evidence generation** to inform programming decisions on Anticipatory Actions and Emergency Response.
4. **Advisories** to support wheat crop growth, plant protection measures and maintain livestock body conditions.
5. **Anticipatory assistance** in the form of emergency livestock protection assistance including veterinary services as well as second season crop cultivation inputs to marginal livestock/land holding households.
6. **Increasing Cash For Work actions** to enhance local irrigation, soil-water conservation structures and short-term income boost to HHs.



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# Thank You!

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FAO Afghanistan



Rapid Assessment  
Report  
Stocktaking of  
Humanitarian Food and  
Cash Assistance in  
Afghanistan  
Funded by The Japan  
Platform

Table of contents

**Purpose**

**Research Design**

**Findings**

## Objectives

1. To better inform the formulation of prospective JPF projects planned by the member NGOs for Afghan internally displaced persons, returnees and cross-border population.
2. To take a snapshot of both operational and thematic issues of foods security assistance in ongoing Afghan's humanitarian emergency contexts and take a global view of strengths and gaps exhibited from ground practices

## Immediate Objectives

1. To stocktaking and analysing pros and cons of service transfer modalities
2. Extracting a few good initiatives with particular attentions to effective monitoring, controlling intermediately costs without compromising quality and using digital solutions by JPF member NGOs and other partners operating in the country
3. Stocktaking and analysing pros and cons of transfer (pay out) mechanism among Hawala, cash in envelop, direct cash token system.

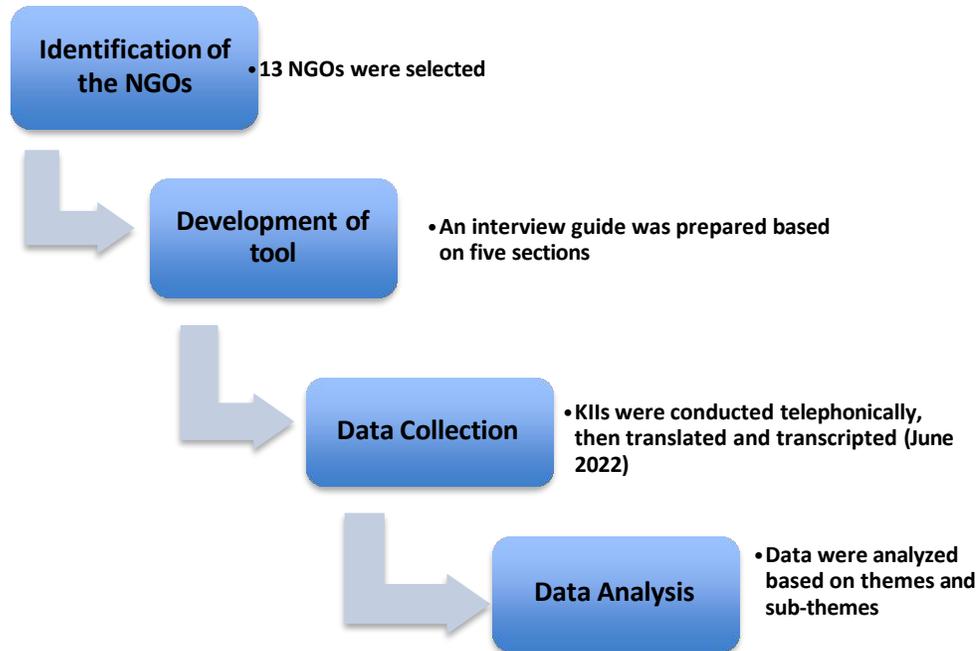
## Specific Objective

To focus on eminent challenges and provoke a discussion pertaining to them to move forward.

## Study Design

13 KIIs with NGOs

Literature Review



*An elaborate review of reports, research papers was conducted on the following topics:*

- Identification of Beneficiary for Humanitarian Aid
- Verification of beneficiary
- Cash assistance versus food assistance under humanitarian assistance for food
- Gender inclusion in HFA
- Post Distribution Monitoring
- Communications, appeals and feedback mechanisms
- Risk management strategies
- Cash assistance

\*\*due to the study design (primarily based on interviews with key stakeholders and in-depth literature review), this assessment focuses on identifying emerging eminent challenges and provoking a discussion around them to move forward.

# The interviewed NGOs

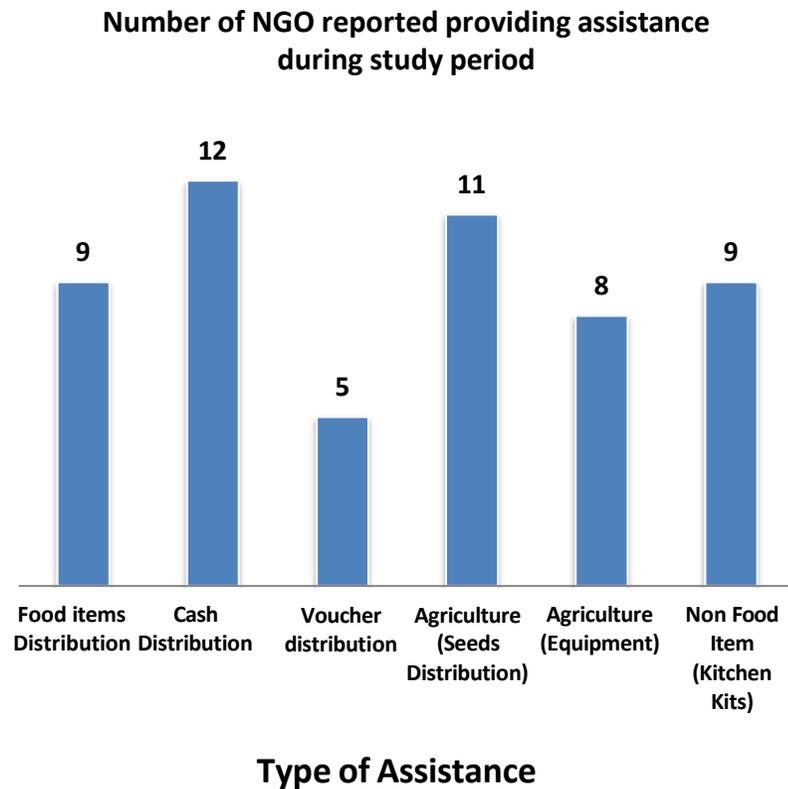
	<b>Afghan Community and Health Rehabilitation Organization</b>
	<b>Afghanistan Development and Education Organization</b>
	<b>Afghan Independent Rehabilitation Organization</b>
	<b>Afghan Mobile Reconstruction Association</b>
	<b>Adventist Development and Relief Agency</b>
	<b>Dutch Committee for Afghanistan</b>
	<b>Organization for Research and Community Development</b>

	<b>Rehabilitation Association and Agriculture Development for Afghanistan</b>
	<b>Relief Humanitarian Development Organization</b>
	<b>Shelter for Life</b>
	<b>Shah Rokhi Reconstruction Organization</b>
	<b>Social Welfare and Rehabilitation Organization</b>
	<b>Your Voice Organization</b>

## FINDINGS

- Given typical scale of JPF’s interventions, 13 NGOs that are similar in operational size and actively operating in FSAC sector were identified for the interview.
- 9 out of 13 NGOs started working in Afghanistan after 2000. Rest of the NGOs started their operations from 1988-2000.
- Out of 13 KIIs conducted, 9 were providing food assistance, 12 were providing cash assistance while rest providing non-food interventions.

- 7 out of 12 NGO’s implementing programs on cash assistance provided information on unconditional or conditional assistance.
- Out of 7, five were providing conditional cash assistance while two were providing both types of assistance and mostly it was for cash for work.

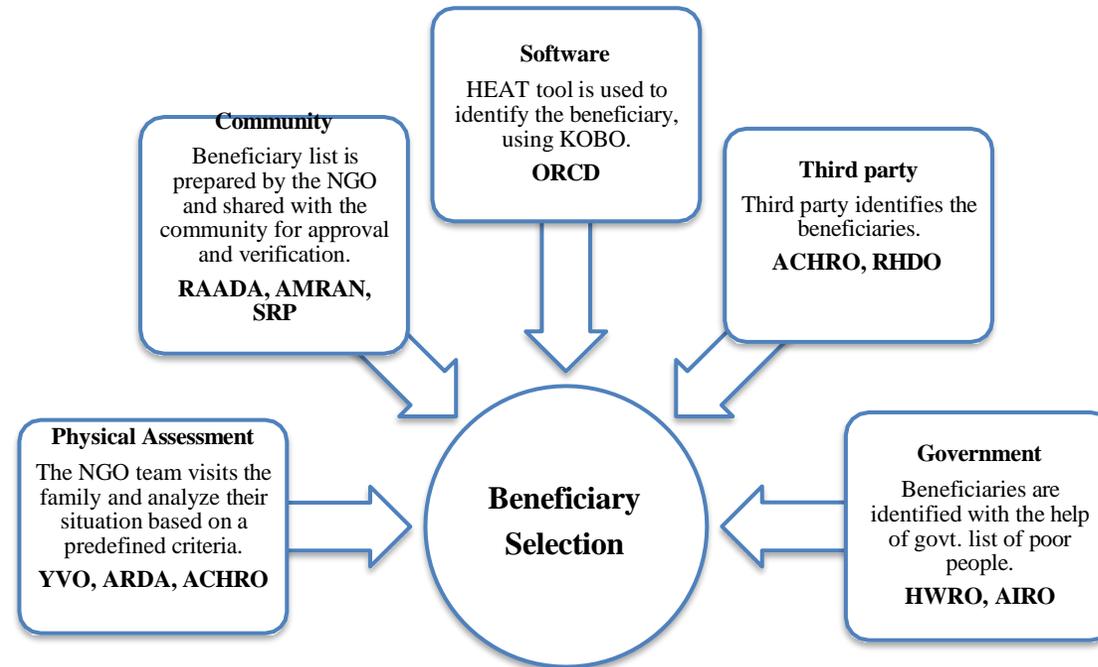


## Type of Cash Assistance

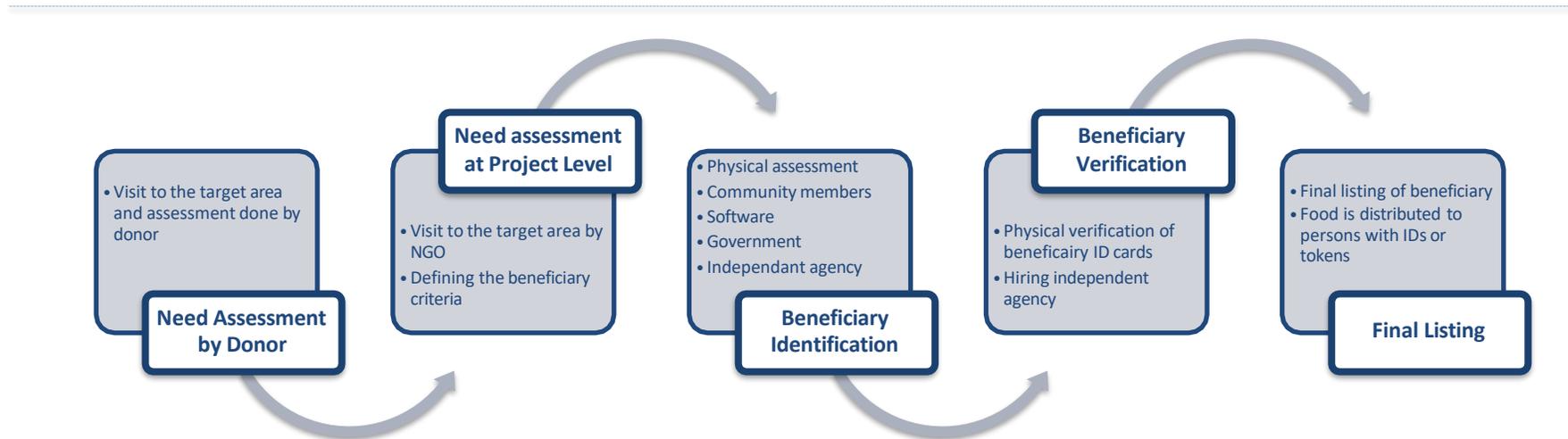
<b>Conditional</b>	<ul style="list-style-type: none"> <li>• RAADA-Cash for Work</li> <li>• YVO- Cash for Food</li> <li>• ORCD- Cash for Work, Cash for food</li> <li>• SFL- Cash for food</li> <li>• ACHRO- Cash for work</li> </ul>
<b>Conditional + Unconditional</b>	<ul style="list-style-type: none"> <li>• AMRAN</li> <li>• SRP</li> </ul>

- NGOs first use the VAM and F/S done by the cluster lead. All the NGOs were found using the WFP or FSAC criteria with minor variation
- NGOs first perform the need assessment by visiting the area and using set criteria for beneficiary selection.
- The next step involves identification of the beneficiaries by NGO. NGOs adopt different methods for identification, some NGOs conduct the physical assessment and some take help from the community members in identifying the beneficiaries.
- Varied sources are used by NGO's for generating list of vulnerable households such as local Government lists.
- Some NGOs adopt either physical visit to the households or hiring independent agency for the same.
- Some NGOs take the help of elders of the community and mullah imam for preparing the list of the beneficiaries.
- 7 out of 13 interviewed NGOs follow the physical assessment of household to identify the beneficiaries.

\*\* all NGO utilizes VAM and F/S done by the cluster lead. also it is important to state for the identification criteria for beneficiaries, all NGOs are found using WFP or FSAC criteria with very minor variations.



- At the finalisation step the beneficiaries are verified either through physical verification process or through the independent that verify through looking at the beneficiary card and National ID.
- In this overall process of beneficiary listing some NGO's mentioned using software to generate the beneficiary database.



## Monitoring process

*Monitoring during beneficiary selection and distribution*

*Post distribution monitoring (PDM)*

*Approach adopted by NGO's for providing food assistance to female beneficiaries*

Female staff members travel to the field distribution sites and facilitate distribution to females in receiving the aid.

## Complaint Management System

*Designated Mobile numbers*

*Installation of complaint boxes*

*Direct complaint to staff members*

## Risk management and strategies adopted by NGOs

*Field surveillance for distortion of assistances*

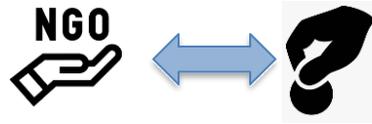
Transparency in the implementation of the program and prevent any involvement of extortion money

*Preventing theft and robbery during cash transfers & food items*

Money exchanger, money service providers, third party, Hawala, government security forces

*Managing community & stakeholders needs and expectation*

Community dialogue



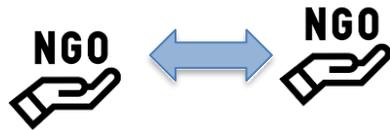
## Coordination with the donor

Only issue reported was delay in the release of the assistance/grant from the donor



## Coordination with local community

NGOs coordinate with the local community for the beneficiary identification and also to mitigate any tension or misunderstanding with the community people between assistance and coverage



## Coordination with other NGOs

In relation to reducing duplicity of program implementation, sharing of ideas and resources at such as for cross checking of beneficiaries, NGO's coordinate with other development sectoral organisations.



## Coordination with local and provincial authorities

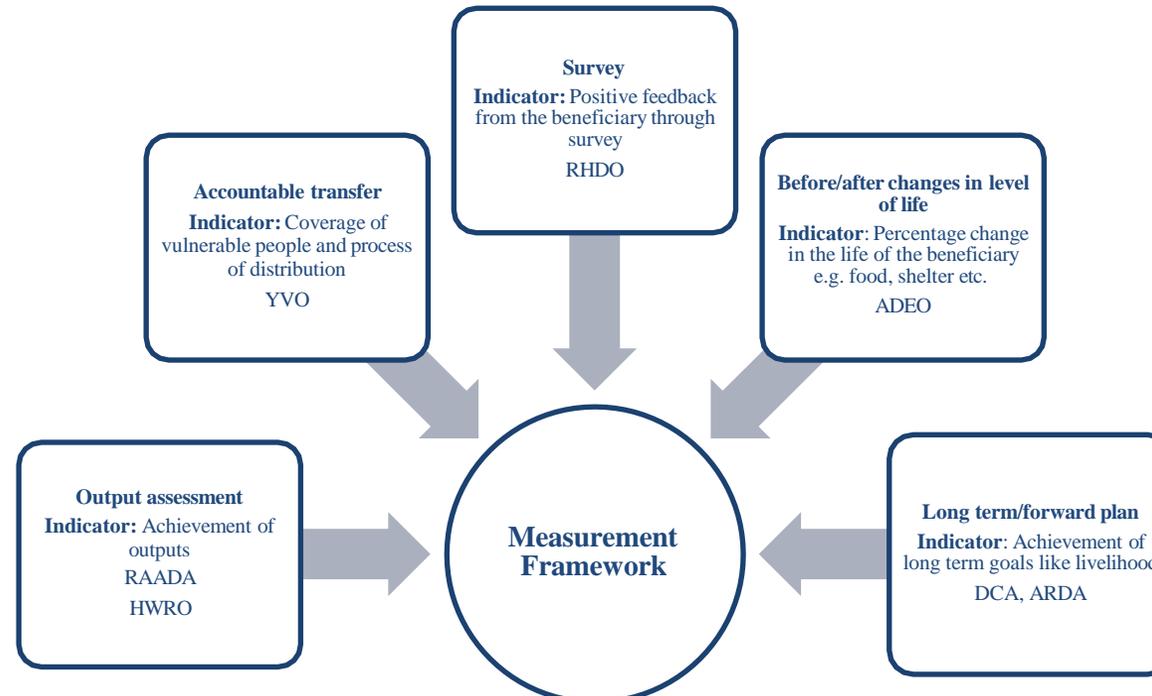
Coordination with local, provincial and central levels of Islamic Emirate has posed some challenges to study NGO's while implementing programs. The key issues faced were related to delay in approvals, government interference at the stage of beneficiary identification and selection



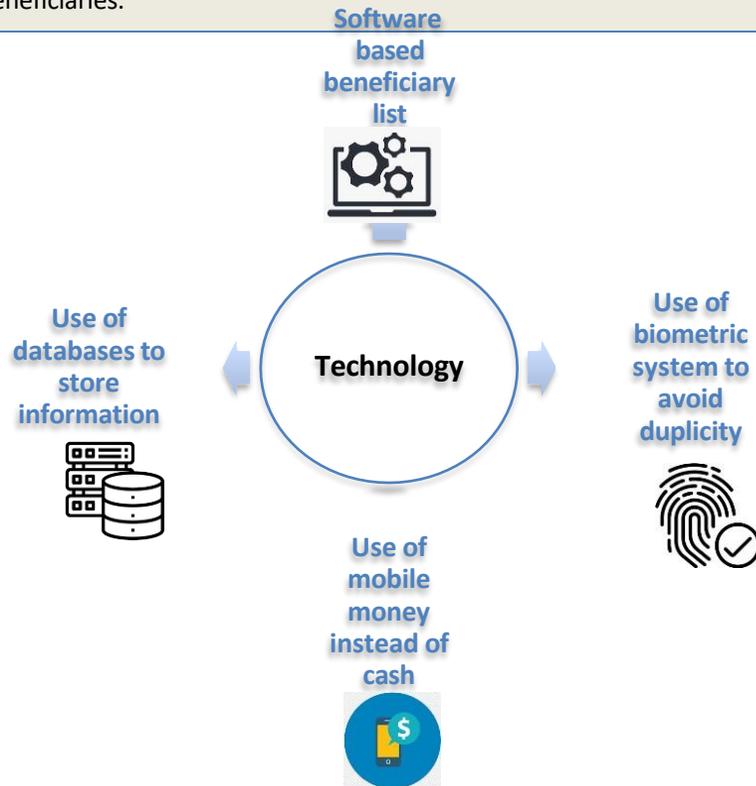
## Coordination with FSAC

Coordination with FSAC is maintained through regular meetings and the issues related to projects are discussed It was evident from interviews that all study NGO's were connected to FAO and WFP via FSAC cluster

- The KIIs with NGOs found the benchmarks for the success and failures of the projects were defined diversely across respondents.
- The definitions are largely classified to short-term project inputs and outputs and accountable distribution process.
- NGOs employ one or more of these definitions and measure them by either quantifying changes between before and after interventions or simply collecting positive feedback via survey.
- 11 out of 13 NGOs were concerned about the immediate outputs whereas 2 NGOs laid emphasis on improvement of the long-term outcomes for the beneficiaries. DCA was concerned with the base line and end line results.



- KII NGOs adopted technology mediums at different stages of beneficiary identification, project management, monitoring, etc in bits and pieces.
- For instance, an NGO used the software-based beneficiary list for identification of beneficiary as per their criteria. One of the KII NGO mentioned using biometric system to avoid the duplicity in the distribution.
- Many NGOs reported about the mobile money or money transfer through SIM card for cash distribution, dropping the conventional cash-in-envelope method.
- NGOs used databases to store and secure information of the beneficiaries.

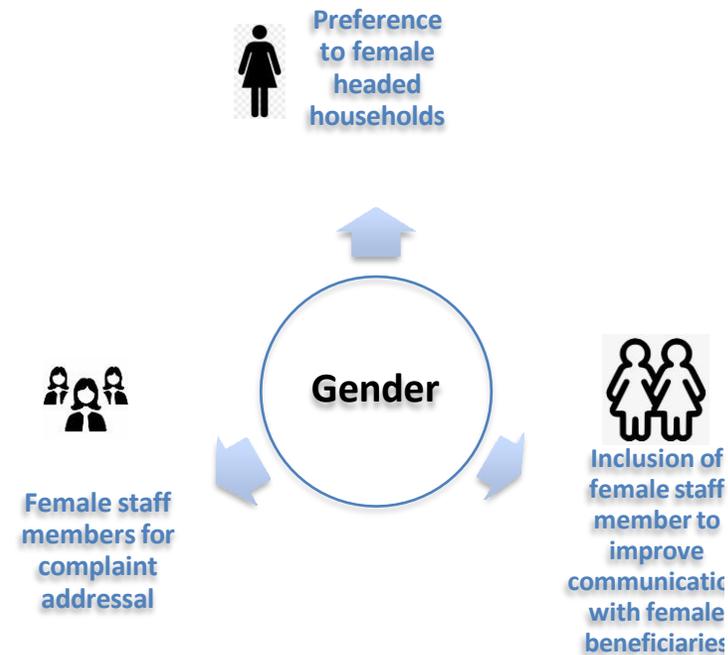


The female headed households were given preference in the identification and selection process as compared to male headed HHs.

Many NGOs during KII mentioned about the mandatory company of a mahram (male family member of HHs enrolled to HFA) to collect the assistance as per sharia law.

NGOs have hired female staff which accompany the team to the area in order to have better interaction with female beneficiaries.

One NGO has appointed female staff members for receiving complaints from the beneficiaries so that a female beneficiary can have a comfortable interaction with a female staff.



## LITERATURE REVIEW

- The most commonly used vulnerability assessment approach across partners includes FSAC endorsed WFP 12-point vulnerability criteria and ICCT (Inter-Cluster Coordination Team) endorsed HEAT assessment tool for beneficiary selection.
- Household Emergency Assessment Tool (HEAT), United Nations Office for the Coordination of Humanitarian Affairs.
- Consolidated Approach for Reporting Indicators of Food Security

## Verification of Beneficiary

### *UNHCR and WFP guiding document on validation of targeting process*

The necessity of quantifying potential targeting design errors by conducting a qualitative validation exercise to assess the acceptability of the chosen targeting method by the affected population. This step involves performing interviews with both eligible and non-eligible households through KIIs or FDGs wherein questions on the perceived fairness, transparency and understanding of the targeting criteria are put forth to selected households or beneficiaries

### *Targeting and Prioritization guidance note 2021 by WFP*

The guidance note emphasized on conducting random re-visits to a proportion of beneficiaries or applicants. The verification process should be undertaken directly by WFP or a third party (not the implementing cooperating partner) to avoid bias

## ***Cash and long-term resilience***

**Institute of Development studies report** on cash-transfers for long-term resilience highlights the difficulty in tracing cash transfers to beneficiary while assessing the effectiveness of humanitarian cash transfers. The report states that the evidence comparing cash transfer modalities generally focuses on the short-term impacts

## ***Cash versus vouchers and in-kind assistance risk factors***

**Institute of Development Studies report** on conflict-sensitive cash transfers put forth evidences on the risk and implications of cash and food transfer programs. The report indicates that, while risks involved in cash transfer programmes could be different to those for in-kind assistance, these are not necessarily greater and could even be less.

## ***Cash versus food debate by world bank***

The **world bank policy working paper** on the revival of the “cash versus food”, shows that, in absolute terms, both modalities cash and food works. When compared to control groups, cash and food transfers (and vouchers when considered) bolstered improvements in a range of indicators such as food consumption, income, dietary diversity, poverty, and malnutrition

## ***Cash transfer programs adoption dialogue two decades back in Afghanistan***

**Humanitarian Policy Group (HPG) background paper** on cash transfer programmes in Afghanistan highlights increasing shift of government agencies in 2002 towards cash-based assistance for varied programs including food security

**FAO's policy on gender equality** requires that gender analysis is incorporated in the identification and formulation of all field programmes and projects, and gender-related issues are taken into account in project approval and implementation processes such as collecting base-line data and in the monitoring and evaluation.

The Inter-Agency Standing Committee (IASC), the humanitarian coordination forum of the United Nations system has published **Gender Handbook for Humanitarian Action** which propose five step actions at different stages of programme cycle.

## Post Distribution Monitoring

As per **UNHCR & WFP guideline**, The key indicators to be monitored includes all relevant outcome indicators (food consumption, coping, expenditure), the eligibility criteria, and context-specific protection indicators.

According to **Targeting and Prioritization guidance note 2021 by WFP**, a regular outcome monitoring (such as through PDM) typically should covers beneficiary households only. To make the exercise useful, it is important to cover non-beneficiary households as well and to stratify households according to different transfer modalities and values.

**Guideline by Cash and Voucher group (CVWG) Afghanistan**, PDM for cash transfer programmes should be done taking into consideration the time which beneficiaries of the programme would take to utilise the money after receiving the payments.

# Good Initiatives

SWRO  
Preference and increasing probability of selection of female beneficiaries



**SWRO**

Preference and increasing probability of selection of female beneficiaries



**ARDA**

Involvement of provincial/ district government for identification of target area.



**YVO**

Gender sensitive approach wherein female staff members performs female need assessment



**AMRAN, RAADA**

Bringing community ownership through involvement of community at listing stages



**ORCD, AMRAN**

Tracking of beneficiary for complaint resolution



**SRP**

Application of Bio-metrics housed within the organisation for beneficiary authentication



**DCA, YVO**

Using double identifiers for beneficiary authentication



**ORCD**

Appropriate resource allocation using HEAT



**AMRAN**

Adoption of Anti-Corruption Policy



**YVO**

Positioning of volunteers in each district for better facilitation of project

## POINTS TO PONDER

- Below Poverty Line (BPL) population in Afghanistan started increasing due to
  - regime change*
  - freeze on foreign aid and overseas assets*
  - inflated the demand for emergency assistance*
- Outcries are evident through KII findings on the significant number of complaints on beneficiary enrolment.
- chance of potential inclusion error lead to the inclusion of non-deserving households.
- There has been under constant debate in literature and also among FSAC meetings.

## **Coordination has been a stumbling block in achieving efficiency within humanitarian assistance space**

Literature review presented issues of interference by staff from government line department especially in beneficiaries targeting, presence of fake list from related government sectors, cases of corruption were some of cited evidences.

The interference during beneficiary selection and identification by government authorities was also narrated by NGO's during KII.

A delay in the release of the assistance was reported by one NGO which has bearing effect on outcomes and impact.

Large number of NGO's capture outputs and to some extent outcome indicators during PDM exercise.

Some NGOs measured the coverage of their project, whereas, some NGOs mentioned about a feedback survey method to capture the outcomes.

Some NGOs measured the changes before and after the project implementation using Food Consumption Score (FCS) tool.

No NGOs stated during KIIs that they care measuring assistance effect on household with variation in number of villages, communities or households over the period (longitudinal data) nor the initiative to measure changes on non-enrolled households.

- NGOs favored the cash assistance as being the best modality based on beneficiary feedback within their respective programs.
- The literature review presented two-decade old debate and favouritism of previous regimes in Afghanistan for cash-based assistance.
- In terms of assistance transfer modalities , some NGOs during KII acknowledged the importance of long term intervention like, providing seeds, agricultural equipment, some training, etc. to help beneficiaries in attaining a sustainable livelihood.
- The extrinsic and contextual factors in humanitarian settings which are unique in every country makes it difficult to generalise the evidences and search for an answer for Afghanistan difficult.
- Since coverage and resource gap is the most pressing issue , in that scenario cash modality outperform in terms of impact and efficiency.

Technology mediums were adopted by KII NGOs at different stages of beneficiary identification, project management, monitoring, etc in bits and pieces.

For instance, an NGO used the software-based beneficiary list for identification of beneficiary as per their criteria. WFP has provided program management online platform known as SCOPE which encompasses all the major components of food assistance, although only handful of study NGO's mentioned using WFP platform.

One of the KII NGO mentioned using biometric system to avoid the duplicity in the distribution. Many NGOs reported about the mobile money or money transfer through SIM card for cash distribution, dropping the conventional cash-in-envelope method.

Further, NGOs used databases to store and secure information of the beneficiaries. Similar was case with complaints and feedback mechanism.

- The current study KII findings highlight inclusion of female headed households in the eligibility criteria for beneficiary identification set by all the NGOs either using WFP 12 point criteria or HEAT tool.
- Many NGOs during KII mentioned about the mandatory company of a mahram (male family member of HHs enrolled to HFA) to collect the assistance as per sharia law
- Many NGOs have hired female staff which accompany the team to the area in order to have better interaction with female beneficiaries. Also, one NGO has appointed female staff members for receiving complaints from the beneficiaries so that a female beneficiary can have a comfortable interaction with a female staff.
- The **Inter-Agency Standing Committee (IASC)**, the **humanitarian coordination forum** of the United Nations system has **proposed** five step actions at different stages of programme cycle for achieving gender equality within the program.

Thank You  
Q&A

# Discussion on the female staff ban: feedback from partners

**AoB;**

- **Next FSAC monthly meeting**

# Thanks 😊

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