

Requesting Organization :	Danish Refugee Council		
Allocation Type :	2023 1st Standard Allocation		
Primary Cluster	Sub Cluster	Percentage	
FOOD SECURITY AND AGRICULTURE		100.00	
		100	
Project Title :	Emergency Cash Support for Acutely Food Insecure Households in Priority Districts of Maidan Wardak Province		
Allocation Type Category :	Field activities		
OPS Details			
Project Code :		Fund Project Code :	CBPF-AFG-23-S-INGO-26386
Cluster :		Project Budget in US\$:	700,000.00
Planned project duration :	6 Months	Priority:	
Planned Start Date :	15/10/2023	Planned End Date :	15/04/2024
Actual Start Date:	22/10/2023	Actual End Date:	21/04/2024
Project Summary :	<p>Afghanistan is one of the world's most acute and complex humanitarian crises. According to the Inter-Cluster Coordination Team's (ICCT) Inter-Sector Winter Prioritization for 2023 (August 2023), acute food insecurity and malnutrition conditions are expected to remain throughout winter. Approximately 17.2 million Afghans (40 %) are experiencing Crisis or Emergency (IPC Phase 3 or 4) levels food insecurity, as of April 2023. This includes nearly 3.4 million people (around 8%) experiencing IPC Phase 4. The winter period, which coincides with the lean season in most areas of the country, typically witnesses a worsening of the food security situation: freezing temperatures and harsh weather conditions, compounded by increased seasonal barriers in accessing markets and livelihood opportunities, are expected to both deepen and widen the food security crisis. FAO's Data In Emergency Monitoring (DIEM) briefing published in May 2023 shows the prevalence of recent moderate and severe food insecurity improved slightly remained very high (82%). Severe RFI, as measured with the Food Insecurity Experience Scale (FIES), increased from 17% in August 2022 to 21% in February 2023. According to the same briefing, the prevalence of food insecurity is high in all provinces, but particularly in Maidan Wardak.</p> <p>Against this fragile backdrop, DRC is proposing a six-month project to support 3,860 acutely food insecure host, internally displaced and returnee households (27,020 individuals) in Chak-e-Wardak, Daymirdad, Hesa-e-Awal-e-Behsud, Jaghatu, Jalrez, Markaz-e-Behsud, Maydan Shahr, Nerkh, and Saydabad districts of Maidan Wardak province. Food assistance will be delivered through the provision of cash for food covering 50% of the basic food basket over a three-month period (\$37.5 per month, for 3 months, total \$112.5 per household). DRC will distribute the cash support in one tranche via a pre-contracted hawala supplier. Considering the availability of some sources of food from own production and the market, DRC has aligned the proposed response to FSAC recommendations for the provision of cash for food assistance for IPC Phase 3 and 4 populations. The provision of three months of assistance via one installment is designed to allow households to stock-up before the winter period, when mobility is restricted due to weather and to mitigate risks and burden related to traveling to distribution points, especially for women, elderly, and people with a disability, and in rural areas. The implementation approach will be further informed by consultations with affected populations to gauge their preferences and verified by market monitoring throughout the project lifespan. The feasibility and relevance of the cash intervention was confirmed through preliminary market assessments and DRC's extensive experience delivering cash and voucher assistance (CVA) across all targeted districts of Maidan Wardak.</p> <p>The target districts were identified from the ICCT priority locations and included in the AHF 2023 Standard Allocation Guidelines as priority locations. The prioritization of the selected locations was done in light of the high need for food security interventions documented by a composite indicator covering the IPC projection for May – October 2023, FSAC response gaps, and extreme weather conditions (e.g., temperature, snow coverage). Cash was selected as the most relevant and effective modality to meet project participants' food needs given the proven functionality and accessibility of markets and basic commodities in target districts. In addition, cash assistance was also found to be the preferred methodology according to DRC's recent Household Emergency Assessment Tool (HEAT) assessments conducted ahead of the delivery of cash assistance to flood-affected households in the target and by DRC post-distribution monitoring exercises.</p>		

Direct beneficiaries :

Men	Women	Boys	Girls	Total	
4,593	4,600	8,651	9,176	27,020	
Other Beneficiaries :					
Beneficiary name	Men	Women	Boys	Girls	Total
	1,368	1,368	2,568	2,718	8,022
	0	0	0	0	0
	462	462	868	938	2,730
	2,763	2,770	5,215	5,520	16,268
	0	0	0	0	0
Indirect Beneficiaries :					
<p>The intervention is designed to primarily benefit vulnerable and shock-affected households as direct beneficiaries, referred to throughout this document as project participants. However, the use of cash assistance will benefit market actors, including small and petty vendors and shops through increasing consumers' purchasing power and capacity to re-pay debt. Subsequently, the project will bolster the local supply chain and economy.</p>					
Catchment Population:					
Link with allocation strategy :					
<p>The proposed project is directly aligned with the AHF 1st standard allocation of 2023, the ICCT Winter Prioritization, the Strategic Objective 1 (SO1) of the HRP (Mortality and morbidity of crisis-affected people of all gender and diversities are reduced through timely, multi-sectoral, lifesaving, equitable and safe assistance).and FSAC cluster Objective CO1 (Shock- affected (Conflict IDP, returnee, refugee, natural disaster and targeted IPC 3 and 4) women, men and children of all ages (Conflict IDP, returnee, refugee, natural disaster and targeted IPC 3 and 4) have a minimum household food consumption score above 42.5 Contributes to Specific Objective SP1.2 (Prevent famine by improving access to food and life-saving nutrition services for people facing acute food insecurity and malnutrition by the end of 2023). Through this intervention, 3,860 target households (27,020 individual) will receive cash for food support equivalent to 50% of the FSAC basic food basket for three months. Utilizing targeting methodologies for beneficiary identification well-tested through DRC ongoing food security and CVA responses DRC will prioritize target households with little to no income sources who are not able to independently meet their basic food needs. In line with the FSAC guidelines for this allocation, DRC is proposing a onetime cash transfer to mitigate unnecessary travel-related risks and burden to collect the unconditional assistance, particularly for people with specific needs.</p>					
Sub-Grants to Implementing Partners :					
Partner Name	Partner Type	Budget in US\$			
Other funding secured for the same project (to date) :					
Other Funding Source			Other Funding Amount		
Organization focal point :					
Name	Title	Email	Phone		

BACKGROUND

1. Humanitarian context analysis

2. Needs assessment

The impending winter period, coincides with the lean season in most areas of the country, typically witnesses a worsening of the food security situation (ICCT, August 2023). DRC's rapid assessments conducted in Chak-e-Wardak, Daymirda, Jalrez, Maydan Shahr and Nerkh districts in July and August 2023 found that livelihoods in these locations are centered around agriculture, livestock, and daily wage labor. A total of 367 households participated in this assessment, 8% of which were female headed households and 12% of which reported having high disability needs. The recent flood and drought have significantly affected the already limited or no agricultural yield, compromising the income and food security not only of landowners but also of families who rely on waged labor. According to the DRC's recent assessments and HEAT data from the target locations, 54% of the surveyed households have poor food consumption scores (FCS), 44% have borderline FCS while the 88% of the HH are applying high reduced coping mechanism (rCSI). Further, a majority (80%) of assessed households were classified under Stress, Crisis and Emergency Livelihood Coping Strategy (LCS). With the impact of flood, drought and the current economic crisis impacting rural areas more significantly than urban and peri-urban, and the upcoming winter months all districts of Maidan Wardak were identified as priority locations for food security interventions, with a focus on vulnerable populations in H2R locations.

3. Description Of Beneficiaries

4. Grant Request Justification

Based on identified needs and response gaps, DRC is proposing an three-month intervention to support 3,860 acutely food insecure households (27,020 individuals, including estimated 4,053 individuals with disabilities) in Chak-e-Wardak, Daymirdad, Hesa-e-Awal-e-Behsud, Jaghatu, Jalrez, Markaz-e-Behsud, Maydan Shahr, Nerkh, Saydabad districts of Maidan Wardak Province through the provision of cash for food assistance (USD 112.5/HH) intended to support households in meeting their (50%) basic food needs for a three-month period. The design is fully aligned with the AHF 2023 1st standard allocation (September 2023), the ICCT Winter Prioritization (August 2023), the guidelines on FSAC response packages (August 2023), and CVWG best practices. Through this project, DRC will provide unconditional cash assistance (USD 112.5/HH) via a pre-contracted service provider equivalent to 50% of the FSAC recommended food basket for three months. DRC's hawala suppliers are signed following a competitive bidding process aimed at ensuring the best value for money for high quality services that are fit for purpose. Selected hawala agents have a proven track-record in the delivery of CVA for humanitarian objectives, including after the ban on female NGO workers, and have extensive experience working with DRC across all targeted locations for the intervention. Finally, the establishment of framework agreements with selected hawalas guarantees consistent costs for services across the intervention.

5. Complementarity

LOGICAL FRAMEWORK

Overall project objective

To improve the food security of 3,860 households affected by multiple shocks (natural and manmade) and categorized under IPC 3 and 4 (Crisis and Emergency) and residing in Chak-e-Wardak, Daymirdad, Hesa-e-Awal-e-Behsud, Jaghatu, Jalrez, Markaz-e-Behsud, Maydan Shahr, Nerkh, Saydabad districts of Maidan Wardak province through the provision of emergency cash for food assistance covering a three-months period during the winter season.

FOOD SECURITY AND AGRICULTURE

Cluster objectives	Strategic Response Plan (SRP) objectives	Percentage of activities
2023 HRP FSAC CO1: Shock- affected (Conflict IDP, returnee, refugee, natural disaster and targeted IPC 3 and 4) women, men and children of all ages (Conflict IDP, returnee, refugee, natural disaster and targeted IPC 3 and 4) have a minimum household food consumption score above 42.5	SO1: Mortality and morbidity of crisis-affected people of all gender and diversities are reduced through timely, multi-sectoral, lifesaving, equitable and safe assistance.	100

Contribution to Cluster/Sector Objectives :

Outcome 1

Food insecure and shock-affected households increase their food consumption score and decrease reliance on negative coping strategies during the winter months.

Output 1.1

Description

Provision of cash for food to 3,860 households (27,020 individuals, including estimated 3,937 individuals with disabilities) equivalent to 50% of the FSAC basic food basket for three months

Assumptions & Risks

Indicators

Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 1.1.1	FOOD SECURITY AND AGRICULTURE	Output: # Shock-affected and vulnerable women, men, girls and boys of all ages who receive adequate food/cash responses, in a timely manner (IDP, returnee, refugee, natural disaster affected and those facing crisis and emergency levels of food insecurity (IPC 3 and 4).	4,593	4,600	8,651	9,176	27,020

Means of Verification : <p>Beneficiaries' distribution list</p>

Indicator 1.1.2	FOOD SECURITY AND AGRICULTURE	Number of people receiving Sector-specific unconditional cash transfers	4,593	4,600	8,651	9,176	27,020
-----------------	-------------------------------	-------------------------------------------------------------------------	-------	-------	-------	-------	--------

Means of Verification :

Indicator 1.1.3	FOOD SECURITY AND AGRICULTURE	Total value of Sector-specific unconditional cash transfers distributed in USD	0	0	0	0	434,250
-----------------	-------------------------------	--------------------------------------------------------------------------------	---	---	---	---	---------

Means of Verification :

Indicator 1.1.4	FOOD SECURITY AND AGRICULTURE						80
-----------------	-------------------------------	--	--	--	--	--	----

Means of Verification : <p>PDM Data</p>

Indicator 1.1.5	FOOD SECURITY AND AGRICULTURE	<p>% of households reporting that complaint and feedback mechanisms are safe and accessible </p>	0	0	0	0	80
-----------------	-------------------------------	-----------------------------------------------------------------------------------------------------	---	---	---	---	----

Means of Verification :

PDM data and CFRM Database

Activities**Activity 1.1.1****Standard Activity : Not Selected****Project planning**

Throughout the first month of the grant, DRC will focus on preliminary activities required for smooth implementation of the grant. These will include essential coordination with key stakeholders and registration of the project with the Ministry of Economy and relevant line ministries, required by the Afghan NGO Law to start activities on the ground. These will , ensure that ing project activities are able to start on time as per the workplan.

Activity 1.1.2**Standard Activity : Not Selected****Market assessment and monitoring**

DRC is regularly conducting the monthly market assessment as part of the REACH and CVWG-led Joint Market Monitoring Initiative (JMMI) in 27 markets in different districts. In addition to Maidan Shahr, which is already in the list of the DRC market assessment, DRC will add the main Markets of Jalrez, Sayed Abad and Markaz-e-Behsud to be surveyed on monthly basis throughout the project lifespan. In addition, prior to implementing in new locations, DRC always conducts comprehensive market assessments, documented in DRC rapid assessments reports, which also provide information about multi-sectorial needs in target locations. Detail snapshot report for Jaghato district, Comprehensive initial assessments and regular JMMI will ensure that DRC only distributes cash where markets are functioning and safely accessible for all project participants.

Data collection for JMMI will be done with suppliers and wholesalers in-person, with data cleaned, compiled, and uploaded online on a monthly basis by REACH. DRC will then analyze data of Maidan Wardak to check for price fluctuations (particularly price increases), supply, and/or accessibility issues. DRC also cross-checks with other key datasets, particularly the World Food Programme (WFP) monthly food price monitoring. Finally, the JMMI data will feed into revisions of the cash for food Basket by the CVWG and FSAC clusters at Kabul level, as needed.

Activity 1.1.3**Standard Activity : Food assistance for people in IPC Phase 4 (Jan-Apr, Nov-Dec, 6 months)****Beneficiaries Assessment**

Eligibility assessments will be conducted to identify households in need of assistance prior to selection and distribution. DRC will coordinate with local community representative and DRC emergency response Community Alert Network (CAN) while adhering to the predefined criteria and maintaining transparency of the process. Throughout, DRC will provide clear information in the preferred language of communities and ensure target populations are informed. DRC will ensure that all vulnerable and marginalized groups are represented and considered in the engagement process at all levels. Building on the findings from recent assessments conducted by the Gender in Humanitarian Action (GiHA) group, and lessons learnt from the implementation of cash for food and other CVA interventions after the ban on female NGO workers in December 2023, DRC will take additional measures to ensure the safe targeting of women and especially women-headed households, when required. These will include consultations with female community members during the beneficiary identification process and the use of a snowballing methodology to minimize exclusion errors. Due to the high risk of redistribution of cash for food assistance witnessed through previous interventions in Maidan Wardak, DRC will further strengthen community engagement and accountability processes, to ensure that the targeting of beneficiary is sufficiently understood by community representatives and community members and that cash for food recipients feel safe in reporting to DRC instances of redistribution of assistance.

Participant selection will be in line with the recommended FSAC Targeting and Vulnerability Criteria. Selection will adhere to mandatory criteria (food insecurity), and further priority ranking will be used considering vulnerabilities of the assessed households. Targeting and selection criteria will be explained to authorities, including the Afghanistan National Disaster Management Authority (ANDMA) and Department of Refugees and Repatriation (DoRR). All participant selection processes will be conducted independently by DRC in line with FSAC standards and guidelines. Assessment data will be processed and quantitatively scored to apply vulnerability criteria by DRC's MEAL team using a secure server and r-syntax (for vulnerability scoring). DRC's MEAL team will spot-check a sample of the project participants selected to ensure data quality and accuracy.

Activity 1.1.4**Standard Activity : Not Selected**

Provision of life saving food assistance

DRC will provide the equivalent of 50% of the FSAC's recommended food basket for three months via a single cash transfer to 3,860 acutely food insecure households, with project participants expected to cover the remaining portion from their own food production or the market. The total transfer value will equal \$112.5 per household. This represents \$37.5 per month, equal to 50% basic food basket, for three months in line with the FSAC guidelines and as per AHF 2023 Standard Allocation.

Households will directly receive cash through a contracted hawala provider with a reliable network of local agents and valid business license to enable rapid assistance. DRC maintains a primary hawala supplier and a back-up in case the primary is not able to distribute cash in accordance with DRC's framework agreement, within 48 hours from the notification. Due to the additional challenges safely accessing women after the ban imposed on female NGO workers, DRC has established a contracting option with the selected hawala supplier to ensure the deployment of female hawala agents to the district centre or targeted villages and for door-to-door distributions to female cash for food recipients and other groups facing heightened risks and mobility impairments.

The distribution of three-months' worth of assistance via a single installment is designed to mitigate risks and burden related to traveling to the distribution point and in rural areas where the target population is spread out, and to enable target households to use the assistance to purchase the needed food stock for the winter season, when access to the main markets may be more limited and prices of commodities in secondary markets is likely to be higher due to decreased supply and increased transportation costs for the re-supply of commodities. The preference to deliver cash in one installment is further backed by findings of the DRC recent PDMs of cash-based programmes, demonstrating that households typically purchase items all at once due to a lack of market access due to a high degree of snow on the roads to the markets during the winter season. A complementary awareness raising session on food consumption, dietary diversity, and infectious diseases, including acute respiratory infections prevention, will be provided to all project participants on the day of the distribution through culturally sensitive and relevant Information, Education, and Communication (IEC) materials.

Activity 1.1.5

Standard Activity : Not Selected

Post Distribution Monitoring (PDM)

DRC will conduct a post distribution monitoring (PDM) considering 95% confidence interval and 5% margin of error while selecting the sample size that makes the sample (350 respondents) who directly received the assistance. The PDM will be conducted the targeted population four to six weeks after assistance is delivered, to assess the satisfaction, effectiveness, and overall impact of the assistance. Through this well-tested approach for the evaluation of cash for food assistance, DRC will evaluate the benefits and/or shortcomings of minimal cash installments in preventing the use of harmful coping mechanisms and enabling households to achieve and maintain acceptable food consumption overtime. PDMs will measure the percentage (of a sample) of assisted households not applying negative coping strategies and percentage of assisted households with acceptable food consumption, with findings to be reflected in the final narrative report for this project. PDMs will be particularly beneficial in evaluating the two cash transfers against the intended outcomes of cash-for-food support and inform future cash programming. Further, DRC will continue to provide feedback received from the CFRM to the AAP WG for collective feedback data to identify trends and needs and to use in advocacy efforts to the HCT.

Additional Targets :

M & R

Monitoring & Reporting plan

DRC has robust Monitoring, Evaluation, Accountability & Learning (MEAL) systems which will be strengthened and replicated on this project through the following:

- a. Process & quality monitoring: The project teams will lead the beneficiary selection assessment, while the MEAL department will conduct verification exercises to ensure vulnerable individuals are selected in the activity. Further, distribution monitoring activities will be planned to ensure distribution SOPs are adhered to and gather feedback from beneficiaries regarding distribution process.
- b. Project output and spending monitoring through regular review.
- c. Outcome monitoring through post distribution monitoring.
- d. Protection and gender mainstreaming.
- e. Complaints & Feedback Handling through DRC's feedback and accountability system.
- f. Monthly Cluster reporting/ReportHub.
- g. Learning and adaptive management through regular review meetings.
- h. Data management through secure DRC server.

Workplan

Activitydescription	Year	1	2	3	4	5	6	7	8	9	10	11	12
<p>Activity 1.1.1:</p> <p>Project planning</p> <p>Throughout the first month of the grant, DRC will focus on preliminary activities required for smooth implementation of the grant. These will include essential coordination with key stakeholders and registration of the project with the Ministry of Economy and relevant line ministries, required by the Afghan NGO Law to start activities on the ground. These will , ensure that ing project activities are able to start on time as per the workplan.</p>	1												
<p>Activity 1.1.2:</p> <p>Market assessment and monitoring</p> <p>DRC is regularly conducting the monthly market assessment as part of the REACH and CVWG-led Joint Market Monitoring Initiative (JMMI) in 27 markets in different districts. In addition to Maidan Shahr, which is already in the list of the DRC market assessment, DRC will add the main Markets of Jalrez, Sayed Abad and Markaz-e-Behsud to be surveyed on monthly basis throughout the project lifespan. In addition, prior to implementing in new locations, DRC always conducts comprehensive market assessments, documented in DRC rapid assessments reports, which also provide information about multi-sectorial needs in target locations. Detail snapshot report for Jaghato district, Comprehensive initial assessments and regular JMMI will ensure that DRC only distributes cash where markets are functioning and safely accessible for all project participants.</p> <p>Data collection for JMMI will be done with suppliers and wholesalers in-person, with data cleaned, compiled, and uploaded online on a monthly basis by REACH. DRC will then analyze data of Maidan Wardak to check for price fluctuations (particularly price increases), supply, and/or accessibility issues. DRC also cross-checks with other key datasets, particularly the World Food Programme (WFP) monthly food price monitoring. Finally, the JMMI data will feed into revisions of the cash for food Basket by the CVWG and FSAC clusters at Kabul level, as needed.</p>	1												

Activity 1.1.3:

1

Beneficiaries Assessment

Eligibility assessments will be conducted to identify households in need of assistance prior to selection and distribution. DRC will coordinate with local community representative and DRC emergency response Community Alert Network (CAN) while adhering to the predefined criteria and maintaining transparency of the process. Throughout, DRC will provide clear information in the preferred language of communities and ensure target populations are informed. DRC will ensure that all vulnerable and marginalized groups are represented and considered in the engagement process at all levels. Building on the findings from recent assessments conducted by the Gender in Humanitarian Action (GiHA) group, and lessons learnt from the implementation of cash for food and other CVA interventions after the ban on female NGO workers in December 2023, DRC will take additional measures to ensure the safe targeting of women and especially women-headed households, when required. These will include consultations with female community members during the beneficiary identification process and the use of a snowballing methodology to minimize exclusion errors. Due to the high risk of redistribution of cash for food assistance witnessed through previous interventions in Maidan Wardak, DRC will further strengthen community engagement and accountability processes, to ensure that the targeting of beneficiary is sufficiently understood by community representatives and community members and that cash for food recipients feel safe in reporting to DRC instances of redistribution of assistance.

Participant selection will be in line with the recommended FSAC Targeting and Vulnerability Criteria. Selection will adhere to mandatory criteria (food insecurity), and further priority ranking will be used considering vulnerabilities of the assessed households. Targeting and selection criteria will be explained to authorities, including the Afghanistan National Disaster Management Authority (ANDMA) and Department of Refugees and Repatriation (DoRR). All participant selection processes will be conducted independently by DRC in line with FSAC standards and guidelines. Assessment data will be processed and quantitatively scored to apply vulnerability criteria by DRC's MEAL team using a secure server and r-syntax (for vulnerability scoring). DRC's MEAL team will spot-check a sample of the project participants selected to ensure data quality and accuracy.

<p>Activity 1.1.4:</p> <p>Provision of life saving food assistance</p> <p>DRC will provide the equivalent of 50% of the FSAC's recommended food basket for three months via a single cash transfer to 3,860 acutely food insecure households, with project participants expected to cover the remaining portion from their own food production or the market. The total transfer value will equal \$112.5 per household. This represents \$37.5 per month, equal to 50% basic food basket, for three months in line with the FSAC guidelines and as per AHF 2023 Standard Allocation.</p> <p>Households will directly receive cash through a contracted hawala provider with a reliable network of local agents and valid business license to enable rapid assistance. DRC maintains a primary hawala supplier and a back-up in case the primary is not able to distribute cash in accordance with DRC's framework agreement, within 48 hours from the notification. Due to the additional challenges safely accessing women after the ban imposed on female NGO workers, DRC has established a contracting option with the selected hawala supplier to ensure the deployment of female hawala agents to the district centre or targeted villages and for door-to-door distributions to female cash for food recipients and other groups facing heightened risks and mobility impairments.</p> <p>The distribution of three-months' worth of assistance via a single installment is designed to mitigate risks and burden related to traveling to the distribution point and in rural areas where the target population is spread out, and to enable target households to use the assistance to purchase the needed food stock for the winter season, when access to the main markets may be more limited and prices of commodities in secondary markets is likely to be higher due to decreased supply and increased transportation costs for the re-supply of commodities. The preference to deliver cash in one installment is further backed by findings of the DRC recent PDMs of cash-based programmes, demonstrating that households typically purchase items all at once due to a lack of market access due to a high degree of snow on the roads to the markets during the winter season. A complementary awareness raising session on food consumption, dietary diversity, and infectious diseases, including acute respiratory infections prevention, will be provided to all project participants on the day of the distribution through culturally sensitive and relevant Information, Education, and Communication (IEC) materials.</p>	1												
<p>Activity 1.1.5:</p> <p>Post Distribution Monitoring (PDM)</p> <p>DRC will conduct a post distribution monitoring (PDM) considering 95% confidence interval and 5% margin of error while selecting the sample size that makes the sample (350 respondents) who directly received the assistance. The PDM will be conducted the targeted population four to six weeks after assistance is delivered, to assess the satisfaction, effectiveness, and overall impact of the assistance. Through this well-tested approach for the evaluation of cash for food assistance, DRC will evaluate the benefits and/or shortcomings of minimal cash installments in preventing the use of harmful coping mechanisms and enabling households to achieve and maintain acceptable food consumption overtime. PDMs will measure the percentage (of a sample) of assisted households not applying negative coping strategies and percentage of assisted households with acceptable food consumption, with findings to be reflected in the final narrative report for this project. PDMs will be particularly beneficial in evaluating the two cash transfers against the intended outcomes of cash-for-food support and inform future cash programming. Further, DRC will continue to provide feedback received from the CFRM to the AAP WG for collective feedback data to identify trends and needs and to use in advocacy efforts to the HCT.</p>	1												

OTHER INFO

Accountability to Affected Populations

In line with global commitments and standards, DRC will apply a range of two-way communication channels and processes, outlined below in section 13.11. Through DRC-established networks in the communities (community alert network, community-based women councils), DRC ensures linkages with communities and ensures they remain engaged with the project. To ensure joint mechanisms and complimentary approaches are effective, DRC will coordinate with NGOs, Awaaz and Clusters, and actively participate in the AAP WG and co-lead the Feedback Response Mechanism sub-WG. Regular updates on project progress to local authorities and donor reports will be based on evidence-based results including lessons learnt during project implementation. DRC will “close the feedback loop” through community discussions on general feedback and directly with community members on individual complaints filed.

Implementation Plan

DRC has technical support staff at country office level (e.g. Emergency and Shelter Coordinators & Specialists) to ensure timely and quality implementation. SOPs and tools for assessments and distributions are already in place. At the area office level, teams are led by an Area Manager and Area Programme Manager. Further support is provided by the Head of Programme, MEAL team, and Programme Support Unit. Support colleagues, including Finance and Supply Chain, provide assistance from both country and area offices. As a result of DRC’s extensive experience in eastern Afghanistan and in delivering winterization activities, DRC has necessary programmatic and procurement arrangements in place to ensure swift delivery.

Coordination with other Organizations in project area

Name of the organization	Areas/activities of collaboration and rationale
--------------------------	-------------------------------------------------

Environment Marker Of The Project

Gender Marker Of The Project

3- Likely to contribute to gender equality, but without attention to age groups

Justify Chosen Gender Marker Code

Protection Mainstreaming

DRC will ensure that implementation fully accounts for the different needs and risks faced by diverse AGD groups and is committed to gender and protection mainstreaming across its programs, with principles of safety, dignity and Do No Harm embedded in all response activities. Measures to reduce protection and GBV risks will be put in place throughout the program. Ongoing DRC protection monitoring under other programs and planned assessment activities will also identify risks and “hidden” groups at risk of marginalization for DRC to ensure activities include these groups. DRC will ensure meaningful consideration and adoption of findings and recommendations from its recent GESI study, including providing an opportunity to community structures and members to recommend households for assistance; ensuring women DRC staff can communicate by phone to female beneficiaries in locations where physical access is restricted; and reviewing AGD successes and shortcomings in internal monthly review meetings to adjust implementation, as needed. Adequate risk analyses shall be undertaken prior to any distribution. Affected communities, including marginalized groups, will be fully involved through interviews by MEAL team, gauging any protection risks faced; awareness-raising on Awaaz and DRC feedback and COC mechanisms, including leaflet distribution; and field program monitoring spot-checks to make real-time adjustments in response to protection risks.

Country Specific Information**Safety and Security****Access**

DRC is not currently facing access constraints in Maidan Wardak region; we implement activities with and for women, via sub-national negotiations and engagement, eg Governor office, DoE, GDI, PVPV. DRC does not anticipate facing access issues due to the winter weather. Operations are coordinated with OCHA-led structures, such as OCT, Regional Access WG, CVWG, ES/NFI cluster, FSAC. Refresher trainings on principled humanitarian action are being rolled out; DRC has demonstrated ability to uphold principles, in line with NGO Law and JOPs. Previous projects in hard to reach districts, incl those targeted under this proposal, translates into strong community acceptance. Staff are from the same or nearby provinces with strong understanding of local dynamics. Close coordination will be done with the DFA, and community leadership throughout to ensure principled, and sustainable access. Internal access monitoring allow us to identify constraints and appropriate response modalities

BUDGET

Code	Budget Line Description	D / S	Quantity	Unit cost	Duration Recurrence	% charged to CHF	Total Cost
1. Staff and Other Personnel Costs							
1.1	Country Director	D	1	10,197.53	5	11.00	5,608.64
	<i>The Country Director (expat) is 11% dedicated to the project. The percentage that will be not covered under this project will be cost-shared with other active projects. The Country Director is based in Kabul and is overall responsible for the organization's mission in country and is accountable for overall grants implementation. The Country Director is representing the country operations to government, implementing partners and other stakeholders. Amount is calculated based on DRC salary scale (band MD) and steps inclusive of all benefits (insurance, location allowance, pension, housing and r&r)</i>						
1.2	Head of Support Service	D	1	8,832.52	6	11.00	5,829.46
	<i>The Head of Support Services (expat) is 11% dedicated to the project and reports to the Country Director. The percentage that will be not covered under this project will be cost shared with other active projects. The Head of Support Services is based in Kabul and is responsible to ensure compliance with DRC and donor procedures and guidelines within the country operation. The Head of Support Services is in charge of direct supervision of all the support services departments including finance, administration, logistics, supply chain, human resources, IT and risk & compliance. The role contributes to the development of country strategies, which are translated into action plans and day-to-day tasks. Amount is calculated based on DRC salary scale (band ME) and steps inclusive of all benefits (insurance, location allowance, pension, housing and r&r)</i>						
1.3	Head of Programme (HoP)	D	1	8,832.52	6	11.00	5,829.46
	<i>The DRC Head of Programme (expat) is 11% dedicated to the project and reports to the Country Director. The percentage that will be not covered under this project will be cost shared with other active projects. The Head of Programme is based in Kabul, with frequent travel to all areas of operation. The Head of Programme provides strategic direction to the country programme, quality of implementation, oversight of the DRC Technical Unit in Kabul and is responsible for ensuring compliance with DRC rules and procedures and donor compliance. Amount is calculated based on DRC salary scale (band ME1) and steps inclusive of all benefits (insurance, location allowance, pension, housing and r&r)</i>						
1.4	Finance Manager / Advisor	D	2	8,321.90	5	6.00	4,993.14
	<i>The Finance Manager (expat) is based in Kabul while the Finance Advisor (expat) is fully dedicated to the Afghanistan programme but working remotely, with in-country visits for the provision of technical support. They report to the Head of Support Services and are 5% dedicated to the project. The percentage that will be not covered under this project will be cost shared with other active projects. The Finance Manager is responsible for financial management of the country operation. Specific to this project, the Finance Manager is responsible for budgeting, accounting, financial reporting and other tasks. The Finance Advisor is responsible for donor and governmental reports and holds an advisory role to finance and other units with regards to compliance with donor rules and regulations. Amount is calculated based on DRC salary scale (Finance Manager salary band MF and Finance Advisor band NMF) and steps inclusive of all benefits (see annexed budget BOQ for more details).</i>						
1.5	Advocacy & Access Coordinator	D	1	6,975.60	5	6.00	2,092.68
	<i>The Advocacy & Access Coordinator (expat) is 6% dedicated to the project and reports to the Country Director. The percentage that will be not covered under this project, will be cost shared with other active projects. The Advocacy & Access Coordinator is based in Kabul, with frequent travel to all areas of operation. They provide leadership to DRC's advocacy efforts while working in close cooperation with senior management and field teams to ensure principled access to affected populations. The Advocacy & Access Coordinator is also in charge of coordination with relevant stakeholders with regards to access matters and represents DRC in relevant coordination mechanisms. Amount is calculated based on DRC salary scale (band NMF) and steps inclusive of all benefits (insurance, location allowance, pension, housing and r&r)</i>						
1.6	Programme Support Team	D	4	6,226.55	5	5.25	6,537.88

	<p>The Programme Support Team includes the Programme Development and Quality Manager (PDQM) (expat- band MF), two Grants Management Specialist/Officers (expat- band NMG1) and one Grants Management Specialist (national NMG2). Members of the Programme Support Team are based in Kabul. They are 5,3% dedicated to the project and report to the Head of Programme. The percentage that will be not covered under this grant will be cost shared with other active projects. The PDQM r has grant management and partnerships responsibilities and ensures that appropriate support is provided in developing new proposals, project revisions, and final sign-off on external/internal donor reports. The PDQM is also responsible for providing guidance and oversight to field teams in all matters of donor compliance. The Grants Management Specialist/Officers ensure appropriate support in facilitating project revisions, external donor reports, and communication outputs. The Grants Management Specialist is responsible for overall grants management on DRC's Global Grants Management System and leads in the facilitation of regular grant review meetings and in ensuring the Project Cycle Management Tool is up-to-date. Further, the Grants Management Specialist supports DRC's Risk and Compliance unit in government registration and reporting processes. Amount is calculated based on DRC salary scale and steps inclusive of all benefits. (See annexed budget BOQ for more details).</p>						
1.7	Deputy Country Director	D	1	4,690.67	6	5.00	1,407.20
	<p>Deputy Country Director (national) is 5% dedicated to the project and reports to the Country Director. The Deputy Country Director is based in Kabul, with frequent travels to all areas of operation. The percentage that will be not covered under this grant will be cost shared with other active projects. The Deputy Country Director is responsible for the overall management of the area office teams, implementation in the area of coverage and coordination with local stakeholders at the national level. Amount is calculated based on DRC salary scale (band ME1) and steps inclusive of all benefits (insurance and transport allowance)</p>						
1.8	Area Programme Manager	D	1	2,410.00	6	30.00	4,338.00
	<p>The Area Programme Manager (APM) (national) is 30% dedicated to the project. The Area Programme Manager is based in Kabul area office, with frequent travel across all areas of operation in the central region, and works under the direct supervision of the Area Manager. The percentage that will be not covered under this project will be cost shared with other active projects. The Area Programme Manager is responsible for leading the effective delivery of the activities implemented in the provinces which fall under the Office's Area of Operations, including targeted districts of Maidan Wardak province. The Area Programme Manager is the direct line manager of programme teams implementing the activities under this project. They are responsible for overall coordination of the activities with other stakeholders and for project cycle management, including tracking of progress against targets, and expenditures against approved budget. Amount is calculated based on DRC salary scale (band MF1) and steps inclusive of all benefits (insurance and transport allowance)</p>						
1.9	Area Manager	D	1	3,194.00	6	15.00	2,874.60
	<p>The Area Manager (national) is 15% dedicated to the project and reports to the Deputy Country Director. The percentage that will be not covered under this project, will be cost shared with other active projects. The Area Manager is based in Kabul Area office, with frequent travel across all areas of operation in the Central region. They are responsible for leading the effective delivery of the portfolio of project activities implemented in the central Region, including targeted districts of Maidan Wardak. The Area Manager is the primary representative for DRC within the Area of Operations, has a delegated responsibility for Safety Management, oversight of the Support Services Teams (inc. Finance, HR/Admin, Procurement and Logistics) and for the direct management of the teams implementing this project. Amount is calculated based on DRC salary scale (band ME2) and steps inclusive of all benefits (insurance and transport allowance).</p>						
1.10	Emergency Team	D	11	2,167.83	5	33.00	39,346.11
	<p>Emergency Team 8 staff Emergency Coordinator (national, Kabul and reporting to the Head of Programme (HoP) band NMF) Emergency Specialist (national, Kabul and reporting to the HoP, band NMG) Information Management Officer - Emergency (national, Kabul and reporting to the HoP band NMH) Emergency Team Leader (ETL) (national, Kabul Area office and reporting to the APM, band MG) 7 Emergency Officers (EO) (national, Kabul area office and reporting to the ETL, band NMH). Emergency staff based in Kabul are 5% dedicated to the project, the percentage not covered under this project will be cost shared with other active projects. They are responsible for engagement with relevant humanitarian coordination mechanisms (including the FSAC and the CVWG), for the development of relevant tools and SOPs, in line with clusters' standards, and for compliance of project's implementation with agreed guidelines. ETL is 50% dedicated to the project, the percentage not covered under this project will be cost shared with other active projects. The ETL manages the EO and frequently travels to all locations of implementation. He/she is responsible for setting workplans of the Emergency Officers, ensuring adherence to project design, DRC SOPs and donor rules during implementation, and for meeting the project's deliverables on time. Emergency Officers are 100% dedicated to project and work together to implement in multiple districts simultaneously. (see Annex 1 and BOQ for more information)</p>						
1.11	MEAL Team	D	11	882.36	5	32.00	15,529.54
	<p>MEAL team, 11 staff MEAL Manager (MEALM) (national, Kabul and reports to PDQM, salary band MF) MEAL Specialist (national, Kabul and reports to MEALM, band NMG) MEAL Specialist - IM (national, Kabul and reports to MEALM, band NMG) MEAL Specialist - CRM (national, Kabul and reports to MEALM, band NMG) MEAL Officer/Assistant - CRM (national, Kabul and reports to MEALM, band NMI) MEAL Team Leader (MEAL TL) (national, Kabul area office and reports to AM, band NMG) Two MEAL Officers (national, Kabul Area office and reporting to the MEAL TL, band NMH) MEAL Assistant (national, Kabul area office and reporting to the MEAL TL, band NMI) Two enumerators (national, Kabul Area Office and reporting to the MEAL TL, NMK). On average, 32% dedicated to the project, remaining cost shared with other projects. MEAL team in Kabul Country Office is responsible for setting monitoring and evaluation plans, analysing post-distribution monitoring data, collecting and analysing complaints and feedback received through the CRM mechanisms, and for providing inputs in external donor reports. The MEAL team in Kabul Area office is responsible for the day-to-day implementation of monitoring, evaluation, assessment and learning activities, including: gathering and analysing data for beneficiary verification, collecting feedback during distributions and PDM data. Amount calculated based on DRC salary and benefits (see Annex 1 and BOQ for more information and calculations)</p>						
1.12	Support Managers	D	4	3,005.01	5	6.00	3,606.01
	<p>The Support Managers - HR, Procurement, Logistics, Safety, and Risk and Compliance - (national) are based in Kabul and report to the Head of Support Services. They support DRC country operations and are 6% dedicated to the project. The percentage that will be not covered under this project will be cost shared with other active projects. Support Managers are responsible for the day to day operations in their relevant departments to ensure smooth functioning of the project implementation, overall operations and compliance with DRC rules and donor guidelines. Amount is calculated based on DRC salary scale (band MF) and steps inclusive of all benefits (see annexed budget BOQ for more details).</p>						

1.13	Support Team Leaders/Specialists/Coordinators	D	11	2,849 .15	5	5.00	7,835.16
	<i>The Support Team Leaders/Specialists - Safety, Finance, HR, Logs, Proc, Risk and Compliance - (national) based in Kabul are 6% dedicated to the project and support DRC country operations. Support Team Leaders based in Kabul Area office are 16% dedicated to the project and support DRC operations in central Region, including Maidan Wardak. The percentage that will be not covered under this project will be cost shared with other active projects. Support Team Leaders/Specialists are responsible for coordination and oversight of the teams and efficient completion of tasks in each section within their departments to ensure smooth functioning of the project implementation, timely finalization of the procurements, recruitments, payments, accounting. Amount is calculated based on DRC salary scale (Team Leaders band MG and Specialists NMG) and steps inclusive of all benefits (see annexed budget BOQ for more details).</i>						
1.14	Support Officers/Assistants	D	26	960.5 0	5	10.61	13,248.18
	<i>The Support Officers/Assistants - Safety, Finance, HR, Logs, Proc, Risk and Compliance - (national) based in Kabul are 6% dedicated to the project. Support Officers/Assistants (national) based in Kabul Area office are 16% dedicated to the project. The percentage that will be not covered under this project will be cost shared with other active projects. Support Officers/Assistants are responsible for the direct implementation of different tasks within the safety, finance, HR, logistics, procurement and risk and compliance departments and ensure adequate support to the country office and field operations for smooth project implementation, in line with DRC and donor compliance rules. Amount is calculated based on DRC salary scale (Officers band NMH, assistant band NMI/J) and steps inclusive of all benefits (see annexed budget BOQ for more details).</i>						
1.15	Other Support Staff	D	56	973.9 8	6	5.91	19,340.91
	<i>The cleaners, drivers, and guards (national) work both in Kabul and Kabul Area Office. Kabul-based staff are charged at 5%, while Kabul Area office-based are 15% dedicated to the project. The percentage that will be not covered under this project will be cost shared with other active projects. Drivers are providing transportation services from DRC Offices to the locations of implementation, and conduct maintenance checks on the vehicles under their custody. The Guards provide safeguarding services for the DRC premises and equipment 24/7. The Cleaners are responsible for providing cleaning services and other routine activities, e.g. assisting in packing, lifting and other labor related activities DRC Offices and Guest House. Amount is calculated based on DRC salary scale and steps inclusive of all benefits Salary bands: cleaners=NMK , drivers= NMJ and guards = NMK (see annexed budget BOQ for more details).</i>						
	Section Total						138,416.97
2. Supplies, Commodities, Materials							
2.1	Cash for Food	D	3860	37.50	3	100.00	434,250.00
	<i>Activity 1.1.4 3,860 acutely food insecure households will receive the equivalent of 3 months of 50% of the food basket (equalling to 37,5 USD per month) as per guidelines on FSAC response package issued in August 2023. The total amount distributed to cash for food recipients in one instalment is 112.5 USD. The amount is set in USD but it will be distributed to beneficiaries in AFN based on the prevailing exchange rate at the time of distribution, as per FSAC and CVWG best practices and guidelines. The provision of cash assistance to meet food needs was selected following preliminary assessments of local markets to verify the feasibility of the implementation of a CVA intervention. As per FSAC standards, the choice to provide beneficiaries with only 50% of the food basket is based on the availability of food sources from own production and the market among populations in IPC levels 4 and 3.</i>						
2.2	Distribution Materials (including visibility and CRM)	D	2	778.0 0	1	100.00	1,556.00
	<i>In order to facilitate the smooth delivery of assistance, the availability of appropriate accountability mechanisms to affected populations and the mainstreaming of protection under this project, DRC will procure distribution equipment (including cones, ropes, shades, chairs, tables, etc.), rent distribution points within the districts of implementation, ensure the display of donor visibility and display/distribute information on available CRMs during beneficiaries' identification and at distribution points. The selection of distribution sites will determine the needs under this budget line (see annexed budget BOQ for more details).</i>						
2.3	Hawala/Voucher Commission costs	D	1	434,2 50.00	1	2.80	12,159.00
	<i>DRC has finalized two framework agreements with hawala companies, a primary supplier and back-up, whom DRC has prior experience working with and have reliable networks of hawala agents across all districts targeted, including remote areas. Specifically, DRC's primary hawala supplier is Khalid Raziq (2.8% commission fee). In case the primary supplier is not able to distribute cash in accordance with DRC's framework agreement and within 48 hours of notification, DRC may use a back-up supplier. In light of the additional challenges faced with the safe delivery of assistance to female recipients after December 2022, DRC has also established an additional contracting option for the distribution of cash assistance by female Hawala agents, including door-to-door. This option is used as a last resort mechanism and only when required to ensure safe access of female beneficiaries to DRC's services. The fees for this service is 3.5%- 6%, depending on modality of payment and location. Hawala past performance (captured through the supplier performance evaluation tool) was included in the technical evaluation criteria, along with other cost-efficiency considerations. Based on DRC framework agreements with the FSPs (annexed), the fee for facilitating the transfer of cash to beneficiaries is estimated to 2.8% of the total cash transfer.</i>						
	Section Total						447,965.00
3. Equipment							
NA	NA	NA	0	0.00	0	0	0.00
	NA						
	Section Total						0.00

4. Contractual Services							
4.1	Vehicle Rentals	D	3	572.4 2	6	100.00	10,303.56
	<i>Rented vehicles (3) are 100% dedicated and used for the implementation of the project actives, as well as for supporting the operations in the Country Office and on the ground. In light of the geographical coverage included in this project as well as the need for support from Country Office and the Area Office, two vehicles have been allocated full time to this project.</i>						
	Section Total						10,303.56
5. Travel							
5.1	Local Flights, accommodation and per-diem	D	3	342.2 6	5	100.00	5,133.90
	<i>The project will require frequent visits to the site of operations for Country Office and Area Office-based staff, including Programme and MEAL staff based in Kabul and support service staff. Planned trips also cover visits from Area Office-based staff to Kabul or other locations for coordination meetings and capacity building opportunities. Visits to the locations of implementation are conducted for internal monitoring, capacity building, evaluation of programme activities, and technical oversight. It is estimated that 16 trips over the period of 6 months will take place to support the implementation of project's activities according to agreed modalities and standards. It is calculated as an average including accommodation and per diem costs (see annexed budget BOQ for more details).</i>						
5.2	International Flights, R&R, accommodation and per-diem, Visa , Work Permit	D	8	1,513 .66	6	5.00	3,632.78
	<i>DRC Afghanistan operations include international staff who will be required to take international flights to come in country at the start of their contract and every 6 months in addition to taking R&R every seven weeks in line with their contractual entitlements. International staff's visas and work permits will also have to be acquired and renewed on a regular basis as per country's regulatory framework. In addition, international flight, accommodation and per diem can be provided for approved missions abroad, including trainings aimed at raising DRC staff capacity to implement project's activities in a quality manner, representation visits, etc. (see annexed budget BOQ for more details)</i>						
	Section Total						8,766.68
6. Transfers and Grants to Counterparts							
NA	NA	NA	0	0.00	0	0	0.00
	NA						
	Section Total						0.00
7. General Operating and Other Direct Costs							
7.1	Premises Rent	D	5	2,293 .13	5	8.40	4,815.57
	<i>Share of rental premises for the Country Office (4 buildings) and Central Area (Kabul) over an six-month duration (see annexed budget BOQ for more details). All sites are involved in the operation of the project. (see annexed budget BOQ for more details)</i>						
7.2	Office utilities, repair and maintenance, supplies, admin costs	D	5	10,13 1.97	5	16.95	42,934.22
	<i>Share of office utilities and repair and maintenance for the Country Office (4 buildings) and Central Area (Kabul) as well as support running costs (supplies, stationaries, communication costs, admin, bank fees, safety). Contribution to the office costs of the five sites supporting project operations and implementation. (see annexed budget BOQ for more details)</i>						
7.3	Vehicle running costs	D	5	669.0 7	5	6.00	1,003.61
	<i>Share of Support Vehicles running costs (incl. fuel, registration, maintenance) for the Country Office and Area Office (see annexed budget BOQ for more details) As the project will be implemented in multiple districts, multiple vehicles are required to ensure simultaneous distribution can occur at multiple locations, allowing the project to meet it's targets on time.</i>						
	Section Total						48,753.40
SubTotal			4,024.00				654,205.61
Direct							654,205.61
Support							
PSC Cost							
PSC Cost Percent							7.00
PSC Amount							45,794.39
Total Cost							700,000.00

Project Locations							
Location	Estimated percentage of budget for each location	Estimated number of beneficiaries for each location					Activity Name
		Men	Women	Boys	Girls	Total	
Afghanistan > Wardak > Maydanshahr	5.83000	0	0	0	0		FSAC: Activity 1.1.3: Beneficiaries Assessment &...
Afghanistan > Wardak > Jalrez	4.87000	0	0	0	0		FSAC: Activity 1.1.3: Beneficiaries Assessment &...
Afghanistan > Wardak > Nerkh	9.72000	0	0	0	0		FSAC: Activity 1.1.3: Beneficiaries Assessment &...
Afghanistan > Wardak > Hesa-e-Awal-e- Behsud	14.56000	0	0	0	0		FSAC: Activity 1.1.3: Beneficiaries Assessment &...
Afghanistan > Wardak > Daymirdad	13.08000	0	0	0	0		FSAC: Activity 1.1.3: Beneficiaries Assessment &...
Afghanistan > Wardak > Chak	9.72000	0	0	0	0		FSAC: Activity 1.1.3: Beneficiaries Assessment &...
Afghanistan > Wardak > Saydabad	11.65000	0	0	0	0		FSAC: Activity 1.1.3: Beneficiaries Assessment &...
Afghanistan > Wardak > Markaz-e-Behsud	19.43000	0	0	0	0		FSAC: Activity 1.1.3: Beneficiaries Assessment &...
Afghanistan > Wardak > Jaghatu	11.14000	0	0	0	0		FSAC: Activity 1.1.3: Beneficiaries Assessment &...

Documents	
Category Name	Document Description
Budget Documents	FSAC Budget BOQ_Sep 24_V2.xlsx
Project Supporting Documents	Annex1 DRC CVA Risk Mitigation Matrix_V2.docx
Project Supporting Documents	DRC AFG AHF FSAC 2023 - AAP endorsement.pdf
Project Supporting Documents	DRC AFG AHF FSAC 2023 - DIWG endorsement.pdf
Project Supporting Documents	DRC AFG AHF FSAC 2023 - DRC email.pdf
Project Supporting Documents	DRC AFG AHF FSAC 2023 - FSAC endorsement.pdf
Project Supporting Documents	DRC AFG AHF FSAC 2023 - HAG endorsement.pdf

Project Supporting Documents	DRC AFG AHF FSAC 2023 - Protection endorsement.pdf
Project Supporting Documents	DRC AFG AHF FSAC 2023 - RCCE endorsement.pdf
Project Supporting Documents	MEAL SOP Access.docx
Project Supporting Documents	MEAL SOPs_March 2023.docx
Project Supporting Documents	DRC AFG AHF FSAC 2023 - CVWG endorsement.pdf
Project Supporting Documents	Rental Agreement_Central Area Office.pdf
Project Supporting Documents	Rental Agreement_CO B1 & B2.pdf
Project Supporting Documents	Rental Agreement_CO B3.pdf
Project Supporting Documents	Rental Agreement_GH B1 & B2.pdf
Project Supporting Documents	DRC_AHF FSAC_Staff Banding.xlsx
Project Supporting Documents	FSAC_District Advice_9Oct23.pdf
Project Supporting Documents	AHF FSAC Annex 1.pdf
Budget Documents	DRC AFG FSAC Budget BOQ_Oct10.xlsx
Project Supporting Documents	DRC AFG Emergency Assessments SOP_Update June 2022.pdf
Budget Documents	DRC AFG FSAC Budget BOQ_Oct16.xlsx
Grant Agreement	GrantAgreement_CBPF-AFG-23-S-INGO-26386_FSAC_DRC_Signed.pdf
Grant Agreement	GrantAgreement_CBPF-AFG-23-S-INGO-26386_FSAC_DRC_Coutnersigned.pdf
Project Supporting Documents	23_08_18 CT Authorisation 4 Limited Power of Attorney OTHER v1.1_ZM.pdf