

Future Generations **Afghanistan**

Empowering Vulnerable Communities To Shape Their Futures

ANNUAL REPORT 2023



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DIRECTOR'S MESSAGE



Dear Esteemed Donors and Partners,

I am pleased to present the comprehensive Annual Report for the transformative year 2023 of Future Generations Afghanistan. The steadfast dedication of our donors has been instrumental in providing essential resources that empowered the diligent teams at Future Generations Afghanistan to adeptly address and overcome diverse humanitarian challenges.

In 2023, Future Generations Afghanistan strategically shifted its focus from a life-saving to a livelihood support approach. This pivotal shift has set the stage for further progression in 2024 towards sustainable livelihood solutions, leading to the self-sufficiency of our beneficiaries. Our commitment to reaching the most vulnerable communities in remote and underserved districts remains unwavering. Our operational scale increased from three million USD in 2022 to eight million USD in 2023, expanding our reach to 93 districts, including new provinces in the south (Kandahar) and west (Badghis).

The evidence of our impactful interventions in 2023 is compelling. Over 20.2 million USD were disbursed to 220,555 households, with an additional of over 6.4 million USD provided through cash-for-work initiatives benefiting 69,717 households. Additionally, 22,035 metric tons of food were distributed to over half a million households. Addressing gender disparities and promoting sustainable agriculture, 20,000 women were supported through a home gardening initiative, including agriculture, livestock, poultry distribution, and a food-resilient system program aimed at economically and socially empowering this rural population segment.

The mission of Future Generations Afghanistan is not a mere statement but a daily commitment. Our initiatives, from life-saving interventions for vulnerable populations to fortifying the resilience of local communities, manifest our dedication to creating a meaningful impact. Our overarching goal is to empower local communities to shape their futures, and our teams exhibit unwavering commitment to this mission.

I extend sincere gratitude for the unwavering support and partnership demonstrated by our esteemed donors and partners. Your financial and strategic contributions have been the lifeblood of our mission, enabling Future Generations Afghanistan to deliver critical humanitarian and development services in the last 21 years in Afghanistan. The generous funding from our partners has played a pivotal role in achieving remarkable results in 2023, and we are deeply grateful.

Looking ahead to 2024, we approach it with confidence that, with your continued support, we will persist in making a significant difference in the lives of those we serve. As we envision the future, we believe the best is yet to come for Future Generations Afghanistan.

Thank you once again for your extraordinary partnership and support. We are deeply grateful for your steadfast commitment to our missions, and we eagerly anticipate the continuation of our collaborative efforts in 2024 and beyond.

Best regards,

AJMAL SHIRZAI
COUNTRY DIRECTOR

ORGANIZATION SUMMARY

NAME:

Future Generations Afghanistan

BRAND:

Future Generations Afghanistan

LEGAL IDENTITY:

Independent non-governmental and not-for-profit organization, Registered With Ministry of Economy, Afghanistan, Date 25 Oct. 2005.

VISION:

For A just and lasting change in which the poor and vulnerable persons or communities have access to opportunities.

MISSION:

Future Generations Afghanistan strengthens the process of self-sufficiency and equitable community change to empower the poor and most vulnerable communities to shape their futures where human dignity, equal rights, and equal opportunities are enjoyed by all.

ACTIVITIES:

Food Security and Agriculture
Water Supply, Hygiene, and Sanitation
Humanitarian Response to Vulnerable Communities
Women's Empowerment
Action Research for Knowledge Development

CROSSCUTTING:

Gender Mainstreaming
Social and Environmental Safeguarding
Conflict Sensitization
Do No Harm

MEMBERSHIP AND PARTNERS:

- Agency Coordinating Body for Afghan Relief and Development
- Afghanistan Humanitarian Fund National Clusters
- Climate Action Network South Asia
- Council for Inclusive Capitalism
- Future Generations Global Network
- Future Generations University

Introduction

Greetings,

As the Office in Charge of Future Generations Afghanistan, it is my pleasure to present our 2023 annual report. This document encapsulates a year's journey of growth, challenges, and milestones. It is a testament to our collective efforts to nurture the seeds of development and well-being within our communities.

In the pages that follow, you will discover the breadth of our initiatives and the strides we have made. Each program, each endeavor, speaks to our commitment to the betterment of the communities we cherish. We have faced hurdles along the way, but our resolve has only strengthened, and the outcomes speak volumes of our collective impact.

Our connection to a worldwide consortium of like-minded organizations and individuals is a source of immense pride. This past year has been enriched by the unwavering support of our donors and the invaluable partnerships we have forged. I extend my heartfelt thanks to our dedicated team, whose tireless efforts have been pivotal in realizing our vision. It is through our united front that we can continue to forge a path of positive transformation.

I invite you to immerse yourself in this report, to be moved by the narratives of those we empower, and to recognize the profound influence our programs have had in uplifting their lives.

Warm regards,

Besmillah Sakhizada
Afghanistan Office In-Charge

2023 HIGHLIGHTS

345

Infrastructures Built

- Water Reservoirs,
- Protection Walls
- Social Structures
- Check Dams
- Bridges & Water Dividers
- Cloth Washing Place
- Gabion walls
- Super passages
- Roads.

\$ 20,240,515

Direct Cash Assistance

More than 220,555 beneficiaries received direct cash assistance.

\$ 6,467,066

Cash For Work

69,717 workers received cash assistance through Cash For Work projects.

4,930.4 METRIC TONS

Wheat Seed Cultivation

58,541 farming households received wheat seed cultivation packages.

5,583

Agriculture Tools

More than 6,950 farming households received agriculture tools.

19,891

Home Gardening

More than 19,891 women received home gardening packages.

22,032 METRIC TONS

Food

More than 501,882 households received food assistance.



In 2023, Future Generations Afghanistan was active in ten provinces (see the below map), including Nangarhar, Kunar, Nuristan, Laghman, Wardak, Logar, Kandahar, Nimruz, Herat, and Badghis, covering the east, south, west, and central regions of the country. The programs were implemented in over 90 districts impacting a diverse range of communities.

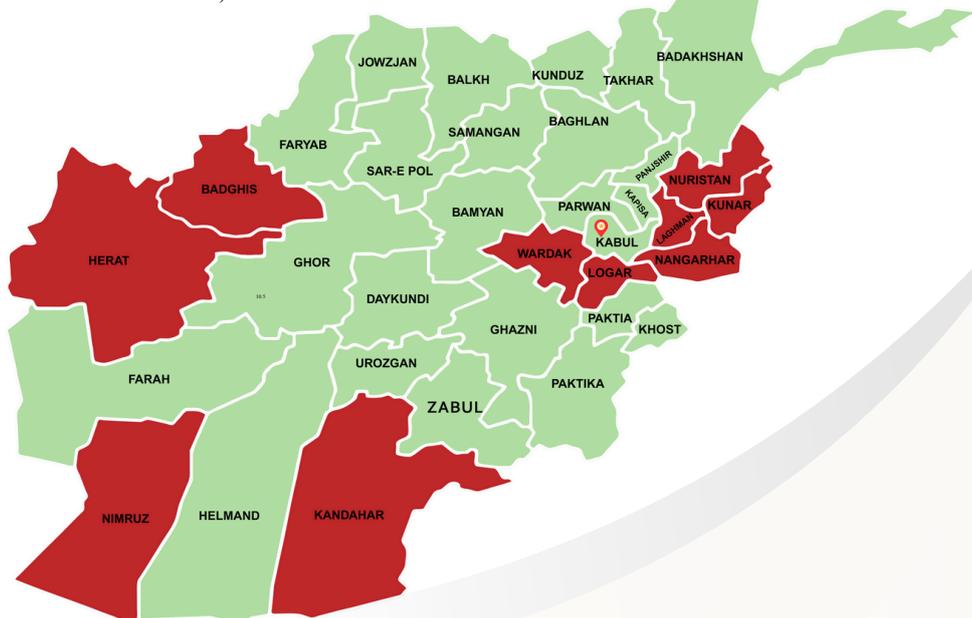
Providing critical support and services to the most vulnerable populations, focusing on various important areas such as providing

- Life-saving humanitarian assistance
- Empowering women economically
- Promoting local agriculture
- Improving access to clean water, sanitation, and hygiene
- Building the local communities' resilience

in 2023, FGA covered the following number of districts in the following provinces

- 22 districts in Nangarhar
- 12 districts in Kunar
- 8 districts in Nuristan
- 5 districts in Laghman
- 7 districts in Wardak
- 7 districts in Logar
- 9 districts in Kandahar
- 6 districts in Nimruz
- 7 districts in Badghis
- 9 districts in Herat

Map of Afghanistan, showing the provinces FGA was active in 2023, colored red



Nangarhar Province

Nangarhar Province is the regional capital of eastern Afghanistan. It comprises 22 districts spanning an area of 76,410 km², with a total population of 1,769,992 individuals. The IPC assessment in 2023 categorized this province as Phase III, indicating 25% of the rural population (385,950 persons) and 45% of the urban population (381,488 persons) experienced acute food insecurity. The IPC projection anticipates a worsening food security situation during November 2023 and March 2023. The population's acute food insecurity will rise to 40%, for rural and 45% for urban populations.

The FGA has had a long presence in Nangarhar since 2005. The office was transformed into an independent regional office in 2019, led by a managing director. During 2023, this office provided food and resilience support to 1,128,129 families across all districts.

The cash-for-work program has significantly improved water harvesting and systems through the disbursement of USD 1.7 million. This initiative has employed a total of 18,131 households, leading to the construction of three intakes/weirs, 2.5 km of canal, 297 m of RCC canal, 1.5 km of protection wall, 166 m of boulder wall, three super passages, one aqueduct, 2,346 trenches excavation, 1,465 terrace excavation, and 192 m of drainage construction. The new infrastructure enhances community irrigation and water management systems and will elevate the water table and fortify food security in the province.

FGA's unwavering commitment to gender inclusivity and empowerment is evident through its tailored programs for women, focusing on vocational skills and income generation. These programs provided 225 women with livestock packages consisting of 450 local goats, 45 MT of animal feed, and 45 liters of deworming medication. Another 500 women-headed families were provided with gardening tool packages containing 0.375 MT of vegetable seeds and home gardening tools.

Additionally, 1,133 women were equipped with carpet weaving, hijab making, and handicraft toolkits to initiate their micro-businesses in their localities. This approach enhances women's economic independence and household income.

Agricultural productivity gained a significant boost through the provision of 15 MT of improved wheat seeds and 30 MT of fertilizer to 600 farmers. These farmers cultivated 120 hectares of irrigated land and successfully harvested 390 MT of wheat. This intervention enhanced food security.

Employing an innovative approach, four former unions were formed, comprising 800 members, to whom a diverse range of agricultural machinery was distributed, including four large tractors, four trolleys, four threshers, four small handy tractors, 12 seeders, four wheat mills, 500 galvanized iron storages, 12 sprayers, and four harvesting machines. This initiative empowered 800 farmers to enhance agricultural production, increase land productivity, and streamline food processing and utilization practices.

The free cash distribution supported 691,813 households, including widows, orphans, and disabled individuals, who received free cash assistance of USD 10.1 million and food packages totaling 3,642 MT. The intervention enhanced food security among vulnerable populations.

Through the food for education program, a total of 401,811 school students received 2,401 MT of High Energy Biscuits (HEB) to address hunger and malnutrition. This initiative contributed to enhancing students' health and their academic performance. Additionally, the program promoted consistent school attendance, leading to enhanced educational outcomes.

Through a social behavior change initiative, FGA, in collaboration with communities, addressed cognitive, social, and structural drivers of development and humanitarian challenges. This offers resources to four sectoral actions that promote responsive parenting, healthy feeding, sanitation practices, and access to health services.

Provincial Budget (USD)

DONORS	TOTAL PROJECTS	TOTAL BUDGET
UN-WFP	5	1,750,550
UNICEF	1	536,320
Total	6	2,286,870

Workers digging trenches and terraces under the RFS project in Kuz Kunar District of Nangarhar province



FGA Management Team Nangarhar Province

MANAGING DIRECTOR EAST REGION

Mr. Saqib, managing director of FGA's eastern region, boasts a distinguished career with FGA since 2012, overseeing operations across all four provinces. He also serves as co-chair of the eastern region's food security and agriculture cluster.



With a wealth of dual master's degrees in Management Sciences and Economics, he brings over thirteen years of experience in project management to his role. Mr. Saqib underscores the importance of completing the food chain in FGA programs to enhance effectiveness and community food security.

TEAM LEADER (RESILIENCE BUILDING PROGRAM)

Mr. Naqibullah Ahmadzai, an agriculture expert, began his journey with FGA as a district manager in 2009. Throughout his tenure, he has held key positions such as District Manager, Provincial Manager, Master Trainer, and currently serves as the Team Leader of the Resilience and Food System program.



Mr. Ahmadzai strongly advocates for comprehensive community support, spanning from food production to processing and marketing, as he believes this approach enhances project sustainability and empowers local communities.

TEAM LEADER CASH-BASED TRANSFER PROGRAM

As an expert in project management, Mr. Sayar Rahmani led the Cash-Based Transfer operation in Nangarhar and Laghman provinces. With a Master degree in project Management, he advocated strengthening a three-way partnership among the aid agencies, community, and FGA, which is a key factor in the success of his program in Jalalabad City.



TEAM LEADER (SCHOOL FEEDING PROGRAM)

Raihanullah Aziz is at the forefront of the school feeding program, skillfully harnessing a range of expertise to drive its success. With a master's degree in business administration and years of experience at FGA in diverse roles since 2016, Mr. Aziz has demonstrated remarkable leadership in ensuring school children in Nangarhar receive nourishing meals.



TEAM LEADER (LIFE SAVING PROGRAM)

Obaidullah Sherzai holds a bachelor's degree in literature and has been working with FGA in various positions since 2009. The FGA large lifesaving operation in 2023 was managed by Mr. Obaidullah, who firmly advocates for evidence-based decision-making and the importance of vulnerability assessment in the selection of eligible beneficiaries for his program.



TEAM LEADER (SOCIAL BEHAVIOR CHANGE)

The Social and Behavior Change initiative in eastern Afghanistan is being spearheaded by Dr. Hakimullah Abed, an accomplished individual holding an MD degree in Medical Science and boasting over 20 years of extensive experience in this field.



Dr. Abed commenced his tenure with FGA in May 2023 and has since efficiently overseen the implementation of the SBC project across Nangarhar and Nuristan provinces. Under his guidance, SBC interventions in these regions have demonstrated a remarkable increase in the awareness levels of the local population.

Laghman Province

Situated in eastern Afghanistan, covering an area of 3,842 km², Laghman province comprises six districts with a population of 510,932. According to the IPC assessment in 2023, approximately 35% of the population, equivalent to 178,827 individuals, faced severe food insecurity, leading to the province being listed in Phase Three. IPC Projections anticipate a rise in the number of people in urgent need to 169,322 individuals, marking a 40% increase and indicating a shift to Phase Four, which signifies a worsening situation.

Since its inception in 2019, the Laghman office has been diligently serving all districts, prioritizing the empowerment of local communities. Through dedicated endeavors, it has profoundly influenced the region, providing extensive assistance to a cumulative of 7,501 families spanning five districts in the year 2023.

Agricultural productivity was substantially boosted by providing 20 MT of improved wheat seeds and 60 MT of fertilizer to 800 farming families who cultivated 160 hectares of irrigated land and harvested 520 MT of wheat. This initiative contributed to food availability in the province. Additionally, 480 farmers were distributed 0.36 MT of vegetable seeds and 480 home gardening tools for vegetable production for their family consumption and marketing the surplus with an innovative approach, FGA disseminated various sets of agricultural technologies.

The agriculture production technologies include four sets of tractors with four trolleys, five hand-plowing machines, 33 seeders, and 480 sprayers. The agriculture processing technologies include four threshers, seven harvesting machines, and four wheat mills. The storage technology includes four 300-gallon galvanized iron storage units.

Additionally, four tricycle vehicles were donated to farmers' unions to facilitate farmers' access from farmland to markets. This intervention empowered 1,200 farmers and their unions to increase agricultural production and land productivity and ease food processing and utilization.

The cash-for-work program, which employed 1,872 labor families and disbursed USD 2 million, focused on labor-intensive projects to enhance water harvesting infrastructures and bolster irrigation systems. The program included the construction of a 1.18 km gabion wall, establishment of 106 check dams, creation of one intake, development of four super passages, construction of 0.82 km of RCC, and a 25 m self-contained canal. Other infrastructure projects involved the construction of 810 m of drainage, 265 m of protection walls, 600 m of karizes, and improvement of rural roads. These projects, aimed at enhancing community irrigation and water management, will improve the water table and strengthen food security in the province.

FGA's commitment to gender inclusivity and empowerment is evident through its tailored programs for women, focusing on vocational skills and income generation. These initiatives provided 156 women with poultry production kits and 170 women with cotton sheet-making tools to start micro-businesses. Additionally, 200 women received two goats with feed, while 390 women were supported with vegetable gardening packages and farming tools. This comprehensive approach aims to enhance women's economic independence and food production at the household level.

Furthermore, \$465,264 was distributed to 1,077 vulnerable families, including widows, orphans, elders, and those with disabilities in the Dawlat Shah district, enabling them to meet immediate food and non-food needs.

PROVINCIAL MANAGER

Nawid Lutfi, with Agriculture background, started work at FGA in February 2020. His smart planning, inspired by previous FGA successes, greatly boosted FGA's initiatives in 2023. This shows his dedication to using successful approach to make FGA's efforts more effective and widespread in the area.



Provincial Budget (USD)

DONORS	TOTAL PROJECTS	TOTAL BUDGET
UN-WFP	1	884,319
AHF	1	521,042
Total	6	1,405,361



Mihtarlam District, Laghman province, RFS project (2023)

Kunar Province

Kunar is an eastern province characterized by its mountainous terrain, with a total population of 517,182 scattered across 16 districts, which cover a total area of 4926 km². As per the IPC 2023 assessment, 40% of the population (170,549 persons), faced severe food insecurity. Projections based on IPC framework anticipate a transition from phase three to phase four, indicating a rise in the number of people in urgent need of humanitarian aid to 213,185 or 50% during November 2023 to March 2024.

Since its inception in 2013, FGA has operated in all districts of Kunar province with a focus on enhancing livelihoods of vulnerable communities. In 2023 FGA supported 16,438 households across 12 districts. Livestock protection assistance aided 4,690 households with 938 MT of animal feed, 938 liters of deworming medicine, and 6.2 MT of fodder seed. This sustained 51,590 farm animals and cultivated 5,579 Jeribs of land for forage crops, yielding 2,362 MT of fodder, thereby fortifying the sustainability of livestock farming within the province.

Agricultural productivity was boosted with 75 MT of improved wheat seeds and 150 MT of fertilizer for 1,500 farming families, resulting in the cultivation of 3,000 Jeribs of land, yielding a wheat production output of 1,950 MT. Furthermore, in a parallel initiative, 18 MT of improved bean seeds and 75 MT of chemical fertilizer were disbursed to an equivalent number of farmers, enabling the cultivation of 1,500 Jeribs of land and yielding sufficient high-protein food for both domestic consumption and commercial trade. The cultivation of leguminous crops not only amplified agricultural productivity but also bolstered food security within rural districts.

Cash-for-work provided employment for 2,000 families with a total disbursement amounting to 200,000 USD. The labor-intensive initiatives were undertaken for construction of enhancement of community infrastructures, including the establishment of six female-cloth washing facilities, 466 km of protection

walls, 440 km of canals, one PCC lining, and one ablution facility. These infrastructural developments notably upgraded community access to water resources.

In a targeted initiative aimed at supporting the most economically marginalized segments of society, FGA allocated 30,000 USD to 300 families unable to engage in physical labor, thereby ensuring their access to essential food provisions.

FGA's unwavering commitment to gender inclusivity and empowerment is exemplified by its innovative programs tailored specifically for women, which are aimed at engaging them in food production and income-generating activities. These initiatives encompassed the distribution of vegetable home gardening packages, food processing technologies, and livestock provisions. The home gardening package equipped 4,168 women with 2,875 kg of vegetable seeds and 4,148 gardening tools, thereby enabling them to cultivate produce for household consumption and commercial trade. Concurrently, 50 women received training on food processing technologies, while an additional 50 were introduced to greenhouse technology alongside requisite vegetable seeds and technical training, thus fostering the adoption and utilization of these innovative agricultural practices.

Furthermore, 40 women were provided with two goats with a kit each, along with 100 kg of animal ration and pertinent training to enhance food production through the application of innovative agricultural technologies.

PROVINCIAL MANAGER

Abdul Malik holds a degree in political science from Pakistan and boasts 23 years of experience working in aid agencies. Since joining FGA in 2019, he has led FGA initiatives in Laghman and then in Kunar provinces. Mr. Salarzai firmly believes in fostering community ownership as a cornerstone for the success of FGA programs in the Eastern region.



Field Visit of FAO Representatives in Afghanistan & Japan ambassador in Kunar province



Provincial Budget (USD)

DONORS	TOTAL PROJECTS	TOTAL BUDGET
UN-FAO	3	119,905
UNDP	1	1,914
Total	4	121,819

Nuristan Province

Nuristan Province, located in eastern Afghanistan, covers an area of 9,267 km² and has a population of 169,679 across its eight districts. According to the IPC assessment from October 2023, Nuristan was classified in Phase 4, indicating that 40% of its population, or 27,089 people, were experiencing acute food insecurity and urgently required intervention. However, the IPC's forecast for the period from November 2023 to March 2024 shows an improvement in the situation. The province is expected to advance to Phase 3, with the proportion of the population in need of assistance dropping to 30%, equating to 20,316 individuals.

FGA has been operational in Nuristan since 2018, with its efforts markedly focused on enhancing the livelihoods and agricultural productivity within the region. Throughout 2023, FGA's initiatives have significantly impacted the local communities, offering comprehensive support to a total of 39,492 families, spread across all eight districts.

The livestock protection assistance successfully supported 11,841 families, delivering 2,368.2 MT of animal feed, averaging 200 kilograms per farmer, and 1,998.2 liters of deworming medicine. Furthermore, financial assistance was provided in the form of 467,200 USD in cash, alongside 19.78 MT of fodder seed. This comprehensive assistance ensured the nourishment and health of 122,749 farm animals, significantly improving their productivity. Additionally, the program facilitated the cultivation of 5,579 Jeribs of land with forage crops, culminating in the production of 2,362 MT of fodder, thereby enhancing the sustainability of livestock farming in the province.

In an endeavor to boost agricultural output, FGA distributed 235 MT of improved wheat seeds and 470 MT of chemical fertilizer to 4,700 farming families. This intervention enabled the cultivation of 1880 hectares of land, resulting in a substantial wheat production of 6,110 MT. This initiative not only contributed to the region's agricultural productivity but also reinforced food security.

The cash-for-work program offered employment opportunities to 14,020 labor families, with a total disbursement of USD 1.4 million. The labor-intensive projects in this program focused on constructing and improving water harvesting infrastructure, including 321,430 trenches, 2,414 check dams, 18 Karizes, and

eight irrigation canals. These interventions significantly improved community access to irrigation and drinking water, contributing to the enhancement of the water table levels in Nuristan.

In a targeted effort to support the most vulnerable populations, FGA distributed USD 8,400 among 100 families unable to participate in physical labor, thereby ensuring their access to essential food supplies.

FGA's dedicated interventions for women involved the distribution of poultry farming and vegetable home gardening packages. The poultry initiative equipped 1,200 women with 36,000 pullets, 1,200 sets of coop materials, and 180 MT of chicken feed, empowering them to establish sustainable poultry businesses. Simultaneously, the vegetable home gardening initiative provided 6,176 women with vegetable seeds and gardening tools, enabling them to produce food for both household consumption and market sale.

To achieve the food security objective, FGA initiated the Social Behavior Change (SBC) program in 2003 in the eastern region to integrate local knowledge with scientific insights, empowering families in decision-making affecting their daily lives. FGA collaborates with communities to address cognitive, social, and structural drivers of development and humanitarian challenges. The SBC program of FGA in Nuristan province offers resources to four sectoral actions that promote responsive parenting, healthy feeding, sanitation practices, and access to health services.

PROVINCIAL MANAGER

The Nuristan Province initiative is led by Bakhtullah Safi, a Bachelor of Economics with over a decade of experience in government and NGOs. Mr. Safi commenced his tenure with FGA in October 2022 and has effectively managed FGA program in the province. According to Mr. Safi, FGA's interventions in Nuristan have notably enhanced the resilience of the local populace in the remote districts of Nuristan.



Provincial Budget (USD)

DONORS	TOTAL PROJECTS	TOTAL BUDGET
UN-FAO	9	601,735
UNICEF	1	66,622
Total	10	668,357



Wheat Seed Training in Doab district of Nuristan

Badghis Province

Located in Western Afghanistan, Badghis Province spans an area of 20,794 km² and is comprised of seven districts. Its population totals 569,151 individuals. According to the IPC October 2022 assessment, Badghis was classified as Phase Three, indicating that 50% (369,459 people) of its population required urgent food assistance. However, projections indicate a deteriorating situation from November 2023 to March 2024. This escalation underscores the critical need for food support, with 55% (406,405 people) of the population facing severe food insecurity.

In 2023, the FGA established an office in Badghis to extend support to 9,599 households across seven districts. These families were provided with two aid packages. The first one was the livestock package to 6,933 households and the second improved wheat seed package to 2,666 farming families. The livestock packages with 1,389.6 MT concentrated foods, 1,100-liter de-worming medicines, 16.5 metric tons of fodder seeds, and USD 244,800 cash. The seed packages comprising 133.3 MT of improved wheat seeds and 266.6 MT of fertilizers. Extension training was included in both packages.

As a result of the assistance provided, overall, 29,281 animals accessed concentrated feed and de-worming medicine. Cultivation efforts resulted in 3,466.5 Jeribs of irrigated lands being utilized for fodder seed cultivation, yielding 13,864 MT of fresh fodder. The 2,550 beneficiaries who received cash assistance, have accessed food during the lean season. Additionally, by cultivating 5,332 Jeribs of land with improved wheat seed, 3,732.4 MT of food produced. The above aids contributed to animal health and productivity as well as food availability in the province.

To empower women entrepreneurs, FGA orchestrated exclusive 10-day bazaars solely for women, enabling 1,320 entrepreneurs to showcase and sell their products. This initiative resulted in a significant boost to their income, amounting to AFN 2,203,270 collectively. By providing a platform for these women, the FGA not only contributed to the economic empowerment of women but also improved the linkage of women entrepreneurs to customers.

PROVINCIAL MANAGER

Eng. Alem Faizi is the provincial manager in Badghis. He is a experienced professional in civil engineering, and accumulated over two decades of experience in managerial roles within various international organizations. Eng. Faizi joined FGA in August 2022 as the head of FGA Herat Province and transitioned to Badghis in 2023.



Provincial Budget (USD)

DONORS	TOTAL PROJECTS	TOTAL BUDGET
UN-FAO	4	79,853
Total	4	79,853



FGA management team and European Commission delegation's mission to Badghis province

Herat Province

Located in Western Afghanistan, Herat Province covers an area of 54,778 square kilometers and is divided into nineteen districts. It has a population of 2,538,570, with 693,730 living in urban areas and the majority, 1,884,840, in rural areas.

The IPC assessment identified 888,500 individuals or 35% of the population in critical need of food assistance. The projection of acute food insecurity from November 2023 to March 2024 shows a worsening scenario where the percentage of the population in need rises to 50%, 1,269,285 people.

In 2021, FGA started its operation in Herat. In 2023, FGA supported 19,103 households across four districts. Vulnerable families were provided with humanitarian packages. 11,549 households were distributed cash of USD 2,791,986 and 7,554 were given 1,060.765 MT of wheat flour, pulses, vegetable oil, and salt. A total of 10,788 pregnant women and 21,395 children were distributed with WSB and LNS respectively. As a result of the assistance provided, the food insecurity of 133,719 people improved.

To empower women entrepreneurs, FGA orchestrated exclusive 50-day bazaars solely for women, enabling 2,087 entrepreneurs to showcase and sell their products. This initiative resulted in a significant boost to their income, amounting to 649,190 AFN collectively. By providing a platform for these women, FGA contributed to women's economic empowerment and improved the linkage of women entrepreneurs to customers.

REGIONAL MANAGER

Mr. Hayatullah Fazel, who joined FGA in November 2022 and currently serves as the FGA Senior Regional Manager for the Southwestern region, has over 30 years of extensive experience in both NGOs and government organizations.



Mr. Fazel holds dual master's degrees in project management from Pakistan and in Sustainable Rural Development from India. His leadership and strategic vision have played a pivotal role in driving the success of FGA's initiatives in the region. Mr. Fazel attributes the accomplishments of FGA programs in the remote and marginalized rural districts of Badghis, Nimroz, and Kandahar to the dedication and hard work of the FGA team.

Provincial Budget (USD)

DONORS	TOTAL PROJECTS	TOTAL BUDGET
UN-WFP	1	238,679
UNDP	1	51,542
Total	2	290,221



WFP delegation visiting the Guzara district distribution center, Herat province to monitor the distribution of the FOOD & CASH PROJECT in June 2023.

Logar Province

In Southeastern Afghanistan, Logar Province encompasses seven districts with a population of 449,812. Analysis conducted by the IPC in May 2023, revealed Logar in Phase-2023, with that 20% of population (146,416 individuals), experienced significant levels of acute food insecurity. Subsequent projections by the IPC during the timeframe from November 2023 to March 2024 anticipated a slight increase in the proportion in acute food insecure population to 25%, or 183,021 persons, left Logar in Phase Three.

Since its establishment in 2019, FGA has been actively engaged in humanitarian activities within Logar province, particularly focusing on agriculture livelihood protection initiatives. In 2013, the organization has provided aids to 29,215 households, encompassing 204,505 individuals, among whom 7,958 are women heading households, and 21,257 are male heads of households. Livestock packages distributed included 800 MT of animal feed, 108 liters of deworming medicine, 2.8 MT of mineral blocks, 1.2 MT of fodder seed, 4,000 dairy kits, and 40 silage kits, benefiting 4,000 households. This intervention significantly enhanced animal health and productivity facilitated the cultivation of 2,000 Jerib land and provided support to 28,000 herders families.

Wheat packages comprised 500 MT of wheat seed and 1,000 MT chemical fertilizers distributed to 10,000 households, resulting in cultivation over 4,000 hectares and yielding 13,000 MT of wheat across all seven districts. Poultry packages included 17,640 pullets, 588 sets of coop materials, and 117.6 MT of poultry ration, benefiting 588 women-headed families. This initiative not only generated job opportunities and income for females but also ensured food production for their families.

Furthermore, home gardening packages, including 1.24 MT of vegetable seeds and 6,039 sets of agriculture tools, were distributed to 6,039 female-headed families, enabling them to cultivate high-quality vegetables for household consumption. Additionally, 1,500 farming tools were provided to farming families to facilitate agriculture and irrigation practices.

The cash-for-work program targeted 7,088 laborers and led to the construction of 180,927 trenches, six check dams, 15 water reservoirs, one protection wall, six bridges, two culverts, and ten irrigation canals. Apart from providing cash to laborers, this intervention improved community access to irrigation water, markets, and public centers.

PROVINCIAL MANAGER

The Logar initiative is led by Mohammad Yaqub Gulzai, a distinguished agricultural expert from Kabul University, boasting over two decades of experience collaborating with the United Nations and various international NGOs throughout Afghanistan.



Mr. Gulzai commenced his tenure with FGA in September 2022 and effectively oversaw the Emergency cash assistance program in Wardak province prior to assuming leadership of the Logar province in 2023. According to Mr. Gulzai, FGA's interventions have notably bolstered the resilience of the local population, enabling them to better navigate the challenges posed by drought, climate change, and food insecurity in the province.

Provincial Budget (USD)

DONORS	TOTAL PROJECTS	TOTAL BUDGET
UN-FAO	4	360,385
Total	2	360,385



On 21/March/2023, UN-FAO Country Director Mr. Richard Trenchard, along with colleagues from Kabul and Gardez provinces visited Logar province, Kulangar village to communicate with CDCs and FGA beneficiaries.

Wardak Province

Located in central Afghanistan, Wardak Province encompasses eight districts and is home to a population of approximately 683,539 individuals. According to the findings of the IPC assessment in October 2023, approximately 25% of the population or 200,632 persons, are classified as acute food insecure. This situation has persisted through the IPC projection period from November 2023 to March 2024, with Wardak Province consistently exhibiting a stable proportion of 25% of its populace in needs of food, resulting the province to remain under Phase Three of the IPC categorization framework.

Since 2018, the FGA organization has been operational in Wardak, focusing on supporting farming families through various agriculture projects. In 2023, FGA helped 14,247 households through cash-for-work and poultry distribution initiatives.

The cash-for-work program aimed to enhance crucial infrastructure with the participation of 10,080 individuals. This initiative involved the construction of 323,862 trenches, 308 check dams, and protection for 60 Karizes. In total, over one million dollars were distributed as wages to laborers involved in construction work. These new irrigation systems have played a pivotal role in enhancing food and nutrition security, increasing farmers' incomes, and creating employment opportunities. Moreover, this initiative has indirectly benefited 70,560 individuals, fostering better risk management and resilience to climate shocks among farmers.

Additionally, FGA allocated USD 371,250 in free cash assistance to 3,300 of the most vulnerable families, particularly those headed by women, elders, and individuals with disabilities. This financial support was essential for covering essential living expenses, including food, particularly for those unable to engage in physical labor.

Furthermore, FGA distributed a poultry package consisting of 26,010 pullets, 867 coop materials, and 130.5 MT of balanced feeds to 867 women, providing them with opportunities for food production and income generation activities.

In summary, FGA's interventions in Wardak Province have been instrumental in addressing acute food insecurity, improving infrastructure, enhancing agricultural practices, and empowering vulnerable populations, ultimately contributing to the overall resilience of the region.

PROVINCIAL MANAGER

Shafiullah Khalid, the Provincial Manager of FGA since 2020, emphasizes the strategic deployment of training initiatives through extension services and the optimization of access to agricultural inputs as crucial factors contributing to FGA's success in Wardak Province.



These efforts have resulted in significant advancements in agricultural practices within farming communities, leading to positive transformations in the agricultural landscape.

Provincial Budget (USD)

DONORS	TOTAL PROJECTS	TOTAL BUDGET
UN-FAO	3	360,723
AHF	2	537,178
Total	5	897,901

FAO & FGA Management team's mission to Nerkh district of Wardak province.



Nimroz Province

Nimroz Province, located in southwest Afghanistan and bordered by Iran and Pakistan, spans 42,409 km², primarily comprising barren deserts. It stands as the country's least densely populated province with a total population of 190,425. According to the 2023 IPC assessment report, the acute food insecurity affects 143,819 populations. Projections from November 2023 to March 2024 indicate a slight increase in the number of people in the emergency phase and the portion requiring urgent food aid remaining at 143,819 people.

FGA has been operational in Nimroz since 2018. In 2023 FGA expanded its support to the entire population across the six districts, assisting a total of 40,086 households (comprising 28,990 males and 11,096 females) through the distribution of seven specialized agricultural aid packages. The livestock aid package provided 1,240 MT of animal feed, 1,128.2 liters of deworming medication, 186 MT of fodder seed, and USD 220,800 in unconditional cash to 6,200 herder families.

This initiative ensured that 52,918 animals received concentrated feed and deworming treatment. Moreover, the most vulnerable 2,300 households benefited from cash assistance, and a significant area of land was cultivated with fodder seeds to support animal husbandry. The crop seed package, which included 700 MT of improved wheat seed and 1,400 MT of chemical fertilizers, was distributed among 14,000 farmers. This intervention facilitated the cultivation of 5000 hectares of land, resulting in the production of 19,600 MT of food, significantly bolstering local food security.

The poultry package, aimed at empowering women, was provided to 788 recipients. It comprised 23,640 pullets, coop materials, and 118.2 MT of poultry feed, fostering job and income-generation opportunities for the women involved. Additionally, the vegetable gardening package equipped 6,674 women with 5.14 MT of vegetable seeds and 6,674 gardening tools, enabling them to produce vegetable food for their family consumption.

This effort not only produced a variety of vegetables for family consumption but also introduced sustainable practices through the distribution of 125 micro solar driers and 50 mushroom cultivation kits to 50 women. These women produced 3,500 kg of mushrooms, further contributing to their families' nutrition and income.

The agriculture tool package included the distribution of 7,000 tools to 1,000 farmers, enhancing their farming efficiency and productivity.

Through cash-for-work initiatives, the project successfully developed essential infrastructure, including 316,623 trenches, 12 check dams, two water reservoirs, three protection walls, four bridges, and the improvement of one canal.

A financial aid of USD 154,000 was also distributed among 1,100 of the most vulnerable families, including widows, elders, orphans, and people with disabilities. These new infrastructures not only created employment for 8,224 laborers but also improved access to drinking and irrigation water, increased water table recharge, and enhanced people's access to markets and public centers, contributing significantly to the community's overall well-being and resilience

PROVINCIAL MANAGER

Sayed Hazrat Alawi, possessing a strong educational background in agriculture from India, became a part of FGA in 2022. With over 13 years of experience spanning government and non-profit sectors in the southwestern region, Alawi is a valuable addition to the team.



He firmly believes that the success of FGA in Nimroz province in 2023 can be attributed to his dedicated and proficient staff. They have implemented a diverse range of agriculture projects, directly addressing the prevalent food insecurity issues amidst the challenging conditions of the hot and arid landscapes, aggravated by drinking water shortages.

Provincial Budget (USD)

DONORS	TOTAL PROJECTS	TOTAL BUDGET
UN-FAO	7	483,655
Total	7	483,655

Cash For Work Project in Nimruz Province



Kandahar Province

Kandahar Province in South Afghanistan consists of eighteen districts with a population of about 1,464,894, covers 4,925.9 km². In October 2023, an IPC assessment reported, 30% of its population (620,317 out of 1,464,894) faced acute food insecurity needing urgent aid. Projections for November 2023 to March 2024 indicate an increase to 40% (827,089 individuals). Additionally, urban areas of Kandahar had 25% (277,614 individuals) facing acute food insecurity in October 2023, with projections showing a rise to 45% (388,660 individuals) in the same future period.

Since its inception in late 2022, the FGA has actively supported livelihood protection initiatives in seven districts, benefiting 12,675 households (88,725 persons), including 11,040 led by men and 1,635 led by women, with the distribution of various types of agricultural packages.

The livestock support packages distributed included 1,380 MT of animal feed, 1,128.2 liters of deworming medication, 13.3 MT of fodder seed, and a cash distribution totaling \$338,400 to 6,900 families. This assistance ensured that 57,900 livestock received balanced ration and healthcare, cultivated 3,450 Jeribs of land, and positively impacted 48,300 people by enhancing animal health and productivity.

For soybean cultivation, the FGA provided 20 metric tons of seeds, 45 metric tons of chemical fertilizers, and 15 kg of inoculants to 1,000 households. This initiative resulted in a 360 MT yield of soybeans, promoting the cultivation of this high-value crop in Kandahar Province.

Additionally, 200 female-headed households received poultry support packages, which included 6,000 pullets, 200 sets of coop materials, and 30 metric tons of feed. This project improved the nutrition of approximately 1,400 indirect beneficiaries and encouraged women's participation in poultry farming as a means of income generation.

FGA supported 1,000 female-led households with home gardening kits, which included 0.62 MT of vegetable seeds and 1,000 sets of agricultural tools. These resources enabled the cultivation of 500 jeribs of land, yielding approximately 450 MT of fresh vegetables.

Additionally, 125 micro solar dryers were distributed to enable vegetable preservation and marketing in the districts. The initiative also supported 50 female farmers in establishing micro greenhouses, offering training for year-round vegetable production.

Furthermore, in a novel intervention 50 female-led families received beekeeping packages, including 250 beehives, resulting in the production of 2.5 MT of honey. In-addition 50 families were given mushroom cultivation kits. These venture enhanced women income generation opportunity and contribute to community well-being.

To address immediate needs, 300 of the most vulnerable families were distributed USD 24,000 in cash. Additionally, around 3,000 individuals earned USD 300,000 in total through a cash-for-work program, contributing to the construction of 49,593 community assets, such as trenches, dams, and irrigation systems. These efforts significantly enhanced water conservation, land protection, and access to irrigation and public facilities.

PROVINCIAL MANAGER

Hafiz Ullah Momand, initially an agriculture expert at FGA's Kunar office, advanced to Provincial Manager in Kandahar in 2022, where he has effectively led operations.



With a master's degree in Agronomy from India and extensive experience in agriculture development, Mr. Momand is dedicated to enhancing agricultural technologies to improve rural livelihoods.

Provincial Budget (USD)

DONORS	TOTAL PROJECTS	TOTAL BUDGET
UN-FAO	4	197,130
Total	4	197,130

Mr. Richard Trenchard, FAO representative in Afghanistan, along with Mr. Alex, from FAO headquarters in Italy, visiting the animal feed distribution center in Kandahar City



Ms Ruhnama's Journey of Empowerment through Beekeeping (Kandahar Province)



In the village of Daman District in Kandahar Province, life was not easy for Ms. Ruhnama, a lone widow and mother of six children who struggled to make ends meet amidst economic hardships.

A turning point in her life occurred when the Special Trust Fund for Afghanistan (STFA) project implemented by Future Generations Afghanistan recognized her potential and provided support for a transformative opportunity under the beekeeping package.

With comprehensive training and a honeybee production package consisting of five colonies of bees and a toolkit, Ruhnama embarked on her beekeeping journey, determined to turn it into a sustainable income-generating endeavor. After months of dedication and unwavering effort, her bee farm began producing high-quality honey at a rate of 25 kilograms per month.

The superior quality of the honey commanded a market value of 900 AFG per kilogram, which helped alleviate the family's financial stress and increased her confidence in meeting daily expenses.

Ruhnama's commitment to her bee farm extended beyond mere profit, as she dedicated long hours to caring for her bees, maintaining the hives,

ensuring access to abundant flowers for the highest-quality honey, and packaging it with meticulous care to attract customers. Her bee farm not only prospered financially but also brought her personal satisfaction and fulfillment.

Ruhnama said “I was under severe depression before I started this work. Whenever I feel uncomfortable, I look at my bees and their activities, works, and the system; I feel strong and happy.”

Despite originating from a conservative community and initially being hesitant to participate in such initiatives, Ruhnama now plans to expand her bee farm, generating further revenue by selling honeybee boxes to others in the community.

The project's impact went beyond financial stability for Ruhnama and her family. The additional income enabled her to afford school fees and essential items for her young children, breaking the cycle of poverty.

The story of Ruhnama's journey demonstrates that empowering vulnerable communities through livelihoods or beekeeping can have far-reaching effects. It shows how a simple opportunity can transform lives, uplift families, and create a more sustainable and prosperous future.

Program Development and Management

The division's primary functions include fundraising, conducting country context analysis, and overseeing program expansion. This entails identifying funding sources, analyzing the socio-political and economic context for program design, and developing strategies for expanding existing programs or launching new initiatives. Additionally, the division establishes partnerships with local stakeholders, governments, and donor organizations to leverage support for program.

Secondly, the program section represents FGA in interactions with donors, coordination bodies, humanitarian clusters, and donor agencies. The section facilitates communication and collaboration between FGA and its partners, participating in coordination meetings and forums to exchange information, share updates on program activities, and identify opportunities for cooperation and resource mobilization.

Program implementation, monitoring & evaluation, and quality assurance with a focus on gender and women's inclusion constitute the third function. The department oversees the execution of FGA's programs according to established plans, conducts regular monitoring and evaluation activities to assess progress and impact, and ensures that gender considerations are integrated throughout program design and implementation.

The fourth function includes contracts managing, invoices, and follow-up with provincial managers and donors. This involves overseeing contractual arrangements with vendors and partners, processing financial documentation, and providing updates to stakeholders on program activities, progress, and financial reporting.

The fifth function involves the implementation of FGA's program-related policies, or the development of new policies based on program requirements. The department ensures compliance with organizational policies, donor expectations, and audit standards, revising policies as necessary to enhance program quality, effectiveness, transparency, and accountability.

Finally, the program division identifies and compiles program-related challenges, facilitates progress coordination and engages in discussions with donors. They identify and address challenges, gather insights from the field, and facilitate collaborative problem-solving and decision-making processes to improve program outcomes.

MANAGING DIRECTOR – PROGRAM

Dr. Nimatullah Rahimi, Managing Director of Program Development and Management Division, combines medical expertise with over two decades of experience in UN agencies and INGOs in Afghanistan.



Specializing in program development, management, and fundraising, he focuses on program design, contract management and overall assessment of FGA program areas. Dr. Rahimi credits FGA's success in supporting 1.3 million households in 2023 to the SEED-SCALE operational policy, guiding efforts to combat food insecurity and promote self-reliance among vulnerable communities.

HEAD OF M & E

Mr. Gul Anwar Anwari, Head of Monitoring and Evaluation at FGA, brings extensive experience and expertise. With an MA degree in political science and a bachelor's degree in communication, and over two decades experience in monitoring



of UNDP and World Bank Funded project, he is well-equipped for his role at FGA. Under his leadership, M&E is integrated into all project's activities, enhanced program quality. He organized the development of project indicators, improving tracking and demonstrating impact. Overall, his dedication strengthens FGA's ability to monitor, evaluate, and improve its humanitarian initiatives.

GENDER FOCAL POINT

Shabnam Nikzada, a master's degree holder in law, is a standout Gender Focal Point at FGA, leveraging her expertise in Islamic jurisprudence to advance gender equality.



Her role involves shaping and executing gender initiatives across humanitarian projects, from strategy conceptualization to implementation guidance. Shabnam adeptly bridges Islamic jurisprudence and contemporary gender discourse, navigating cultural complexities to champion progressive ideals. Through leadership and advocacy, she amplifies marginalized voices and fosters inclusive humanitarian interventions.

FGA Operations Division

The FGA Operations Division, led by the Operations Director, oversees the comprehensive management of FGA's operations, including administration, procurement, public relations, visibility and outreach, and all other support functions. This division drives initiatives to optimize internal processes and enhance the quality of FGA services across eleven provincial offices.

The operations division directs the development and refinement of governance and administration policies, updating key areas such as Administration, Human Resources, Finance, Procurement, Anti-Corruption, and Security. Through collaborations with UNICEF and UNDP in 2023, policies are aligned with international best practices, particularly in gender sensitivity. Partnerships with WFP and FAO have further prioritized environmental sustainability in program-related policies.

Two new departments that significantly enhanced operational capabilities were established. The procurement policy ensures compliance across all procurement processes, 30 large procurements were successfully completed, totaling 114,005,637 AFN. Various trackers were prepared to track the procurement process, such as the RFQ Tracker, Vehicle Tracker, Procurement Tracker, and Preferred Vendor List, and the procurement system is currently being digitalized. The filing system, which includes hard and soft copies, has been established at both the central and provincial levels to ensure proper record-keeping.

The Communication Department has enhanced FGA's online presence, resulting in increased engagement with a larger audience. FGA's social media presence significantly contributed to raising awareness and extending its reach for the causes it supports. By utilizing social media as a tool, FGA has successfully established meaningful connections with its stakeholders and demonstrated its commitment to making a positive impact in the communities it serves.

The robust Complaint and Feedback Response Mechanism highlights FGA's unwavering commitment to transparency and accountability, addressing over 30 complaints impartially. Collaboration with AWAAZ Afghanistan has further improved responsiveness to beneficiaries' needs.

The vibrancy of FGA's workforce is evident in the numbers: 422 new hires and 415 departures, totaling 641 dedicated staff members contributing tirelessly to our success.

Moreover, a crucial function of the Operations Division is the application of FGA security policy. This entails conducting regular security assessments across FGA program areas in ten provinces and providing security advice for the safety of FGA employees, offices, and assets.

The Human Resources and Administration teams have expertly managed government liaisons and ensured compliance with regulatory requirements, amplifying impact through collaborative efforts with key departments like the Ministry of Economy.

Additionally, the operations section delivers regular and comprehensive training on security policy implementation to key staff, institutionalizing its application as a routine responsibility of program staff.

With these measures in place, final review and corrections necessary are conducted to ensure the effectiveness and efficiency of operations.

OPERATIONS DIRECTOR

Mr. Sakhizada has completed his specialization in computer science at the bachelor level and has a Master's degree (MA) in Applied Community Change and Peace building from USA. He has more than 8 years of experience in human resources management, administration, and program management.

He has previously served as a researcher and data analyst for a primary healthcare research project conducted by FGA in collaboration with John Hopkins University. He joined FGA as a researcher in November 2006 and was promoted to admin manager in 2011 and to program director in 2017, since July 2022 he has been serving as FGA's Operations Director.



HR MANAGER

Mr. Hamid Reza Ghaznavi has nearly a decade of experience in Human Resources Management and Administration. He joined FGA in late 2013 and is currently serving as the Human Resources Manager.

His educational background includes a Bachelor's degree in Business Administration, and completed a two-year Master's program with a specialization in Public Administration (MPA).



PROCUREMENT MANAGER

Mr. Saeedullah Muslih has over 14 years of professional experience in the field of Procurement, Grants, and Logistics. With a bachelor's degree in agriculture, he started his career at FGA in 2010, working as admin and logistic officer until 2013.

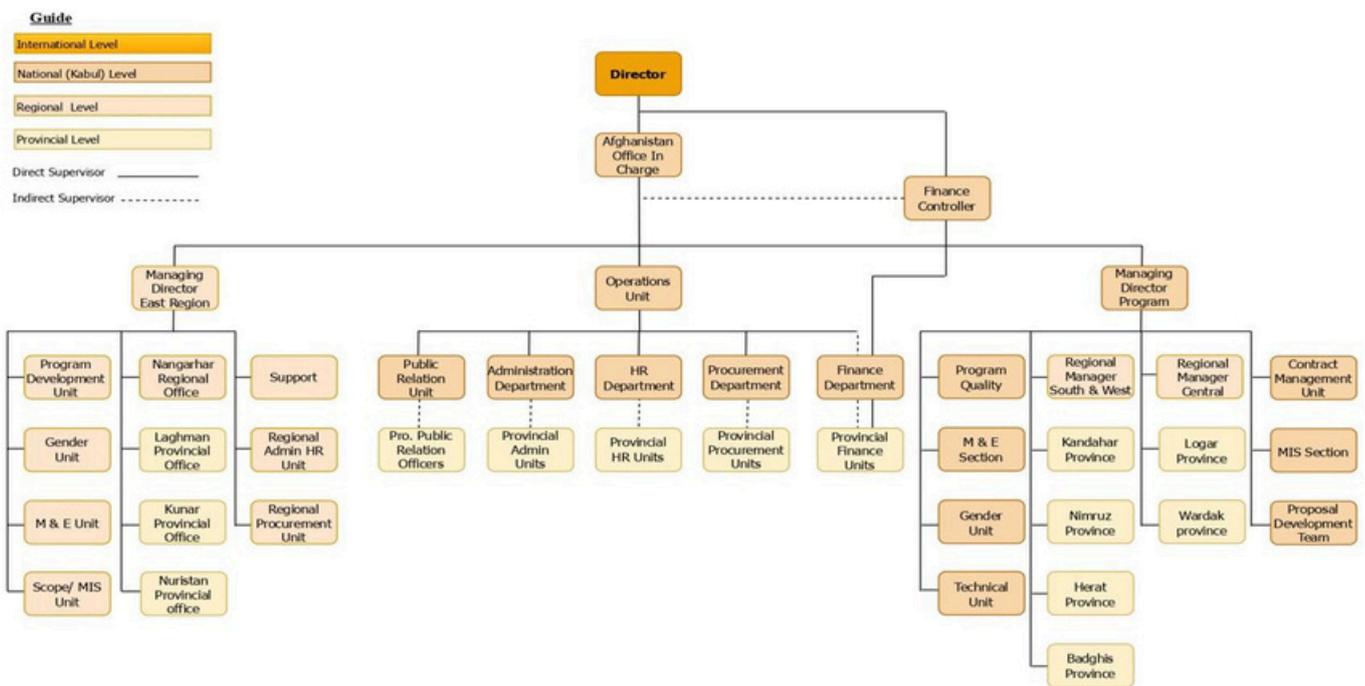
Since then, Mr. Muslih has worked with various international agencies, including Creative-USAID, OSDLR, CREATIVE-USAID, and MSH-USAID. In 2023, Mr. Muslih rejoined FGA as Procurement Manager and has successfully led the procurement department ever since. He oversees all purchasing activities and ensures that the organization's procurement needs are met promptly and efficiently. Under his leadership, FGA has streamlined its procurement processes, reduced costs, and maintained the high quality of its goods and services.



GOVERNANCE STRUCTURE

FGA’s headquarters is in Kabul, Afghanistan, and sub-offices in various provinces. The organizational structure includes the country director, management directors, and regional managers, responsible for different divisions at the central and regional levels. All employees work under the supervision of the management directors and are involved in various administrative and program development activities, including project/program, monitoring and evaluation. The administrative and finance division is responsible for providing support services to the entire organization. FGA's operations are divided into two program development sections - Regional Level and Humanitarian Level, with key staff working in social mobilization, engineering, management information system, capacity building, women empowerment, project monitoring, food, and cash-based transfer program, and food for asset and work programs. The overall management of FGA is handled by the board of directors led by the board president. The organizational chart (organogram) illustrates the hierarchy and responsibilities of different divisions and staff.

Organization Chart 2024



STAFFING

With a diverse group of staff, Future Generations Afghanistan works to empower communities and improve the lives of Afghan citizens, in 2023 FGA faced numerous challenges, despite this, FGA remained committed to its mission, maintaining its staff strength at 641 members, with 422 new hires offering fresh perspectives and energy. Although 415 personnel left FGA, including 110 female and 305 male employees, FGA continued to hire new staff members who were determined to make a positive impact on the communities they served. Ten members of the staff took unpaid leave, but the committed team worked tirelessly to find innovative solutions to the challenges they faced.

CODE OF CONDUCT AND POLICIES

FGA is governed by a set of policies that are regularly revised and reinforced:

ADMINISTRATION POLICY

FGA administration policy outlines the guidelines, rules, and procedures that govern its administrative framework and operating practices. It serves as a practical guideline for employees, defining the scope of their responsibilities, authorities, and decision-making powers. This policy standardizes all organizational rules and processes to promote internal control, transparency, and accountability.

POLICY AGAINST SEXUAL EXPLOITATION AND ABUSE

FGA has a strong stance against any form of sexual exploitation and abuse, and is dedicated to preventing these incidents from occurring both within the organization and among those it serves. FGA has a zero tolerance policy for such behavior and is committed to ensuring a safe and supportive environment for all individuals involved.

ANTI-CORRUPTION POLICY

FGA has a strict policy against corruption and is committed to maintaining the highest standards of efficiency, responsibility, and transparency in all of its operations and activities. FGA takes a zero tolerance approach towards any form of dishonesty or unethical behavior and is dedicated to ensuring that its activities are conducted in the most ethical and transparent manner possible.

FINANCE MANUAL

The FGA Finance Manual provides a standardized set of financial concepts, principles, and procedures to ensure consistent and effective operations within the FGA offices in Afghanistan. The manual provides procedural instructions to country, field, and affiliated program offices and illustrates the scope of responsibilities and authorities of FGA personnel. It also standardizes all organizational rules and procedures to create a system of internal controls and improve transparency and accountability. The manual helps FGA document and support the validity and authorization of financial transactions and safeguards resources.

CONFLICT OF INTEREST POLICY

The policy aims to outline rules and principles regarding conflict of interest. It also provides responsibilities of the employees and FGA in investigating and resolving such discrepancies. The policy sets defined boundaries for employees where possible conflict of interest examples may arise from any potential clashes between the employees and the FGA.

M&E POLICY

The FGA M&E Policy outlines the procedures and guidelines for monitoring and evaluating FGA programs. The policy provides a framework for developing and implementing a comprehensive monitoring and evaluation system, which ensures that programs are evaluated using a range of indicators and tools to assess their effectiveness, efficiency, and impact.

HUMAN RESOURCE POLICY

The policy outlines the general principles & standard of Human Resource process that apply in FGA offices. It is intended for program managers to ensure that minimum personnel requirements are met, and for their staff, to inform them in general of their working entitlements. The purpose is to ensure that all staff members receive fair & equitable treatment while working in FGA.

SECURITY MEASUREMENT POLICY

This policy provides a framework to FGA management at different levels to identify and reduce the risk to its staff, offices, assets and programs' and to formalize the analysis of the security risks on the basis of the underlying threats and potential future threats rather than on the basis of historical incidents. The policy also provides guidance to all FGA staff members and visitors on security issues.

GENDER POLICY

FGA recognizes that gender relations and inequalities are fundamental causes of poverty and social exclusion. FGA has worked with a gender-based perspective over the years. The experience has shown us that women's empowerment and the recognition of women's rights are essential for sustainable development. Therefore, the FGA's gender policy aims to ensure gender equality and women's empowerment are central to FGA at program level, organizational culture, public image and finance and resource allocation.

PROCUREMENT POLICY

The procurement policy outlines the guidelines and procedures to ensure that FGA's procurement activities meet the legal and contractual obligations, as well as the ethical and moral standards and it also covers procedures for contracting, procurement planning, and performance evaluation, as well as the role and responsibilities of the procurement staff and other stakeholders in the procurement process.

CAM POLICY

The policy outlines the procedure for handling complaints, including the steps that beneficiaries can take to register their complaints, the process for investigating and resolving complaints, and the escalation process in case of a deadlock. The policy also defines the roles and responsibilities of the staff involved in the complaint handling process, including the complaints office, the investigation team, and the mediation team.

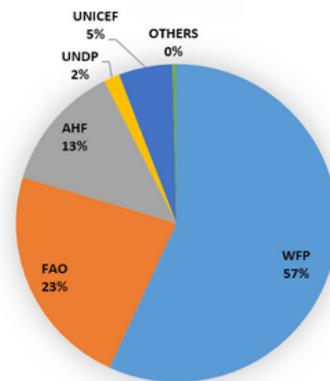
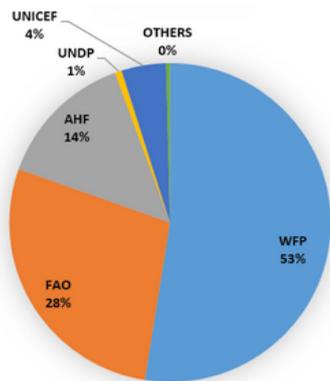
Financial Overview

FGA’s finance section operates efficiently with an online registered QuickBooks system and a team of over 15 qualified finance experts led by the Finance Manager. Financial and accounting processes adhere strictly to the FGA Financial Policy Manual and supplementary procurement and administration policies and procedure manuals. The Finance Controller ensures healthy internal control mechanisms. In 2023, FGA managed the financial aspects of 34 funded projects, reporting a total income of USD 8,350,807 against expenditures exceeding eight million dollars.

Donor-Based Expenses

2023

Donor-Based Income



■ WFP ■ FAO ■ AHF ■ UNDP ■ UNICEF ■ OTHERS

■ WFP ■ FAO ■ AHF ■ UNDP ■ UNICEF ■ OTHERS

FGA BUDGET (INCOME & EXPENSE) FOR 2023

DONOR	INCOME	EXPENSE
WFP	4,747,618	4,202,746
FAO	1,903,876	2,235,277
AHF	1,079,907	1,120,140
UNDP	133,106	54,681
UNICEF	453,068	358,534
Others	33,232	31,978
Total	8,350,807	8,003,356

Three-Year Incomes in USD

Donor	2021	2022	2023
WFP	597,190	2,009,347	4,747,618
World Bank	268,045	1,393,064	-
FAO	346,765	772,932	1,903,876
AHF	-	627,174	1,079,907
UNDP	-	159,018	133,106
USIP	57,012	-	-
UNICEF	-	-	453,068
Others	61,140	34,388	33,232
MALAGO	-	30,000	-
Total	1,330,152	5,025,923	8,350,807

Three-Year Expenses in USD

Donor	2021	2022	2023
WFP	604,221	2,328,237	4,202,746
World Bank	494,019	-	-
FAO	416,800	836,071	2,235,277
AHF	-	484,450	1,120,140
UNDP	-	200,542	54,681
USIP	62,548	-	-
UNICEF	-	-	358,534
Others	8,000	89,547	31,978
MALAGO	-	30,000	-
Total	1,585,588	3,968,847	8,003,356

Admin, Finance & Media Team

FINANCE CONTROLLER

Faridullah Niazai is a highly skilled finance professional with a Bachelor's degree in Business Administration and over a decade of experience in finance, holding various positions in finance, including as a finance manager, finance officer, and accountant.



He has held different positions in finance and has experience in financial management, budgeting, accounting, auditing, and grant management. His experience includes managing daily FGA country office accounting and finance functions including the timely recording of transactions and cash management

SENIOR FINANCE OFFICER

Mr. Inamullah Ansari has a bachelor's degree in business administration and is an experienced senior finance officer who joined FGA in 2020 as an admin and finance officer. After demonstrating his excellent skills and dedication, he was later promoted to the position of senior finance officer.



Having worked in this field for five years. Mr. Inamullah is known for his expertise in accounting and auditing principles, making him an invaluable asset to FGA's finance department.

ADMIN & FINANCE MANAGER (EAST REGION)

Mr. Mohammad Asif Shinwari obtained his bachelor's degree in business administration from Nangarhar University in 2018 and has more than 5 years of experience in administration and finance with different NGOs.



He joined FGA as an admin and finance officer in 2022. Throughout his tenure, he has held key positions such as admin and finance officer, and admin and finance manager, currently he serves as admin and finance manager for FGA east region.

ADMIN MANAGER

Gul Ahmad joined FGA as an admin and HR officer in 2015. After demonstrating his commitment, expertise, and drive, he was promoted to FGA Admin Manager.



He holds a bachelor's degree in agriculture, which he obtained from Shaikh Zayed University in Pakistan. Throughout his career, Mr. Gul Ahmad has gathered over 20 years of valuable work experience, which he brings to FGA. As an admin manager, he has contributed significantly to the drafting of administrative and HR policies and has served as the FGA focal point to the government, demonstrating his strong communication and collaboration skills.

COMMUNICATION MANAGER

Abdul Ghani Yousufi joined FGA as a Digital Communication Officer in 2022 and was later promoted to the position of Senior Communication Officer.



He has a BCS and over 5 years of experience, working in various roles such as Reporting Officer, MIS Officer, Digital Marketing Officer and Creative Director. At FGA, he is responsible for developing and implementing various communication strategies, developing & implementing social media and visibility strategies, and executing communication activities. He is also responsible for managing the communication department, overseeing the work of provincial communication professionals, and ensuring that all communication activities are aligned with FGA's overall goals and objectives.

FUTURE GENERATIONS AFGHANISTAN'S AUDIT PERFORMANCE

In 2023, FGA underwent various audits, and spot checks assessments of funded projects conducted by third-party auditors. The table below provides details of these evaluations.

Audit, Spot Check, and Assessment List in 2023			
Project Code	Audit Period	Type	Auditor Name
AHF: AFG-21/3481/SA1/FSAC/INGO/20815	12 Jan to 22 Jan	Project Audit	BDO-Jordan / Samman & co. Audit Company
AHF: AFG-22/3481/RA3/FSAC/INGO/23756	25 March to 30 March	Spot Check	AHF finance Unit on GMS
AHF: AFG-22/3481/SA1/FSAC/INGO/22280	1-Jan to 05-Jan	Spot Check	AHF finance Unit on GMS
AHF: AFG-22/3481/SA1/FSAC/INGO/22280	1-AUG to 23 AUG	Project Audit	BDO-Jordan / Samman & co. Audit Company
FAO: OSRO/AFG/213/WBK	25-June to 06 July	Spot Check	UHY Shafiq Umar Daraz & Co. chartered accountants
FAO: OSRO/AFG/213/WBK	25-June to 06-July	Spot Check	UHY Shafiq Umar Daraz & Co. chartered accountants
FAO: OSRO/AFG/213/WBK	20-Dec to 31 Dec	Spot Check	UHY Shafiq Umar Daraz & Co. chartered accountants
FAO: OSRO/AFG/213/WBK	20-Dec to 31-Dec	Spot Check	UHY Shafiq Umar Daraz & Co. chartered accountants
UNICEF: AFG/PCA2023294/SPD2023570	07-Dec to 31-Dec	Spot Check	Credence Auditors & Advisors (CAA)
WFP: WFP-NGR-AF01-2215)-RFS	20-Jul	Assessment	WFP-Head of area office & projects focal points
WFP: (WFP-NGR-AF01-2215) -(WFP-NGR -AF01- 2157&2157) and (WFP-NGR-SFP-AF01-2096)	21-Dec	Evaluations	WFP-Head of area office, program, and M&E team
WFP: WFP-NGR-AF01-2215) -(WFP-NGR -AF01-2157&2157) and (WFP-NGR-SFP-AF01-2096)	24-Jun to 25-Jun	Evaluations	WFP-Country office Risk Management team
WFP Projects financial Spot check in FGA Regional Office for WFP funded projects	7-Aug	Spot Check	WFP-JSO-Finance team
WFP: WFP-NGR -AF01-2157&2157	18-Sep	Spot Check	WFP-Country office-SO1 team
UNDP: Micro Assessment: Micro assessment of FGA for Partnership	17-Oct to 19-Oct	Assessment	JKSS and Associates audit team

MESSAGE FROM THE BOARD

Friends – Both in Afghanistan and Around-the-World!

When many people in the world speak of Afghanistan as a desperate situation, look at the evidence here, the 2023 Annual Report of Future Generations Afghanistan. Afghanistan is a recovering country of hard-working people. Against multiple tragedies (war, famine, poverty, discrimination, illiteracy, poor health—I do not need to give the full list as that is told every day in the news.



When world emphasis has been on tragedies, this report points to progress!

Progress is growing today by enabling and empowering the Afghan people. The more than one thousand FGA staff are doing that each day across ten provinces. I already termed them hard-working. To that I add two more names that this report demonstrates: learning. The Afghan people are learning to grow their solutions. They do this through partnerships. Pragmatically, they gather evidence and use that to strengthen partnerships with both government and communities. This amazing report of hope is shown here through numbers, photographs, and stories in this 2023 Annual Report of Future Generations Afghanistan.

Personally, I have had the privilege of going in and out of Afghanistan since 1962. I was there recently. Deeper than stories about government ineffectiveness commonly told over many decades, the evidence I have seen is that of the people: The Afghan people never give up. Whatever the adversities, they keep pushing for lives to fit their priorities. This Annual Report gives such proof.

Read this. I encourage you to go to their website. www.future.org.af

I am proud to be chairman of this life-growing team of hard-working, committed people who are learning every month to be more effective in helping communities across their country learn to be more effective in caring for their families.

Happily,

A handwritten signature in blue ink that reads "Daniel Taylor". The signature is fluid and cursive.

DANIEL C. TAYLOR,

**CHAIRMAN, BOARD OF DIRECTORS, FUTURE GENERATIONS AFGHANISTAN
PROFESSOR, FUTURE GENERATIONS UNIVERSITY**



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Future Generations Afghanistan

Empowering Vulnerable Communities To Shape Their Futures

ADDRESS:

Ayub Khan Maina, District 7,
Kabul, Afghanistan
www.future.org.af

TELEPHONE:

+93700666609

WEBSITE:

www.future.org.af

EMAIL:

afghanistan@future.org



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[fg_Afghanistan](https://twitter.com/fg_Afghanistan)