

## Annex IV: Donor-Supported PFM-Related Activities in Afghanistan

#	Donor	Title	Beneficiary	Main Activities	Time Frame	Contact Person(s)
1	DFID	"Strengthening Afghanistan's Budget at National and Provincial Levels"	<u>MoF</u> : Budget Department  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Adam Smith International</li> </ul>	TA on strengthening and developing the budget preparation process.	11/2007-10/2010 (an extension till 03/2011 is currently being considered)	<u>DFID</u> : Andrew Keith <u>ASI</u> : Anthony Mataitini
			<u>MoF</u> : Fiscal Policy Unit (FPU)  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Adam Smith International</li> </ul>	Advisor to FPU.		
			<u>MoF</u> : Administration Department  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Adam Smith International</li> </ul>	Technical support on programme budgeting.		
			<u>MoF</u> : Deputy Minister of Finance  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Adam Smith International</li> </ul>	Advisors to DM for Finance, including one editor.		
			<u>MoF</u> : Minister's Office  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Adam Smith International</li> </ul>	Advice to the Minister of Finance on external communication.		
			<u>MoF</u> : Budget Department, Fiscal Policy Unit (FPU)  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>UNDP (MBAW-project)</li> </ul>	Operational support (staff).		<u>DFID</u> : Andrew Keith <u>UNDP</u> : M. Sediq Orya <u>MBAW</u> : A. Masood Kamal

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2		"Tax Administration Reform"	<u>MoF</u> : Revenue Department  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Adam Smith International</li> </ul>	TA to strengthen and develop the tax administration of the Revenue Department.	07/2008-07/2011	<u>DFID</u> : Andrew Keith <u>ASI</u> : Steve Crout <u>RD</u> : ?
3	USAID	"Economic Growth and Governance Initiative (EGGI)"	<u>MoF</u> : Fiscal Policy Unit (FPU)  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Deloitte LLP</li> </ul>	Advisor	08/2009-?	<u>USAID</u> : Heath Cosgrove <u>EGGI</u> : Freddy Bob-Jones <u>FPU</u> : ?
			<u>49 line ministries and agencies</u> (primary budgetary units)  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Deloitte LLP</li> </ul>	Training support on programme budgeting for SY1390 (2011/12) budget preparation process	?	<u>USAID</u> : Heath Cosgrove <u>EGGI</u> : Freddy Bob-Jones
			<u>MoF</u> : Insurance Department  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Deloitte LLP</li> </ul>	?	08/2009-08/2010	<u>USAID</u> : Heath Cosgrove <u>EGGI</u> : Freddy Bob-Jones <u>ID</u> : ?
			<u>MoF</u> : Revenue Department  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Deloitte LLP</li> </ul>	Support of the provincial roll-out of the MTOs	?	<u>USAID</u> : Heath Cosgrove <u>EGGI</u> : Freddy Bob-Jones <u>RD</u> : ?
			<u>MoF</u> : Minister's Office  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Deloitte LLP</li> </ul>	Economic advisor to the Minister of Finance	06/2008-09/2010	<u>USAID</u> : Heath Cosgrove <u>EGGI</u> : Freddy Bob-Jones <u>MoF</u> : Gretchen Biery
4		"Afghanistan Civil Service Support"	<u>MoF</u> : Administration Department  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Deloitte LLP</li> </ul>	Procurement training for MoF, provincial Mustoufiat staff and line ministries.	03/2008-12/2010	<u>USAID</u> : ? <u>[project]</u> : ? <u>MoF</u> : ?

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5		"Customs Reform"	<u>MoF</u> : Customs Department  <u>Support provided by</u> : <ul style="list-style-type: none"> <li>Deloitte LLP</li> </ul>	Customs Tariff Policy, tariff codification, Introduction of the HS and Customs Declaration documents into operations, Draft of the new simplified Customs Code, Assisting Afghanistan to become member of WCO, Amendment to Customs Law, Capacity Building, Establishment of Appeals and Litigation unit, Trade Statistics and its web availability, contributed to five-year plan, construction, introduction of WCO valuation techniques	12/2005-?	<u>USAID</u> : ? <u>[project]</u> : ? <u>MoF</u> : ?
6		Individual Advisor	MoF: Minister's Office	Advisor to the Minister of Finance	?	
7		"Municipal Governance Strategic Framework doe Municipalities"	<u>IDLG and Municipalities</u>	<i>Component 4</i> : Improving the fiscal framework for the municipalities (incl. a new Law on Municipal Revenues, Implementation of Modernised Property Tax System, and Capacity of the municipalities increased to collect revenues). <i>Component 5</i> : Inter-governmental Relations System (definition of responsibilities and authorities between the central, provincial, district and municipal levels for delivery of services and revenue resources; a system of transfers between the central and municipal level for specific categories of services; transfers to compensate municipalities lacking sufficient revenue resources)	?/2009-?/2013	<u>USAID</u> : ? <u>IDLG</u> : ? <u>[project]</u> : ?
8	US Treasury Office of TA /	Individual Advisor	MoF: Budget Department, DG's Office	Advisor	04/2009-04/2010	<u>BD, DG</u> : ?

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9	METRICA	Individual Advisor	MoF: Treasury Department, DG's Office	Advisor	05/2009-05/2010	<u>TD</u> : Megan Gray
10		Individual Advisor	MoF: Budget Department, Provincial Budgeting Unit	Advisor	?/2009-?/2010	<u>BD, PBU</u> : Lynda Roades
11	World Bank	"Public Financial Management Reform (PFMR) Project"	MoF: Treasury Department	Treasury systems development and roll-out, (AFMIS development and roll-out), Direct operations support.	09/2008-08/2011	<u>WB</u> : Paul E. Sisk <u>TD</u> : Vishal Gandhi
				Local staff	09/2009-09/2010	<u>WB</u> : Paul E. Sisk <u>TD</u> : Vishal Gandhi
			MoF: Internal Audit Department	Development of work practice tools, HR capacity development, training, establishment and operationalisation of Fraud Investigation Unit.	08/2009-08/2011	<u>WB</u> : Paul E. Sisk <u>IAD</u> : ...
			MoF: Minister's Office	Local staff	02/2009-02/2010	<u>WB</u> : Paul E. Sisk <u>MoF</u> : ...
			MoF: Public Procurement Unit (PPU)	Procurement institutional development (legal framework, PRR, restructuring, PMIS development, review mechanism), HR capacity development	06/2007-03/2010	<u>WB</u> : Paul E. Sisk <u>CKP</u> : ? <u>MoF</u> : ?
				Local staff	07/2009-07/2010	
			CAO: ?	?	?	<u>WB</u> : Paul E. Sisk <u>CAO – 1</u> : Phil Duncombe <u>CAO – 2</u> : Manish Kumar
12		"Civil Service Reform Project"	MoF: Reform Implementation & Management Unit (RIMU)	Restructuring, change management, PRR, P&G, establishment and strengthening HRM department, M&E of strategic plan, annual performance review, TA	09/2009-09/2010	<u>WB</u> : Paul E. Sisk <u>RIMU</u> : ...

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				monitoring, PFMR project coordination, administration and financial management.		
13		"Provincial Resource Allocations"	<u>Ministry of Education</u> <u>MoF</u> : Provincial Budgeting Unit (PBU)	TA for a pilot for improving provincial resource allocations for general education by strengthening the norm-based allocation across the provinces for the SY1390 budget (to be replicated for other line ministries in SY1391).	?/2009-?/2010	<u>WB</u> : ? <u>MoE</u> : ? <u>PBU</u> : Najimullah Qasimi [project]: Hamish Nixon
14		"Emergency Customs Modernization and Trade Facilitation"	<u>MoF</u> : Customs Department  <u>Support provided by</u> : • UNOPS	1. Infrastructure; 2. Goods and Services; 3. Advisory : ASYCUDA implementation, Construction and renovation of Customs Buildings, developing procedures and guidelines, developing of the training centre and capacity building, finalisation of five-year strategic plan. 64 staff receive allowances under the project.	04/2008-?	
15	CIDA	"Making Budgets and Aid Work (MBAW)"	<u>MoF</u> : Budget Department, Fiscal Policy Unit (FPU)  <u>Support provided by</u> : • UNDP	Operational support (staff) – Personal Assistant to the Deputy Minister for Finance	?	<u>CIDA</u> : ? <u>UNDP</u> : M. Sediq Orya <u>MBAW</u> : A. Masood Kamal <u>MoF</u> : ?
			<u>MoF</u> : Administration Department  <u>Support provided by</u> : • UNDP	Personal Assistant to Deputy Minister for Administration	06/2009-09/2010	<u>CIDA</u> : ? <u>UNDP</u> : M. Sediq Orya <u>MBAW</u> : A. Masood Kamal <u>MoF</u> : ?
16	GTZ	"Making Budgets and Aid Work (MBAW)"	<u>MoF</u> : Budget Department, Fiscal Policy Unit (FPU)  <u>Support provided by</u> : • UNDP •	Operational support (staff)	?	<u>GTZ</u> : ? <u>UNDP</u> : M. Sediq Orya <u>MBAW</u> : A. Masood Kamal

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17		"Gender Budgeting"	MoF: Gender Budgeting Unit (GBU)  <u>Support provided by:</u> • GRM International ?	Technical support	?	GTZ: ? GBU: ?
18	ADB	Individual Advisors	MoF: SOE Department	Assisting in implementing privatisation programme.	12/2009-04/2010	ADB: ? MoF:
19			MoF: Property Department	Assisting in liquidation of state owned un-relicensed banks.		ADB: ? MoF:
20			MoF: Administration Department	Negotiate, advise, and follow up on IMF, ADB, and ARTF benchmarks associated with the Administration Department, Advise/assist on the corporatisation of water supply and facilitate between World Bank and the MoF, Assist the MoF with coordination of donors on privatisation.	04/2008-?	ADB: ? MoF: Masuda Sultan ?
21		"Supporting Private Sector and Financial Market Reforms" (individual advisor)	MoF: Minister's Office  <u>Support provided by:</u> • Adam Smith International •	Advisor to the Minister of Finance.	12/2007-?	ADB: ? ASI: ? MoF: Tia Raappana
22		"Strengthening Central Asia Regional Economic Cooperation" (individual advisor)	MoF: Minister's Office  <u>Support provided by:</u> • ?	Policy advisor to the Minister of Finance on aid-related issues.	07/2008-07/2010	ADB: ? ASI: ? MoF: Saifullah Abid
23	Italy	"Accountability and Transparency (ACT)"	MoF: ? <u>Line Ministries:</u> ?	Support the GoA in achieving the Compact Benchmarks and developing a broader anti-corruption strategy within the ANDS.	01/2007-03/2012 ?	UNDP: ? Italy: ? MoF: Neelesh Kumar Sah
24	Norway		<u>Support provided by:</u> • UNDP		01/2007-03/2012 ?	UNDP: ? Norway: ? MoF: Neelesh Kumar

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25	UNDP				01/2007-03/2012	Sah UNDP: ? MoF: Neelesh Kumar Sah
26	UNDP	"Making Budgets and Aid Work (MBAW)"	MoF: Budget Department  Support provided by: • UNDP	Operational support (staff).	05/2007-04/2012	UNDP: M. Sediq Orya MBAW: A. Masood Kamal FPU: ?
			MoF: Fiscal Policy Unit (FPU)  Support provided by: • UNDP	Operational support (staff).		
27	DANIDA	"Danish support to Education in Afghanistan (MoE)"	MoE: ?  Support provided by: • ?	Budget preparation process.	?/2010-?/2012	DANIDA: Poul Erik Rasmussen [project]: ? MoE: ?
-	EC Delegation	[currently no activities within the area of PFM]	-	-	-	-