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# ECONOMIC GROWTH & GOVERNANCE INITIATIVE WORKPLAN

**AUGUST 15, 2009 – AUGUST 14, 2010**

*TO STRENGTHEN THE GOVERNMENT OF AFGHANISTAN'S CAPACITY TO DEVELOP AND IMPLEMENT ECONOMIC AND REGULATORY POLICY, AND IMPROVE THE ENABLING ENVIRONMENT FOR THE PRIVATE SECTOR TO FLOURISH.*

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Front Row, from right to left: Acting USAID Administrator Alonzo L. Fulgham, Minister of Finance Dr. Hazrat Omar Zakhilwal, US Deputy Secretary of State Mr. Lew. Back Row, standing from right to left: Second Ambassador E. Anthony Wayne, Deputy Minister of Finance Mr. Sabit.

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## Acronyms

ABA	Afghanistan Bankers' Association
ACBR	Afghanistan Central Business Registry
ACCI	Afghan Chamber of Commerce and Industry
ACD	Afghanistan Customs Department
ACLA	Associate Commissioner for Legislative Affairs
ACSS	Afghanistan Clearing and Settlement System
ADIC	Afghan Deposit Insurance Corporation
AERA	Afghan Energy Regulatory Authority
AFMIS	Automated Financial Management Information System
AISA	Afghanistan Investment Support Agency
AML/CFT	Anti-Money Laundering and Combating the Financing of Terrorism
ANDS	Afghanistan National Development Strategy
ARD	Agriculture and Rural Development
ARTF	Afghanistan Reconstruction Trust Fund
ASMED	Afghanistan Small and Medium Enterprises Development
ATM	Automatic Teller Machine
ATRA	Afghanistan Telecom Regulatory Authority
AUB	Afghan United Bank
BRT	Back Room Technician
CBS	Core Banking System
CCNS	Cooperating Country Nationals
CEAP	Chief Economic Advisor to the President
CERP	Commanders Emergency Response Program
CFSS	Correctional Facility Shift Supervisor
CIMIC	Center for Information Management, Integration, and Connectivity
CIO	Chief Information Officer
CMO	Contract Management Office
COO	Chief Operation Officer
CSO	Central Statistics Office
DAB	Da Afghanistan Bank
DFID	UK Department for International Development
DM	Deputy Minister
DMFIS	Depositor Microfinance Institutions
DOJ	Department of Justice
EFT	Electronic Fund Transfer
EGGI	Economic Growth & Governance Initiative
EGPSS	Economic Growth Private Sector Strengthening

EMIS	Education Management Information System
FPU	Fiscal Policy Unit
FSD	Financial Supervision Department
FSSP	Financial Sector Strengthening Project
GDP	Gross Domestic Product
GIROA	Government of the Islamic Republic of Afghanistan
GOA	Government of Afghanistan
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HIPC	Highly Indebted Poor Countries' Initiative
HRD	Human Resource Department
ICT	Information and Communication Technology
IDLG	Independent Directorate for Local Governance
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IMF	International Monetary Fund
ISDM	Information Systems Design and Management
IT	Information Technology
JCMB	Joint Coordination and Monitoring Board
LGCD	Local Governance and Community Development
LTO	Large Taxpayer Office
MDF	Main Distribution(al) Facility
MEW	Ministry of Energy and Water
MFI	Microfinance Institution
MOCI	Ministry of Commerce and Industry
MOCIT	Ministry of Communication and Information Technology
MOF	Ministry of Finance
MOJ	Ministry of Justice
MOM	Ministry of Mines
MOT	Ministry of Tourism
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MTBF	Mean Time Before Failure
NBC	National Broadcasting Commission
NBFC	National Budget and Finance Commission
NC	National Committee
NDC	New Deal For Communities
NEC	National Economic Commission
NSC	National Statistics Council
OFC	Optical Fiber Cable
OGC	Office of Government Commerce
PDC	Provincial Development Committee



PDP	Provincial Development Plans
PMP	Performance Management Plan
PPP	Public Private Partnership
PRGF	Poverty Reduction & Growth Facility
PRT	Provincial Reconstruction Team
PSD	Private Sector Development
PSEC	Private Sector Enabling Council
RCS	Reports Control System
RMD	Resource Management Division
RMO	Regional Management Office
ROE	Rate of Exchange
SCB	Standard Chartered Bank
SOES	Small Order Execution System
TCC	Technical Coordinating Committee
TIN	Tax Information Number
TOR	Terms of Reference
UK	United Kingdom
UNDP	United Nation Development Program
US	United States
USAID	United States Agency for International Development
WB	World Bank



## Overview

The Economic Growth and Governance Initiative (EGGI) goal is to strengthen the Government of Islamic Republic of Afghanistan's (GIROA) capacity to develop and implement economic and regulatory policy and to improve the enabling environment for the private sector to flourish.

### Support to USAID/Economic Growth Strategic Objective

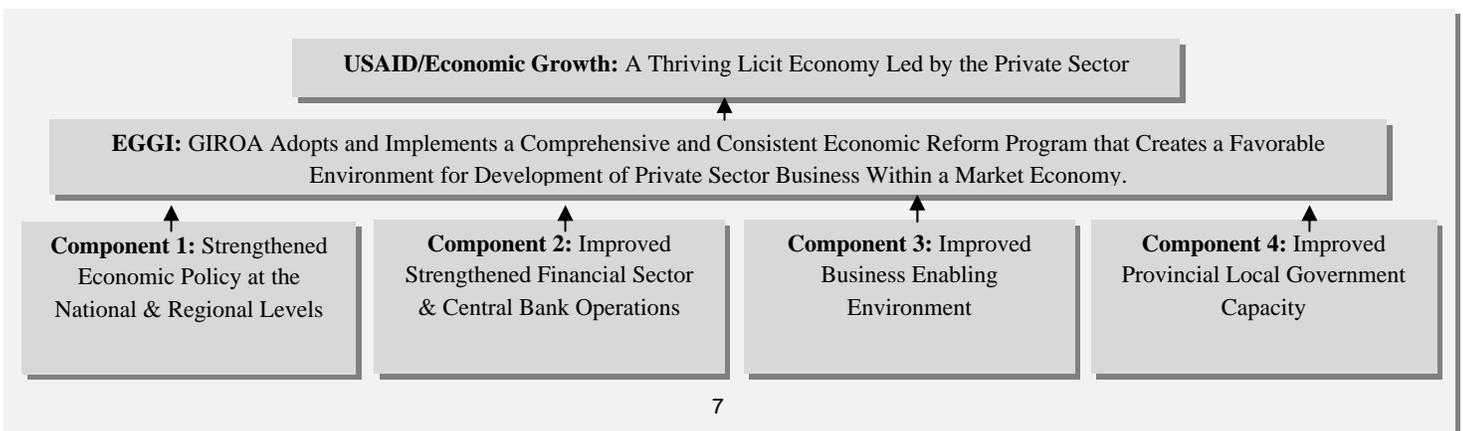
EGGI directly supports USAID/Economic Growth strategic objective. USAID/Afghanistan seeks to advance Afghanistan's transition to a more stable and productive state through the promotion of democracy, rule of law and sustainable economic and social development that is responsive to citizens' needs (USAID/Afghanistan 2005-2010 Strategic Plan). USAID/Economic Growth Program's strategic objective is to ensure "A thriving licit economy led by the private sector," through a legal, regulatory, and institutional framework that minimizes constraints on business development, increases human resource capacity, and promotes privatization of state-owned enterprises. This will be further be enhanced by expanded access to financing and to information and communication technology.

EGGI directly contributes to USAID/Economic Growth's strategic objective and specifically support several USAID Program Areas and Elements. EGGI supported USAID Program Areas/Elements are: Program Area 1: Macroeconomic Foundation for Growth, Element 1.1 Fiscal Policy; Program Area 3: Financial Sector, Element 3.1 Financial Sector Enabling Environment; and Program Area 6: Private Sector Competitiveness, Element 6.1 Business Enabling Environment. EGGI will also contribute to sustainable improvement of Afghanistan's business enabling environment in order to encourage private sector growth within the formal economy.

### EGGI Results

EGGI's overall result is to ensure GIROA adopts and implements a comprehensive and consistent economic reform program that creates a favorable environment for the development of private sector business within a market economy, as demonstrated by annual increases in foreign direct investment. This will be achieved by the four components: (1) National & Regional Economic Policy; (2) Financial Sector & Central Banks Operations; (3) Business Enabling Environment; (4) & Sub National Implementation. In Figure 1, the component EGGI overall and component results are presented.

Figure 1: EGGI Results





## **EGGI Technical Area**

EGGI will strengthen the institutional capacity of relevant entities of the GIROA, ultimately to encourage investment and business development, create jobs, and foster the economic growth needed to reduce poverty, through the following areas of technical assistance:

- Macroeconomic policy – monetary policy with the central bank and fiscal reform with the Ministry of Finance;
- Parliamentary and other stakeholder engagement on economic matters;
- Assistance with economic policy making at the highest levels of government, as well as support for economic reform strategies in specific regions;
- Support to ANDS implementation and monitoring;
- Financial sector supervision and Central Bank strengthening;
- Regulatory reform to encourage business development and investment;
- Commercial law and business process reform to address relevant obstacles outlined in the World Bank’s Doing Business indicators.

In the following section, a detailed description of the strategy, activities, and deliverables by EGGI components is presented.



## Component 1: National & Regional Economic Policy

**STRATEGIC OBJECTIVE:** To improve the capacity of the GIROA to formulate effective national and regional economic policies to better support economic growth and enable private sector development and to improve domestic revenue collection and fiscal sustainability.

**DESIRED END STATE:** Ministry of Finance and other relevant GIROA counterparts become capable of developing and implementing sound policies that promote macroeconomic stability, economic growth, private sector development and employment.

**OVERVIEW:** Over the last 8 years, the Ministry of Finance (MoF) has made good progress in establishing the foundations for good economic management in Afghanistan. Domestic revenue mobilization has improved from \$129 million in 2002/3 to \$800 million in 2008/9. The MoF has established strong legal foundations for public financial management through the passage of the public finance and expenditure and procurement laws of 2005. An IMF economic reform program is currently in place and initial technical capacity has been built in the areas of budget formulation, execution and revenue mobilization. This has helped deliver the conditions for growth particularly in key sectors such as agriculture, construction and service sectors such as banking and telecoms. Despite this, however, key challenges related to high levels of poverty, widespread unemployment, and weak private sector remain. The main economic policy institutions (i.e. the MoF, the Central Bank and Office of the Chief Economic Advisor to the President (CEAP) have overlapping functions and uneven capacity. Policies and proposals may be presented to and approved by Cabinet/President without the supporting economic or financial analysis, discussion or consideration. This has made coherent policymaking on important economic issues (such as private sector development or infrastructure investment) difficult and has led to ineffective government cooperation and service delivery. Given that 70% of foreign assistance is channeled outside of the Government budget and is at best only loosely coordinated with national priorities, enhancing the credibility of economic policymaking would not only lead to more effective government, but also could bring more resources under direct Afghan control.

### **YEAR 1 ACTIVITIES:**

#### **Result A: Advice to the Office of the Minister of Finance and the Chief Economic Advisor to the President (CEAP)**

- Support effective co-ordination of GIROA actions to achieve the economic reform benchmarks agreed with the IMF, World Bank and other international financial institutions.
- Support the CEAP develop national economic policies to foster and promote private sector development and promote employment.
- Support ANDS implementation by incorporating ANDS priorities in budget planning, operationalizing of AID policy, and Monitoring & Evaluation of ANDS. These tasks are contingent upon buy-in and approval from USAID and MOF.

**Result B: Provide Technical Assistance to the Fiscal Policy Unit, MoF**

- Build Fiscal Policy Unit (FPU) capacity on tax policy formulation (including tax policy in the mining regime), macroeconomic analysis/forecasting and revenue projections.
- Review non-tax (laws/data) collections, develop and support the implementation of reform proposals to restructure/rationalize the system.
- Review the current mining tax and royalty regime in Afghanistan and produce a set of recommendations on necessary reforms to improve revenue collection in this sector (in line with international best practice).

**Result C: Strengthen the Regulatory Regime in the Insurance Sector**

- Support the MOF to draft, consult, and submit to Parliament new legislation for regulating the insurance sector.
- Strengthen the oversight function of the Insurance Department, through targeted training programs, study tours and technical advice.

**Result D: Support the Development of a Functional Tax Administration System**

- Support the rollout of the Large and Medium Taxpayer Office tax administration structures to the revenue priority provinces of Herat, Jalalabad, Mazar, Kunduz, and Kandahar.
- Develop, train and rollout the revenue reconciliation database to Mustofiats in all 34 provinces.

**Result E: Improved Parliamentary Scrutiny of GIROA Economic Policies**

- Provide legislative and economic analytical support to improve scrutiny of GIROA legislation submitted to the National Economic and Budget/Finance Commissions of the Lower House of Parliament.

**YEAR 1 DELIVERABLES:**

**Quarter 1 (December 2009):**

- Assessment & recommendations on areas for raising additional non-tax revenues completed and presented to MoF.
- Launch insurance training program.

**Quarter 2 (March 2010):**

- New insurance law developed and submitted to Parliament for approval.
- Macroeconomic modeling capacity built and strengthened in MoF.
- Implementation of the Large Taxpayer Office (LTO) supported in Herat.

**Quarter 3 (June 2010):**

- Support the MOF to negotiate a successor IMF program.
- Support the MOF to develop a strategic approach on a medium term budgeting framework in Afghanistan.
- Strengthen the Office of the CEAP to provide solid recommendations to the President on national economic policies to foster private sector growth and employment creation.
- Assessment of Afghanistan's mining tax and royalties regime completed and submitted to MoF and MoM.



In Table 1, a detailed description of activities, deliverables, timeframe, human resource, counterpart, and the description of external and internal factors influencing the implementation of the activities is presented.

Table 1: Component 1 -Activity, Deliverable, Timeframe, Human Resources, &amp; Counterpart

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments	
			Expat Advisors	CCN				
<b>COMPONENT 1 - NATIONAL &amp; REGIONAL ECONOMIC POLICY: Strengthen the GIROA's capacity to develop and implement sound economic policy at the national and regional levels.</b>								
<b>Result A: Fiscal policy and administration is improved so that non-tax revenues are rationalized, revenue collection is increased to cover the operating budgets, the revenue raising and spending authorities of the provincial and local governments are clarified, an analysis capability is established in the MOF, and a balanced budget is achieved by 2012/13.</b>								
<b>Sub Result A.1: Conduct an assessment of non-tax revenues currently levied by other GIROA agencies and develop proposals to restructure and consolidate them, in coordination with Component 3 business licensing reform activities, and streamline the collection of remaining fees and other non-tax revenues, through the broad application of electronic payment systems, to ensure that they are deposited in the central treasury account.</b>								
A.1.1	Identify non-tax revenues to be targeted for additional revenue raising, develop a strategy and policy recommendations to improve collection rates.	2 reports completed and presented to the Minister	OCT 2009 -DEC 2009	J. Wooster	1 CCN	MOF: Customs & Revenues	In Progress	Report yet to be presented to the Minister.
A.1.2	Establish agreement with Government Ministries on non-tax revenue targets.	Initial agreement established	FEB 2010 - APR 2010	J. Wooster/F. Bob-Jones	1 CCN	MOF: Customs & Revenues	In Progress	This is contingent on the response of the Minister of Finance to the non-tax policy report.
A.1.3	Conduct a Financial Management Audit for non-tax revenue control procedures for the Big Six Government Ministries.	Audit delivered to Minister	JAN 2010 - JUL 2010	J. Wooster	1 CCN	MOF: Customs & Revenues	Not Started	
A.1.4	Coordinate and formally link non-tax revenue targets with the budget preparation process for 1390.	Non-tax targets formally part of the budget development process as indicated in the budget call circular	NOV 2009 - MAR 2010	J. Wooster	1 CCN	MOF: Customs & Revenues	Not Started	
<b>Sub Result A.2: Strengthen the Fiscal Policy Unit in the MOF to provide quantitative support and analysis for critical MOF functions, including the development of the Medium Term Budgetary Framework (MTBF), Macroeconomic and Fiscal projections, revenue and expenditure forecasts, and policy analysis and simulations.</b>								
A.2.1	Support the expansion of the Fiscal Policy Unit.	Unit increased to 15 analytical staff (civil servants)	DEC 2009 - APR 2010	F. Bob-Jones	1 CCN	MOF: Fiscal Policy Unit	In Progress	Will need to liaise with the Minister to secure additional GIROA/MOF staff resources to expand FPU functions.
A.2.2	Training delivered on macroeconomic forecasting/modeling capacity.	Staffed trained	JAN 2010 - APR 2010	F. Bob-Jones	1 CCN	MOF: Fiscal Policy Unit	In Progress	EGGI will transfer and provide technical training on the DAB developed macroeconomic model of Afghanistan. EGGI will also support the establishment of macroeconomic working group comprised of DAB/CSO/MOF officials.
A.2.3	Establish a TCC secretariat function within the FPU.	Secretariat established	FEB 2010 - MAR 2010	F. Bob-Jones	1 CCN	MOF: Fiscal Policy Unit	Not Started	This will be subject to approval of changes to the Unit's structure by the Minister of Finance.
A.2.4	Develop a strategic approach on a medium term budgetary framework (MTBF) effectively linked to GIROA priorities.	MTBF strategic approach developed and submitted to the Minister of Finance	MAY 2010 - JUN 2010	TBD/F. Bob-Jones	1 CCN	MOF: Fiscal Policy Unit	Not Started	
<b>Sub Result A.3: Restructure the Revenue Department in accordance with IMF Functional Reorganization benchmarks, with a focus on improved taxpayer services and public education, international taxation (transfer pricing, treaties, agreement, etc), upgraded IT systems, and draft laws and regulations needed to bring tax policy into line with leading international practice.</b>								
A.3.1	Support the Roll out of the Large and Medium Taxpayer Office in Herat and Jalalabad.	A) Creation of a tax roll of companies and other large/medium tax payers in Herat and Jalalabad; B) Support to the L/MTO on implementation issues; C) Training of L/MTO staff on tax technical, functional, client service and change management; D) Introduction of tax self assessment through work shops for local businesses	JAN 2010- FEB 2011	I. Peets	2 CCNs	Herat and Jalalabad Mustofiat	In Progress	
A.3.2	Support the development of tax policy in the Fiscal Policy Unit, Ministry of Finance.	Staffed trained	TBD	TBD, F. Bob-Jones	1 CCN	MOF/FPU	TBD	
A.3.3	Review the current tax and royalties regime in Afghanistan	Review completed and recommendations presented to MOF/MOM	April 2010 - May 2010	Emil Sunley	1 CNN	MOF/MOM	Not Started	
<b>Sub Result A.4: Clearly define and rationalize the distribution of revenue raising/collection authority and spending/service delivery responsibilities at all levels of government: central, provincial and local, close coordination with the Independent Directorate of Local Government (IDLG), the MOF, and other line ministries.</b>								
A.4.1	The distribution of domestic revenue raising authority is being provided by the DFID funded Adam Smith Institute (ASI) project.	N/A	N/A	N/A	N/A	N/A	Not Started	
<b>Sub Result A.5: Strengthen MOF capacity to control the flow of revenue collection and reporting systems, establish a systematic revenue reporting and reconciliation process, and create a centralized revenue database for nationwide usage. (new)</b>								
A.5.1	Establish a systematic revenue collection reporting and reconciliation method.	Report on Revenue Collection reporting and reconciliation method	OCT 2009 -DEC 2009	A. Latif	3 CCNs	MOF: Customs & Revenues	Completed	
A.5.2	Prepare revenue collection, reporting and reconciliation procedures for Mustofiat.	Customs revenue reporting procedure; Mustofiat revenue reporting procedure; Revenue reporting procedure for Ministry & other orgs in Kabul; Revenue Statistics Unit Work procedure	OCT 2009 -JAN 2010	A. Latif	3 CCNs	MOF: Customs & Revenues	Completed	
A.5.3	Design and develop a revenue collection database for Roll out to all Mustofiat.	Revenue Database Established	OCT 2009 -NOV 2009	A. Latif	3 CCNs	MOF: Customs & Revenues	Completed	

Program Activities		Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments
				Expatriate Advisors	CCN			
<b>COMPONENT 1 - NATIONAL &amp; REGIONAL ECONOMIC POLICY: Strengthen the GIROA's capacity to develop and implement sound economic policy at the national and regional levels.</b>								
A.5.4	Establishing central revenue statistics unit in MOF, Kabul.	Revenue Statistic Unit Established	TBD	A. Latif	TBD	MOF: Customs & Revenues	TBD	The Revenue DG is not supportive of the unit's creation. Will need to revisit this in subsequent discussion with the DM/DG Revenue.
A.5.6	Train Central data entry staff in proper use of Revenue Database and revenue collection, revenue reporting and revenue reconciliation.	# of Central data entry staff trained on revenue Database and revenue collection, revenue reporting and revenue reconciliation	OCT 2009 - MAR 2010	A. Latif	3 CCNs	MOF: Customs & Revenues	In Progress	
A.5.7	Ensure Revenue data are collected and correctly entered into the database.	Quality Assurance system in place	OCT 2009 - DEC 2010	A. Latif	3 CCNs	MOF: Customs & Revenues	In Progress	
A.5.8	Improve data collection and reconciliation.	Automatic generation of M29, M27 and input for AFMIS	OCT 2009 - DEC 2010	A. Latif	3 CCNs	MOF: Customs & Revenues	In Progress	
A.5.9	Provide periodic reports required by the authorities.	Monthly reconciliation result will be submitted to DM Mr.Sabit	JAN 2010 - DEC 2010	A. Latif	3 CCNs	MOF: Customs & Revenues	Not Started	
A.5.10	Provincial Roll Out: Install and train Mustofiat employees on database use and revenue collection/reporting/reconciliation methods.	Train Mustofiat Data entry Staff	OCT 2009 - OCT 2010	A. Latif	4 CCNs	MOF: Customs & Revenues	In Progress	
	<b>Completion of Stage 1 Province Roll Out (Heart, Mazar-e-sharif, Jalalabad, Kandahar, &amp; Nimroz).</b>	Stage 1 roll out completed	OCT 2009 - FEB 2010	A. Latif	M. Masood Yasim, H. Suliman Khalil, M. Yasin, & other new staff	MOF: Customs & Revenues	In Progress	
	<b>Completion of Stage 2 Roll Out (Kabul).</b>	Stage 2 roll out completed	FEB 2010 - APR 2010	A. Latif	M. Masood Yasim, H. Suliman Khalil, M. Yasin, & other new staff	MOF: Customs & Revenues	Not Started	
	<b>Completion of Stage 3 Roll Out (Kunduz, Khost, Paktya, Farah, Takhar, Jawzjan, Paktiak, Badakhshan, Kunar and Faryab).</b>	Stage 3 roll out completed	APR 2010 - JUL 2010	A. Latif	Masod, Hayat, Mujtaba any other newly hired employees	MOF: Customs & Revenues	Not Started	
	<b>Completion of Stage 4 Roll Out (Baglan, Ghazni, Helmand, Parwan, Laghman, Logar, Wardak, Samangan, Ghor, Bamyan, Kapisa, Saripul, Zabul, Badghis, Panjsher, Daikundee, Urozgan, &amp; Nooristan).</b>	Stage 4 roll out completed	JUL 2010 - OCT 2010	A. Latif	Masod, Hayat, Mujtaba any other newly hired employees	MOF: Customs & Revenues	Not Started	
<b>Result B: ANDS Implementation is well coordinated, leveraging donor funding and private sector investment in priority areas across Afghanistan resulting in increased economic growth. Budget expenditures are programmed and executed effectively at all levels of government, in line with ANDS initiatives. Monitoring systems are in place to ensure that key social programs are implemented, particularly those targeted at the poor, women, youth, and other vulnerable groups such as ethnic minorities and disabled.</b>								
B.1	Support MOF assist line ministries incorporate ANDS priorities in budget planning.	ANDS sectoral priorities reflected in planning for FY 1390 budget	TBD	TBD	TBD	MOF	TBD	To be discussed and agreed following discussion with the new DM MOF responsible for ANDS and Aid Co-ordination.
B.2	Support operationalization of aid policy that will help mobilize resources in support of ANDS implementation.	Aid policy fully operationalized	TBD	TBD	TBD	MOF	TBD	To be discussed and agreed following discussion with the new DM MOF responsible for ANDS and Aid Co-ordination.
B.3	Undertake technical needs assessment to provide support to MOF on effective ANDS monitoring and evaluation.	Technical needs assessment completed	TBD	TBD	TBD	MOF	TBD	To be discussed and agreed following discussion with the new DM MOF responsible for ANDS and Aid Co-ordination.
<b>Result C: Support for privatization and related actions provided as needed; development of the accounting and auditing profession, including support for development of a self-regulating accounting and auditing institute or governing body provided.</b>								
C.1	Assess the feasibility of USAID/EGGI support for accounting reform.	Feasibility assessment completed	FEB 2010 - MAR 2010	B. McCole	TBD	MOF	Not Started	
<b>Result D: The GIROA has the capacity to formulate sound economic policies that drive market and institutional reform, with all crucial commercial, policy, and regulatory regulations passed by 2011.</b>								
D.1	Assess technology needs of the economic ministerial cluster undertaken.	Technical needs assessment completed	Feb-10	TBD	TBD	GIROA Economic Ministerial Cluster	TBD	
D.2	Support the CEAP office gather timely information regarding economic developments/trends, interpret/analyze the implications of such information in light of stated policy objectives in the ANDS/PRGF.	Effective policy support to CEAP office delivered	DEC 2009 - OCT 2010	TBD	TBD	CEAP	TBD	This will be contingent to a new CEAP being appointed by the President.
<b>Result E: The National Assembly has the capacity to evaluate economic policy proposals, the National Assembly Budget Office provides rigorous economic and policy analysis to Assembly Members and key economic legislation is enacted into law.</b>								
E.1	Legal technical support provided to the National Economic Commission (NEC) and Budget and Finance Committee of the Lower House to effectively evaluate economic policy proposals from the executive.	Legal training delivered to NEC/BFC members on economic policy proposals	TBD	TBD	7 CCNs - yet to be defined	NEC/NBFC members	Not Started	The Afghansitan Parliamentary Assistance Program is already providing economic technical support to the Budget and Finance committee. It has been agreed that EGGI can supply legal experts to both the NEC and NBFC.

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments
			Expat Advisors	CCN			
<b>COMPONENT 1 - NATIONAL &amp; REGIONAL ECONOMIC POLICY: Strengthen the GIROA's capacity to develop and implement sound economic policy at the national and regional levels.</b>							
<b>Result F: Economic advisory support and/or technical analysis to key provincial or regional centers provided to improve economic policy-making in the regions; this MAY involve working with internationally supported Provincial Reconstruction Teams (PRTs) and Regional Commands (RCs). Innovative mechanisms and partnerships are created to leverage field resources to improve economic policies in the provinces.</b>							
F.1	Undertake technical needs assessment to determine specific interventions and provide component specific assistance. Also see Component 4.	Assessment report (by province) completed	TBD	TBD	TBD	MOF, MoEC, other stakeholders in targeted provinces	Not Started
<b>Result G: Strengthen Regulatory Capacity Through a Strengthened Legal and Regulatory Framework. (new)</b>							
<b>Sub Result G.1: Ensure new market oriented laws/regulations based on best practices and International Association of Insurance Supervisor (IAIS) principles are in place and build the stewardship capacity of Minister of Finance to implement Insurance law and regulations. (new)</b>							
G.1.1	Support the Insurance Department (MOF) develop the new insurance law.	Draft new Insurance Law(s)	NOV 2009 - APR 2010	G. Burns	2 CCNs	Ministry of Finance	In Progress
G.1.2	Build broad stakeholder support for new insurance law to be passed.	Information workshops for stakeholders on new insurance law. New Insurance(s) passed	APR 2010 - SEP 2010	G. Burns	2 CCNs	Ministry of Finance	Not Started
G.1.3	Train Insurance Department (MOF), Insurance Regulators & industry stakeholders on the insurance law.	Staffed trained	APR 2010 - SEP 2010	G. Burns	2 CCNs	Ministry of Finance	Not Started This is contingent on the insurance law being passed.
G.1.4	Develop insurance regulations for the insurance law.	Insurance Regulations developed	TBD	G. Burns	2 CCNs	Ministry of Finance	Not Started This is contingent on the insurance law being passed.
G.1.6	Train Insurance Department (MOF), Insurance Regulators & industry stakeholders on insurance regulations.	Staffed trained	TBD	G. Burns	2 CCNs	Ministry of Finance	Not Started
<b>Sub Result G.2: Human Capital at the Insurance Department developed and enhanced. (new)</b>							
G.2.1	Design new organization Plan for the Insurance Department.	Organizational Chart developed with key ID positions described	FEB 2010 - MAR 2010	G. Burns	2 CCNs	MOF Insurance Department	Not Started Pending approval from MOF & DG.
G.2.4	Conduct training on insurance industry principles to insurance department staff and other stakeholders.	Staffed trained	JAN 2010 - JUL 2010	G. Burns	2 CCNs	MOF Insurance Department	In Progress
G.2.5	Develop Director General's knowledge on Insurance Law and Regulations: 3-4 days study tour in London.	DG attend Study Tour	JUN 2010 - AUG 2010	G. Burns	2 CCNs	MOF Insurance Department	Not Started
G.2.6	Develop knowledge on insurance of 2 Insurance Department Staff through study tour of US insurance company for 2 weeks and internship in the NAIC program.	Staffed trained	JUN 2010 - AUG 2010	G. Burns	2 CCNs	MOF Insurance Department	Not Started Translator will be accompany the 2 staff.
G.2.8	Strengthen supervisory core process on & off site: conduct basic insurance operations trainings with Insurance Department staff.	Staffed trained	TBD	G. Burns	2 CCNs	MOF Insurance Department	Not Started
G.2.9	Strengthen supervisory core process on & off site: Provide course on introduction to Risk Based Supervision and Internal Controls to Insurance Department staff.	Staffed trained	TBD	G. Burns	2 CCNs	MOF Insurance Department	Not Started
G.2.10	Assess IT skills of Insurance Department Staff and conduct IT training as necessary.	IT Assessment Conducted; # of Insurance Department staff trained on IT	TBD	G. Burns	EGGI IT Staff	MOF Insurance Department	Not Started
<b>Sub Result G.3: Financial Reporting By Industry Standardized. (new)</b>							
G.3.1	Design templates for financial statement and schedules.	Templates for financial statements and schedules designed	JAN 2010 - AUG 2010	TBD	2 CCNs	MOF Insurance Department	Not Started
G.3.2	Train Insurance Department staff & insurance industry on financial statement analysis and schedules templates.	Staffed trained	JAN 2010 - AUG 2010	TBD	2 CCNs	MOF Insurance Department	Not Started
G.3.3	Create early warning ratios for financial analysis.	Ratios created	JAN 2010 - AUG 2010	G. Burns & TBD	2 CCNs	MOF Insurance Department	Not Started
<b>Sub Result G.4: Increase Public Awareness of the Insurance Department &amp; Increase Access to Key Resources from the Insurance Department. (new)</b>							
G.4.1	Redesign Insurance Department Website to include information on latest laws, general information on insurance, link to MOF website, complaints, etc.	Updated Website Active	TBD	G. Burns	2 CCNs	MOF Insurance Department	Not Started
<b>Result H: Economic and policy guidance to the Minister of Finance and senior MOF officials on macroeconomic and policy reforms, and support for implementation of core and on-going reforms. (new)</b>							
<b>Sub Result H.1: Implementation of IMF program reforms (for 7th Review), development and negotiation of future IMF program reforms. Note: Minister's advisors help implement reforms working closely w/GIROA officials. IMF deadlines can change. (new)</b>							
H.1.1	Support MOF Task Force work to develop action plan to improve Revenue/Customs effectiveness.	Revenue/Customs effectiveness action plan developed	SEP 2009 - FEB 2010	S. Mehrabi	2 CCNs	Minister of Finance and other MOF officials	In Progress
H.1.2	Work with Afghan Telecom to undertake specific reforms and develop restructuring plans.	Work with relevant GIROA counterparts to develop restructuring plan for Afghan Telecom	AUG 2009 - JUN 2010	G. Biery	2 CCNs	MOF, DABS, MOCI officials	In Progress EGGI will provide short-term advisor to help Afghan Telecom achieve this benchmark. Overall, this benchmark is complex, require donor TA.

Program Activities		Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments
				Expat Advisors	CCN			
<b>COMPONENT 1 - NATIONAL &amp; REGIONAL ECONOMIC POLICY: Strengthen the GIROA's capacity to develop and implement sound economic policy at the national and regional levels.</b>								
H.1.3	Support the MOF Revenue and Customs Depts. officials/staff to meet 1388 revenue target, including informing/engaging Minister when higher level support is required.	Support ARD/Customs efforts (through strategic interventions) to attain the 1388 revenue target	AUG 2009 - MAR 2010	S. Mehrabi, G. Biery	2 CCNs	Minister of Finance and other MOF officials	In Progress	1389 revenue target will be negotiated w/IMF around Jan/Feb 2010.
H.1.4	Work with DABS and IMF to ensure DABS publishes quarterly reports.	Facilitate timely financial reporting of DABS (state electric utility corp.)	AUG 2009 - JAN 2010	G. Biery	2 CCNs	MOF and DABS officials	In Progress	
H.1.5	Organize/support GIROA Technical Coordination Committee meetings every few weeks to conduct oversight of IMF program for GIROA.	8-10 Technical Coordination Committee Meetings Held	AUG 2009 -AUG 2010	G. Biery	2 CCNs	GIROA officials	In Progress	EGGI work at DAB helps support the IMF benchmarks required for DAB.
H.1.6	Work with DAB and bank officials to improve the CAMEL rating of the state-owned banks.	CAMEL Rating improved.	OCT 2009 - JUN 2010	S. Mehrabi	2 CCNs	Minister, DAB, state-owned banks' management	In Progress	This work will be expected to take beyond JUN 2010, but as this is the conclusion of the current IMF program, this date is listed.
H.1.7	Helped draft monthly report on BRT on imports, which IMF has now shifted to quarterly report.	ARD monthly reports on collection of BRT on imports	AUG 2009 - JAN 2010	G. Biery	2 CCNs	MOF ACD officials and staff	Completed	This is now a quarterly requirement which ACD is capable of undertaking w/o guidance from Minister's advisor.
<b>Sub Result H.2: Implementation of HIPC (multilateral debt program) triggers and adherence to Paris Club bilateral debt agreement. Note: Minister's advisors help implement reforms working closely w/GIROA officials. (new)</b>								
H.2.1	Support the work of MOM, MOJ and MOF to finalize the minerals regulation and obtain Cabinet approval.	Support the drafting of minerals regulation and facilitate the process for Cabinet approval	OCT 2009 - JUN 2010	G. Biery	2 CCNs	Minister of Finance; MOF, MOM, and MOJ officials	In Progress	Difficult to achieve in timeframe, particularly given role of MOM. If it requires HIPC waiver, will be folded into other WB or IMF programs.
H.2.2	Worked with Minister of Finance and MOM officials to get hydrocarbon regulation on Cabinet agenda and obtained approval by Ministers.	Work with MOF to draft hydrocarbon regulation and assist the approval process through Cabinet	OCT 2009 - NOV 2009	G. Biery	2 CCNs	MOF, MOM, and MOJ	Completed	Immediately prior to Cabinet, it was discovered that reg has procurement issue so Min obtained Cabinet approval to address later (see below).
H.2.3	Work with MOM and MOF officials to revise hydrocarbon reg and law to conform with GIROA procurement regulations.	Support MOF/MOM revision of hydrocarbon regulation	OCT 2009 - DEC 2009	S. Mehrabi, G. Biery	2 CCNs	Minister of Finance; MOF, MOM, and MOJ officials	In Progress	Successfully obtained Cabinet approval of regulation w/authority for MOF to revise it to conform w/procurement regs.
H.2.4	Support GIROA-wide efforts to implement the IMF program reforms.	Facilitate GIROA officials, through the TCC process, to attain satisfactory performance on IMF program (i.e., program is successfully on-track)	AUG 2009 - JAN 2010	S. Mehrabi, G. Biery	2 CCNs	GIROA officials	In Progress	
H.2.5	Work with MOF debt office to pursue debt agreements w/non-Paris Club creditors and conform to existing agreements.	Confirm to bilateral debt agreements and resolve outstanding ones	AUG 2009 -AUG 2010	S. Mehrabi, G. Biery	2 CCNs	Minister of Finance and other MOF officials	In Progress	This is on-going in that we confer w/WB and IMF, and communicate with outstanding creditors to encourage them to restructure debt.
<b>Sub Result H.3: Implementation of World Bank budget support program (DPG), and negotiation of future program .Note: Minister's advisors help implement reforms working closely w/GIROA officials. (new)</b>								
H.3.1	Conduct negotiations with WB on reforms for DPG program.	Support the negotiation of reform benchmarks for next DPG	JAN 2010 - AUG 2010	G. Biery	2 CCNs	Minister of Finance, Deputy Ministers, Directors General	Not Started	
H.3.2	Work with MOF officials to ensure progress on performance indicators , which are pre-condition for new program.	Assist the implementation of DPG performance indicators	AUG 2009 - AUG 2010	G. Biery	2 CCNs	Deputy Minister of Finance, Directors General	In Progress	
<b>Sub Result H.4: Implementation of current 1388 ARTF incentives program reforms, and 1389 reforms once they are negotiated in 2010. Note: Minister's advisors help implement reforms working closely w/GIROA officials. (new)</b>								
H.4.1	Help ARD draft MOF and MOTCA MOU on fee collection, and get both Ministers to sign.	Support the development of MOF-MOTCA MOU on fee collection	OCT 2009 - NOV 2009	G. Biery	2 CCNs	Minister of Finance, Minister Economy, DABS managers	Completed	Required by donors for GIROA to receive ARTF discretionary funds.
H.4.2	Work w/DABS to ensure action plan conforms to WB energy sector expert guidance and obtain approval of DABS Board members, including Finance Minister.	Support the review/approval of DABS (state-owned utility) action plan to reduce commercial/technical losses	NOV 2009 - JAN 2010	G. Biery	2 CCNs	Minister of Finance, Minister of Economy, DABS managers	In Progress	Required by donors for GIROA to receive ARTF discretionary funds.
<b>Sub Result H.5: Approval of donor funding agreements and programs. (new)</b>								
H.5.1	Support GIROA counterparts to provide supporting analysis of donor agreements prior to seeking Ministerial approval.	Analyses of donor agreements	AUG 2009 -AUG 2010	G. Biery	2 CCNs	Minister of Finance and MOF officials	In Progress	There are no GIROA/MOF civil servant counterparts currently working with Minister of Finance's office. This will need to be addressed directly with the Minister.



## Component 2: Financial Sector & Central Bank Operations

**STRATEGIC OBJECTIVE:** Demonstrate monetary policy, improved supervision, and risk management for commercial banks and other financial institutions under its regulatory authority.

**DESIRED END STATE:** Da Afghanistan Bank (DAB) has the capacity to develop and conduct sound monetary policy through the collection, analysis and reporting of statistics. To improve the central bank's financial sector regulatory leadership role through its legal and regulatory policy, sound supervision of financial institutions and its response to the financial sector's demands for broader and more expansive financial products.

**OVERVIEW:** Since USAID assistance to DAB began intensively in September 2003, with the passage of the Law on Da Afghanistan Bank (DAB Law) and the Law on Banking in Afghanistan (Banking Law), many accomplishments has been achieved. Monetary policy, market operations, financial sector supervision, head office and branch operations and infrastructure, domestic and international payments, human resources, accounting and financial management (including a core banking system), and IT infrastructure have all been modernized and upgraded.

As DAB has become more capable as a central bank, the tasks and challenges that it must undertake have grown more complex over time. EGGI will assist DAB, together with the Central Statistical Office and other GIROA institutions, to better measure and monitor economic developments, not only at the macro level but also in the highly important disaggregated regional economic level.

The central bank continues to improve its ability to gather, analyze and report statistical data. Through its emphasis on the tools of monetary policy, DAB continues to expand its internal capacity to gather and analyze statistical information which not only will contribute to DAB's monetary policy decisions but also to develop broader reporting on the general Afghanistan economy. Through such information, the central bank and broader government body can focus efforts that will support broader jobs creation and the improvement of the livelihoods of the local population.

As the financial sector grows, Da Afghanistan Bank continues to build its capacity for the regulatory framework, support financial intermediation through a functioning payment system, and develop a capital markets framework. As with other local development efforts, the central bank reform program will continue to identify ways to further support the "Afghanization" of the work. Our workplan endorses the partnership of local team members with the technical advisors. They are positioned in a way to eventually be in the lead on many aspects of the work and to take leadership roles in the project efforts.

As we progress through the first year of this program, our advisors will identify possible options for DAB to further regionalize its work. We will identify which of the 34 regional offices have the opportunity to provide increased support to the head office. This will be done in careful collaboration with the DAB Governor and his leadership team.



## **YEAR 1 ACTIVITIES:**

### **Result A: Enhanced DAB macroeconomic decision-making through accurate and robust data collection, analyses, modeling, and expansion of monetary policy tools.**

- Conduct training sessions to DAB, Monetary Policy unit related to data collection and strengthening analytical capacity.
- Establish and train regional policy research and analytical centers at DAB's zonal branches.
- Strengthen the relationship between National Statistics Council and Central Statistical Office through development of database of macroeconomic indicators, estimating balance of payment accounts, and developing methodology for measuring informal sector.
- Assist DAB in creating secondary market for DAB capital notes by conducting open market operations, promoting use of repurchase agreements, conducting forecasts of commercial bank liquidity, and promoting financial literacy.

### **Result B: Expanded financials intermediation through the prudent growth of financial institutions, including bank and non-bank organizations, serving all 34 of Afghanistan's provinces.**

- Strengthen core supervisory process off and onsite through the introduction of new reporting forms, training of analysts on quarterly reporting writing, developing a program information technology examination of banks. Conduct training courses to Financial Supervision Department (FSD) staff in needed staff development, through the support of greater utilization of external audits of banks in the supervisory process, and training of Risk Management Department (RMD) staff to examine banks for proper risk management.
- Promote the expansion of the financial sector through implementation of the Negotiable Instrument Law, Secured Transaction Law, Mortgage Law, and Leasing Law. Promote the introduction of branchless banking in Afghanistan, assist in developing an enabling, prudential regulatory regime, revise Basel core principles, and assist in develop the institutional framework for Islamic finance.
- Develop a DAB bank resolution manual to strengthen supervisory intervention policies and procedures.
- Develop regulatory, licensing, supervisory, and reporting requirement for depository microfinance institutions through non-bank credit institutions.
- Establish Afghan Deposit Insurance Corporation (ADIC) and implement regulations. Assist ADIC in developing by-laws and implementing regulations, provide ADIC with a tool for estimate future outlays, and develop a master plan for staffing, budgeting, and investing.

### **Result C: Strengthened DAB internal operations, including management information systems, accounting and financial reporting, and external communications, to improve service delivery to the government and financial sector participants.**

- Upgrade DAB's management information systems to include IT security, email functionality, business continuity, and disaster recovery.
- Expand DAB's Core Banking System (CBS) functionality and conduct a comprehensive exercise on fixed asset analysis, launching the fixed asset management module, and integrate the module in the CBS General ledger.



- Enhance DAB's corporate governance by implementing necessary improvements to its accounting, financial reporting and internal control functions: result audit qualification on the valuation of Gold Reserve, provide clarifications of the figures in the 1386 and 1387 financial statement, revise set of DAB 1387 financial statements, translate DAB 1387 into Dari and Pashto version, update GL for DAB 1387, develop accounting system for foreign currency transactions, and train accounting staff.
- Spearhead widespread adoption of direct deposit for government and private sector employees and upgrade payments system to handle increased traffic of high and low value payments.

**Result D: Accelerated human capital development and capacity building at DAB, through intensified training, on the job knowledge transfer, strengthened human resource and performance management, and promotion of good corporate governance in DAB and across the financial sector.**

- Introduce accreditation process for FSD staff: implement the Certified Financial Sector Supervisor designation, develop recommendations for systems to track employee hours and required courses for certification threshold, and integrate existing online training program.
- Enhance DAB's corporate governance through management development in key Boards and Departments.
- Raise and enforce higher standards of corporate governance in the financial sector by developing a strategy to curb abusive shareholder involvement and prepare clear guidelines for duties and responsibilities.

**Result E: Realized achievements under DAB's Strategic Plan (2009-2014), in coordination with the World Bank's Financial Sector Strengthening Project (FSSP).**

- Establish an automated off site supervision system with data editing at the source, efficient transfer to DAB, automatic archiving, and flexible output reporting.

**YEAR 1 DELIVERABLES:**

**Quarter 1 (December 2009):**

- Conduct technical negotiations with International Monetary Fund (IMF) related to the 6<sup>th</sup> review of the economic program supported by the Poverty Reduction & Growth Facility (PRGF).
- Contribute to the launch of 2009 Financials Exclusion & Access to Credit Survey.
- Participate in the Annual Meetings of the World Bank Group & International Monetary Fund in Turkey to provide technical support on issues related to the PRGF and Highly Indebted Poor Country (HIPC) arrangements.
- Develop guidelines of Da Afghanistan Bank Clearinghouse.
- Supervisory circular imposing on banks requirement to conduct background checks on proposed bank administrators.
- Revise draft money service providers regulations to extend regulatory oversight to e-money institutions.
- Strategize and consult on the development of Islamic banking & finance in Afghanistan.
- Resolve the audit qualification regarding the valuation of the gold reserve for DAB instructed by Supreme Council.
- Implement core-banking system in DAB Saripul and Islam-Qala.
- Attend Afghanistan Banking Summit and make a presentation to the US military regarding the status of the payment in Afghanistan.



- Assist DAB general council on legal issues.

#### **Quarter 2 (March 2010):**

- Develop and deliver training material on Asset Liability Management Committee's role and responsibilities and on Funds (liquidity) Management.
- Solve the audit qualifications and other issues raised by KPMG in the year 1387 audit report.
- Reconcile at least 70% of outstanding inter-branch balances.
- Recommendations for amendments to the Law of Banking and Da Afghanistan Bank Law, and a revised draft of the Deposit Insurance Law.
- Complete review and finalize new draft of DMFI regulations.
- Complete review and finalize new draft of registration and licensing procedures for DMFIs.
- Deliver paper on recommended changes to CAMEL matrix and develop recommendations for procedures to ensure matrix is consistently applied to banks.
- Lead dialog with Ministry of Finance (MoF) to finalize Memorandum of Understanding (MOU) on salary payments.
- Work with the US military on coordination of the EFT Assistance Center for salary payments.
- Live operation of the Afghanistan Clearinghouse.
- Training course in Asset-Liability Management.
- Finalized draft of revised Corporate Governance regulation.
- Finalized draft of Consolidated Supervision regulation.

#### **Quarter 3 (June 2010):**

- Producing 1388 IFRS compliant financial statements.
- Timely finish 1388 yearend audit.
- First report from the Survey of Regional Economic Activity.
- Issue draft regulations for the Afghanistan Clearinghouse.
- Continue to rollout of direct deposit salary payment program.
- Testing and Implementation of the ACSS system upgrades.
- Development specification for interfacing Afghanistan Clearing & Settlement System (ASCC) to the DAB Core Banking System (CBS).
- Prepare and conduct roundtable to discuss Quarter 2 deliverables with critical stakeholders. Final draft of DMFI regulations, registration, and licensing procedures for DMFIs.
- Conduct microfinance training assessment needs of DAB regulators and supervisors.
- Develop and deliver bank supervision training material on Intermediate Credit Analysis.
- Update and edit Report of Examination Instructions and post to DAB website.
- Finalized draft of interest-rate risk regulation.
- Review of outstanding enforcement actions for clarity and workability of timeframes.
- Training materials on conservatorship and forced merger provided to DAB.

#### **Quarter 4 (August 2010):**

- New model for estimating quarterly GDP to be used in making policy decisions.
- Database of macroeconomic indicators for use by the Monetary Policy Department.
- Train the appropriate staff on at least three approved accounting policies and oversee the implementation of the same with more working examples on each policy.
- Develop and deliver training material on Corporate Governance.
- Review and edit examination manuals and post to DAB website.



- Conduct microfinance training of select cadres of supervisors, including those in Islamic Finance. Explore conduction of study trip abroad.
- Continue rollout of salary payments to additional provinces.
- Finalize all regulations for the Clearinghouse.
- Testing and Implementation of the ACSS to CBS interface.
- Formation of a shared ATM/POS network for the Afghanistan Banking Sector.
- Implemented Corporate Governance regulation, following DAB stakeholder outreach and response to public comments, with FSD staff training.
- Implemented Consolidated Supervision regulation, following DAB stakeholder outreach and response to public comments, with FSD staff training.
- Implemented interest-rate risk regulation, following DAB stakeholder outreach and response to public comments, with FSD staff training.

In Table 2, a detailed description of activities, deliverables, timeframe, human resource, counterpart, and the description of external and internal factors influencing the implementation of the activities is presented.

Table 2: Component 2-Activity, Deliverable, Timeframe, Human Resources, &amp; Counterpart

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments	
			Expat Advisors	CCN				
<b>COMPONENT 2- STRENGTHENING THE FINANCIAL SECTOR AND CENTRAL BANK OPERATIONS: Da Afghanistan Bank (DAB, the central bank) will demonstrate an improved monetary policy and improved supervision and risk management for commercial banks and other financial institutions under its regulatory authority.</b>								
<b>Result A: Enhanced DAB macroeconomic decision-making, through accurate and robust data collection, analyses, modeling, and expansion of monetary policy tools</b>								
<b>Sub Result A.1: DAB's data collection and analytical capability will be strengthened at the head office.</b>								
A.1.1	Offer training courses in Survey Methods.	Training course materials	March 2010	J. Corning	Z. Masoom	DAB, Monetary Policy	Not Started	This activity will directly support A.2.7.
A.1.2	Offer workshops on interpreting survey results and writing summary reports.	Training course materials	April 2010	J. Corning	Z. Masoom	DAB, Monetary Policy	Not Started	This activity will directly support A.2.7.
A.1.3	Offer training courses in basic statistics, data handling and presentation.	Training course materials	MAR 2010 - JUN 2010	J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	These lessons will be specifically targeted to the current needs of DAB staff. As such, they will be highly applied and work-relevant and thus not easily replicated by University or other pre-packaged courses.
A.1.4	Offer training courses in Econometrics.	Training course materials	JAN 2010 - APR 2010	P. Asea	R. Haidari	DAB, Monetary Policy	In Progress	These lessons will be specifically targeted to the current needs of DAB staff. As such, they will be highly applied and work-relevant and thus not easily replicated by University or other pre-packaged courses.
A.1.5	Offer training courses on macroeconomics.		APR 2010 - AUG 2010	P. Asea/J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	These courses are specifically targeted to the current needs of DAB staff. As such, they will be highly applied and work-relevant and thus not easily replicated by University or other pre-packaged courses.
A.1.6	Assist DAB in conducting a Financial Exclusion Survey in five major cities.	Report on Financial Exclusion to monitor progress towards increasing access to finance	NOV 2009 - JUN 2010	P. Asea	R. Haidari	DAB, Monetary Policy	In Progress	
A.1.7	Assist DAB in developing a macroeconomic model of the Afghan economy.	Analytical model of Afghan economy to be used for policymaking	SEP 2009 - AUG 2010	P. Asea	R. Haidari	DAB, Monetary Policy	In Progress	
A.1.8	Coordinate the introduction of DAB's macro model to the Fiscal Policy Unit (FPU) of the MOF.	Shared macro model	FEB 2010 - FEB 2011	J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	This activity will require the fostering a collaborative atmosphere between the organizations, and involve establishing regular meetings between senior managers, and training staff on the use of the model.
A.1.9	Establish regular meetings of the DAB Monetary Policy Committee.	Meeting briefs and agenda templates	JUN 2010 - DEC 2010	J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	
<b>Sub Result A.2: Regional policy research and analytical centers will be established at DAB's zonal branches.</b>								
A.2.1	Train and mentor DAB staff in maintaining and analyzing consumer price index (CPI).	Quantitative inflation analysis	JAN 2010 - APR 2010	J. Corning	R. Haidari	DAB, Monetary Policy	In Progress	DAB currently relies on EGGI advisors to perform this task.
A.2.2	Construct new core inflation measures and train DAB staff in their calculation.	Core inflation measures consistent with international standards	FEB 2010 - MAY 2010	J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	Conduct of monetary policy requires accurate measures of inflation.
A.2.3	Develop Monthly Inflation Report and assist DAB in its preparation.	Monthly Inflation Report	MAR 2010 - JUN 2010	J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	
A.2.4	Develop Monthly Central Bank Activity Brief and assist DAB staff in its preparation.	Central Bank Activity Brief template	DEC 2009 - MAR 2010	J. Corning	R. Haidari	DAB, Monetary Policy	In Progress	This brief was specifically requested by the Governor for Investment Committee meetings.
A.2.5	Offer modifications to the weekly Foreign Exchange analysis and assist DAB staff in its preparation.	FX analysis template	DEC 2009 - MAR 2010	J. Corning	R. Haidari	DAB, Monetary Policy	In Progress	This analysis will support the foreign exchange committee in its implementation of monetary policy.
A.2.6	Offer modifications to the Weekly Report to the Governor, train and mentor DAB staff in its preparation.	Weekly Report to the Governor template	APR 2010 - AUG 2010	J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	DAB currently relies on EGGI advisors to perform this task.
A.2.7	Assist DAB in preparing "Beige Book Report" for each of the 7 Zones.	Regional Economic Activity Report	DEC 2009 - MAR 2011	J. Corning	Z. Masoom	DAB, Monetary Policy	In Progress	
A.2.8	Train and mentor DAB staff in producing the Bank's Quarterly and Annual Bulletins.	Training course materials	APR 2010 - JAN 2011	J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	DAB currently relies on EGGI advisors to perform this task.
<b>Sub Result A.3: DAB's working relationships with the National Statistics Council (NSC) and Central Statistical Office (CSO) will be strengthened.</b>								
A.3.1	Assist DAB in calculating quarterly GDP.	Quarterly GDP statistics	APR 2010 - AUG 2010	J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	Currently, only annual GDP is available, which arrives with too long a lag to be useful for the conduct of monetary policy.
A.3.2	Develop methodology for measuring the informal sector, and assist DAB staff in its calculation.	Informal Sector estimates	JUN 2010 - DEC 2010	P. Asea	R. Haidari	DAB, Monetary Policy	Not Started	
A.3.3	Assist DAB staff in producing more complete estimates of Balance of Payments (BoP) accounts with particular emphasis on Foreign Direct Investment.	Improved BoP figures	JAN 2010 - DEC 2010	J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	
A.3.4	Develop a database of macroeconomic indicators.	Database	JUL 2010 - SEP 2010	J. Corning	R. Haidari	DAB, Monetary Policy	Not Started	This database will encourage information sharing within the Bank and make the distribution of that information more efficient.
<b>Sub Result A.4: The secondary market for DAB capital notes will be created.</b>								

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments	
			Expat Advisors	CCN				
<b>COMPONENT 2- STRENGTHENING THE FINANCIAL SECTOR AND CENTRAL BANK OPERATIONS: Da Afghanistan Bank (DAB, the central bank) will demonstrate an improved monetary policy and improved supervision and risk management for commercial banks and other financial institutions under its regulatory authority.</b>								
A.4.1	Assist DAB in conducting Open Market Operations.	Robust monetary operations	SEP 2009 - APR 2010	P. Asea	R. Haidari	DAB, Monetary Policy	In Progress	This activity is an essential ingredient for low and stable inflation.
A.4.2	Assist DAB in promoting use of Repurchase Agreements and Reverse Repos.	Robust monetary operations	SEP 2009 - APR 2010	P. Asea	R. Haidari	DAB, Monetary Policy	In Progress	This activity is an essential ingredient for low and stable inflation.
A.4.3	Assist DAB in conducting forecasts of commercial bank liquidity.	Liquidity forecasts	SEP 2009 - APR 2010	P. Asea	R. Haidari	DAB, Monetary Policy	In Progress	This activity is an essential ingredient for low and stable inflation.
A.4.4	Assist DAB to promote financial literacy.	Financial Literacy campaign	MAR 2010 - APR 2010	P. Asea	R. Haidari	DAB, Monetary Policy	Not Started	This activity is an essential for increasing access to finance.
<b>Result B: Expanded financial intermediation through the prudent growth of financial institutions, including bank and non-bank organizations, serving all 34 of Afghanistan's provinces</b>								
<b>Sub Result B.1: Core supervisory processes, both on-site and off-site, will be strengthened, and examination areas expanded.</b>								
B.1.1	Off-site supervision: Introduce new reporting forms to provide more detail on bank loans and deposits, especially at the provincial level.	Draft reporting forms and instructions	DEC 2009 - JAN 2010	G. Tasky	M. Habibi	DAB FSD	In Progress	New reports are required to measure the reach of the banking sector throughout the country, and to provide more disaggregated deposit data for liquidity monitoring and deposit insurance purposes.
B.1.2	Off-site supervision: Train new analysts in quarterly report writing.	Sample quarterly report on an individual bank in new format	October 2009 - JAN 2010	G. Tasky	M. Habibi	DAB FSD	In Progress	More detailed quarterly reports will provide an "early-warning" look at developing problems in the banking sector.
B.1.3	On-site supervision: Assist DAB in developing a program of information-technology examinations of banks.	Examination policies and procedures for IT exams	FEB 2010 - JUN 2010	TBD	TBD	DAB FSD	Not Started	Banks' IT systems raise the possibility of operational risk and potential losses; also, future mergers of banks will likely be motivated by IT efficiency issues.
B.1.4	On-site supervision: Support DAB's efforts to achieve higher standards of quality and consistency in the Reports of Examination (RoE).	Review of a test IT exam RoE	MAY 2010 - JUN 2010	TBD	TBD	DAB FSD	Not Started	
		Recommended matrix system for cross-checking CAMEL ratings with objective data	JAN 2010 - MAR 2010	N. Franson	M. Eqbal	DAB FSD	Started	RoE's may not always be prepared in sufficient depth across DAB caseloads, and there may be inconsistencies in assignment of CAMEL ratings across time and caseloads.
		Written recommendations, based on review of RoEs, for increasing depth and attention to key areas	MAR 2010 - MAY 2010	N. Franson	M. Eqbal	DAB FSD	Not Started	
	Updated and approved on-site supervision manual posted to the DAB website	JAN 2010 - MAR 2010	N. Franson	M. Eqbal	DAB FSD	Not Started	This activity is in fulfillment of Article 32.3 of the Banking Law.	
B.1.5	General supervision: Offer training courses to FSD staff in needed areas for staff development.	Training course materials in Preparation of Financial Reports that can be revised by DAB and given to future new staff	JAN 2010 - MAR 2010	G. Tasky	M. Habibi	DAB FSD	Not Started	This course is necessary so that both off-site analysts and on-site examiners will prepare their written reports with more depth and consistency.
		Training course materials in Asset-Liability Management that can be revised by DAB and given to future new staff	MAR 2010	G. Tasky, N. Franson	M. Habibi, M. Eqbal	DAB FSD	Not Started	This course is necessary so that both on-site examiners and off-site analysts can more accurately identify interest-rate risk and liquidity risk at banks.
		Training course materials on Bank Financial Analysis that can be revised by DAB and given to future new staff	DEC 2010	N. Franson	M. Eqbal	DAB FSD	Completed	This brief course is necessary so that examiners will become familiar with analytical techniques such as percentage-of-assets tests and peer group comparisons.
		Training course materials in Intermediate Credit Analysis that can be revised by DAB and given to future new staff	APR 2010	N. Franson	M. Eqbal	DAB FSD	Not Started	This course is necessary as a continuation of the basic credit training that was delivered in the spring and summer of 2009.
		Training course materials in Corporate Governance that can be revised by DAB and given to future new staff	JUL 2010	N. Franson	M. Eqbal	DAB FSD	Not Started	This course is necessary to address current issues arising from the deficiencies in corporate governance, primarily improper reporting relationships, related party transactions, and other current concerns.
		Training course materials in Fraud Detection/Forensic Accounting that can be revised by DAB and given to future new staff	APR 2010	TBD	TBD	DAB FSD	Not Started	This course is necessary to give examiners skills in spotting the early warning signs of fraud.
B.1.6	General supervision: Support greater utilization of required external audits of banks in the supervisory process.	Roundtable discussion between DAB FSD and auditors	APR 2010	C. Faulkner	TBD	DAB FSD	Not Started	Stakeholder outreach by DAB to gain feedback on proposed increased demands on external auditors.

Program Activities		Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments
				Expat Advisors	CCN			
<b>COMPONENT 2- STRENGTHENING THE FINANCIAL SECTOR AND CENTRAL BANK OPERATIONS: Da Afghanistan Bank (DAB, the central bank) will demonstrate an improved monetary policy and improved supervision and risk management for commercial banks and other financial institutions under its regulatory authority.</b>								
		Finalization of draft package of policy statements and requirements of external auditors, to be submitted to Supreme Council for approval	JUN 2010	C. Faulkner	TBD	DAB FSD	Not Started	DAB needs to make clear its expectations of external auditors, adopt them as a formal regulation, and place it on website.
B.1.7	Risk management: Train RMD staff to examine banks for proper risk management and introduce key elements of Basel II capital adequacy standards.	Examination policies and procedures for risk management exams	MAR 2010--JUN 2010	TBD	TBD	DAB RMD	Not Started	RMD examiners have on-the-job experience examining banks, but only in areas more properly covered by FSD. They do not know how to do true risk management examinations. DAB comment: Advisor to be hired in MAR 2010 and expect 7-8 mo to develop and pass policies and regulations through the govt before can be implemented.
		Review of a test risk management exam RoE	MAR 2010--JUN 2010	TBD	TBD	DAB RMD	Not Started	
		Template for an internal risk rating system	JUN 2010 - AUG 2010	TBD	TBD	DAB RMD	Not Started	
<b>Sub Result B.2: Additional regulations needed to promote the expansion of the financial sector will be drafted and implemented, in coordination with FAIDA and Rule of Law Stabilization programs.</b>								
B.2.1	Access to finance: Promote the implementation of the Negotiable Instruments Law.	Recommendations to DAB on how to deal with Parliament's objections to the recess Law	MAR 2010	K. Blanchette	W. Arefi	DAB OGC, Parliament	Not Started	DAB comment: Law has already been signed by the President and is in force but needs to be passed by Parliament. Parliament may reconsider because it mentions "interest."
		Finalization of draft regulations implementing Law	MAY 2010	K. Blanchette	W. Arefi	DAB OGC	Not Started	
		Informational toolkit for ABA on how new law can be used to stimulate lending.	MAY 2010	K. Blanchette	W. Arefi	DAB OGC	Not Started	
		Series of provincial workshops to raise awareness of Law	JUN 2010	K. Blanchette	W. Arefi	DAB OGC	Not Started	Provincial workshops will target potential bank clients, feature a banker, and will involve DAB zonal branch personnel whenever possible.
B.2.2	Access to finance: Promote the implementation of the Secured Transactions Law.	Finalization of draft regulations implementing Law	NOV 2009	G. Tasky	W. Arefi	DAB OGC	Completed	Final regulations appear on DAB's website.
		Informational toolkit for ABA on how new law can be used to stimulate lending	MAY 2010	K. Blanchette	W. Arefi	DAB OGC	Not Started	
		Series of provincial workshops to raise awareness of Law	JUN 2010	K. Blanchette	W. Arefi	DAB OGC	Not Started	Provincial workshops will target potential bank clients, feature a banker, and will involve DAB zonal branch personnel whenever possible.
B.2.3	Access to finance: Promote the implementation of the Mortgage Law.	Finalization of draft regulations implementing Law	Nov 2009	G. Tasky	W. Arefi	DAB OGC	Completed	Final regulations appear on DAB's website.
		Series of provincial workshops to raise awareness of Law	JUN 2010	K. Blanchette	W. Arefi	DAB OGC	Not Started	Provincial workshops will target potential bank clients, feature a banker, and will involve DAB zonal branch personnel whenever possible.
		Standardized mortgage application and documentation	JUL 2010	K. Blanchette, G. Tasky	W. Arefi, M. Habibi	DAB FSD, OGC, ABA	Not Started	Many benefits from this innovation: easier for mortgage customers, easier for DAB examiners, and easier if mortgages are to be traded among banks or securitized.
		Workshop on standardized mortgage application and documentation	AUG 2010	K. Blanchette, G. Tasky	W. Arefi, M. Habibi	DAB FSD, OGC, ABA	Not Started	
B.2.4	Access to finance. Promote the passage and implementation of the Leasing Law.	Presentation to group of MPs on need for Law, differences between leases and loans, and compatibility of leases with Islamic finance	JUL 2010	K. Blanchette	W. Arefi	DAB OGC, Parliament	Not Started	Leasing Law is not expected to be taken up by Parliament until after spring elections.
B.2.5	Access to finance: Promote the introduction of "branchless banking" in Afghanistan.	White paper on the concept of branchless banking presented to joint DAB-ABA meeting	MAR 2010	K. Blanchette, G. Tasky	W. Arefi, TBD	DAB, Afghanistan Banks Association	Not Started	"Branchless banking" is more than just e-money: it involves using agents to provide commercial bank services.

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments	
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<b>COMPONENT 2- STRENGTHENING THE FINANCIAL SECTOR AND CENTRAL BANK OPERATIONS: Da Afghanistan Bank (DAB, the central bank) will demonstrate an improved monetary policy and improved supervision and risk management for commercial banks and other financial institutions under its regulatory authority.</b>								
B.2.6	Access to finance: Assist in developing an enabling, prudential regulatory regime for e-money institutions.	Suggested preamble to final regulation explaining rationale of acceptance or rejection of comments on draft regulation	NOV 2009	G. Tasky	M. Habibi	DAB FSD OGC	Completed	Final regulation posted on DAB website.
		Criteria to be used in judging EMI licensing applications	FEB 2010	G. Tasky, J. Sloyka	M. Habibi	DAB FSD OGC	Not Started	
		Guidance in judging first EMI licensing application	FEB 2010	G. Tasky, J. Sloyka	M. Habibi	DAB FSD OGC	Not Started	This activity depends on the willingness of the first likely EMI to submit a license renewal application under the new criteria.
		List of recommended revisions to MSP regulation to harmonize treatment of EMIs with non-EMI MSPs	JUN 2010	G. Tasky, J. Sloyka	M. Habibi	DAB FSD OGC	Not Started	Activity of revising non-EMI portions of MSP regulation will be coordinated with U.S. Treasury advisor to DAB FSD's AML/CFT section.
B.2.7	Basel Core Principles compliance: Assist in necessary revisions to the regulations for greater compliance.	Finalized draft of revised Corporate Governance regulation	FEB 2010	G. Tasky	M. Habibi	DAB FSD OGC	Not Started	The regulation, as currently written, does not specify range of administrators that must be approved by DAB, among other gaps.
		Finalized draft of Consolidated Supervision regulation	MAR 2010	G. Tasky	M. Habibi	DAB FSD OGC	Not Started	To the extent possible, the revised regulation will incorporate the suggestions of EGGI Legal Advisor for strengthening the Banking Law.
		Finalized draft of interest-rate risk regulation	APR 2010	G. Tasky	M. Habibi	DAB FSD OGC	Not Started	Banks do not currently know what is expected of them in measuring and monitoring interest-rate risk.
B.2.8	Basel II: Assist in the redrafting and customization for Afghanistan of the Basel II-related regulations on credit risk, market risk and operational risk.	Finalized draft of credit risk regulation	SEP 2010	TBD	TBD	DAB RMD OGC	Not Started	Practical elements of Basel II will be required of the banks, without imposing full or impossible-to-meet requirements. DAB Comment: After advisor is hired DAB expects 7-8 mo before policies and regulations can pass through govt before and be implemented.
		Finalized draft of market risk regulation	SEP 2010	TBD	TBD	DAB RMD OGC	Not Started	DAB Comment: After advisor is hired DAB expects 7-8 mo before policies and regulations can pass through govt before and be implemented.
		Finalized draft of operational risk regulation	SEP 2010	TBD	TBD	DAB RMD OGC	Not Started	DAB Comment: After advisor is hired DAB expects 7-8 mo before policies and regulations can pass through govt before and be implemented.
B.2.9	Islamic Finance: Assist in developing the institutional framework for Islamic finance.	Master plan for the development of Islamic finance in Afghanistan	NOV 2009 - MAR 2010	M. Hamat TBD	TBD	DAB FSD OGC	In Progress	DAB comment 2/8/10: Full-time Islamic Banking advisor needed to complete 2.9-2.10
		Strategic recommendations on path to improving deeply-flawed draft Islamic Banking Law	DEC 2009	M. Hamat TBD	TBD	DAB FSD OGC	In Progress	Many commentators have pointed out flaws in draft law; DAB will compile and send to IMF.
B.2.10	Islamic Finance: Assist in organizing a training program for DAB's new Islamic Banking Division of FSD.	In-country or out-of-country training provided to DAB	MAR 2010	M. Hamat, G. Tasky, J. Doeden TBD	TBD	DAB FAD OGC	In Progress	So far, one proposal -- from IBFIM in Kuala Lumpur -- has been received for DAB to consider, for all-in Islamic banking training for a scalable group of trainees.
		Workshop by DAB trainees and advisors to disseminate knowledge throughout FSD and RMD		G. Tasky TBD	M. Habibi	DAB FSD, RMD OGC	Not Started	
B.2.11	General Legal and Regulatory: Promote greater efficiency and staff utilization in Office of General Counsel.	Business process mapping of OGC workflow	JAN 2010 - MAR 2010	K. Blanchette	W. Arefi	DAB OGC	Not Started	
		Staff evaluation and staffing plan for OGC	APR 2010 - MAY 2010	K. Blanchette	W. Arefi	DAB OGC	Not Started	Even after new hires in 2009, OGC remains weak, with few English speakers and few staff with good writing skills and legal reasoning experience.
B.2.11	General Legal and Regulatory: Assist DAB in formulating and advocating necessary amendments to DAB Law and Banking Law.	Package of draft amendments	JAN 2010 - MAR 2010	G. Gegenheimer, G. Tasky	W. Arefi, M. Habibi	DAB OGC	Not Started	Experience has revealed deficiencies and unworkabilities in both laws since they were passed in late 2003.
		Roundtable discussion with ABA to present draft amendments and seek stakeholder input	FEB 2010	G. Gegenheimer, G. Tasky	W. Arefi, M. Habibi	DAB OGC	Not Started	Bankers also comment on unworkable provisions of laws.
		Workshop for key MPs on draft amendments	APR 2010	K. Blanchette, G. Tasky	W. Arefi, M. Habibi	DAB OGC, Parliament	Not Started	
<b>Sub Result B.3: A DAB bank resolution manual will be produced to strengthen supervisory intervention policies and procedures.</b>								

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments	
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<b>COMPONENT 2- STRENGTHENING THE FINANCIAL SECTOR AND CENTRAL BANK OPERATIONS: Da Afghanistan Bank (DAB, the central bank) will demonstrate an improved monetary policy and improved supervision and risk management for commercial banks and other financial institutions under its regulatory authority.</b>								
B.3.1	Special supervision: Support extending reach of FSD's enforcement actions to spur corrective measures.	Biweekly summary of outstanding enforcement actions delivered to Governor, with recommendations for harsher action	FEB 2010	G. Tasky	TBD	DAB FSD	Not Started	FSD needs to escalate issues of poor compliance to Governor more consistently.
		Review of outstanding enforcement actions for clarity and workability of timeframes	APR 2010	G. Tasky	TBD	DAB FSD	Not Started	
B.3.2	Special supervision: Build DAB's capacity to resolve problem banks when enforcement measures haven't worked.	Training materials on Conservatorship and Forced Merger provided to DAB		G. Tasky	TBD	DAB FSD	In Progress	
B.3.3	Special supervision: Promote the adoption of the Enforcement Manual and Bank Resolution Manual as official policy statements of DAB, and their placement on the DAB website.	Manuals adopted by DAB Supreme Council and placed on website	FEB 2010	C.Faulkner	TBD	DAB FSD	Not Started	Manuals were finished under EG&PSS; still under review by DAB before release to public as official policy.
<b>Sub Result B.4: Appropriate regulatory, licensing, supervisory, and reporting requirements will be developed for depository microfinance institutions (DMFIs).</b>								
B.4.1	Non-bank credit institutions: Assist DAB in completing an enabling, prudential regulatory regime for DMFIs.	Licensing procedures for DMFIs	JAN 2010 - FEB 2010	J. Daly	TBD	DAB FSD	In Progress	
		Regular reporting forms for DMFIs	FEB 2010 - APR 2010	J. Daly, G. Tasky	TBD	DAB FSD	Not Started	
		Examination policies and procedures for DMFIs	MAY 2010 - JUL 2010	J. Daly	M. Eqbal	DAB FSD	Not Started	
		Revised draft DMFI regulations	JAN 2010 - FEB 2010	J. Daly	TBD	DAB FSD	In Progress	Draft regulations will be based on input from MISFA and MFIs, and will be issued by DAB for public comment.
<b>Sub Result B.5: The Afghan Deposit Insurance Corporation (ADIC) will be established, together with implementing regulations.</b>								
B.5.1	Assist ADIC and DAB in improving the deficient Draft Appendix to Banking Law establishing ADIC, currently before Parliament.	Suggested revisions to draft law	JAN 2010 - FEB 2010	G. Gegenheimer, G. Tasky	W. Arefi	ADIC, DAB OGC	In Progress	ADIC has been assured that it is not too late to add crucial provisions to stripped-down draft law.
B.5.2	Assist ADIC in developing by-laws and implementing regulations.	Draft by-laws and implementing regulations	JAN 2010 - FEB 2010	G. Gegenheimer	W. Arefi	ADIC OGC	In Progress	
B.5.3	Provide ADIC with a tool for estimating future outlays as a result of hypothetical bank failures.	Estimation mechanism	JAN 2010	G. Tasky	W. Arefi	ADIC	In Progress	Tool is flexible enough to estimate outlays under various hypotheses of coverage and costs of failures. Tool will assist ADIC in determining its target ratio of available assets to insured deposits. Need to complete estimates of outlays needed in event of bank failure.
B.5.4	Provide ADIC with a master plan for staffing, budgeting, investments, functions to be exercised, etc.	Master plan	MAR 2010 - APR 2010	TBD	TBD	ADIC	Not Started	
B.5.5	Provide ADIC with actionable items for operationalization of deposit insurance.	Written recommendations on specific implementation issues such as insurance premia and differentiation of functions between ADIC and DAB FSD	MAY 2010	TBD	TBD	ADIC	Not Started	
<b>Sub Result B.6: A government working group will be established to prepare for unified financial sector supervision.</b>								
B.6.1	Not in Year 1 Scope							
<b>Result C: Strengthened DAB internal operations – including management information systems, accounting and financial reporting, and external communications – to improve service delivery to the government and financial sector participants.</b>								
<b>Sub Result C.1: Cashier services for government and municipal accounts will be transferred from DAB to the commercial banking sector.</b>								
C.1.1	Not in Year 1 Scope							
<b>Sub Result C.2: DAB's management information systems will be upgraded to include better IT security, email functionality, business continuity, and disaster recovery.</b>								
C.2.1	Assist DAB Information Technology Department (ITD) in implementing an efficient internal email system that will be more accepted by staff.	Recommendations on email provider and technical assistance in installation	APR 2010 - MAY 2010	TBD	Ahmad Zia	DAB ITD	Not Started	DAB Comment 2/8/10: More advisors needed to complete 2.1-2.4. One EGGI advisor currently imbedded in DAB.
C.2.2	Assist DAB ITD in resolving remaining connectivity issues between head office and branches.	Recommendations and technical assistance in selection of providers and equipment	JUN 2010	TBD	Ahmad Zia	DAB ITD	Not Started	

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C.2.3	Assist DAB ITD in site selection and contracting for business continuity/disaster recovery.	Cost-benefit analyses of various possible BC/DR sites	JUL 2010	TBD	Ahmad Zia	DAB ITD	Not Started	
C.2.4	Promote enhanced IT security at DAB.	Tests of various dimensions of DAB IT security	JUL 2010	TBD	Ahmad Zia	DAB ITD	Not Started	
		Recommendations for fixing identified IT security risks	AUG 2010	TBD	Ahmad Zia	DAB ITD	Not Started	
<b>Sub Result C.3: DAB's Core Banking System (CBS) functionality will be expanded by implementing supporting modules.</b>								
C.3.1	Facilitate DAB implementation of CBS at remaining DAB branches.	Logistical and financial support for DAB teams	NOV 2009 - JUL 2010	None	Masoud Wardak	DAB CFO	In Progress	Basic CBS should be implemented in all branches before additional modules put in. Additional modules beyond fixed assets not in Year 1 scope.
C.3.2	Conduct a comprehensive exercise on Fixed Assets analysis, launching the Fixed Assets Management module and integrate the module in the CBS General Ledger as per the new policy approved by the DAB.	DAB updated Fixed Asset Register	DEC 2009 - MAR 2010	A. Juma, Virmati Software & Telco. Ltd	M. Wardak	DAB Chief Financial Officer	Not Started	EGGI advisors to work closely with DAB section on fixed assets as well as the firm of Ernest & Young in accomplishing the exercise.
<b>Sub Result C.4: DAB's corporate governance will be enhanced by implementing necessary improvements to its accounting, financial reporting, and internal control functions.</b>								
C.4.1	Provide the necessary information and clarification to the IMF regarding the financial statement figures as compared to the monetary policy reports.	Clarifications to IMF of the figures appearing in the 1386 and 1387 financial statements	OCT 2009	A. Juma		DAB Chief Financial Officer	Completed	Other explanations/clarifications to be provided as and when required.
C.4.2	Resolve the audit qualification regarding the valuation of Gold Reserve for the Central Bank as instructed by the Supreme Council.	Revised set of DAB 1387 financial statements	NOV 2009	A. Juma		DAB Chief Financial Officer, KPMG Externa Auditors	Completed	Final (revised) set of the financial statements was presented to the DAB Supreme Council in Nov. '09 and duly approved.
C.4.3	Recommend adjustments to be affected on 1387 financial statements, including the "Restatement of 1386 financial statements".	Revised set of DAB 1387 financial statements	NOV 2009	A. Juma		DAB Chief Financial Officer, KPMG Externa Auditors	Completed	Final (revised) set of the financial statements was presented to the DAB Supreme Council in Nov. '09 and duly approved.
C.4.4	Organize the translation of the approved Financial Statements into Dari and Pashto for the purpose of submitting the same to the Ministry of Finance and the Parliament.	Dari and Pashto versions of DAB 1387 financial statements	DEC 2009	A. Juma	F. Saqib	DAB Chief Financial Officer	Completed	DAB requested assistance. Pashtu needs to be redone.
C.4.5	Update the DAB general ledgers to be in line with the final audited 1387 financial statements.	Up-to-date GL for DAB for 1387 year end	DEC 2009 - JAN 2010	A. Juma		DAB Chief Financial Officer, KPMG External Auditors	In Progress	1. KPMG external Auditors to provide some details regarding the opening balances. 2. There is an urgent need to make major system changes to the way some foreign currency transactions and balances are currently accounted for in the CBS. Virmati (the suppliers of the "CBS") have already been requested to make the necessary system changes.
C.4.6	Development of the accounting system for foreign currency transactions.	Accounting system for foreign currency transactions	NOV 2009 - JAN 2010	A. Juma, Virmati Software & Telco. Ltd	M. Wardak	DAB Chief Financial Officer	In Progress	Following the DAB request, Virmati Software & Telco. Ltd (the suppliers of the "Core Banking System") have already developed the system. It has been tested and, with the exception of few issues, the system is ready for implementation by the DAB. DAB comment 2/8/10: Will become "live" in Feb 2010.
C.4.7	Update the ongoing inter-branch reconciliation process and recommending the required actions on the results.	Fully reconciled inter-branch balances	DEC 2009 - MAR 2010	A. Juma	TBD	DAB Chief Financial Officer	In Progress	DAB update 2/8/10: Activity in progress --currently working on an 8-year backlog. EGGI advisors to work closely with DAB section on branches accounts as well as KPMG in accomplishing the exercise.
C.4.8	Resolve audit qualifications and other issues raised by KPMG in the year 1387 audit report.	1388 financial year end Unqualified audit opinion	OCT 2009 - JUN 2010	A. Juma	TBD	DAB Chief Financial Officer	In Progress	Ongoing process to resolve all issues that lead to 1387 audit qualifications plus the current year's (1388) issues.
C.4.9	Rationalize financial reports i.e. regrouping & mapping and Chart of Accounts and improving the Balance Sheet, Income Statement and Cash Flow formats in the CBS system and improving the Trial Balance in to include all the accounts in one data base.	1. Improved financial reports on the Balance Sheet, Income Statement and Cash Flow formats in the CBS system. 2. Improved Trial Balance in to include all the accounts in one data base	NOV 2009 - AUG 2010	A. Juma	2 CCNs	DAB Chief Financial Officer	Not Started	Ongoing process to improve the financial reporting to cover new developments in the International Financial Reporting Standards (IFRS).
C.4.10	Train the accounting staff on analyzing the month-end accounting figures/balance and conducting tests on their accuracy.	At least 6 hours/week of training of accounting staff and materials that DAB can use itself for future training	JUL 2010 - Nov 2010	A. Juma	TBD	DAB Chief Financial Officer	In Progress	Staff will be tested on actual assignments, evaluated, and results reported to supervisors. Trainings are requested between July and November, which avoid conflict with end of Solar Year reconciliation.

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments	
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C.4.11	Train the appropriate staff regarding the approved accounting policies and oversee the implementation of the same with more working examples on each policy.	At least 6 hours/week of training of accounting staff and materials that DAB can use itself for future training	Jul 2010 - Nov 2010	A. Juma	TBD	DAB Chief Financial Officer	In Progress	Staff will be tested on actual assignments, evaluated, and results reported to supervisors. Trainings are requested between July and November, which avoid conflict with end of Solar Year reconciliation.
C.4.12	Guide preparation and submission of 1388 financial statements in accordance with the provisions of the International Financial Reporting Standards (IFRS) and the requirements of the DAB Law.	IFRS compliant 1388 financial statements	JAN 2010 - APR 2010	A. Juma	TBD	DAB Chief Financial Officer	In Progress	
C.4.13	Prepare DAB staff for 1388 year-end audit as conducted by the KPMG external auditors.	Audited 1388 financial statements	1. JAN 2010 - FEB 2010 2. APR 2010 - JUN 2010	A. Juma	TBD	DAB Chief Financial Officer	In Progress	
<b>Sub Result C.5: DAB will spearhead the widespread adoption of direct deposit for government and private-sector employees, and the payments system will be upgraded to handle speedily the increased traffic of both high-value and low-value payments.</b>								
C.5.1	Advocate for formation of the Afghanistan Clearinghouse. Consents by DAB and ABA to form Clearinghouse.	Agreement by DAB and ABA to form the Clearinghouse	SEP 2009 -NOV 2009	K. Pfeifer	N. Quraishi	Mir Aziz Baraki (DAB) and the Afghanistan Banks Association	Completed	DAB and the Afghanistan Banks Association have agreed to form the Afghanistan Clearinghouse. DAB will be the owner and operator of the Clearinghouse. ABA has created a Working Group to develop the necessary rules, regulations, standards and procedures for the Clearinghouse.
C.5.2	Develop recommendations for upgrade the Afghanistan Clearing and Settlement System (ACSS). Identify changes required to improve the function of the ACSS system. Prepare detailed specifications, project budget and procure service vendor changes.	Proposal for Afghanistan Clearing & Settlement System (ACSS) upgrade	SEP 2009 - MAY 2010	K. Pfeifer, J. Sloyka	N. Quraishi	Mir Aziz Baraki (DAB), Mustafa Kaker (DAB IT) and contractor	In Progress	Modifications have been identified, specifications are being developed and a budget is being prepared. Initial changes are being made by the DAB IT department. Procurement process needs to be identified.
C.5.3	Assist and coordinate the Afghanistan Banks Association Working Group in the development of the procedures, rules, regulations and operating standards for the Clearinghouse.	Clearinghouse- Rules and Regulations, Membership agreements, Legal framework and operating standards and procedures developed	SEP 2009 - MAY 2010	K. Pfeifer, J. Sloyka	N. Quraishi	DAB, ABA, AUB, Azizi Bank, BMA, Habib Bank, Kabul Bank, Maiwand Bank, SCB	In Progress	ABA Working Group will work with the DAB in creating these documents for the Afghanistan Clearinghouse.
C.5.4	Participate in operationalization of Clearinghouse, once rules and regulations have been adopted and location has been established.	Live operation of the Afghanistan Clearinghouse	SEP 2009 - FEB 2010	K. Pfeifer	N. Quraishi	DAB and the Afghanistan Banks Association	In Progress	
C.5.5	Develop detailed specification for interfacing ACSS to the CBS system; Identify changes required to interface ACSS to the CBS system. Prepare detailed specifications, project budget and procure service vendor changes.	Interfacing ACSS to the CBS system completed	JAN 2010 - MAR 2010	K. Pfeifer	N. Quraishi	DAB, DAB IT, and contractor	Started	Testing changes made to the ACSS system for the MOF, ABA and by Payments Department. Upgrades will be made in stages to provide maximum effectiveness to the system.
C.5.6	Implement ACSS enhancements and upgrades; Test upgrades to the ACSS systems.	Operational Upgraded ACSS systems in place	JAN 2010 - SEP 2010	K. Pfeifer	N. Quraishi	DAB, DAB IT, and contractor	Started	Testing changes made to the ACSS system for the MOF, ABA and by Payments Department. Upgrades will be made in stages to provide maximum effectiveness to the system.
C.5.7	Facilitate the formation of a Shared ATM/POS Network for the banking sector; Work with the DAB, ABA and the commercial banks in developing and planning for an shared ATM/POS network for the country.	Functional shared ATM/POS network in place for Afghanistan	JUN 2010 - SEP 2010	K. Pfeifer	N. Quraishi	DAB & ABA	Not Started	
C.5.8	Develop regulations for the Afghanistan Clearinghouse.	Draft regulation	JAN 2010 - FEB 2010	J. Sloyka	N. Quraishi	DAB	Not Started	
C.5.9	Direct deposit: Conceive of pilot for check elimination between MOF and DAB and develop plan for provinces.	Completed MOU and plan for provinces	FEB 2010 - APR 2010	J. Sloyka	N. Quraishi	DAB & MOF	Started	ACSS upgrades / fixes need to be in place before the testing can begin.
C.5.10	Rollout check elimination to the provinces.	2 provinces paying salaries via direct deposit	MAR 2010 - JUN 2010	J. Sloyka	N. Quraishi	DAB & MOF / provinces	Not Started	
C.5.11	Develop guidelines for implementation of Real Time Gross Settlements System (RTGS).	Draft guidelines	FEB 2010 - MAY 2010	J. Sloyka, K. Pfeifer	N. Quraishi	DAB	Not Started	
C.5.12	Develop, finalize and issue Expression of Interest for RTGS.	EOI	MAY 2010 - JUL 2010	J. Sloyka, K. Pfeifer	N. Quraishi	DAB	Not Started	
C.5.13	Develop RFP for RTGS.	RFP	JUL 2010 - SEP 2010	J. Sloyka, K. Pfeifer	N. Quraishi	DAB	Not Started	
<b>Result D: Accelerated human capital development and capacity building at DAB, through intensified training, on-the-job knowledge transfer, strengthened human resource and performance management, and promotion of good corporate governance in DAB and across the financial sector.</b>								
<b>Sub Result D.1: An accreditation process will be introduced for Financial Supervision Department (FSD) staff to designate a professional career track.</b>								

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments	
			Expat Advisors	CCN				
<b>COMPONENT 2- STRENGTHENING THE FINANCIAL SECTOR AND CENTRAL BANK OPERATIONS: Da Afghanistan Bank (DAB, the central bank) will demonstrate an improved monetary policy and improved supervision and risk management for commercial banks and other financial institutions under its regulatory authority.</b>								
D.1.1	Assist Human Resources Department (HRD) and FSD in designing and implementing the Certified Financial Sector Supervisor (CFSS) designation.	Revised concept paper on CFSS.	APR 2010	C. Faulkner	TBD	DAB HRD and FSD	Not Started	EGGI advisors will work/coordinate with HR to ensure that they concur with the examiner certification program. EGGI will work with both FSD and HR to achieve an "approved" certification process.
D.1.2	Develop recommendations for system to track employee hours on various supervisory tasks.	Recommendations for a system of tracking employee hours working on various supervisory tasks for certification thresholds	MAY 2010	C. Faulkner	TBD	DAB HRD and FSD	Not Started	
D.1.3	Develop recommendations for a series of required courses for certification thresholds.	Recommendations for a series of required courses for certification thresholds	JUN 2010	C. Faulkner	TBD	DAB HRD and FSD	Not Started	
D.1.4	Integrate existing online training programs with CFSS.	Integration of existing on-line training program with CFSS	JUL 2010 - JUL 2010	C. Faulkner	TBD	DAB HRD and FSD	Not Started	DAB comment: Online training abandoned due to poor online access.
<b>Sub Result D.2: DAB's corporate governance will be enhanced through management development in key Boards and Departments.</b>								
D.2.1	Develop written framework for corporate governance standards within DAB.	Draft corporate governance manual	APR 2010	J. Doeden	Ahmad Zia	DAB Sr. Management and FSD	Not Started	
D.2.2	Coordinate with DAB Internal Audit Dept. to develop corporate governance review procedures.	Draft corporate governance internal audit procedures	APR 2010	J. Doeden	Ahmad Zia	DAB Sr. Management & I Audit	Not Started	
<b>Sub Result D.3: DAB will raise and enforce higher standards of corporate governance in the financial sector.</b>								
D.3.1	Develop a strategy for curbing abusive shareholder involvement in management of banks.	Recommendations memo and discussions	DEC 2009	G. Tasky	M. Habibi	DAB FSD	Completed	Requested by Acting General Director, FSD.
D.3.2	Assist DAB in preparing clear guidelines for duties and responsibilities of Boards of Supervisors and Management Boards.	Draft booklet	MAY 2010	G. Tasky	M. Habibi	DAB FSD	Not Started	Requested by DAB Governor.
<b>Result E: Realized achievements under DAB's Strategic Plan (2009 -2014), in coordination with the World Bank's Financial Sector Strengthening Project (FSSP).</b>								
<b>Sub Result E.1: An automated off-site supervision system will be established, with data editing at the source, efficient transfer to DAB, automatic archiving, and flexible output reporting.</b>								
E.1.1	Off-site supervision: Promote proper implementation, understanding and use of new tools developed by World Bank FSSP.	Biweekly memoranda to FSD on WB's progress in producing system	FEB 2009 - AUG 2009	G. Tasky	M. Habibi	DAB FSD	In Progress	
		Training session on initial output reports produced by new system	JUN 2010 - JUL 2010	G. Tasky	M. Habibi	DAB FSD	Not Started	
<b>Sub Result E.2: A credit bureau and collateral registry will be implemented.</b>								
E.2.1	Not in Year 1 Scope							
<b>Sub Result E.3: The Afghanistan Institute of Banking and Finance (AIBF) will be established, and a core curriculum will be developed, along with training of trainers.</b>								
E.3.1	Not in Year 1 Scope							



## Component 3: Business-Enabling Environment

**STRATEGIC OBJECTIVE:** Improve Economic Policy and Governance; Accelerate Private Investment and Private Sector Growth.

**DESIRED END STATE:** A thriving private sector that is more competitive and creates sustainable jobs.

**OVERVIEW:** USAID has already provided technical assistance in the promulgation of the most important commercial laws in Afghanistan and will make it a top priority to assist GIROA in their implementation. EGGI's assistance will focus on the Private Sector Forum recommendations and ANDS.

The 2010 edition of the World Bank's "Doing Business Indicators Report" reflected a significant improvement in the climate for private sector business in Afghanistan that is due in large part to the promulgation of about a dozen commercial and economic laws during the course of the past two years. The EGGI program will focus on the following activities in order to continue the momentum to achieve further improvements in these indicators:

- Implementation of the pivotal financial, commercial and economic laws that have recently been promulgated – this may include normative acts and the creation of new institutions.
- Amendment, revision or elimination of existing laws, regulations, procedures and processes that are found to be barriers to licit business.
- Building the capacity of GIROA institutions to effectively promote private sector growth, including greater transparency to reduce the perception of bureaucratic corruption.

Our experience in Afghanistan guides our approach toward addressing USAID's objective of improving the business-enabling environment in order to attract private investment and spur economic growth. Support provided through EGGI will result in:

### **YEAR 1 ACTIVITIES:**

**Result A: Enhanced capacity of GIROA authorities to design, enact, implement and enforce key commercial legislation.**

- Support implementation of "Benchmark Laws" currently placed by International Financial Institutions; Develop and adopt new laws/regulations dictated by the Enabling Environment Road Map.
- Support legal and regulatory reform in key sectors with greatest potential for investment and job creation (insurance, mining and electricity).
- Link commercial law reform directly to Parliament's National Economic Committee (NEC) and directly to licensing reform and regulations.
- Support in promulgating and shepherding priority laws (including bankruptcy, amendments to corporation law, and electricity) through the entire legislative process (ministries, Taqin, and parliament).
- Establish an Afghan Commercial Law Training Center w/ Zamoh Lawyers and Association.

**Result B: Streamlined, transparent and user-friendly business start-up procedures at both national and regional levels.**

- Assist in completing Registration office in Kandahar and five additional cities.
- Develop a set of additional recommendations to further streamline business registration, improve the information, and facilitate regulations.
- Assist in migrating licensing of traders to the ACBR: train registry staff.
- Using PSEC as the public forum for reform, agree on reform of non-statutory licenses (in cooperation with DFID & GTZ). Business associations and the Private Sector Development (PSD) Standing Committee of the Joint Coordinating & Monitoring Board (JCMB) will also be tapped.
- Increase efficiency of IT systems/databases (ACBR, Licensing, TIN, AISA, etc.).

**Result C: A transparent and efficient commercial dispute resolution mechanism that is influenced by traditional Afghan approaches but based on international best practice.**

- Develop curricula for training on mediation, arbitration.
- Assess potential of the mediation unit at the Hoqqoq to be independent and self-sustaining.
- Review arbitration/mediation framework: recommend amendments, discuss with Parliament, Shura, etc.
- Strengthen Commercial Court; train lawyers, accountants on new commercial law.
- Promote stakeholder engagement through a Public Awareness and Outreach Program.

**Result D: The creation of a transparent regulatory framework for the energy and mining sectors and enhancement of the telecom framework.**

- Assist in the creation of a transparent regulatory framework for the Energy Sector: Draft Electricity Law, shepherd the law with the stakeholder, conduct training with regulatory bodies, develop organizational structure & TOR for Independent Regulator, draft administrative rules and procedures for AERA, and draft administrative Rules & Policy Guidelines for MEW.
- Creation of a transparent regulatory framework for the telecom Sector: Develop international fiber optic agreement, develop fiscal impact report to IMF, re-launch ATRA, activate mobile commerce, expand community tower, strengthen MCIT institution budget executive capacity, implement National Identify Management Initiative, & support ICT council & electronic Government to implement ICT law.
- Creation of a transparent regulatory framework for other high impact sector: Support in the establishment of an independent Industrial Park Authority.
- Creation of a transparent regulatory framework for the mining sector: Provide advice to the Minister of Mining to create a strategy to accelerate the private investment into mining concessions.

**Result E: Greater capacity of the National Economic Commission (NEC) of the Parliament to carry out its mandate.**

- Greater capacity of the National Economic Commission (NEC) of the Parliament to carry out its mandate through mentoring of Members and ongoing substantive training of staff.
- Institutionalize the NEC support staff by facilitating a recurring budget allocation, preparing job descriptions, assisting in recruitment and ongoing mandatory training.

**Result F: Greater capacity of the National Budget & Finance Commission (NBFC) to carry out its mission.**

- Greater capacity of the National Budget & Finance Commission (NBFC) to carry out its mission.
- Institutionalize the NBFC support staff by facilitating a recurring budget allocation, preparing job descriptions, assisting in recruitment and ongoing mandatory training.

**YEAR 1 DELIVERABLES:**

**Quarter 1 (December 2009):**

- ACBR office opened in Mazar-e-Sharif and Herat.
- Interim regulator for electricity established at MEW.

**Quarter 2 (March 2010):**

- ACBR office opened in Kandahar and Kunduz.
- Interim electricity regulator conducts public consultations on draft energy laws and regulations (Kabul, Herat and Mazar-e-Sharif).
- Interim electricity regulator launches first license for private provision of electricity.
- MCIT delivers report to MOF on Fiscal Impact of Afghan Telecom, pursuant to IMF requirement.
- MCIT negotiates first interconnection agreement with neighboring country for the Optical Fiber Cable (OFC) Network of Afghan Telecom.

**Quarter 3 (June 2010):**

- ACBR office opened in Khost and Bamiyan.
- MOCI conduct first public consultation on draft Bankruptcy Law.
- MOCI adopt normative acts to streamline the processes of opening and closing businesses, to meet the deadline for the next edition of the World Bank Doing Business Indicators.
- MOM establish new Regulatory Unit by Ministerial Decree.

**Quarter 4 (August 2010):**

- ACBR office opened in Jawzjan and Badakhshan.
- MCIT launches initial phase of the National Identity Management Initiative (NIMI) platform at the National Data Center (NDC).
- MOM new Regulatory Unit launch first concession(s) for mineral rights.
- GIROA open new Commercial Law Training Center as Public-Private Partnership (PPP).

In Table 3, a detailed description of activities, deliverables, timeframe, human resource, counterpart, and the description of external and internal factors influencing the implementation of the activities is presented.

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list Names)		Counterpart	Status	Comments	
			Expat	CCN				
<b>COMPONENT 3: IMPROVING THE BUSINESS ENABLING ENVIRONMENT: Improve the business enabling environment to attract investment and spur economic growth, ensuring consultation with the private sector and adoption and implementation of improved policies at national and sub-national levels.</b>								
<b>Result A: Enhanced Capacity of GIROA authorities to design, enact, implement, a and enforce key commercial legislations (Commercial Law)</b>								
<b>Sub Result A.1: Priority laws of secured Transactions, Negotiable Instruments, and Leasing are approved and effectively implemented and enforced.</b>								
	Support implementation of Benchmark Laws currently imposed by International Financial Institutions & Develop and adopt new laws/regulations dictated by the Enabling Environment Road Map: Law on Contract & Law on Agency.							
A.1.1	Phase 1: Review existing draft in consultation with appropriate stakeholders.	Exposure draft and explanations	NOV 2009 -FEB 2010	M. Courchesne, K. Fogarty, TBD	Qasem, Maryam, TBD	MOCI	In Progress	
	Phase 2: "Exposure" draft with explanatory materials to be discussed in workshops with other stakeholders groups, such as ABA, ACCL, & judges.	Report of workshop results	MAR 2010 - MAY 2010	M. Courchesne, K. Fogarty, TBD	Qasem, Maryam, TBD	MOCI	Not Started	
	Phase 3: Prepare changes to exposure draft & explanatory materials as advisable, move into legislative process.	Updated draft laws & explanatory materials	JUN 2010 - NOV 2010	M. Courchesne, K. Fogarty, TBD	Qasem, Maryam, TBD	MOCI	Not Started	
	Phase 4: Conduct training on enacted contract and agency law to stakeholder communities.	Training materials and course	NOV 2010 - Year 2	M. Courchesne, K. Fogarty, TBD	Qasem, Maryam, TBD	MOCI	Not Started	Assumes law enacted.
	Focus on new laws and regulations with the greatest potential for impact: Bankruptcy.							
A.1.2	Phase 1: Review existing draft in consultation with appropriate stakeholders.	Assessment report and exposure draft with explanations	NOV 2009 -MAY 2010	M. Courchesne, TBD	Qasem, Maryam, TBD	MOCI	Not Started	Sow in preparation.
	Phase 2: Discuss "exposure" draft with explanatory materials, to be discussed in workshops with other stakeholders groups, such ABA, ACCL, & judges.	Report of workshop results	MAY 2010 - JUN 2010	M. Courchesne, TBD	Qasem, Maryam, TBD	MOCI	Not Started	
	Phase 3: Prepare changes to exposure draft & explanatory materials as advisable, move into legislative process.	Updated draft law and explanatory materials	JUN 2010 - NOV 2010	M. Courchesne, TBD	Qasem, Maryam, TBD	MOCI	Not Started	
	Phase 4: Conduct training on enacted bankruptcy law to stakeholder communities.	Training material and course	NOV 2010 - AUG 2010	M. Courchesne, K. Fogarty, TBD	Qasem, Maryam, TBD	MOCI	Not Started	Assumes law enacted.
A.1.3	Link Commercial law reform directly to Parliament's National Economic Committee and directly to licensing reform and regulations: Provide advisory report on general business licensing requirement to NEC and support & Advice to IFC licensing reform project.	Advisory report	SEP 2010	M. Courchesne, K. Fogarty, TBD	Qasem, Maryam, TBD	MOCI	Not Started	Have met with IFC.
	Promulgate priority laws through the entire legislative process							
A.1.4	Phase 1: Review existing law (Law on Corporations & Limited Liability Companies, Law on Partnership, Law on Commercial Arbitration, Law on Mediation).	Assessment report	NOV 2009 - FEB 2010	M. Courchesne, K. Fogarty, TBD	Qasem, Maryam, TBD	MOCI	In Progress	Sow in preparation for Mediation Law.
	Phase 2: Integrate resulting analysis in workshop trainings on new law with stakeholders. Integrate feedback into proposals for regulations or legislative amendments (Law on Corporations & Limited Liability Companies, Law on Partnership, Law on Commercial Arbitration, Law on Mediation).	Workshop /training, report of results	FEB 2010 - MAY 2010	M. Courchesne, K. Fogarty, TBD	Qasem, Maryam, TBD	MOCI	Not Started	
	Phase 3: Prepare implementing regulations with explanatory notes for recommendations to promulgating authority ((Law on Corporations & Limited Liability Companies, Law on Partnership, Law on Commercial Arbitration, Law on Private Investment, Secured Transaction form Movable Property).	Draft implementing regulations and proposals for further legislative amendment, with explanatory notes	MAY 2010 - NOV 2010	M. Courchesne, K. Fogarty, TBD	Qasem, Maryam, TBD	MOCI	Not Started	
	Phase 4: Develop public awareness education (Law on Corporations & Limited Liability Companies).	Public Awareness Campaign	NOV 2010 - FEB 2011	M. Courchesne, K. Fogarty, D. Aasen	Qasem, Maryam, TBD	MOCI	Not Started	
A.1.5	Promote ANDS priorities to the Taqin: Law on Contracts, Law on Agency, Bankruptcy Law: see Phases 1 and 3 of A.1.1 and Phase 3 of A.1.2	See Phases 1 and 3 of A.1.1 and Phase 3 of A.1.2	See Phases 1 and 3 of A.1.1 and Phase 3 of A.1.2	M. Courchesne & K. Fogarty	Qasem, Maryam, TBD	MOCI	Not Started	
A.1.6	Integrate priorities of USAID contractors to shape the legal-regulatory agenda: See A.1.1-4	See A.1.1-4	See A.1.1-4	M. Courchesne & K. Fogarty	Qasem, Maryam, TBD	MOCI	Not Started	
<b>Sub Result A.2: Sustainable commercial legal training program established, conducted by atema of Afghan attorneys trained in the instructional Systems Design Methodology, an internationally recognized training development system</b>								

Program Activities		Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list Names)		Counterpart	Status	Comments
				Expat	CCN			
<b>COMPONENT 3: IMPROVING THE BUSINESS ENABLING ENVIRONMENT: Improve the business enabling environment to attract investment and spur economic growth, ensuring consultation with the private sector and adoption and implementation of improved policies at national and sub-national levels.</b>								
A.2.1	Create an Afghan Commercial Law Course/Program with existing legal institutions and bar association. Conduct needs assessment, meeting with donors, other projects, Law Association who establish training centers; implement project feasibility study; developed budget.	Customs revenue reporting procedure; Mustofiat revenue reporting procedure; Revenue reporting procedure for Ministry & other orgs in Kabul; Revenue Statistics Unit Work procedure	JAN 2010 - OCT 2010	M. Courchesne & TBD	Qasem, Maryam, TBD	MOCI	In Progress	
<b>Result B: Streamlined, transparent, and user-friendly business start up procedures at both national and regional levels.</b>								
<b>Sub Result B.1: ACBR is web enabled with a regional office network</b>								
B.1.1	Establish Business Registry: Draft and sign a MOU with different entity (TBD) regarding the use of their office space.	MOU Signed	OCT 2009 -SEP 2010	M. Mehrabi & M. Courchesne	W. Seddiqi	MOCI	In Progress	
B.1.2	Establish Business Registry: Discuss the Publication of business specifications in Official Gazette with Director of Official Gazette and preferably with the DM of Administration of MOJ or any other ministry involved. Draft and sign MOU with either MOJ or MoCT.	An agreement/ MOU Signed	OCT 2009 -SEP 2010	M. Mehrabi & M. Courchesne	W. Seddiqi	MOCI, MOJ, and MICT	In Progress	
B.1.3	Establish Business Registry: Hold a meeting with DG of Revenue regarding sub office of TIN for ACBR.	Put in place a TIN officer in the ACBR Office/ or in co-location	OCT 2009 -SEP 2010	M. Mehrabi & M. Courchesne	W, Seddiqi, H. Seddiqi	MOCI and MOF	In Progress	
B.1.4	Establish Business Registry: Draft and sign MOU with the TIN office of MOF.	MOU Signed	OCT 2009 -SEP 2010	M. Mehrabi & M. Courchesne	W. Seddiqi	MOCI and MOF	In Progress	If required by MOF/ MOCI.
B.1.5	Establish Business Registry: Control of receipts and payments by Mostofiat Officer.	Ensure Mustofiat Officer in the ACBR to control payment receipts	OCT 2009 -SEP 2010	M. Mehrabi & M. Courchesne	S. Akbar	MOCI- MOF- DAB	In Progress	Procedures may change depending of the province.
B.1.6	Establish Business Registry: Report names and specifications of businesses to the Revenue Office of MOF.	Report on Business Registrations	OCT 2009 -SEP 2010	M. Mehrabi & M. Courchesne	W, Seddiqi, H. Seddiqi	MOCI and MOF	In Progress	
B.1.7	Establish Business Registry: Open a bank account in a bank for ACBR.	Bank Account	OCT 2009 -SEP 2010	M. Mehrabi & M. Courchesne	S. Akbar	MOCI- MOF- DAB- Commercial Bank:TBD depending of the province	In Progress	
B.1.8	Establish Business Registry: Procurement of IT equipments and other materials for ACBR office (inventory, develop proposal, and seek out response).	Approval from USAID on the procurement and budget	OCT 2009 -SEP 2010	M. Mehrabi & M. Courchesne	F. Mominzada & W. Seddiqi	MOCI	In Progress	
B.1.9	Establish Business Registry: Train ministerial counterparts to carry out their registration activities.	ministerial staff trained at work and participate to other training courses	OCT 2009 -SEP 2010	M. Mehrabi & M. Courchesne	F. Mominzada & W. Seddiqi	MOCI	In Progress	Some Afghan educational institutions will be hired to conduct some training such as: customer services, IT Basic Courses and Management.
B.1.10	Establish Business Registry: Roundtable session to assess and improve the registration process.	Recommendations report	OCT 2009 - JAN 2010	M. Mehrabi & M. Courchesne	J. Sadiqi and Q. Todayee	MOCI, MOF, MOJ, MCIT, DAB, ACCI, AISA	In Progress	
B.1.11	Establishment of Mazar ACBR office.	Mazar ACBR office	OCT 2010	M. Mehrabi	Q. Todayee, J. Sadiqi, S. Khuram, F. Mominzada, H. Ayoubi	MOCI, MOF, MOJ, MCIT, DAB, ACCI, AISA	Completed	
B.1.12	Establishment of Herat ACBR office.	Herat ACBR office	NOV 2010	M. Mehrabi & M. Courchesne	Q. Todayee, J. Sadiqi, S. Khuram, F. Mominzada, H. Ayoubi	MOCI, MOF, MOJ, MCIT, DAB, ACCI, AISA	Completed	
B.1.13	Establishment of Kandahar ACBR office.	Kandahar ACBR office	DEC 2009 - MAR 2010	M. Mehrabi & M. Courchesne	F. Mominzada, H. Ayoubi, W. Seddiqi, S. Akbar, H. seddiqi	MOCI, MOF, MOJ, MCIT, DAB, ACCI, AISA	Not Started	Start-up and completion of activity will be based on security situation
B.1.14	Establishment of Khost ACBR office.	Khost ACBR office	MAR 2010 - MAY 2010	M. Mehrabi & M. Courchesne	F. Mominzada, H. Ayoubi, W. Seddiqi, S. Akbar, H. seddiqi	MOCI, MOF, MOJ, MCIT, DAB, ACCI, AISA	Not Started	Start-up and completion of activity will be based on security situation.
B.1.15	Establishment of Kunduz ACBR office.	Kunduz ACBR office	JUL 2010 - NOV 2010	M. Mehrabi & M. Courchesne	F. Mominzada, H. Ayoubi, W. Seddiqi, S. Akbar, H. seddiqi	MOCI, MOF, MOJ, MCIT, DAB, ACCI, AISA	Not Started	Start-up and completion of activity will be based on security situation.
B.1.16	Streamline business registration: Conduct need assessments meetings with relevant ministries (MOCI,MOJ, AISA, MOF, DAB,MOCT) to assess the registration process.	Assessment Report	MAY 2010	M. Mehrabi & M. Courchesne	Q. Todayee and J. Sidiqi	MOCI, MOJ, MOF, AISA	Not Started	

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list Names)		Counterpart	Status	Comments
			Expat	CCN			
<b>COMPONENT 3: IMPROVING THE BUSINESS ENABLING ENVIRONMENT: Improve the business enabling environment to attract investment and spur economic growth, ensuring consultation with the private sector and adoption and implementation of improved policies at national and sub-national levels.</b>							
B.1.17	Streamline business registration: Conduct assessments meetings with the Business community (Association of Lawyers, Chamber of Commerce across the country, etc.).	Assessment Report	JUN 2010	M. Mehrabi & M. Courchesne	Q. Todayee and J. Sidiqi	MOCI	Not Started
B.1.18	Streamline business registration: Draft an assessment report and recommendation for streamlining existing procedures.	Assessment report	JUL 2010	M. Courchesne	Q. Todayee and J. Sidiqi	MOCI	Not Started
B.1.19	Streamline business registration: Revise existing legislation and draft provisions.	Updated Legislation	JUL 2010	M. Courchesne & K. Fogarty	Q. Todayee and J. Sidiqi		Not Started
B.1.20	Streamline business registration: Develop a strong public awareness campaign and workshop conducted across the country.	workshops reports and benchmarking survey before and after the campaigns that show the progress and increasing public awareness	FEB 2010 - OCT 2010	M. Courchesne, K. Fogarty, M. Mehrabi & K. Bricker		MOCI	Not Started
B.1.21	Reforming License: Streamline the registration process.	Drafted business processes	AUG 2010 - SEP 2010	M. Courchesne	Q. Todayee, J. Sadiqi, S. Khuram,	MOCI	Not Started
B.1.22	Reforming License: Provide input to the licensing assessment report to be prepared by IFC.	Recommendations provided	NOV 2009 - OCT 2010	M. Courchesne	Q. Todayee and J. Sidiqi	MOCI	In Progress
B.1.23	Link -up IT systems/databases to ensure efficiency (ACBR, Licensing, TIN, AISA): Assess IT system and interface with agencies.	IT report and recommendations for developing IT specifications	FEB 2010 - APR 2010	IT Advisor (TBD)	K. Yousofi, H. Ali Mahrammi	MOCI	Not Started
B.1.24	Creating incentives to register with ACBR	Increased number of registrant	MAR 2010 - Ongoing	M. Mehrabi & M. Courchesne	Q. Todayee and J. Sidiqi	MOCI	Not Started
<b>Sub Result B.2. Some licenses moved to ACBR, e.g. ,traders, some unjustified licenses eliminated</b>							
B.2.1	ACBR Web Enabled: Assessment of IT Application.	IT Assessment Report	FEB 2010 - APR 2010	IT Advisor (TBD)	S. Khouram, H. Omarzai, F. Mominzada	MOCI	Not Started
B.2.2	ACBR Web Enabled: Develop specifications for a modern IT Application.	Specifications developed for IT Application	MAY 2010 - JUN 2010	IT Advisor (TBD)/ M. Courchesne	S. Khouram, H. Omarzai, F. Mominzada	MOCI	Not Started
B.2.3	ACBR Web Enabled: Procure the development of proposed IT application.	Procurement of IT Application	JUN 2010 - JUL 2010	IT Advisor (TBD)/ M. Courchesne	S. Khouram, H. Omarzai, F. Mominzada	MOCI	Not Started
B.2.4	Installing the Soft and Hardwares, system integration, testing and launching	Having the ACBR web-enabled system ready to utilized	JUL 2010 - DEC 2010	IT Advisor (TBD)/ M. Courchesne	S. Khouram, H. Omarzai, F. Mominzada	MOCI	Not Started
B.2.5	ACBR Web Enabled: Open the ACBR and start using the ACBR V.2.0 application	Removing the distance as a barrier for registration - automated linkages to other GIROA Databases i.e more facilitation for Afghan businesses	DEC 2010 - Onwards	IT Advisor (TBD)/ M. Courchesne	S. Khouram, H. Omarzai, F. Mominzada	MOCI	Not Started
<b>Result C: A transparent and efficient commercial dispute resolution mechanism that is influenced by traditional Afghan approaches but based on international best practices.</b>							
<b>Sub Result C1: In coordination with the USAID Rule of Law activities, training program in CADR launched for judges and lawyers, as well as existing and future arbitrators and mediators.</b>							
C1.1	Advise and consult the MOCI, DAB and MCIT/ATRA to prepare at least one of the drafted normative acts (in each institutions).	Draft of the normative act prepared for further process	FEB 2010 - MAR 2010	P. Swanson	TBD	MOCI	Not Started
C1.2	Assist MOCI, DAB and MCIT/ATRA to conduct public consultation on at least one of the drafted normative acts (in each institutions).	Compliance and enforcement of law	MAR 2010 - MAY 2010	P. Swanson	TBD	MOCI	Not Started
C1.3	Create a commercial law training center.	Staffed Trained	JUN 2010 - AUG 2010	P. Swanson	TBD	MOCI	Not Started
C1.4	Implementation of Alternative Dispute Resolution by assisting MOCI, DAB and MCIT/ATRA.	Developed normative acts that increase the investor confidence	AUG 2010 - TBD	P. Swanson	TBD	MOCI	Not Started
<b>Sub Result C2: Public awareness and outreach program engages key stakeholders in the CADR process including professional associations, industry groups and chambers of commerce.</b>							
C2.1	Conduct the public awareness campaign via Afghan Bar Association, ACCI and sub national offices.	Surveys before and after the campaign that shows the increase in awareness	MAY 2010 - AUG 2010	P. Swanson	TBD	MOCI	Not Started
<b>Result D: The creation of a transparent regulatory framework for the energy, mining, insurance, and other high impact sectors and enhancement of the telecom framework.</b>							

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list Names)		Counterpart	Status	Comments	
			Expat	CCN				
<b>COMPONENT 3: IMPROVING THE BUSINESS ENABLING ENVIRONMENT: Improve the business enabling environment to attract investment and spur economic growth, ensuring consultation with the private sector and adoption and implementation of improved policies at national and sub-national levels.</b>								
<b>Sub Result D.1: Creation of a transparent regulatory framework for the Energy Sector.</b>								
D.1.1	Draft Electricity Law.	Draft Law	AUG 2009 - SEP 2009	M. Wassil & P. Ballonoff	P. Mirbacha	MEW	Completed	Law must create framework for, powers of and procedures of an electricity regulator, but also must define duties and procedures of MEW in policy areas related to regulation.
D.1.2	Stakeholder Deliberation of Law.	Workshops and Trainings	OCT 2009 - FEB 2010	M. Wassil & P. Ballonoff	6 CCNs, TBA	MEW, MOJ, Private Sector, Parliament, DABM	In Progress	Workshops and meetings began AUG 2009 and will continue regularly through course of project.
D.1.3	Formal Introduction to MOJ of Electricity Law.	Final Law capable of review by DoJ	JAN 2010	M. Wassil & P. Ballonoff	6 CCNs, TBA	MEW	Not Started	Workshops and meetings began AUG 2009 and will continue regularly through course of project.



## Component 4: Sub-National Implementation & Other Cross-Cutting Delivery

**STRATEGIC OBJECTIVE:** Improved provincial local government capacity to implement economic policy and private sector enabling environment reforms.

**DESIRED END STATE:** Improved economic governance and business enabling environment reforms in key sub-national regions of Afghanistan.

**OVERVIEW:** USAID has supported programs to promote extensive economic reform in Kabul for the past 8 years. These reforms have set the foundation in Kabul for improved economic growth led by the private sector, as well as for improvements in economic governance by GIROA.

GIROA and the international community seek greater impact of GIROA reform programs at the provincial level, with increasing emphasis on regional based program operations and activities across Afghanistan. As such, the international donor community and GIROA are emphasizing a shift in focus to show results and sustainability in all sub-national regions. In response to this, the EGGI program is establishing a regional presence in at least five key economic cities (zones), including: Western Region/Herat; Northern Region/Mazar; North-Eastern Region/Kunduz; Eastern Region/Jalalabad; Southern Region/Kandahar. Each office will be staffed by, at a minimum, one full-time expatriate Regional Program Manager supported by a national deputy manager and component-focused national advisors and staff. EGGI advisors posted to Kabul will travel to the regions to implement specific component-based technical missions. To address crosscutting themes, EGGI regional offices will organize topic-specific Roundtables, Student Lectures, and other special events to broaden awareness and understanding, in and contribution to, Afghanistan's economic reform agenda. The EGGI regional technical approach is built around four Pillars:

- Pillar 1: Drive Central Government Activities to the Provinces
- Pillar 2: Utilize and Increase Effectiveness of Provincial Government Structures
- Pillar 3: Engaging Non-Government Sector Actors to Advance EGGI Objectives
- Pillar 4: Collaborating with and Leveraging Civ-Mil Activities and Investments

Project Year-1 sub-national activities will emphasize Pillar 1 and Pillar 4 work-streams, with particular attention devoted to advancing central government economic initiatives out to the provinces. EGGI will devote focused attention on civ-mil cooperation as well, seeking to serve as a resource for civ-mil units as they plan development projects, to jointly create and execute economic growth projects, and to facilitate new unit rotations with information on planned and ongoing economic development activities. In the course of technical execution, EGGI seeks to address crosscutting themes by building partnerships with Afghan institutions, expanding the audience of awareness and outreach activities, and through the inclusion of suitable organizations in training and capacity development delivery. Thus, the EGGI regional approach uniquely and creatively addresses such themes as Donor Coordination and Stakeholder Engagement; Information Technology & Communications; Women, Youth, & Vulnerable Populations; and Anti-Corruption, Transparency, and Anti-Extremism.



## **YEAR 1 ACTIVITIES:**

In year one, EGGI will support Components 1, 2, and 3 of the EGGI Program at the sub-national level on the following initiatives:

### **Component 1: National & Regional Economic Policy**

- Support implementation of LTO, MTO offices in 3 provinces, in coordination with DFID.
- Support tax awareness and compliance activities to business community.
- Identify improvement areas for GIROA budget execution.

### **Component 2: Strengthening the Financial Sector & Central Bank Operations**

- EGGI Regional Offices will support public outreach and awareness for recently implemented financial laws, e.g., Mortgage and Negotiable Instruments Laws.
- DAB Monetary Policy functions will be implemented in three DAB Zone Offices, ultimately producing a “Beige Book” of business and financial information for the regions.
- DAB Limited Scope Supervision functions will be implemented in three DAB Zone Offices, focused on regulatory compliance of licensed Money Service Providers and support for bank examinations requiring on-site branch visits.
- EGGI Regional Offices will support DAB Zone Office improvements and capacity building, with emphasis on provincial based liquidity management (cash management), timely processing of payments, and implementation of DAB’s integrated transaction and accounting system (CBS).

### **Component 3: Improving the Enabling Environment for Business**

- Support strengthening of ACBR operations under current and newly adopted procedures.
- Monitor impact of reformed registration procedures through business surveys and operational process-oriented indicators.
- Support implementation of approved business licensing reforms aimed at streamlining administrative procedures and ensuring a legal basis for licensing fees and services.
- Provide administrative and technical support to the PDC Private Sector Development Sub-Committees (PSD-SC) with the aim of strengthening the PSD-SC contribution to advancing the GIROA policy for private sector development.
- Contribute to the strengthening of Industrial Parks through the development of a national strategy and the Implementation of a proper management structure of the industrial parks.
- Facilitate public consultations on energy sector legal and regulatory reforms, organize special Roundtables aimed at identifying domestic private capital sources to invest in this sector, and support provision of GIROA authorizations to the private sector.
- Facilitate public awareness, outreach, and consultation activities concerning the commercial and financial sector laws.

**Western Region:** EGGI’s Western Region Program office will be based in Herat and will encompass the following provinces: Herat, Farah, Ghor, and Badghis. Year one activities will focus on the economic center of the province – Herat City and the surrounding areas.

**Northern Region:** EGGI’s Northern Region Program office will be based in Mazar-i-Sharif and will encompass the following provinces: Balkh, Faryab, Jawzjan, Samangan, and Sari Pul.

**Northeastern Region:** EGGI’s North-Eastern Region Program office will be based in Kunduz and will encompass the following provinces: Kunduz, Baghlan, Takhar, and Badakshan



**Eastern Region:** EGGI's Eastern Region Program office will be based in Jalalabad and will encompass the following provinces: Nangarhar, Paktika, Paktia, Ghazni, Wardak, Kapisa, Bamyan, Panjshir, Kunar, Logar, Khost, Laghman, Nuristan, and Parwan. The Eastern Region may also be additionally supported by Kabul-based resources.

**Southern Region:** EGGI's Southern Region Program office will be based in Kandahar and will encompass the following provinces: Kandahar, Helmand, Nimroz, Uruzgan, Day Kundi, and Zabul.

### **YEAR 1 DELIVERABLES:**

#### **Quarter 1 (December 2009):**

- Established regional presence in two of five planned regions: West (Herat), North (Mazar).
- Implementation support and ongoing operations of ACBR offices in 2 planned locations: Mazar-i-Sharif and Herat.

#### **Quarter 2 (March 2010):**

- Established EGGI regional presence in remaining three of five planned regions: East (Jalalabad), Northeast (Kunduz), and South (Kandahar).
- Implementation support and ongoing operations of ACBR locations in two planned locations: Kandahar and Kunduz.
- Public awareness and education campaign on business registration and the ACBR.
- Support DAB Regional Zone Manager conference in Kabul.
- Public consultations on Draft Electricity Law in Herat and Mazar.
- Implemented DAB Limited Scope Supervision in one of five planned provinces.
- Implemented DAB Monetary Policy function in one of five planned provinces.
- MoCI Licensing process map completed for Balkh province.

#### **Quarter 3 (June 2010):**

- First DAB "Beige Book" produced by DAB Regional Zone Office (Herat).
- Public Awareness campaign in conjunction with DAB and ABA on Mortgage and Secured Transactions for Immoveable Property Laws.
- Direct deposit mechanism for GIROA salary payments (under MoF's VPP) established for select Ministries in Northern Region.

#### **Quarter 4 (August 2010):**

- Implementation of DAB Limited Scope Supervision and Monetary Policy in remaining planned provinces
- DAB "Beige Book" produced by five DAB Regional Zone Offices.

In Table 4, a detailed description of activities, deliverables, timeframe, human resource, counterpart, and the description of external and internal factors influencing the implementation of the activities is presented.

Table 4: Component 4-Activity, Deliverable, Timeframe, Human Resources, &amp; Counterpart

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments
			Expat Advisors	CCN			
<b>COMPONENT 4: SUB NATIONAL IMPLEMENTATION &amp; CROSS CUTTING</b>							
<b>Result A: Establish EGGI Western Region (Herat) Sub national Office to Implement Policies &amp; Facilitate Delivery of Basic Government Services and Economic Infrastructure.</b>							
	Establish EGGI Western Region Office (Herat).	Office Established and Staffed	October 2009 - JAN 2010	P. Weide; T. Lane	T. Hussaini	N/A	In Progress
<b>Sub result A.1 Component 1: Support Implementation of ANDS/Provincial Development Plans (Western Region).</b>							
A.1.1	Attend select PDC meetings relevant to EGGI initiatives.	Meeting minutes circulated	NOV 2009 - AUG 2010	P. Weide	TBD, GIROA Engagement Coordinator	PDC	In Progress
A.1.2	Support roll-out of Large Taxpayer Office (LTO) and Medium Tax Payer Office (MTO) to Herat Province - in conjunction with DFID/ASI program.	LTO/MTO roll-out implemented in Herat	JAN 2010 - JUL 2010	I. Peets	TBD	MOF/ Mustofiat	In Progress
A.1.3	Produce Western Region Development Profile (ASCOPE).	Western Region Development Profile Published	JAN 2010 - FEB 2010	P. Weide, All Component Leads	TBD, GIROA Engagement Coordinator	N/A	Not Started
A.1.4	Implement Revenue Reconciliation Database in all Western Region Provinces.	Revenue Reconciliation Database installed in all Western Region Mustofiat, and MOF personnel trained	DEC 2009 - AUG 2010	A.Latif	TBD	MOF/ Mustofiat	In Progress See Component 1 for more information.
<b>Sub result A.2 Component 2: Central Bank Strengthening and Financial Sector Deepening (Western Region).</b>							
A.2.1	Establish monetary policy/statistics function at DAB Regional Management Office in conjunction with DAB & Component 2.	Monetary Policy and Statistical functions established and staffed	NOV 2009 - AUG 2010	P. Weide, P. Asea	TBD, GIROA Engagement Coordinator	DAB/RMO	In Progress
A.2.2	Implement DAB Publication of a West Regional Economic Bulletin ("Beige Book") in conjunction with Component 2.	West Region Economic Bulletin Published	NOV 2009 - AUG 2010	P. Weide, P. Asea	TBD, GIROA Engagement Coordinator	DAB/RMO	In Progress Beige book publication will be piloted in Herat first, followed by other DAB regional zone offices.
A.2.3	Establish limited scope financial supervision function at DAB Regional Management Office in conjunction with Component 2.	Financial Sector Supervision function established and staffed by DAB	JAN 2010 - AUG 2010	P. Weide, G. Tasky	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started
A.2.4	Organize DAB/ABA sponsored public outreach and awareness on financial sector laws: Mortgage and Secured Transactions for Moveable Property.	Public education Campaign launched	FEB 2010 - AUG 2010	P. Weide, Component 2 Advisors	TBD, GIROA Engagement Coordinator	DAB/ABA	Not Started
A.2.5	Support roll-out of additional direct deposit programs to provinces.	Direct deposit programs implemented	APR 2010 - AUG 2010	P. Weide, J. Sloyka	TBD, GIROA Engagement Coordinator	DAB/PRT/MOF	Not Started Provincial roll-out will begin in Mazar or Kandahar, followed by Jalalabad, then others.
A.2.6	Promote non-cash business transactions within business and donor community; promote use of Afghani.	Increasing use of non-cash transactions by business and donor community	JAN 2010 - AUG 2010	P. Weide/K. Pfeifer	TBD, GIROA Engagement Coordinator	DAB	In Progress
A.2.7	Conduct DAB Regional Zone Office manager conference.	Regional Zone Manager conference	FEB 2010 - MAR 2010	P. Weide	TBD	DAB	Not Started Conference to be held in Kabul, but will bring regional zone managers together for first time since 2008 to discuss developments.
<b>Sub result A.3 Component 3: Improve Business Enabling Environment and Regulatory Reform (Western Region).</b>							
A.3.1	Assist in establishment of Herat ACBR and support continued operations.	Herat ACBR established	SEP 2009 - NOV 2009	M. Mehrabi, P.Weide, T. Lane	Hamid, Fawad, Qassim	MOCI	Completed
A.3.2	Conduct ACBR outreach and public education campaign.	ACBR outreach campaign conducted in Western Region, ACBR registrations increased	FEB 2010 - AUG 2010	P. Weide, M. Mehrabi, D.Aasen	TBD	MOCI, ACCI	In Progress More than one campaign anticipated to coincide with system upgrades.
A.3.3	Conduct ACBR Customer Survey.	ACBR Customer Survey and Results	FEB 2010 - FEB 2010	P. Weide, M. Mehrabi	TBD	MOCI	Not Started
A.3.4	Conduct ACBR Process and Validation Survey.	ACBR Process Survey and results	FEB 2010 - MAR 2010	P. Weide, M. Courchesne	J. Seddiqi	MOCI	Not Started
A.3.5	Map regional licensing processes for MOCI licenses.	Diagram of MOCI licensing process	FEB 2010 - MAR 2010	P. Weide, B.Graul	Q. Todayee, TBD	MOCI, AISA	Not Started Information will feed into future licensing reform activities (potentially funded by other donors).
A.3.6	Support greater effectiveness of Private Sector Development Sub-Committee of PDC.	Terms of Reference for Private Sector Sub-Committee; Demonstrable increase in activity	JAN 2010 - AUG 2010	P. Weide, Component 3 Advisors	TBD, Private Sector Engagement Coordinator	PDC	Not Started Coordinate activity with DFID/ASI, ASMED, and other donor programs focused on enabling environment results.

Program Activities		Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments
				Expat Advisors	CCN			
<b>COMPONENT 4: SUB NATIONAL IMPLEMENTATION &amp; CROSS CUTTING</b>								
A.3.7	Develop and execute public awareness and education campaign on commercial sector laws.	Campaign developed and launched	MAR 2010 - JUN 2010	P. Weide, M.Courchesne	TBD, Private Sector Engagement Coordinator	MOCI	Not Started	Note: In year one, this activity will encompass amendments to Corporations and Limited Liability law, as well as potential public consultations on other Commercial Laws not yet promulgated.
A.3.8	Conduct Public Consultations on Draft Electricity Law.	Public consultation held	FEB 2010 - MAR 2010	P.Weide, M. Wassil, P. Ballonoff	TBD	MEW	Not Started	
A.3.9	Support Energy Investor Roadshow events in Western Region.	Roadshow event held	FEB 2010 - MAR 2010	P.Weide, M. Wassil, P. Ballonoff	TBD	MEW	Not Started	
A.3.10	Support connectivity of GIROA directorates to available ICT infrastructure (e.g., WIMAX, Fiber Optic).	Increased number of directorates connected	FEB 2010 - AUG 2010	P.Weide, G. Jimenez	TBD	MCIT	Not Started	
A.3.11	Assess active business associations in Herat and target 1-2 for grant funding to strengthen.	1-2 Business Associations identified for grant funding	FEB 2010 - APR 2010	P. Weide, T. Lane	TBD, Private Sector Engagement Coordinator	n/a	In Progress	
A.3.12	Engage Local Parliament Representation in Public-Private dialogue initiatives supported by EGGI.		FEB 2010 - AUG 2010	P.Weide, M. Wassil	TBD	Parliament	In Progress	
A.3.13	Assess constraints at Herat Industrial Park.	Assessment completed and forwarded to Component 3 Advisor for action	DEC 2009 - MAR 2010	P. Weide, M.Mueller	TBD, Private Sector Engagement Coordinator	TBD	In Progress	
<b>Sub result A.4 Other Cross-cutting (Western Region Office).</b>								
A.4.1	Establish regular consultations with PRT/CIMIC Officials.	Relationship established and consultation schedule in effect	NOV 2009 - AUG 2010	P. Weide, O. Dziggel	TBD, CIVMIL Engagement Coordinator	PRT	In Progress	
A.4.2	Collaborate with USAID to establish and/or sponsor regular implementing partners meetings.	Implementing partners meeting schedule established and EGGI participating	JAN 2010 - AUG 2010	P. Weide	TBD, CIVMIL Engagement Coordinator	TBD	Not Started	Note: Requires agreement/encouragement from USAID-HQ.
A.4.3	Develop joint program activities with other donor programs; leverage resources, skill-sets, technical expertise, and provincial reach.	3-5 Joint activities established, with initial focus on ASMED, LGCD, UNDP, and DFID	NOV 2009 - AUG 2010	P. Weide, T. Lane	TBD, CIVMIL Engagement Coordinator	TBD	In Progress	
A.4.4	Establish Internship and Lecture Program with Herat University and other learning institutions.	Internship program launched	NOV 2009 - FEB 2010	P. Weide, T. Lane	P. Hamid	Herat University	In Progress	
<b>Result B: Establish EGGI Northern Region (Mazar) Sub national Office to Implement Policies &amp; Facilitate Delivery of Basic Government Services and Economic Infrastructure.</b>								
	Establish EGGI Northern Region Office (Mazar).	Office Established and Staffed	NOV 2009 - JAN 2010	B. Graul; T. Lane	TBD	N/A	In Progress	
<b>Sub result B.1 Component 1: Support Implementation of ANDS/Provincial Development Plans (Northern Region).</b>								
B.1.1	Participate in PDC meetings.	EGGI participation in PDC meetings; meeting minutes drafted and circulated to EGGI Component Leads	MAR 2010 - MAY 2010	B.Graul	TBD, GIROA Engagement Coordinator	PDC	In Progress	
B.1.2	Produce Northern Region Development Profile (ASCOPE).	Northern Region Development Profile Published	JAN 2010 - FEB 2010	B.Graul, All Component Leads	TBD, GIROA Engagement Coordinator	N/A	Not Started	
B.1.3	Implement Revenue Reconciliation Database in all Northern Region Provinces.	Revenue Reconciliation Database installed in all Northern Region Mustofiat, and MOF personnel trained	DEC 2009 - AUG 2010	A.Latif	TBD	MOF/ Mustofiat	In Progress	See Component 1 for more information.
<b>Sub result B.2 Component 2: Central Bank Strengthening and Financial Sector Deepening (Northern Region).</b>								
B.2.1	Establish monetary policy/statistics function at DAB Regional Management Office in conjunction with DAB & Component 2.	Monetary Policy and Statistical functions established and staffed	FEB 2010 - AUG 2010	P. Weide, P. Asea. B. Graul, J. Corning	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	
B.2.2	Implement DAB Publication of a North Regional Economic Bulletin ("Beige Book") in conjunction with Component 2.	North Region Economic Bulletin Published	MAR 2010 - AUG 2010	P. Weide, P. Asea. B. Graul, J.Corning	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	Beige book publication will be piloted in Herat first, followed by other DAB regional zone offices.
B.2.3	Establish limited scope financial supervision function at DAB Regional Management Office in conjunction with Component 2.	Financial Sector Supervision function established and staffed by DAB	FEB 2010 - MAR 2010	P. Weide, G. Tasky; B. Graul	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments	
			Expat Advisors	CCN				
<b>COMPONENT 4: SUB NATIONAL IMPLEMENTATION &amp; CROSS CUTTING</b>								
B.2.4	Organize DAB/ABA sponsored public outreach and awareness on financial sector laws: Mortgage and Secured Transactions for Moveable Property.	Public education Campaign launched	MAR 2010 - AUG 2010	B. Graul, Component 2 Advisors	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	
B.2.5	Support roll-out of additional direct deposit programs to provinces.	Direct deposit programs implemented	FEB 2010 - AUG 2010	B. Graul, J. Sloyka	TBD, GIROA Engagement Coordinator	DAB/PRT/MOF	Not Started	Provincial roll-out will begin in Mazar or Kandahar, followed by Jalalabad, then others.
B.2.6	Promote non-cash business transactions within business and donor community; promote use of Afghani.	Increasing use of non-cash transactions by business and donor community	JAN 2010 - AUG 2010	P. Weide/K. Pfeifer	TBD, GIROA Engagement Coordinator	DAB	Not Started	
B.2.7	Support preparations and follow up for DAB Regional Zone Office manager conference.	Regional Zone Manager conference	FEB 2010 - MAR 2010	B. Graul, P.Weide	TBD	DAB	Not Started	Conference to be held in Kabul, but will bring regional zone managers together for first time since 2008 to discuss developments.
<b>Sub result B.3 Component 3: Improve Business Enabling Environment and Regulatory Reform (Northern Region).</b>								
B.3.1	Assist in establishment of Mazar ACBR and support continued operations.	Mazar ACBR established	SEP 2009 - NOV 2009	M. Mehrabi, T. Lane, B.Graul	Hamid, Fawad, Qassim	MOCI	Completed	
B.3.2	Conduct ACBR outreach and public education campaign.	ACBR outreach campaign conducted in Northern Region, ACBR registrations increased	FEB 2010 - AUG 2010	B.Graul, M. Mehrabi, D.Aasen	TBD	MOCI, ACCI	In Progress	More than one campaign anticipated to coincide with system upgrades.
B.3.3	Conduct ACBR Customer Survey.	ACBR Customer Survey and Results	FEB 2010 - FEB 2010	B.Graul, M. Mehrabi	TBD	MOCI	Not Started	
B.3.4	Conduct ACBR Process and Validation Survey.	ACBR Process Survey and results	FEB 2010 - MAR 2010	B.Graul, M. Courchesne	J. Seddiqi	MOCI	Not Started	
B.3.5	Map regional licensing processes for MOCI licenses.	Diagram of MOCI licensing process	FEB 2010 - MAR 2010	B.Graul	Q. Todayee, TBD	MOCI, AISA	Not Started	Information will feed into future licensing reform activities (potentially funded by other donors).
B.3.6	Support greater effectiveness of Private Sector Development Sub-Committee of PDC.	Terms of Reference for Private Sector Sub-Committee; Demonstrable increase in activity	JAN 2010 - AUG 2010	B.Graul, Component 3 Advisors	TBD, Private Sector Engagement Coordinator	PDC	Not Started	Coordinate activity with DFID/ASI, ASMED, and other donor programs focused on enabling environment results.
B.3.7	Develop and execute public awareness and education campaign on commercial sector laws.	Campaign developed and launched	MAR 2010 - JUN 2010	B.Graul, M.Courchesne, D.Aasen	TBD, Private Sector Engagement Coordinator	MOCI	Not Started	Note: In year one, this activity will encompass amendments to Corporations and Limited Liability law, as well as potential public consultations on other Commercial Laws not yet promulgated.
B.3.8	Conduct Public Consultations on Draft Electricity Law.	Public consultation held	FEB 2010 - MAR 2010	B.Graul, M. Wassil, P. Ballonoff	TBD	MEW	Not Started	
B.3.9	Support Energy Investor Roadshow events in Western Region.	Roadshow event held	FEB 2010 - MAR 2010	B.Graul, M. Wassil, P. Ballonoff	TBD	MEW	Not Started	
B.3.10	Support connectivity of GIROA directorates to available ICT infrastructure (e.g., WIMAX, Fiber Optic).	Increased number of directorates connected	FEB 2010 - AUG 2010	B.Graul, G. Jimenez	TBD	MCIT	Not Started	
B.3.11	Assess active business associations in Balkh and target 1-2 for grant funding to strengthen.	1-2 Business Associations identified for grant funding	FEB 2010 - APR 2010	B.Graul, T. Lane	TBD, Private Sector Engagement Coordinator	Parliament	In Progress	
B.3.12	Engage Local Parliament Representation in Public-Private dialogue initiatives supported by EGGI.		FEB 2010 - AUG 2010	B.Graul, M. Wassil	TBD	Parliament	In Progress	
B.3.13	Assess constraints at Mazar Industrial Park(s).	Assessment completed and forwarded to Component 3 Advisor for action	JAN 2010 - MAR 2010	B.Graul, M.Mueller	TBD, Private Sector Engagement Coordinator	MCIT, AISA	Not Started	
B.3.14	Support Implementation of additional Community Towers implementations in areas underserved by Telecom.	Additional Community Towers initiatives implemented	FEB 2010 - AUG 2010	B. Graul, J. Lightle	TBD	MCIT	Not Started	
<b>Sub result B.4 Other Cross-cutting (Northern Region Office).</b>								
B.4.1	Establish regular consultations with PRT/CIMIC Officials.	Relationship established and consultation schedule in effect	JAN 2010 - AUG 2010	B. Graul, O. Dziggel, T.Lane	TBD, CIVMIL Engagement Coordinator	PRT	Not Started	
B.4.2	Collaborate with USAID to establish and/or sponsor regular implementing partners meetings.	Implementing partners meeting schedule established and EGGI participating	JAN 2010 - AUG 2010	B. Graul	TBD, CIVMIL Engagement Coordinator	TBD	Not Started	Note: Requires agreement encouragement from USAID-HQ.

Program Activities		Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments
				Expat Advisors	CCN			
<b>COMPONENT 4: SUB NATIONAL IMPLEMENTATION &amp; CROSS CUTTING</b>								
B.4.3	Develop joint program activities with other donor programs; leverage resources, skill-sets, technical expertise, and provincial reach.	3-5 Joint activities established, with initial focus on ASMED, LGCD, UNDP, and DFID	JAN 2010 - AUG 2010	B. Graul, T. Lane	TBD, CIVMIL Engagement Coordinator	TBD	Not Started	
B.4.4	Establish Internship Program and Guest lectures with Balkh University and other learning institutions.	Internship program and guest lecture activities launched	JAN 2010 - AUG 2010	B. Graul, T. Lane	TBD	Balkh University	Not Started	
<b>Result C: Establish EGGI Eastern Region (Jalalabad) Sub national Office to Implement Policies &amp; Facilitate Delivery of Basic Government Services and Economic Infrastructure.</b>								
	Establish EGGI Eastern Region Office (Jalalabad).	Office Established and Staffed	JAN 2010- FEB 2010	M. Occomy; T. Lane	TBD	N/A	In Progress	
<b>Sub result C.1 Component 1: Support Implementation of ANDS/Provincial Development Plans (Eastern Region).</b>								
C.1.1	Attend select PDC meetings relevant to EGGI initiatives.	Meeting minutes circulated	JAN 2010 - AUG 2010	M.Occomy	TBD, GIROA Engagement Coordinator	PDC	In Progress	
C.1.2	Support roll-out of Large Taxpayer Office (LTO) and Medium Tax Payer Office (MTO) to Nangarhar Province in conjunction with DFID/ASI program.	LTO/MTO roll-out implemented in Nangarhar	JUL 2010 - AUG 2010	I. Peets	TBD	MOF/ Mustofiat	In Progress	
C.1.3	Produce Eastern Region Development Profile (ASCOPE).	Eastern Region Development Profile Published	JAN 2010 - JAN 2010	P. Weide, All Component Leads	TBD, GIROA Engagement Coordinator	N/A	Not Started	
C.1.4	Implement Revenue Reconciliation Database in all Eastern Region Provinces.	Revenue Reconciliation Database installed in all Eastern Region Mustofiats, and MOF personnel trained	DEC 2009 - AUG 2010	A.Latif	TBD	MOF/ Mustofiat	In Progress	See Component 1 for more information.
C.1.5	Support improvements to GIROA budget execution at the provincial level (Eastern Pilot program).	Public Expenditure diagram for MOCI expenditures	FEB 2010 - AUG 2010	M.Occomy, Component 1 Advisors	TBD, GIROA Engagement Coordinator	MOF/ Mustofiat	Not Started	MOF Budget execution support to be further defined with MOF in Kabul. Expenditure mapping will support development of potential future pilot programs on budget execution.
<b>Sub result C.2 Component 2: Central Bank Strengthening and Financial Sector Deepening (Eastern Region).</b>								
C.2.1	Establish monetary policy/statistics function at DAB Regional Management Office in conjunction with DAB & Component 2.	Monetary Policy and Statistical functions established and staffed	FEB 2010 - AUG 2010	P. Weide, P. Asea; J.Corning, M.Occomy	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	
C.2.2	Implement DAB Publication of a East Regional Economic Bulletin ("Beige Book") in conjunction with Component 2.	East Region Economic Bulletin Published	MAR 2010 - AUG 2010	P. Weide, P. Asea; J. Corning, M. Occomy	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	Beige book publication will be piloted in Herat first, followed by other DAB regional zone offices.
C.2.3	Establish limited scope financial supervision function at DAB Regional Management Office in conjunction with Component 2.	Financial Sector Supervision function established and staffed by DAB	FEB 2010 - MAR 2010	P. Weide, G. Tasky, M.Occomy	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	
C.2.4	Organize DAB/ABA sponsored public outreach and awareness on financial sector laws: Mortgage and Secured Transactions for Moveable Property.	Public education Campaign launched	MAR 2010 - AUG 2010	M.Occomy, Component 2 Advisors	TBD, GIROA Engagement Coordinator	DAB/ABA	Not Started	
C.2.5	Support roll-out of additional direct deposit programs to provinces.	Direct deposit programs implemented	FEB 2010 - AUG 2010	M.Occomy, J. Sloyka	TBD, GIROA Engagement Coordinator	DAB/PRT	Not Started	Provincial roll-out will begin in Mazar or Kandahar, followed by Jalalabad, then others.
C.2.6	Promote non-cash business transactions within business and donor community; promote use of Afghani.	Increasing use of non-cash transactions by business and donor community	JAN 2010 - AUG 2010	M.Occomy,K. Pfeifer	TBD, GIROA Engagement Coordinator	DAB	Not Started	
C.2.7	Support preparations and follow up for DAB Regional Zone Office manager conference.	Regional Zone Manager conference	FEB 2010 - MAR 2010	M.Occomy,P.Weide	TBD, GIROA Engagement Coordinator	DAB	Not Started	Conference to be held in Kabul, but will bring regional zone managers together for first time since 2008 to discuss developments.
<b>Sub result C.3 Component 3: Improve Business Enabling Environment and Regulatory Reform (Eastern Region).</b>								
C.3.1	Support continued operations of Jalalabad ACBR.	Jalalabad ACBR established and operations supported	SEP 2009 - AUG 2010	M. Mehrabi, M.Occomy, T. Lane	Hamid, Fawad, Qassim	MOCI	Completed	
C.3.2	Conduct ACBR outreach and public education campaign.	ACBR outreach campaign conducted in Eastern Region, ACBR registrations increased	FEB 2010 - AUG 2010	M.Occomy, M. Mehrabi, D.Aasen	TBD	MOCI, ACCI	Not Started	More than one campaign anticipated to coincide with system upgrades.
C.3.3	Conduct ACBR Customer Survey.	ACBR Customer Survey and Results	FEB 2010 - FEB 2010	M.Occomy, M. Mehrabi	TBD	MOCI	Not Started	

Program Activities		Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments
				Expat Advisors	CCN			
<b>COMPONENT 4: SUB NATIONAL IMPLEMENTATION &amp; CROSS CUTTING</b>								
C.3.4	Conduct ACBR Process and Validation Survey.	ACBR Process Survey and results	FEB 2010 - MAR 2010	M.Occomy, M. Courchesne	J. Seddiqi	MOCI	Not Started	
C.3.5	Map regional licensing processes for MOCI licenses.	Diagram of MOCI licensing process	FEB 2010 - MAR 2010	M.Occomy, B.Graul	Q. Todayee, TBD	MOCI, AISA	Not Started	Information will feed into future licensing reform activities (potentially funded by other donors).
C.3.6	Support greater effectiveness of Private Sector Development Sub-Committee of PDC.	Terms of Reference for Private Sector Sub-Committee; Demonstrable increase in activity	JAN 2010 - AUG 2010	M.Occomy, Component 3 Advisors	TBD, Private Sector Engagement Coordinator	PDC	Not Started	Coordinate activity with DFID/ASI, ASMED, and other donor programs focused on enabling environment results.
C.3.7	Develop and execute public awareness and education campaign on commercial sector laws.	Campaign developed and launched	MAR 2010 - JUN 2010	M.Occomy, M.Courchesne	TBD, Private Sector Engagement Coordinator	MOCI	Not Started	Note: In year one, this activity will encompass amendments to Corporations and Limited Liability law, as well as potential public consultations on other Commercial Laws not yet promulgated.
C.3.8	Conduct Public Consultations on Draft Electricity Law.	Public consultation held	FEB 2010 - MAR 2010	M.Occomy, M. Wassil, P. Ballonoff	TBD	MEW	Not Started	
C.3.9	Support Energy Investor Roadshow events in Western Region.	Roadshow event held	FEB 2010 - MAR 2010	M.Occomy, M. Wassil, P. Ballonoff	TBD	MEW	Not Started	
C.3.10	Support connectivity of GIROA directorates to available ICT infrastructure (e.g., WIMAX, Fiber Optic).	Increased number of directorates connected	MAR 2010 - AUG 2010	M.Occomy, G. Jimenez	TBD	MCIT	Not Started	
C.3.11	Assess active business associations in Nangarhar and target 1-2 for grant funding to strengthen.	1-2 Business Associations identified for grant funding	FEB 2010 - APR 2010	M.Occomy, T. Lane	TBD, Private Sector Engagement Coordinator	Parliament	Not Started	
C.3.12	Engage Local Parliament Representation in Public-Private dialogue initiatives supported by EGGI.		FEB 2010 - AUG 2010	M.Occomy, M. Wassil	TBD	Parliament	Not Started	
C.3.13	Assess constraints at Jalalabad Industrial Park(s).	Assessment completed and forwarded to Component 3 Advisor for action	FEB 2010 - MAR 2010	M.Occomy, M.Mueller	TBD, Private Sector Engagement Coordinator	TBD	Not Started	
<b>Sub result C.4 Other Cross-cutting (Eastern Region Office).</b>								
C.4.1	Establish regular consultations with PRT/CIMIC Officials.	Relationship established and consultation schedule in effect	JAN 2010 - AUG 2010	M.Occomy, T.Lane, O. Dziggel	TBD, CIVMIL Engagement Coordinator	PRT	Not Started	
C.4.2	Collaborate with USAID to establish and/or sponsor regular implementing partners meetings.	Implementing partners meeting schedule established and EGGI participating	JAN 2010 - AUG 2010	M.Occomy	TBD, CIVMIL Engagement Coordinator	TBD	Not Started	Note: Requires agreement/encouragement from USAID-HQ.
C.4.3	Develop joint program activities with other donor programs; leverage resources, skill-sets, technical expertise, and provincial reach.	3-5 Joint activities established, with initial focus on ASMED, LGCD, UNDP, and DFID	FEB 2010 - AUG 2010	M.Occomy, T. Lane	TBD, CIVMIL Engagement Coordinator	TBD	Not Started	
C.4.4	Establish Internship and Guest lecture program with Nangarhar University and other learning institutions.	Internship and guest lecture activities launched	FEB 2010 - MAR 2010	M.Occomy, T. Lane		Nangarhar University	Not Started	
<b>Result D: Establish EGGI North-Eastern Region (Kunduz) Sub national Office to Implement Policies &amp; Facilitate Delivery of Basic Government Services and Economic Infrastructure.</b>								
	Establish EGGI North-Eastern Region Office (Kunduz).	Office Established and Staffed	FEB 2010 - MAR 2010	TBD; T. Lane	TBD	N/A	Not Started	
<b>Sub result D.1 Component 1: Support Implementation of ANDS/Provincial Development Plans (North-East Region).</b>								
D.1.1	Attend select PDC meetings relevant to EGGI initiatives.	Meeting minutes circulated	FEB 2010 - AUG 2010	TBD	TBD, GIROA Engagement Coordinator	PDC	In Progress	
D.1.2	Produce North-Eastern Region Development Profile (ASCOPE).	North-Eastern Region Development Profile Published	FEB 2010 - APR 2010	TBD, All Component Leads	TBD, GIROA Engagement Coordinator	N/a	Not Started	
D.1.3	Implement Revenue Reconciliation Database in all North-Eastern Region Provinces.	Revenue Reconciliation Database installed in all North-Eastern Region Mustofiat, and MOF personnel trained	DEC 2009 - AUG 2010	A.Latif	TBD	MOF/ Mustofiat	In Progress	See Component 1 for more information.
<b>Sub result D.2 Component 2: Central Bank Strengthening and Financial Sector Deepening (North-East Region).</b>								
D.2.1	Establish monetary policy/statistics function at DAB Regional Management Office in conjunction with DAB & Component 2.	Monetary Policy and Statistical functions established and staffed	FEB 2010 - AUG 2010	P. Weide, P. Asea. J. Corning, TBD	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	

Program Activities		Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments
				Expat Advisors	CCN			
<b>COMPONENT 4: SUB NATIONAL IMPLEMENTATION &amp; CROSS CUTTING</b>								
D.2.2	Implement DAB Publication of a North-East Regional Economic Bulletin ("Beige Book") in conjunction with Component 2.	North-East Region Economic Bulletin Published	MAR 2010 - AUG 2010	P. Weide, P. Asea., TBD, J.Corning	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	Beige book publication will be piloted in Herat first, followed by other DAB regional zone offices.
D.2.3	Establish limited scope financial supervision function at DAB Regional Management Office in conjunction with Component 2.	Financial Sector Supervision function established and staffed by DAB	FEB 2010 - MAR 2010	P. Weide, G. Tasky; TBD	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	
D.2.4	Organize DAB/ABA sponsored public outreach and awareness on financial sector laws: Mortgage and Secured Transactions for Moveable Property.	Public education Campaign launched	MAR 2010 - AUG 2010	TBD, Component 2 Advisors	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	
D.2.5	Support roll-out of additional direct deposit programs to provinces.	Direct deposit programs implemented	FEB 2010 - AUG 2010	TBD, J. Sloyka	TBD, GIROA Engagement Coordinator	DAB/PRT/MOF	Not Started	Provincial roll-out will begin in Mazar or Kandahar, followed by Jalalabad, then others.
D.2.6	Promote non-cash business transactions within business and donor community; promote use of Afghani.	Increasing use of non-cash transactions by business and donor community	JAN 2010 - AUG 2010	TBD/K. Pfeifer	TBD, GIROA Engagement Coordinator	DAB	Not Started	
D.2.7	Support preparations and follow up for DAB Regional Zone Office manager conference.	Regional Zone Manager conference	FEB 2010 - MAR 2010	TBD,P.Weide	TBD	DAB	Not Started	Conference to be held in Kabul, but will bring regional zone managers together for first time since 2008 to discuss developments.
<b>Sub result D.3 Component 3: Improve Business Enabling Environment and Regulatory Reform (North-East Region).</b>								
D.3.1	Assist in establishment of Kunduz ACBR and support continued operations.	Herat ACBR established	FEB 2010 - AUG 2010	M. Mehrabi, TBD, T. Lane	Hamid, Fawad, Qassim	MOCI	Not Started	
D.3.2	Conduct ACBR outreach and public education campaign.	ACBR outreach campaign conducted in North-Eastern Region, ACBR registrations increased	APR 2010 - AUG 2010	M. Mehrabi, D.Aasen, TBD	TBD	MOCI, ACCI	Not Started	More than one campaign anticipated to coincide with system upgrades.
D.3.3	Conduct ACBR Customer Survey.	ACBR Customer Survey and Results	APR 2010 - APR 2010	TBD,M. Mehrabi	TBD	MOCI	Not Started	
D.3.4	Conduct ACBR Process and Validation Survey.	ACBR Process Survey and results	FEB 2010 - MAR 2010	P. Weide, M. Courchesne	J. Seddiqi	MOCI	Not Started	
D.3.5	Map regional licensing processes for MOCI licenses.	Diagram of MOCI licensing process	MAR 2010 - APR 2010	B.Graul, TBD	Q. Todayee, TBD	MOCI, AISA	Not Started	Information will feed into future licensing reform activities (potentially funded by other donors).
D.3.6	Support greater effectiveness of Private Sector Development Sub-Committee of PDC.	Terms of Reference for Private Sector Sub-Committee; Demonstrable increase in activity	FEB 2010 - AUG 2010	TBD, Component 3 Advisors	TBD, Private Sector Engagement Coordinator	PDC	Not Started	Coordinate activity with DFID/ASI, ASMED, and other donor programs focused on enabling environment results.
D.3.7	Develop and execute public awareness and education campaign on commercial sector laws.	Campaign developed and launched	MAR 2010 - JUN 2010	TBD, M.Courchesne, D.Aasen	TBD, Private Sector Engagement Coordinator	MOCI	Not Started	Note: In year one, this activity will encompass amendments to Corporations and Limited Liability law, as well as potential public consultations on other Commercial Laws not yet promulgated.
D.3.8	Support Energy Investor Roadshow events in North-Eastern Region.	Roadshow event held	MAR 2010 - APR 2010	TBD, M. Wassil, P. Ballonoff	TBD	MEW	Not Started	
D.3.9	Support connectivity of GIROA directorates to available ICT infrastructure (e.g., WIMAX, Fiber Optic).	Increased number of directorates connected	MAR 2010 - AUG 2010	TBD, G. Jimenez	TBD	MCIT	Not Started	
D.3.10	Assess active business associations in Kunduz and target 1-2 for grant funding to strengthen.	1-2 Business Associations identified for grant funding	MAR 2010 - AUG 2010	TBD, T. Lane	TBD, Private Sector Engagement Coordinator	Parliament	In Progress	
D.3.11	Engage Local Parliament Representation in Public-Private dialogue initiatives supported by EGGI.		MAR 2010 - AUG 2010	TBD, M. Wassil	TBD	Parliament	In Progress	
D.3.12	Assess constraints at Kunduz Industrial Park(s).	Assessment completed and forwarded to Component 3 Advisor for action	MAR 2010 - APR 2010	TBD, M.Mueller	TBD, Private Sector Engagement Coordinator	TBD	Not Started	
<b>Sub result D.4 Other Cross-cutting (North-East Region Office).</b>								
D.4.1	Establish regular consultations with PRT/CIMIC Officials.	Relationship established and consultation schedule in effect	FEB 2010 - AUG 2010	TBD, T.Lane,O. Dziggel	TBD, CIVMIL Engagement Coordinator	PRT	Not Started	
D.4.2	Collaborate with USAID to establish and/or sponsor regular implementing partners meetings.	Implementing partners meeting schedule established and EGGI participating	FEB 2010 - AUG 2010	TBD	TBD, CIVMIL Engagement Coordinator	TBD	Not Started	Note: Requires agreement/encouragement from USAID-HQ.

Program Activities		Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments
				Expat Advisors	CCN			
<b>COMPONENT 4: SUB NATIONAL IMPLEMENTATION &amp; CROSS CUTTING</b>								
D.4.3	Develop joint program activities with other donor programs; leverage resources, skill-sets, technical expertise, and provincial reach.	3-5 Joint activities established, with initial focus on ASMED, LGCD, UNDP, and DFID	MAR 2010 - AUG 2009	TBD, T. Lane	TBD, CIVMIL Engagement Coordinator	TBD	Not Started	
D.4.4	Establish Internship and guest lecture program with local University and other learning institutions.	Internship program and guest lecture activities launched	FEB 2010 - MAR 2010	TBD, T. Lane	TBD	TBD	Not Started	
<b>Result E: Establish EGGI Southern Region (Kandahar) Sub national Office to Implement Policies &amp; Facilitate Delivery of Basic Government Services and Economic Infrastructure.</b>								
	Establish EGGI Southern Region Office (Kandahar).	Office Established and Staffed	JAN 2010 - MAR 2010	TBD; T. Lane	TBD	N/A	Not Started	
<b>Sub result E.1 Component 1: Support Implementation of ANDS/Provincial Development Plans (Southern Region).</b>								
E.1.1	Produce Southern Region Development Profile (ASCOPE).	Southern Region Development Profile Published	FEB 2010 - APR 2010	TBD, All Component Leads	TBD, GIROA Engagement Coordinator	N/a	Not Started	
E.1.2	Implement Revenue Reconciliation Database in all Southern Region Provinces.	Revenue Reconciliation Database installed in all Southern Region Mustofiat, and MOF personnel trained	DEC 2009 - AUG 2010	A.Latif	TBD	MOF/ Mustofiat	In Progress	See Component 1 for more information.
<b>Sub result E.2 Component 2: Central Bank Strengthening and Financial Sector Deepening (Southern Region).</b>								
E.2.1	Establish monetary policy/statistics function at DAB Regional Management Office in conjunction with DAB & Component 2.	Monetary Policy and Statistical functions established and staffed	FEB 2010 - AUG 2010	P. Weide, P. Asea. TBD, J. Corning	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	
E.2.2	Implement DAB Publication of a South Regional Economic Bulletin ("Beige Book") in conjunction with Component 2.	South Region Economic Bulletin Published	MAR 2010 - AUG 2010	P. Weide, P. Asea. TBD, J.Corning	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	Beige book publication will be piloted in Herat first, followed by other DAB regional zone offices.
E.2.3	Establish limited scope financial supervision function at DAB Regional Management Office in conjunction with Component 2.	Financial Sector Supervision function established and staffed by DAB	FEB 2010 - MAR 2010	P. Weide, G. Tasky; TBD	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	
E.2.4	Organize DAB/ABA sponsored public outreach and awareness on financial sector laws: Mortgage and Secured Transactions for Moveable Property.	Public education Campaign launched	MAR 2010 - AUG 2010	TBD, Component 2 Advisors	TBD, GIROA Engagement Coordinator	DAB/RMO	Not Started	
E.2.5	Support roll-out of additional direct deposit programs to provinces.	Direct deposit programs implemented	FEB 2010 - AUG 2010	B. Graul, J. Sloyka	TBD, GIROA Engagement Coordinator	DAB/PRT/MOF	Not Started	Provincial roll-out will begin in Mazar or Kandahar, followed by Jalalabad, then others.
E.2.6	Promote non-cash business transactions within military and business community; promote use of Afghani.	Increasing use of non-cash transactions by military and business community	FEB 2010 - AUG 2010	P. Weide/K. Pfeifer	TBD, GIROA Engagement Coordinator	DAB	Not Started	
<b>Sub result E.3 Component 3: Improve Business Enabling Environment and Regulatory Reform (Southern Region).</b>								
E.3.1	Assist in establishment of Kandahar ACBR and support continued operations.	Kandahar ACBR established	DEC 2009 - FEB 2010	M. Mehrabi, T. Lane	Hamid, Fawad, Qassim	MOCI	In Progress	
E.3.2	Conduct ACBR outreach and public education campaign.	ACBR outreach campaign conducted in Kandahar, ACBR registrations increased	FEB 2010 - AUG 2010	M. Mehrabi, D.Aasen	TBD	MOCI, ACCI	In Progress	More than one campaign anticipated to coincide with system upgrades.
E.3.3	Conduct ACBR Process and Validation Survey.	ACBR Process Survey and results	APR 2010 - MAY 2010	TBD, M. Courchesne	J. Seddiqi	MOCI	Not Started	
E.3.4	Support connectivity of GIROA directorates to available ICT infrastructure (e.g., WIMAX, Fiber Optic).	Increased number of directorates connected	MAR 2010 - AUG 2010	TBD, G. Jimenez	TBD	MCIT	Not Started	
E.3.5	Assess active business associations in Kandahar and target 1-2 for grant funding to strengthen.	1-2 Business Associations identified for grant funding	MAR 2010 - APR 2010	TBD, T. Lane	TBD	N/A	Not Started	
E.3.6	Assess constraints at nearby Industrial Parks.	Assessment completed and forwarded to Component 3 Advisor for action	MAR 2010 - APR 2010	TBD, M.Mueller	TBD	TBD	Not Started	
<b>Sub result E.4 Other Cross-cutting (Southern Region Office).</b>								
E.4.1	Develop plan for implementing "Afghan First" procurement among donor/military community.	Plan for implementing "Afghans First" Procurement	FEB 2009 - AUG 2009	TBD, T.Lane, O. Dziggel	TBD	PRT/USAID	Not Started	

Program Activities	Deliverables	Time Frame (Months)	Level of Effort: Staff Resources (Please list)		Counterpart	Status	Comments	
			Expat Advisors	CCN				
<b>COMPONENT 4: SUB NATIONAL IMPLEMENTATION &amp; CROSS CUTTING</b>								
E.4.2	Establish regular consultations with PRT/CIMIC Officials.	Relationship established and consultation schedule in effect	FEB 2010 - AUG 2010	TBD, T.Lane, O. Dziggel	TBD, CIVMIL Engagement Coordinator	PRT	Not Started	
E.4.3	Develop joint program activities with other donor programs; leverage resources, skill-sets, technical expertise, and provincial reach.	1-2 Joint activities established, with initial focus on ASMED, LGCD, UNDP, and DFID	APR 2010 - AUG 2010	TBD	TBD, CIVMIL Engagement Coordinator	TBD	Not Started	
<b>Result F: Donor Coordination and Stakeholder Engagement and Provincial Reach.</b>								
F.1	Identify opportunities and develop mechanism for EGGI to support sub national implementation for other donor-funded initiatives.	Agreement with donors/IP on sub national implementation support - e.g., Tax Reform, Licensing Reform, AFMIS implementation support, SIGTAS implementation support	NOV 2009 - FEB 2010	R.Laliberte, T.Lane	TBD	TBD	In Progress	
F.2	Develop series of PRT Toolkits on economic growth topics.	3-10 PRT Toolkits	NOV 2009 - JAN 2010	All Component Advisors	TBD	PRT/TBD	In Progress	
F.3	Develop and maintain PRT website.	PRT Website	AUG 2009 - DEC 2009	T.Lane; O.Dziggel	W. Faizi; F. Hasan	PRT	In Progress	
F.4	Identify special funding sources for sub national initiatives.	Assessment of Funding sources	JAN 2010 - MAR 2010	T.Lane; O.Dziggel	TBD	TBD	Not Started	
F.5	Support COIN - Clear, Shape, Hold, Build, Transfer - through donor and civ-mil coordination.	TBD	AUG 2009 - AUG 2010	T.Lane	TBD	PRT/USAID	In Progress	Ongoing activity.
F.6	Coordinate with relevant non-EGGI Ministries on sub-national matters and planning (e.g., IDLG, MRRD).	TBD	AUG 2009 - AUG 2010	T.Lane; Component Team Leads	TBD	IDLG, MRRD	In Progress	
F.7	Develop Public Awareness Campaigns on EGGI initiatives to be implemented through GIROA and/or Afghan Associations.	Public Awareness Campaign on 3-5 EGGI initiatives	JAN 2010 - AUG 2010	D. Aesen	H. Ayobi; TBD	TBD	Not Started	
<b>Result G: Information Technology &amp; Communication Solution.</b>								
G.1	Advance implementation of ANDS ICT Sector Strategy through EGGI sub national activities.	TBD	FEB 2010 - AUG 2010	TBD	TBD	MCIT	Not Started	
G.2	Support connectivity of GIROA directorates to available ICT infrastructure (e.g., WIMAX, Fiber Optic).	Increased number of directorates connected	MAR 2010 - AUG 2010	G. Jimenez	TBD	MCIT	Not Started	
<b>Result H: Women, Youth, &amp; Vulnerable Population.</b>								
H.1	Expand youth/women's internship/practicum program - in Kabul and sub-national - to focus on GIROA employment.	Internship program operational in 3 provinces	JAN 2010 - FEB 2010	T.Lane; TBD	TBD	TBD	In Progress	
H.2	Establish University relationships throughout Afghanistan to promote economic curricula development and outreach/awareness of GIROA reforms.	Lecture Series established	DEC 2009 - FEB 2010	T.Lane; RPMs	TBD	TBD	In Progress	
<b>Result I: Grants</b>								
I.1	Develop Approach for EGGI Grants program.	Approved EGGI Grants program	DEC 2009 - DEC 2009	T.Lane	TBD	TBD	Not Started	
I.2	Develop EGGI Grants Manual.	EGGI Grants Manual	JAN 2010 - JAN 2010	T.Lane, Y.Mikhail	TBD	TBD	Not Started	
I.3	Monitor Grants Program.	Financial and results quarterly reports	JAN 2010 - AUG 2010	T.Lane, A.Smith, D.Lee	TBD	TBD	Not Started	
I.4	Assess associations in Afghanistan relevant to EGGI and Identify those associations to be considered for grant funding.	3-6 associations identified, in Kabul and regions	JAN 2010 - FEB 2010	T.Lane, TBD	TBD	TBD	In Progress	

## Afghanization

Reducing Afghanistan's dependence on foreign financial and technical support requires building central and regional economic agencies capacities in:

- Designing policies that will better target private sector growth, job creation, financial independence from the outside world, and reduce corruption;
- Putting in place processes and IT systems that will provide better financial and operational controls; and
- Developing an Afghan government professional workforce that can develop, perform and capacity to train its own employees in overseeing, performing and controlling all government functions on an ongoing basis.

Afghanization cannot be successful without strong ministerial leadership, the capacity for the government to fund and develop its programs, its operations and its own professional public servants, and a strong political commitment to reduce corruption. In this context, EGGI activities can be regrouped three major work streams each containing 3 stage of progress/development. These are:

- (1) Economic Policy/Legal Development:** While the EGPSS project has undertaken a large body of regulatory work in support of the private sector, many laws such as those related to commercial transactions, banking, competition and the like remain in the pipeline. EGGI will continue to provide policy guidance to EGGI counterparts to develop a regulatory and business environment consistent with leading international practice. Further, EGGI will leverage our existing assistance efforts in banking and telecommunications in each of Afghanistan's 34 provinces by working with the PRTs to assist Provincial Development Councils in implementing their plans, thereby further expanding the regional impact of national economic policy.
- (2) Institutional Development:** While key economic ministries and agencies are functioning with significant donor support, they need the structure, processes and technology to achieve operational independence. EGGI will focus on building organizations with a clear sense of mission, effective processes and procedures, and carefully defined staffing requirements. EGGI will establish methodologies for building sustainable institutions that have been implemented in the most demanding environments in the world.
- (3) Human Capital Development & Management:** Given the limited number of qualified Afghan professionals, staff recruitment, development, and retention for a broad range of operational and management positions are among the most severe challenges facing Afghanistan. EGGI will prioritize programs for training and skills development and further emphasize the need to build local training capacity to maintain a continual flow of well-trained Afghans for both public and private sector service. As a means of accomplishing the Afghanization of key leadership and technical positions, we will employ a "twinning" approach that matches expatriate advisors with Afghans who can learn on the job. These intensive mentoring efforts can be effective over the life of the project, but longer-term sustainability will require the critical training function to be performed by the relevant agencies themselves or by local institutions.

Table 5 provides an overview of key EGGI initiatives that are planned. For each initiative, a general assessment of the level of Afghanization that has taken place, the general deliverables to be produced at each stage of Afghanization, and an indication of timing to complete the various tasks over the next five years is presented.

**Table 5. EGGI Approach to Afghanization: Afghan Participation, Afghan Ownership/Leadership, Afghan Capacity Building, and Afghan Sustainability  
Capacity Development Stages: Policy, Institutional, and Human Capital**

EGGI Activities	Economic Policy/Legal Development (Deliverables)			Institutional Development (Deliverables)			Human Capital Development & Management (Deliverables)		
	Stage 1: Policy Formulated	Stage 2: Policies/Law Adopted	Stage 3: Policies/Laws Institutionalized	Stage 1: Institutions Formed	Stage 2: Functional Structure & Processes Implemented	Stage 3: IT Systems & Internal Control Implemented	Stage 1: Individual Trained	Stage 2: Skills Strengthened & Expanded	Stage 3: Well-Qualified GIROA Institutions
Ministry of Finance									
<b>Credible Fiscal &amp; Tax Policy</b>	Year 1	Year 1-3	Year 4&5	Year 1	Year 1-3	Year 4&5	Year 1&2	Year 2-4	Year 5
<b>Provincial Tax Administration</b>		Year 1&2	Year 3-5	Year 1	Year 1-	Year 3-5	Year 1-3	Year 2-4	Year 4&5
Insurance Regulatory Framework	Year 1	Year 1&2	Year 2&3	Year 1	Year 2	Year 3	Year 1 & 2	Year 1-3	Year 4&5
Da Afghanistan Bank									
Monetary Policy		Year 1&2	Year 3&4		Year 1	Year 1 & 2	Year 1&2	Year 2&3	Year 4&5
Financial Sector Regulatory Leadership		Year 1&2	Year 3&4		Year 1	Year 1&2	Year 1&2	Year 2&3	Year 4&5
<b>Banking Operations/ Financial Intermediation</b>	Year 1&2	Year 1&2	Year 3&4	Year 1	Year 1&2	Year 1&2	Year 1&2	Year 2&3	Year 4&5
Ministry of Commerce and Industry									
<b>ACBR Licensing &amp; Licensing Process</b>	Year 1	Year 2&3	Year 4&5	Year 1 & 2	Year 2 & 3	Year 3&4	Year 1&2	Year 2&3	Year 4&5
Commercial Law Reform	Year 1 & 2	Year 2&3	Year 4&5	Year 1 & 2	Year 2 & 3	Year 3&4	Year 1&2	Year 2&3	Year 4&5
Ministry of Energy									
Establishment of Energy Regulatory Authority	Year 1	Year 2&3	Year 4&5	Year 1	Year 2&3	Year 4&5	Year 1&2	Year 1-3	Year 4&5
Ministry of Telecom									
Establishment of Telecom Regulatory Authority	Year 1	Year 2&3	Year 4&5	Year 1	Year 2&3	Year 4&5	Year 1&2	Year 1-3	Year 4&5
Parliament									
National Economic Commission	Year 1	Year 2&3	Year 4&5	Year 1 & 2	Year 2&3	Year 3&4	Year 1&2	Year 1-3	Year 4&5
National Budget & Finance Commission	Year 1	Year 2&3	Year 4&5	Year 1 & 2	Year 2&3	Year 3&4	Year 1&2	Year 1-3	Year 4&5

**Institutional & Capacity Development Phase: Grey: White:** Phase to be addressed; **Yellow:** Phase in progress; **Green:** Phase Completed. **Black:** Implementation in Kabul; **Blue:** Implementation in Provinces; **Green:** Implementation in Kabul and Provinces.

## Training Plan

A key pillar to implementing EGGI strategy, which involves building the capacity of the key stakeholders, is the training element integrated in all four components. In Year 1, EGGI expects to conduct 64 training sessions, train 4400 individuals across a range of GIROA entities, costing approximately US\$772,000.

### Component 1

Ten training session serving 189 participants from the Provincial Mustafiat, Customs Department, Insurance Authority, & Fiscal Policy unit from the MoF will carried out. The total cost of the training session is expected to be US \$91,000.

### Component 2

A 18 training session is planned for year 1 and 405 participants from DAB from monetary policy, supervision, statistics, financial supervision, and accounting sections will be trained. Estimated cost of training for component 2 is US\$ 176,500.

### Component 3

Thirty-four training sessions are planned for Component 3 and approximately 3764 participants from MoCI, MEW, Regulatory Nucleus, Permanent Electricity Regulator, DOJ, Parliament, and MCIT will be trained. The cost is estimated to be US\$486,500.

### Component 4

Training session at each of the regional office for Component 4 will be implemented. The cost of training is estimated to be US\$18,000.

In Table 6, a detailed training plan is presented.

<b>EGGI Training</b>	
•	<b>Component 1</b>
▪	10 Trainings
▪	MOF: Provincial Mustafiat, Customs Department, Insurance Authority, Fiscal Policy Unit
▪	189 Participants
▪	US\$91,000
•	<b>Component 2</b>
▪	18 Trainings
▪	DAB: Monetary Policy, Supervision, Statistics, Financial Supervision, Accounting
▪	405 Participants
▪	US\$176,500
•	<b>Component 3</b>
▪	34 Trainings
▪	MOCI – ACBR, Commercial Law, MEW, Regulatory Nucleus, Permanent Electricity Regulator, DOJ, Parliament, MCIT
▪	3756 Participants
▪	US\$486,500
•	<b>Component 4</b>
▪	Training at the Regional office
▪	Regional Office
▪	Varies
▪	US\$18,000

## Training Plan - Year One

8/15/2009-8/14/2010

ID	Sub-Component	# of Days	Total Training Participants	Training Name	Description	Training Type*	Location	Estimated Budget	Start Date	End Date
<b>Component 1: National and Regional Economic Policy</b>										
1	Ministry of Finance - 49 Ministries and Independent Organizations, Revenue Collections, Kabul Mustofiat, Large, Med and Small Taxpayer of MOF Employees	4	130	Revenue Reconciliation and the Proper Use of Revenue Database (follow-up sustainability training)	Training in Revenue collection reporting and reconciliation; proper use of Revenue Database and generating input to be used in AFMIS Revenue reporting module	SC	Kabul	\$2,000	Jan-2010	Jan-2010
2	MoF - Provincial Mustofiats and Customs Dept	6	10	Revenue Reconciliation and the Proper Use of Revenue Database (follow-up sustainability training)	Training in Revenue collection reporting and reconciliation; proper use of Revenue Database and generating input to be used in AFMIS Revenue reporting module	SC	Jalalabad	\$2,000	Feb-2010	Feb-2010
3	MoF - Provincial Mustofiats and Customs Dept	6	10	Revenue Reconciliation and the Proper Use of Revenue Database (follow-up sustainability training)	Training in Revenue collection reporting and reconciliation; proper use of Revenue Database and generating input to be used in AFMIS Revenue reporting module	SC	Mazar	\$2,000	Mar-2010	Mar-2010
4	MoF - Provincial Mustofiats and Customs Dept	6	10	Revenue Reconciliation and the Proper Use of Revenue Database (follow-up sustainability training)	Training in Revenue collection reporting and reconciliation; proper use of Revenue Database and generating input to be used in AFMIS Revenue reporting module	SC	Kunduz	\$2,000	Apr-2010	Apr-2010
5	MoF - Provincial Mustofiats	6	8	Revenue Reconciliation and the Proper Use of Revenue Database	Training in Revenue collection reporting and reconciliation; proper use of Revenue Database and generating input to be used in AFMIS Revenue reporting module	SC	Faryab	\$2,000	May-2010	May-2010
6	MoF - Provincial Mustofiats and Customs Dept	6	12	Revenue Reconciliation and the Proper Use of Revenue Database (follow-up sustainability training)	Training in Revenue collection reporting and reconciliation; proper use of Revenue Database and generating input to be used in AFMIS Revenue reporting module	SC	Herat	\$2,000	Jun-2010	Jun-2010
7	MoF - Insurance Authority	51	2	7-week NAIC Internship Program	Program offered by the National Association of Insurance Commissioners; Includes 1 week in Kansas at the NAIC, 5 weeks at a USA State Insurance Dept., participation at the quarterly NAIC meeting and wrap-up meeting in DC	LC	USA	\$45,000	Aug-2010	Dec-2010
8	MoF - Insurance Authority	16	3	Customized Training at 2-3 Insurance Companies	Visit 2-3 companies to review operations; 2 day visit to the State Insurance Dept.	OST	USA	\$18,000	Jul-2010	Jul-2010
9	MoF - Insurance Authority	7	2	Technical Study Tour	Visit Lloyds of London, AON and S&P	OST	UK	\$8,000	Jul-2010	Jul-2010
10	MoF - Fiscal Policy Unit	4	2	Macroeconomic and Financial Programming	Intro to IMF macroeconomic forecasting and financial programming techniques	SC	US/UK	\$8,000	Nov-2009	Dec-2009
<b>Component 2: Financial Sector and Central Bank Operations</b>										
11	Monetary Policy	60	60	Intermediate Macroeconomics for Central Bankers	Intermediate level study of the Afghan economy including how gross domestic product, economic growth and inflation are determined and the links between the real, monetary, external and fiscal sectors	SC	Kabul	\$1,000	Jan-2010	Feb-2010
12	Monetary Policy	20	20	Advanced Macroeconomics for Central Bankers	Advanced level study of the Afghan economy including how gross domestic product, economic growth and inflation are determined and the links between the real, monetary, external and fiscal sectors	SC	Kabul	\$1,000	Feb-2010	Mar-2010
13	Monetary Policy	60	60	Design of IMF - Supported Programs	Analytical tools for policy formulation and PRGF program design	SC	Kabul, Herat, Mazar	\$3,000	Mar-2010	Apr-2010

## Training Plan - Year One

8/15/2009-8/14/2010

ID	Sub-Component	# of Days	Total Training Participants	Training Name	Description	Training Type*	Location	Estimated Budget	Start Date	End Date
14	Monetary Policy/Statistics	20	20	Intermediate Applied Econometrics	Intermediate study of econometrics techniques; intermediate level theoretical concepts and practical techniques to handle actual data	SC	Kabul	\$1,000	Jun-2010	Jul-2010
15	Monetary Policy/Statistics	20	20	Advanced Applied Econometrics	Advanced study of econometrics techniques to deal with data; advanced theoretical concepts, and practical techniques to handle actual Afghan data	SC	Kabul	\$1,000	Jul-2010	Aug-2010
16	Statistics	60	45	Beige Book / Regional Economic Conditions Survey Methods	Course on survey methods for regional economic conditions report	SC	Kabul, Herat, Mazar	\$3,000	Feb-2010	Jun-2010
17	Financial Supervision	15	12	Financial Analysis of Banks	Financial analysis for off-site supervision analysts, on-site examiners and licensing analysts; profitability analysis will be stressed with actionable items that examiners could suggest to the banks with weaker profitability	SC	Kabul	\$15,000	Nov-2009	Dec-2009
18	Financial Supervision	12	4	Monthly and Quarterly Off-site Analysis	Roundtable discussions of written monthly and quarterly off-site financial analyses of banks, supplemented by brief lecture	OJT	Kabul	\$1,000	TBD	TBD
19	Financial Supervision	15	12	Asset-Liability Management	Recent trends in funding sources, liquidity management, and interest-rate conditions; asset-liability management is essential to give stable, adequate profitability at banks without exposure to excessive liquidity risks	SC	Kabul	\$1,000	TBD	TBD
20	Financial Supervision	240	40	Advanced Examiner Topics	Training FSD staff, mostly on-site examiners; based on suggestions from this group, a training course will be designed to "pull together" their existing knowledge and put it in a conceptual framework	SC	Kabul	\$6,000	TBD	TBD
21	Financial Supervision	7	4	Deepening the Quarterly Analysis	After the off-site staff have written the SEP quarterly analyses, there will be deepening of the techniques used for the DEC analyses; Instructor will introduce more advanced topics of analysis and review the results of their work	OJT	Kabul	\$1,000	TBD	TBD
22	Financial Supervision	15	3	Banking Licenses	Issues to consider and procedures to develop when considering an application for a banking license; the training will have the CCNs playing an increasing roll in developing and presenting seminars	OJT & WS	Kabul	\$1,000	TBD	TBD
23	Financial Supervision	5	1	Toronto Centre: Bank Supervision Management Training Seminar	Seminar for Bank Supervision Senior Management that includes case studies of recent problems that various Central Banks have faced	S	Toronto, Canada	\$4,000	TBD	TBD
24	CBS Implementation	140	50	CBS Training	Provide CBS training to employees in 10 branches	SC	Provinces	\$37,000	Jan-10	Aug-10
25	Islamic Banking	30	15	Islamic Banking Training	Regulatory framework and key operational aspects of Islamic banking	OST	Kuala Lumpur	\$75,000	Mar-2010	Apr-2010
26	Financial Sector/Accounting	100	25	Basic Accounting	Basic Accounting for lower grade accounting staff	SC	Kabul	\$15,000	Jan-2010	Jun-2010
27	Financial Sector/Accounting	100	15	Intermediate Accounting	Intermediate Accounting for medium grade accounting staff	SC	Kabul	\$7,500	Jan-2010	Jun-2010
28	Financial Sector/Accounting	100	25	Approved DAB Accounting policies	Accounting policies - application	OJT	Kabul	\$2,000	Dec-2009	Aug-2010

## Training Plan - Year One

8/15/2009-8/14/2010

ID	Sub-Component	# of Days	Total Training Participants	Training Name	Description	Training Type*	Location	Estimated Budget	Start Date	End Date
29	Payments & ACH	3	24	Overview of Payments / Retail Payment Systems	Give employees a broader understanding of the payments function	SC	Kabul	\$1,000	Feb-2010	Mar-2010
<b>Component 3: Business Enabling Environment</b>										
30	MOCI - ACBR	20	40	IT Basic Course	Work effectively with a computer and CR system and basic IT knowledge courses	SC	Kabul/other provinces TBD	\$8,000	Nov-2009	Aug-2010
31	MOCI - ACBR	4	15	MS Word/Excel	Train on utilizing most of features of these applications	SC	Kabul/other provinces TBD	\$2,000	Jun-2010	Aug-2010
32	MOCI - ACBR	12	40	Customer Services	Service to customers, why it is so important, what it involves and how to care for your customers /New CRA procedures	SC	Kabul/other provinces TBD	\$7,500	Nov-2009	Aug-2010
33	MOCI - ACBR	2	30	Required Documents/Legal Issues/Procedures/etc.	Inform ACBR officers about the current "Rules" for Registration	S	Kabul/other provinces TBD	TBD	Nov-2009	Aug-2010
34	MOCI - ACBR	2	40	ACBR Roundtable with other related agencies	Status Report/Problems encounter/Exchange of Information/Improvements	WS	Kabul	TBD	Apr-2010	Aug-2010
35	MOCI - Commercial Laws	14	700	Corporations and Limited Liability Company Law	Familiarize stakeholders with new concepts and its implementation	C	Kabul/other provinces TBD	TBD	Jun-2010	Aug-2010
36	MOCI - Commercial Laws	7	700	Partnership law	Familiarize stakeholders with new concepts and its implementation	C	Kabul/other provinces TBD	TBD	Feb-2010	Aug-2010
37	MOCI - Commercial Laws	140	175	Application of Arbitration Law for Arbitrators only	Familiarize the arbitrators with arbitration clause and procedures	SC/WS	Kabul/other provinces TBD	TBD	Apr-2010	Aug-2010
38	MOCI - Commercial Laws	6	600	Arbitration Law	Public Awareness	C	Kabul/other provinces TBD	TBD	Mar-2010	Aug-2010
39	MOCI - Commercial Laws	140	175	Application of Mediation Law for Mediators only	Train the Mediators to use the mediation skills, dispute resolution concepts and Negotiations principles	SC/WS	Kabul/other provinces TBD	TBD	Apr-2010	Aug-2010
40	MOCI - Commercial Laws	6	600	Mediation Law	Public Awareness	C	Kabul/other provinces TBD	TBD	Mar-2010	Aug-2010
41	Regulatory Nucleus; Permanent Electricity Regulator, MEW	TBD	40	BF: Introduction to Regulation	Basic concepts of what is regulation, why it is done, how it is done, who benefits, and how	SC	Kabul, by Video	\$10,000	Feb-2010	Aug-2010
42	Regulatory Nucleus; Permanent Electricity Regulator, MEW	TBD	50	PURC: Licensing Concepts	Basic concepts of what is a license, its form, and purpose	SC	Kabul, by Video	\$28,000	Feb-2010	Aug-2010
43	Regulatory Nucleus; Permanent Electricity Regulator, MEW; Selected DABS Staff	TBD	60	PURC: Regulatory Accounting - Special Concepts	Special issues in accounting that arise in regulation; to be provided only to those who first complete the management accounting course	SC	Kabul, by Video	\$28,000	Feb-2010	Aug-2010
44	Regulatory Nucleus; Permanent Electricity Regulator, MEW; Selected DABS Staff	TBD	50	PURC: Standards of Performance and Enforcement	How regulatory agencies go about to define standards of forming of a regulated company, how it is measured, and how it is enforced	SC	Kabul, by Video	\$28,000	Feb-2010	Aug-2010
45	Regulatory Nucleus; Ministry of Energy and Water	TBD	30	PURC: Consumer Protection: Short Course	Brief introduction to the concepts of how regulation protects consumers, and the basic mechanisms employed	SC	Kabul, by Video	\$10,000	Feb-2010	Aug-2010
46	Permanent Electricity Regulator	TBD	30	PURC: Consumer Protection: Full Course	Detailed discussion of concepts of how regulation protects consumers, and the basic mechanisms employed	SC	Kabul, by Video	\$14,000	Feb-2010	Aug-2010

## Training Plan - Year One

8/15/2009-8/14/2010

ID	Sub-Component	# of Days	Total Training Participants	Training Name	Description	Training Type*	Location	Estimated Budget	Start Date	End Date
47	Regulatory Nucleus; Ministry of Energy and Water	TBD	15	EGGI: Tariffs: Basic Overview	Brief introduction to the concepts of cost-based tariffs are determined	SC	Kabul, by Video	\$1,000	Feb-2010	Aug-2010
48	Permanent Electricity Regulator; Selected DABS Staff	TBD	15	EGGI: Tariffs: Cost of Service/Revenue Requirement/Market Models	Detailed discussion of how cost-based tariffs are determined, the relationships to basic accounting, and rate design; requires microeconomics and management accounting as prerequisites	SC	Kabul, by Video	\$1,000	Feb-2010	Aug-2010
49	Permanent Electricity Regulator; Ministry of Energy and Water	TBD	15	EGGI: Pricing and Market Analysis	Detailed discussion of and market based pricing methods in each segment of the electricity industry; requires introduction to tariffs, microeconomics and management accounting as prerequisites	C	Kabul, by Video	\$1,000	Feb-2010	Aug-2010
50	Regulatory Nucleus; Permanent Electricity Regulator, Ministry of Energy and Water; Department of Justice; Selected Academic Faculty	TBD	30	BF: Administrative Law and Procedure	Brief version of standard academic course on administrative law and process, of the kind used by regulatory agencies or governing their behavior	SC	Kabul, by Video	\$10,000	Feb-2010	Aug-2010
51	Permanent Electricity Regulator, Ministry of Energy and Water; Department of Justice; Selected Academic Faculty	TBD	40	JC: Competition Law	Brief version of standard academic course on competition law, of the kind used by regulatory agencies or governing their behavior; requires administrative law, and microeconomics as prerequisites	SC	Kabul, by Video	\$5,000	Feb-2010	Aug-2010
52	Regulatory Nucleus; Permanent Electricity Regulator	TBD	100	NARUC: 2 hour Video Meetings	Brief live on-line discussions with existing regulatory bodies, to build confidence of the new regulator	WS	Kabul, by Video	\$20,000	Feb-2010	Aug-2010
53	Permanent Electricity Regulator	TBD	40	NARUC: Regulator Administration Training	Voluntary assistance from an existing regulator, on how to administer a regulatory agency, expected to be arranged via NARUC	WS	Kabul, by Video	\$20,000	Feb-2010	Aug-2010
54	Regulatory Nucleus; Permanent Electricity Regulator	TBD	40	RIT: Management Accounting	Brief version of standard academic course on management accounting	SC	Kabul, by Video	\$20,000	Feb-2010	Aug-2010
55	Regulatory Nucleus; Permanent Electricity Regulator	TBD	40	RIT: Microeconomics - Basic	Brief version of standard academic course on basic microeconomics (market economics)	SC	Kabul, by Video	\$20,000	Feb-2010	Aug-2010
56	Regulatory Nucleus	10	3	ERRA: Introduction to Regulation	Two week training for new regulators presented by ERRA and NARUC	C	Budapest	\$10,500	Mar-2010	Mar-2010
57	Permanent Regulatory Commissioners	5	5	PURC: New Commissioner Training	One week special training for new regulatory commissioners, by PURC	C	Florida	\$17,500	Jul-2010	Jul-2010
58	Permanent Electricity Regulator Sr. Staff	10	5	PURC: Summer School in Basics of Regulation	Training for developing country regulator staff, arranged by World Bank, at PURC	C	Florida	\$35,000	Jul-2010	Jul-2010
59	Department of Justice; Ministry of Energy and Water; Parliament	5	10	Phase I Regional Regulator Tour	Familiarization study tour to help officials understand what is regulation, while they are considering to pass the law	OST	TBD	\$45,000	Mar-2010	Mar-2010
60	Permanent Regulator; Department of Justice; Ministry of Energy and Water; Parliament	5	10	Phase II Jordan Regulator Tour	Study tour to help expose new regulator and key officials to a functioning existing regulator	OST	Jordan	\$45,000	Aug-2010	Aug-2010
61	MCIT - Afghanistan Telecom Regulatory Authority (ATRA)	80	5	GSM Association & ITU Regulatory Workshops	Multi-day specialized training organized on an annual basis by the leading telecom associations for the professional development of regulators, especially from LDCs	OST	USA, France, Switzerland & Hong Kong	\$60,000	Apr-2010	Aug-2010
62	MCIT - ATRA	5	2	Negotiation of International Fiber optic Agreements	Multi-day specialized training to train on the legal-regulatory and financial aspects of fiber optic agreements	OST	Istanbul Turkey (probably)	\$10,000	Apr-2010	Aug-2010

## Training Plan - Year One

8/15/2009-8/14/2010

ID	Sub-Component	# of Days	Total Training Participants	Training Name	Description	Training Type*	Location	Estimated Budget	Start Date	End Date
63	MCIT - ICT Council	36	6	Growing the ICT Industry	Separate workshops focused on technical implementation of the new ICT Law (cyber security, web hosting, data protection)	OST	New Delhi & Doha, Qatar	\$30,000	Apr-2010	Aug-2010
<b>Component 4: Subnational Implementation and Cross-Cutting Issues</b>										
64	All Regional Offices	12	Varies	Component related training and workshops	Component related trainings, workshops, seminars, roundtables, public-private dialogues, stakeholder consultations. (est. of \$1500 per month)	WS	All Regional Offices	\$18,000	Aug-2009	Aug-2010
<b>Totals</b>		<b>1655</b>	<b>4400</b>					<b>\$772,000</b>		

**Legend:**

**\*Training Type:**

C: Conference  
 OJT: On-the-Job Training  
 OST: Observational Study Tour  
 SC: Short Course  
 LC: Long Course  
 WS: Workshop  
 S: Seminar

## Procurement Plan

A total of US\$1,187,550 is estimated in the procurement of products, which include computer, software, scanner, video camera, network equipment, textbooks, geo-spatial information system, and refurbishment of office. Procurement cost across each component is as follows:

- Component 1: US\$ 100,080
- Component 2: US\$ 40,100
- Component 3: US\$817,820
- Component 4: US\$229,550

In Table 7, a detailed procurement plan is presented.

## Procurement Plan - Year One

**Table 7. Procurement Plan**

ID	Sub-Component	Procurement Name	Description	Procurement Type*	Location	Estimated Budget	Date Needed
<b>Component 1: National and Regional Economic Policy</b>							
1	MoF - Fiscal Policy Unit	Desktop Computer, stabilizer, UPS, software, anti-virus, and cables	2 desktop computer to run Afghanistan macroeconomic forecasting model	OTS	Kabul	\$3,000	Jan-2010
2	MoF - Fiscal Policy Unit	Econometric Software	Procurement of econometric software (Eviews) to develop macroeconomic forecasting model for the Afghan economy	OTS	Kabul	\$2,000	Jan-2010
3	MoF - Fiscal Policy Unit	Economic Forecasting Training Textbooks	Textbooks to develop training manuals for the macroeconomic forecasting model - example: Carnot, N., Koen, V., Tissot, "Economic Forecasting" (2005), Palgrave Macmillan	OTS	Kabul	\$500	Jan-2010
4	MoF - Revenue Statistics Unit	Desktop Computer, stabilizer, UPS, anti-virus, software, and cables	7 desktop computer to install Revenue database in Revenue Statistics Unit in Kabul.	OTS	Kabul	\$10,500	Jan-2010
5	MoF - Revenue Statistics Unit	Desktop Computer, stabilizer, UPS, anti-virus, software, and cables	Procurement of 29 desktop computer to install Revenue database in 29 Provincial Mustofiats.	OTS	Provincial Mustofiats	\$43,500	Jan-2010
6	MoF - Revenue Statistics Unit	CDMA	Procurement of 36 CDMA to be used for internet connection in Provincial Mustofiats and EGGI employees travelling to Provinces including annual connection subscription	OTS	Kabul and Provincial Mustofiats	\$23,580	Jan-2010
7	MoF - Revenue Statistics Unit	Scanner	Procurement of scanner to be used in Revenue Statistics Unit in Kabul	OTS	Kabul	\$500	Jan-2010
8	MoF - Provincial Mustofiats	Printer	Procurement of printer to be used in Revenue Statistics Unit in Kabul	OTS	Kabul	\$500	Jan-2010
9	MoF - Insurance Department	Desktop Computer, stabilizer, UPS, anti-virus, software, and cables	5 desktop computers	OTS	Kabul	\$7,500	Jan-2010
10	MoF - Insurance Department	Printer	Printer for the Insurance Department	OTS	Kabul	\$500	Jan-2010
11	MoF - Insurance Department	Server, operating system, anti-virus, UPS, network cabinet	Server for all insurance applications/financials, inspection and website and backup system	OTS	Kabul	\$8,000	Mar-2010
<b>Component 2: Financial Sector and Central Bank Operations</b>							
12	Payments & ACH	ACSS Modifications and upgrades	Modifications and upgrades to existing ACSS system and interface to the DAB's core banking system (CBS)	C	Kabul	\$35,000	Jan-2010
13	Da Afghanistan Bank	Laptop	2 laptops for new staff	OTS	Kabul	\$3,100	Jan-2010
14	Da Afghanistan Bank	Printer	2 printers for office	OTS	Kabul	\$1,000	Jan-2010
15	Da Afghanistan Bank	CAT/ACCA textbooks	Training textbooks; UK BPP	OTS	Kabul	\$1,000	Jan-2010
<b>Component 3: Business Enabling Environment</b>							
16	MOCI	Photo Copier	Xerox multi function Copy center 275	OTS	Kabul	\$4,800	Jan-2010
17	MOCI	Printer	HP LaserJet P4015 dn	OTS	Kabul	\$1,400	Jan-2010
18	MOCI	IT Tool Kit	Paladin Tools Ultimate Pro Toolkit	OTS	Kabul	\$400	Jan-2010
19	MOCI	Project Camera	Canon Digital SLR Camera	OTS	Kabul	\$480	Jan-2010
20	MOCI	Projector with Screen	Sony Bravia VPL-HW10 1920 x 1080	OTS	Kabul	\$2,700	Jan-2010
21	MOCI	Paper Shredder	Micro Shred Medium Duty	OTS	Kabul	\$205	Jan-2010
22	MOCI	Mini Disk with Microphone	Sony MD S-B5 Pro mini disk recorder/player	OTS	Kabul	\$400	Jan-2010
23	MOCI	Laptop Cable Locks	75 Targus Computer Lock	OTS	Kabul	\$375	Jan-2010
24	ACBR	Maintenance of Kabul, J-bad, Mazar and Herat ACBRs	Refurbishment of new rooms made available. Internet cost, hosting costs of the database, etc.	OTS	Kabul, Mazar, J-bad, Herat, Kandahar, Khost, Kunduz, TBD	\$50,000	FY 2010
25	ACBR	Refurbishment and Maintenance of New ACBR Office in Kandahar	IT equipment, furniture, generator, office supplies, soft opening of the ACBR and grand opening event, etc.	OTS	Kandahar	\$112,500	Jan-2010
26	ACBR	Refurbishment and Maintenance of New ACBR Office in Kunduz	IT equipment, furniture, generator, office supplies, soft opening of the ACBR and grand opening event, etc.	OTS	Khost	\$112,500	Apr-2010
27	ACBR	Refurbishment and Maintenance of New ACBR Office in Khost	IT equipment, furniture, generator, office supplies, soft opening of the ACBR and grand opening event, etc.	OTS	Kunduz	\$112,500	Jul-2010

ID	Sub-Component	Procurement Name	Description	Procurement Type*	Location	Estimated Budget	Date Needed
28	ACBR	Refurbishment and Maintenance of New ACBR in a Province in Central Region	IT equipment, furniture, generator, office supplies, soft opening of the ACBR and grand opening event, etc.	OTS	TBD	\$112,500	Aug-2010
29	ACBR	Refurbishment and Maintenance of New ACBR in a Province in Central Region	IT equipment, furniture, generator, office supplies, soft opening of the ACBR and grand opening event, etc.	OTS	TBD	\$112,500	Aug-2010
30	Regulatory Nucleus, Permanent Electricity Regulator, Ministry of Energy and Water	Electricity Regulatory Training	Tandberg Profile Dual 55" Interactive Video Display with Codec C60, and PrecisionHD 1080p Camera, Platform (not wall) Mounted	OTS	Kabul	\$68,100	Mar-2010
31	Regulatory Nucleus, Permanent Electricity Regulator, Ministry of Energy and Water	Tandberg Profile 52" MultiSite, Required for Net Connection	Tandberg Profile 52" MultiSite, required for Net Connection	OTS	Kabul	\$7,500	Mar-2010
32	Regulatory Nucleus, Permanent Electricity Regulator, Ministry of Energy and Water	Tandberg Profile Dual 55" Video Display Support Agreement, via Dubai Distributor	Tandberg Profile Dual 55" Video Display Support Agreement, via Dubai Distributor plus backup battery unit	OTS	Kabul	\$7,260	Mar-2010
33	Regulatory Nucleus, Permanent Electricity Regulator, Ministry of Energy and Water	Office furnishing, desks, chairs, tables	10 shared workspaces, 5 office desks, 26 office chairs, conference table and chairs, 5 heaters, 5 curtains	OTS	Kabul	\$16,700	Mar-2010
34	Regulatory Nucleus, Permanent Electricity Regulator, Ministry of Energy and Water	Internet Service	Internet service cost for 12 months VSAT equipment	OTS	Kabul	\$41,000	Mar-2010
35	Regulatory Nucleus, Permanent Electricity Regulator, Ministry of Energy and Water	Desktop Computer, stabilizer, UPS, anti-virus, software, and cables	26 desktop computers with Office software, Internet cable-ready, with monitors	OTS	Kabul	\$39,000	Mar-2010
36	Regulatory Nucleus, Permanent Electricity Regulator, Ministry of Energy and Water	Printer	2 Network Printers	OTS	Kabul	\$1,000	Mar-2010
37	Regulatory Nucleus, Permanent Electricity Regulator, Ministry of Energy and Water	Network Equipment	Internet Cable System with Router for 30 stations	OTS	Kabul	\$4,000	Mar-2010
38	Regulatory Nucleus, Permanent Electricity Regulator, Ministry of Energy and Water	Website Development	PURC Training Website	C	Florida	\$5,000	Mar-2010
39	Regulatory Nucleus, Permanent Electricity Regulator, Ministry of Energy and Water	Training Textbooks	Books for Regulator Library and For Courses	OTS	Kabul	\$5,000	Mar-2010
<b>Component 4: Subnational Implementation</b>							
40	Jalalabad Regional Office	Furnishing for New Operations in Jalalabad	Furnishing, generator, fixtures, supplies, etc. for opening in Jalalabad (shared cost with ACSS)	OTS	Jalalabad	\$25,000	Jan-2010
41	Kandahar Regional Office	IT equipment for New Operations in Kandahar	IT equipment for opening in Jalalabad	OTS	Kandahar	\$70,000	Mar-2010
42	All Regional Offices	Project Camera	1 Canon Powershot A710 IS	OTS	All Regional Offices	\$500	Feb-2010
43	All Regional Offices	Project Camera	1 Digital Camera - EOS 5D Mark II Digital SLR Camera (w/ lens cleaner, bag, cable, software, tripod and memory stick)	OTS	All Regional Offices	\$1,000	Feb-2010
44	All Regional Offices	Project Video Camera	1 Video Camera - Sony Professional HVR-Z1U 3CCD Camcorder, 12x Optical Zoom (w/ Mic, tripod, cassettes, batteries, bag, and wire of mic)	OTS	All Regional Offices	\$1,500	Feb-2010
45	All Regional Offices	Local staff IT equipment	IT equipment (laptops) for CCN 8 staff x 5 locations	OTS	All Regional Offices	\$12,400	Feb-2010
46	All Regional Offices	Outreach Campaign	Procurements for public outreach campaigns (i.e. ACBR, financial laws): print, media, radio, brochures, posters, etc. (est. of \$4200 per month)	OTS	All Regional Offices	\$50,400	Mar-2010
47	All Regional Offices	Geospatial Information System used by AIRES	Includes GIS software, 60" plotter mapping printer, scanner, GPS, training. GIS to track and display status of subnational activities	OTS	All Regional Offices	\$68,750	Mar-2010

ID	Sub-Component	Procurement Name	Description	Procurement Type*	Location	Estimated Budget	Date Needed
						\$1,187,550	

**Legend:**

<b>*Procurement Type:</b>
OTS: Off-the-Shelf
C: Customized

## Budget

The total estimated cost of EGGI for year 1 is US\$ 31.3 million (Table 8). For Component 1, total cost is expected to be US\$3.3 million, followed by US\$4.6 million for Component 2, US\$7.8 for Component 3, US\$6.7 for component 4, and US\$8.8 for management, reporting, operations, and security. Expat labor account for US\$ 11.4 million of the total budget and local labor account for US\$3.2 million of the budget. The cost of training is US\$935,214 and the total cost of procurement is expected to be US\$ 1.5 million. Other Direct Cost is US\$14.2 million. In Table 9, Level of Efforts for expatriate and national staff is presented for year 1.

**Table 8: Project Year 1 - August 15, 2009 - August 14, 2010**

Component	LOE		Budget						
	Expat	Local*	Expat Labor	Local Labor	Training**	Procurement**	ODCs**	Grants	Total
	# of Days		USD \$						
Comp 1: Econ Policy	1,568	3,831	\$ 1,792,160	\$ 336,086	\$ 115,788	\$ 127,342	\$ 972,272	\$ -	\$ 3,343,649
Comp 2: DAB/Financial Sector	2,266	2,848	\$ 2,687,364	\$ 337,884	\$ 177,500	\$ 51,023	\$ 1,440,823	\$ -	\$ 4,694,594
Comp 3: Business Enabling	2,713	9,537	\$ 3,230,178	\$ 1,292,464	\$ 619,023	\$ 1,040,594	\$ 1,678,535	\$ -	\$ 7,860,794
Cross Cutting/Subnational	1,591	6,091	\$ 1,882,874	\$ 606,123	\$ 22,903	\$ 292,079	\$ 3,917,114	\$ -	\$ 6,721,093
Management, Reporting, Operations, and Security	2,295	6,509	\$ 1,877,107	\$ 730,137	\$ -	\$ -	\$ 6,194,462	\$ -	\$ 8,801,705
<b>Total:</b>	<b>10,433</b>	<b>28,815</b>	<b>\$ 11,469,683</b>	<b>\$ 3,302,694</b>	<b>\$ 935,214</b>	<b>\$ 1,511,039</b>	<b>\$ 14,203,206</b>	<b>\$ -</b>	<b>\$ 31,421,835</b>
	39,248.00								

**Notes:**

\*Local LOE for Management, Reporting, Operations, and Security only includes professional staff. Please note that there is 7,812 LOE for project Non-professional support staff.

\*\*Training, Procurement, and ODCs includes actual cost plus G&A.



**Table 9. USAID: Afghanistan Economic Growth & Governance Initiative Year 1 LOE**

SOA

EOA

Short or Long Term Advisors

Level of Effort: Year 1

**Program Management: Richard Laliberte (Chief of Party)**

**Expatriate Advisors**

Laliberte, Richard	Project Management - Chief of Party	01-Sep-09	14-Aug-10	LT	264
Dziggel, Oliver	Project Management - Deputy Chief of Party	11-Nov-09	14-Aug-10	LT	228
Lee, Daniel	Project Management - Project Management Advisor	22-Oct-09	14-Aug-10	LT	228
Leroy Walters	Shared Resources - Deloitte Security	01-Dec-09	14-Aug-10	LT	100
Letzky, Tatiana	Shared Resources - Senior Procurement Specialist	15-Aug-09	14-Aug-10	LT	87
Loganathan, Ratha	Project Management - M&E Advisor	3-Oct-09	14-Aug-10	LT	251
Mikhail, Yousri/TBD	Shared Resources - Contract Manager	15-Aug-09	14-Aug-10	LT	58
Rees, Bethan	Shared Resources - Deloitte Provincial Security	15-Aug-09	14-Aug-10	LT	100
Smith, Arlene	Project Management - Finance Officer	1-Oct-09	14-Aug-10	LT	243
Stephen, Stevo	Shared Resources - Security Manager	15-Aug-09	14-Aug-10	LT	137
Bryski, Patrick	Home Office Resources - Engagement Principal	15-Aug-09	14-Aug-10	ST	35
Callihan, Megan	Home Office Resources - Project Manager	15-Aug-09	14-Aug-10	ST	176
Evans, Jamie	Home Office Resources - Project Analyst	15-Aug-09	14-Aug-10	ST	99
Humady, Imelda	Home Office Resources - Project Analyst	15-Aug-09	14-Aug-10	ST	88
Katz, Jonathan	Home Office Resources - Project Analyst	15-Aug-09	14-Aug-10	ST	99
Lewis, Kay/Replacement	Home Office Resources - Project Analyst	15-Aug-09	14-Aug-10	ST	88
Rhodes, Denita	Home Office Resources - Portal Manager	15-Aug-09	14-Aug-10	ST	15

**Subtotal Expatriate Advisors** **2,295**

**Professional CCN Advisors**

Alimi, Hamidullah	Operations Director	01-Oct-09	14-Aug-10	LT	237.3
Hadi, Hamid Iltazah	Financial Analyst/ Petty Cash Cashier	21-Nov-09	14-Aug-10	LT	237.3
Hamdard, Naim	Senior Translator	07-Nov-09	14-Aug-10	LT	237.3
Hamid, Muzhda	HR Assistant	01-Jan-09	14-Aug-10	LT	169.5
Hamidi, Zalmay	Webmaster Content Loader	01-Oct-09	14-Aug-10	LT	237.3
Hassan, Fazal	Webmaster/ ICT Support	01-Oct-09	14-Aug-10	LT	237.3
Mehri, Zohra	Data Collection Assistant	01-Oct-09	14-Aug-10	LT	237.3
Noorzad, Babrak	Senior Translator	07-Nov-09	14-Aug-10	LT	237.3
Omary, Ahmad Shah	Director of Finance	01-Nov-09	14-Aug-10	LT	237.3
Rashid, Muzhda	Data Collection Assistant	01-Oct-09	14-Aug-10	LT	237.3
Saraj, M.Yasin	Sr. Finance Analyst	21-Nov-09	14-Aug-10	LT	214.7
Sharifi, Mohammad Naweed	HR Officer	12-Dec-09	14-Aug-10	LT	192.1
Yaqini, Eimal	Legal Translator	07-Nov-09	14-Aug-10	LT	237.3
Aisha Siddiqi	HR Officer	01-Oct-09	14-Aug-10	LT	118.7
Ahmad Raheb Mohammadi	HR Assistant	01-Oct-09	14-Aug-10	LT	118.7
Shah Sawar Khan	Travel Manager	01-Oct-09	14-Aug-10	LT	118.7
Farila Saboor	Office Manager	01-Oct-09	14-Aug-10	LT	118.7
Muzhgan Sadat	Payroll Manager	01-Oct-09	14-Aug-10	LT	118.7
Ahmad Zia Azimi	Finance Manager	01-Oct-09	14-Aug-10	LT	118.7
Muhammad Omid Sherzad	Sr. Data Analyst	01-Oct-09	14-Aug-10	LT	118.7



**Table 9. USAID: Afghanistan Economic Growth & Governance Initiative Year 1 LOE**

		SOA	EOA	Short or Long Term Advisors	Level of Effort: Year 1
Enayatullah Natiq	Facilities Manager	01-Oct-09	14-Aug-10	LT	118.7
Zabyhullah Pardis	Travel Coordinator	01-Oct-09	14-Aug-10	LT	118.7
Shaista Labib	Sr. Financial Anlyst	01-Oct-09	14-Aug-10	LT	118.7
Faridoon Khan Safi	Travel Coordinator	01-Oct-09	14-Aug-10	LT	118.7
Mohammad Ajmal Totakhail	Visa Coordinator	01-Oct-09	14-Aug-10	LT	118.7
Shabnam Hadi Sulaiman	HR Manager	01-Oct-09	14-Aug-10	LT	118.7
Najibullah Safdari	Assistant Visa Coordinator	01-Oct-09	14-Aug-10	LT	118.7
Ahmad Saier Tukhy	Seminar and Conference Assistant	01-Oct-09	14-Aug-10	LT	118.7
Leina Ehsan	Finance Clerk	01-Oct-09	14-Aug-10	LT	118.7
Sameera Durzada	Data Entry Analyst	01-Oct-09	14-Aug-10	LT	118.7
Ahmad Shaker Sharifi	Seminar/Training Coordinator	01-Oct-09	14-Aug-10	LT	118.7
Beena Rasooly	HR Assistant	01-Oct-09	14-Aug-10	LT	118.7
Asif Khan	Travel Coordinator	01-Oct-09	14-Aug-10	LT	118.7
Mohammad Farhad Ahmadzad	Deputy Finance Manager	01-Oct-09	14-Aug-10	LT	118.7
Mohd Waheed Faizi	IT Manager	01-Oct-09	14-Aug-10	LT	118.7
Jalaluddin Kawean	Facilities Assistant	01-Oct-09	14-Aug-10	LT	118.7
Dr Najiba Orya	Sr. Translation Manager	01-Oct-09	14-Aug-10	LT	118.7
Mujtaba Matin	Sr. IT Analyst	01-Oct-09	14-Aug-10	LT	118.7
Mohammad Amin Amini	ICT Analyst	01-Oct-09	14-Aug-10	LT	118.7
Sharafudin Aryube	Logistic Coordinator	01-Oct-09	14-Aug-10	LT	118.7
Nazir Ahmad Tegner	Life Support Assistant	01-Oct-09	14-Aug-10	LT	118.7
Ali Yama	Life Support Assistant	01-Oct-09	14-Aug-10	LT	118.7
Muhd Shekaib Ahmadi	Transport Coordinator	01-Oct-09	14-Aug-10	LT	118.7
<b>Subtotal Professional CCN Advisors</b>					<b>6,509</b>
<b>TOTAL - PROGRAM MANAGEMENT</b>					<b>8,804</b>
<b>Component 1: Freddy Bob Jones (Team Lead)</b>					
<b>Expatriate Advisors</b>					
Biery, Gretchen	Donor Benchmark Coordinator	08-Oct-09	14-Aug-10	LT	251
Burns, Gail	Insurance Advisor	31-Oct-09	14-Aug-10	LT	228
Dunn, Mike	Fiscal Policy Modeling Advisor	1-Feb-10	15-Mar-10	ST	30
Jones, Bob Freddy	Team Lead	16-Nov-09	14-Aug-10	LT	205
Latif, Abdul	Revenue Reporting & Reconciliation Advisor	15-Oct-09	15-Apr-10	ST	155
McCole, Brendan	Accounting Reform Advisor	1-Feb-10	15-Mar-10	ST	40
Mehrabi, Shah	GIROA Benchmark Coordinator	15-Aug-09	14-Aug-10	LT	274
Peets, Ira	Provincial Tax Administration Advisor	5-Jan-10	14-Aug-10	LT	171
Sunley, Emil	Mining & Tax Policy Advisor	1-Feb-10	07-Mar-10	ST	21
Wooster, James	Non-Tax Revenue Advisor	19-Oct-09	30-Apr-10	ST	45
TBD	Mining Royalties Advisor	TBD	TBD	LT	148
<b>Subtotal Comp 1 Expatriate Advisors</b>					<b>1,568</b>
<b>Professional CCN Advisors</b>					
Ahmadi, Ahmad Aseel	Revenue Statistics Unit Analyst I	01-Oct-09	14-Aug-10	LT	237



**Table 9. USAID: Afghanistan Economic Growth & Governance Initiative Year 1 LOE**

		SOA	EOA	Short or Long Term Advisors	Level of Effort: Year 1
Alekozai, Arif	Revenue Statistics Unit Analyst I	01-Oct-09	14-Aug-10	LT	237
Alekozai, Harroon	Revenue Statistics Unit Analyst II	01-Oct-09	14-Aug-10	LT	237
Atmar, Mohammad Haidar	Senior Consultant - Construction Manager	01-Oct-09	31-Dec-10	ST	68
Daqiq, Sahed Hamed	Senior Translator	01-Oct-09	14-Aug-10	LT	237
Farhan, Abdul Rahman	Administrative Assistant	01-Oct-09	14-Aug-10	LT	237
Garjai, Abdullah Ali	Senior Advisor	01-Oct-09	14-Aug-10	LT	237
Ibrahimi, Shafiqullah	Executive Assistant	01-Oct-09	14-Aug-10	LT	237
Jamal, Mohammad Mustaf	Executive Assistant	01-Oct-09	14-Aug-10	LT	237
Nawab, Ruhollah	Administrative Assistant	01-Oct-09	14-Aug-10	LT	237
Rahman, Shamsu Ul	Data Entry Supervisor - Mazar	01-Oct-09	14-Aug-10	LT	237
Sadiqy, Sayed Shah	Data Entry Supervisor - Kandaharshah	01-Oct-09	14-Aug-10	LT	237
Sulaimankhail, Hayatullah	Senior Data Entry Assistant	01-Oct-09	14-Aug-10	LT	237
Yasin, Mohammad Masood	Revenue Statistics Unit Analyst I	01-Oct-09	14-Aug-10	LT	237
Yasin, Mujtaba	Data Entry Assistant	01-Oct-09	14-Aug-10	LT	237
TBD	Economic Assistant	01-Feb-10	14-Aug-10	LT	147
TBD	Economic Assistant	01-Feb-10	14-Aug-10	LT	147
TBD	Economic Assistant	01-Feb-10	14-Aug-10	LT	147
<b>Subtotal Comp 1 Professional CCN Advisors</b>					<b>3,831</b>
<b>TOTAL COMPONENT 1</b>					<b>5,399</b>
<b>Component 2: Jay Doeden (Team Lead)</b>					
<b>Expatriate Advisors</b>					
Asea, Patrick	DAB Special Advisor/Monetary Policy	6-Sep-09	14-Aug-10	LT	266
Blanchette, Katie	DAB Legal Advisor	15-Feb-09	14-Aug-10	LT	149
Corning, Jonathan	DAB Statistics Advisor	10-Dec-09	14-Aug-10	LT	205
Daly, Jorge	DAB MicroFinance & Saving Mobilization Advisor	15-Jan-09	28-Feb-10	ST	42
Doeden, Jay	Central Bank (DAB) - Team Lead	16-Nov-09	May, 2010	LT	155
Ekind, Geoff	DAB Capital Markets Advisor	TBD	TBD	ST	42
Franson, Noble	DAB Financial Supervision Advisor	1-Nov-09	14-Aug-10	LT	220
Gegenheimer, Gary	DAB and ADIC Legal Advisor	TBD	TBD	ST	42
Hamat, Mustafa	DAB Islamic Banking Advisor	26-Nov-09	14-Aug-10	ST	48
Said, Ally Juma	DAB Accounting Advisor	TBD	TBD	LT	240
Pfeifer, Ken	DAB Payment Advisor	21-Sep-09	14-Aug-10	ST	137
Sloyka, John	DAB Payment Advisor	22-Sep-09	14-Aug-10	ST	137
Tasky, Glenn	DAB Financial Supervision Advisor	5-Sep-09	14-Aug-10	LT	258
TBD	DAB Risk Management Advisor	TBD	TBD	ST	100
TBD	ADIC Deposit Insurance Advisor	TBD	TBD	ST	75
TBD	DAB IT Advisors	TBD	TBD	ST	150
<b>Subtotal Comp 2 Expatriate Advisors</b>					<b>2,266</b>
<b>Professional CCN Advisors</b>					
Arefi, Wahid	Legal National Advisor	15-Aug-09	14-Aug-10	LT	237
Iqbal, Mahmood	Financial Supervision National Advisor	15-Aug-09	14-Aug-10	LT	237

Haidari, Rahmatullah	Monetary Policy National Advisor	15-Aug-09	14-Aug-10	LT	237
Hayatullah, Noorullah	Electrician	15-Aug-09	14-Aug-10	ST	237
Quraishi, Nasratullah	Payment National Advisor/Reporting Specialist	15-Aug-09	14-Aug-10	LT	237
Massom, Zarlisht	Statistics National Advisor	01-Sep-09	14-Aug-10	LT	237
Saqib, Faizullah	Translator	15-Aug-09	14-Aug-10	ST	237
Wardak, Masoud	Accounting National Advisor	15-Aug-09	14-Aug-10	LT	237
Zia, Ahmad	Program Manager (Deputy Component Leader)	15-Jan-10	14-Aug-10	LT	158
TBD	Accounting National Advisor	15-Jan-10	14-Aug-10	LT	158
TBD	Accounting National Advisor	15-Jan-10	14-Aug-10	LT	158
TBD	Financial Supervision National Advisor	15-Jan-10	14-Aug-10	LT	158
TBD	Statistics National Advisor	15-Jan-10	14-Aug-10	LT	158
TBD	Bank Examination IT Advisor	15-Jan-10	14-Aug-10	LT	158
<b>Subtotal Comp 2 Professional CCN Advisors</b>					<b>2,848</b>
<b>TOTAL COMPONENT 2</b>					<b>5,114</b>
<b>Component 3 - Oliver Dziggel (Team Lead)</b>					
<b>Expatriate Advisors</b>					
Allen, Joel	Advisor to Minister of MCIT - International Fiberoptic Interconnection	15-Feb-10	14-Aug-10	ST	160
Bashir, Khalid	Business & Registry Reform	1-Feb-09	14-Aug-10	LT	148
Ballonoff, Paul	Energy Advisor	22-Oct-09	14-Aug-10	LT	217
Case, Charles, G. II	Bankruptcy Advisors	10-Apr-10	24-Apr-10	ST	20
Corbishley, James	Economist to the Parliament	26-Jan-09	14-Aug-10	LT	148
Courchesne, Monique	Commercial Law/ACBR	13-Oct-09	14-Aug-10	LT	240
Forgarty, Kevin	Commercial Attorney	10-Nov-09	14-Aug-10	LT	205
Hossainy, Azim Said	Senior Advisor to the Minister (Enabling Environment Reform)	15-Feb-10	14-Aug-10	LT	160
Howard, Kate	Parliamentary Advisor (NEC)	15-Apr-10	14-Aug-10	LT	114
Kirilov, Kris	Financial Analyst - Afghan Telecom	7-Jan-10	31-Mar-10	ST	68
Kraft, Kenny	Parliamentary Advisor	1-Mar-10	15-May-10	ST	36
Lightle, Jack	Advisor to the Minister of Communication for ATRA relaunch	1-Feb-10	14-Aug-10	LT	148
Longstaff, Richard	Mining Legal-Regulatory & Private Investment Advisor	1-Feb-10	14-Aug-10	LT	100
Mehrabi, Malalai	ACBR Implementation Advisor	17-Sep-10	14-Aug-10	LT	263
Mohammad, Arif	Institutional Strengthening Advisor to the Regulatory Nucleus at MEW	1-Feb-10	14-Aug-10	LT	100
Mueller, Markus	Industrial Park Advisor	1-Feb-10	14-Aug-10	LT	100
Paconkovic, Sanela	Rate & Tarif Regulatory Advisor to MEW	1-Feb-10	13-Mar-10	ST	36
Swanson, Peter	Mediation Advisor to the Legal Board of MOCI	17-Jan-10	14-Aug-10	ST	42
Summers, Guy	Principal Advisor to the MoC for Enabling Environment	26-Jan-10	14-Aug-10	LT	148
Wassil, Malalai	Legal and Regulatory Advisor	1-Oct-09	14-Aug-10	LT	240
Williamson, Michael, G.	Bankruptcy Advisors	10-Apr-10	24-Apr-10	ST	20
<b>Subtotal Comp 3 Expatriate Advisors</b>					<b>2,713</b>
<b>Professional CCN Advisors</b>					
Akbari, Marzia	Private Investment Acceleration Advisor	01-Dec-09	14-Aug-10	LT	192
Arabzai, Ghairatullah	Legislative & Research Consultant	15-Aug-09	14-Aug-10	LT	237





**Table 9. USAID: Afghanistan Economic Growth & Governance Initiative Year 1 LOE**

		SOA	EOA	Short or Long Term Advisors	Level of Effort: Year 1
TBD	Junior Archive Assistant Analyst	15-Feb-10	14-Aug-10	LT	136
TBD	Enabling Environment Coordinator	15-Feb-10	14-Aug-10	LT	136
TBD	Administrative Assistant, MEW	15-Feb-10	14-Aug-10	LT	136
TBD	Continuity Coordinator, MEW	15-Feb-10	14-Aug-10	LT	136
TBD	TBD	TBD	TBD	LT	136
TBD	TBD	TBD	TBD	LT	136
<b>Subtotal Comp 3 Professional CCN Advisors</b>					<b>9,537</b>
<b>TOTAL COMPONENT 3</b>					<b>12,250</b>
<b>Component 4 - Tracy Lane (Team Lead)</b>					
<b>Expatriate Advisors</b>					
Aasen, David	Public Awareness & Communication Advisor	1-Feb-10	14-Aug-10	LT	148
Graul, Brian	Regional Manager Mazar	17-Nov-09	14-Aug-10	LT	217
Jimenez, Guillermo	Cross Cutting ICT	15-Jan-10	14-Aug-10	LT	183
Lane, Tracy	Team Lead	12-Sep-09	14-Aug-10	LT	263
Occomy, Marcia	Regional Manager Jalalabad	1-Dec-09	14-Aug-10	LT	200
Weide, Patrick	Regional Manager Herat	20-Sep-09	14-Aug-10	LT	260
TBD	Regional Manager Kunduz	15-Feb-10	14-Aug-10	LT	160
TBD	Regional Manager Kandahar	15-Feb-10	14-Aug-10	LT	160
<b>Subtotal Expatriate Comp 4 Advisors</b>					<b>1,591</b>
<b>Professional CCN Advisors</b>					
Behroz, Ahmad Rashad	Mazar Deputy Regional Program Manager	01-Dec-09	14-Aug-10	LT	158
Hamid, Paimana	Herat Senior Analyst: PRT/ Civ Mil Liason University/NGO Liason	01-Oct-09	14-Aug-10	LT	237
Noorullah, Hamira	Jalalabad Deputy Regional Program Manager	01-Feb-10	14-Aug-10	LT	147
Rafiq, Nasrin	Gender Mainstream Coordinator	15-Aug-09	14-Aug-10	LT	237
Tariq, Sayed Mohammad	Herat Administration/Finance Officer	01-Nov-09	14-Aug-10	LT	119
TBD	Sub-National M&E/Research Assistant	01-Feb-10	14-Aug-10	LT	147
TBD	Herat Deputy Regional Program Manager	01-Nov-09	14-Aug-10	LT	147
TBD	Herat Analyst: M&E Reporting	01-Nov-09	14-Aug-10	LT	147
TBD	Herat Analyst: Translation/Interpretation	01-Nov-09	14-Aug-10	LT	147
TBD	Herat Analyst: Provincial Council PSD SubCommitte/MoEc/AISA	01-Nov-09	14-Aug-10	LT	147
TBD	Herat Analyst: GIROA Support	01-Nov-09	14-Aug-10	LT	147
TBD	Herat IT Officer	01-Nov-09	14-Aug-10	LT	147
TBD	Herat Shared Security/Life Support Manager	01-Nov-09	14-Aug-10	LT	73
TBD	Mazar Analyst: M&E Reporting	01-Dec-09	14-Aug-10	LT	170
TBD	Mazar Analyst: Translation/Interpretation	01-Dec-09	14-Aug-10	LT	170
TBD	Mazar Analyst: Provincial Council PSD SubCommitte/MoEc/AISA	01-Dec-09	14-Aug-10	LT	170
TBD	Mazar Analyst: PRT/Civ-Mil Liason University/NGO Liason	01-Dec-09	14-Aug-10	LT	170
Rahmani, Hasibullah	Mazar Administration/Finance Officer	01-Dec-09	14-Aug-10	LT	96
TBD	Mazar Shared Security/Life Support Manager	01-Dec-09	14-Aug-10	LT	85
TBD	Jalalabad Analyst: M&E Reporting	01-Feb-10	14-Aug-10	LT	147
TBD	Jalalabad Analyst: Translation/Interpretation	01-Feb-10	14-Aug-10	LT	147



**Table 9. USAID: Afghanistan Economic Growth & Governance Initiative Year 1 LOE**

		SOA	EOA	Short or Long Term Advisors	Level of Effort: Year 1
TBD	Jalalabad Analyst: Provincial Council PSD SubCommitte/MoEc/AISA	01-Feb-10	14-Aug-10	LT	147
TBD	Jalalabad Analyst: PRT/Civ-Mil Liason University/NGO Liason	01-Feb-10	14-Aug-10	LT	147
TBD	Jalalabad Analyst: GIRoA Support	01-Feb-10	14-Aug-10	LT	147
TBD	Jalalabad Administration/Finance Officer	01-Feb-10	14-Aug-10	LT	73
TBD	Jalalabad Shared Security/Life Support Manager	01-Feb-10	14-Aug-10	LT	73
TBD	Kunduz Deputy Regional Program Manager	01-Feb-10	14-Aug-10	LT	147
TBD	Kunduz Analyst: M&E Reporting	01-Feb-10	14-Aug-10	LT	147
TBD	Kunduz Analyst: Translation/Interpretation	01-Feb-10	14-Aug-10	LT	147
TBD	Kunduz Analyst: Provincial Council PSD SubCommitte/MoEc/AISA	01-Feb-10	14-Aug-10	LT	147
TBD	Kunduz Analyst: PRT/Civ-Mil Liason University/NGO Liason	01-Feb-10	14-Aug-10	LT	147
TBD	Kunduz Analyst: GIRoA Support	01-Feb-10	14-Aug-10	LT	147
TBD	Kunduz Administration/Finance Officer	01-Feb-10	14-Aug-10	LT	73
TBD	Kunduz IT Officer	01-Feb-10	14-Aug-10	LT	147
TBD	Kunduz Shared Security/Life Support Manager	01-Feb-10	14-Aug-10	LT	73
TBD	Kandahar Deputy Regional Program Manager	01-Feb-10	14-Aug-10	LT	147
TBD	Kandahar Analyst: M&E Reporting	01-Feb-10	14-Aug-10	LT	147
TBD	Kandahar Analyst: Translation/Interpretation	01-Feb-10	14-Aug-10	LT	147
TBD	Kandahar Analyst: Provincial Council PSD SubCommitte/MoEc/AISA	01-Feb-10	14-Aug-10	LT	147
TBD	Kandahar Analyst: PRT/Civ-Mil Liason University/NGO Liason	01-Feb-10	14-Aug-10	LT	147
TBD	Kandahar Analyst: GIRoA Support	01-Feb-10	14-Aug-10	LT	147
TBD	Kandahar Administration/Finance Officer	01-Feb-10	14-Aug-10	LT	73
TBD	Kandahar IT Officer	01-Feb-10	14-Aug-10	LT	147
TBD	Kandahar Shared Security/Life Support Manager	01-Feb-10	14-Aug-10	LT	73
<b>Subtotal Comp 4 Proffessional CCN Advisors</b>					<b>6,091</b>
<b>TOTAL COMPONENT 4</b>					<b>7,682</b>
<b>GRAND TOTAL</b>					<b>39,248</b>



## Performance Management Plan

EGGI Performance Monitoring Plan is an integral part of our overall program management approach and includes the disciplined administration of performance planning, monitoring, evaluating, & reporting. Performance monitoring will combine our activity-based work plan with the performance indicators that demonstrate progress of economic growth objectives or critical milestones toward that path. EGGI performance indicators provides evidence of successful project results and will serve as an early warning system to indicate the need for making adjustments to project plans, scope of activities, counterpart accountability, and other program elements.

In Appendix A, EGGI Performance Management Plan is presented.



## Appendix A: Performance Management Plan



# Economic Growth and Governance Initiative

## Performance Management Plan (PMP)

Year 1

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Prepared for:  
USAID/Afghanistan  
Office of Economic Growth

Contract Number:  
EEM-I-00-07-00005-00

Revised  
February 15, 2010

Prepared by:



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## Introduction

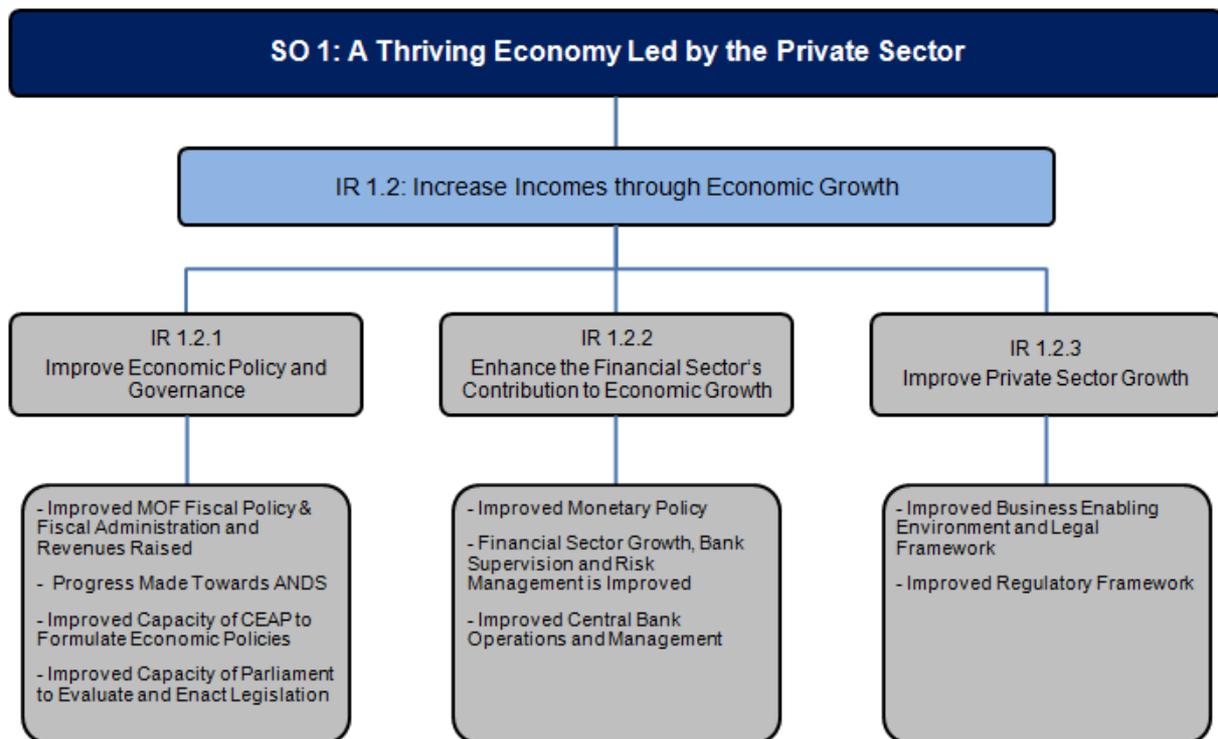
This document serves as the Performance Management Plan (PMP) for the Economic Growth Governance Initiative (EGGI) funded by USAID (Contract No. EEM-I-00-07-00005-00). The PMP is used as a tool to plan, manage and document the collection of performance data.

### U.S. Government Strategic Plans and Policy Goals

The *Joint State-USAID Strategic Plan for 2004-2009* calls for “a stable and democratic Afghanistan”, and the U.S. government has been committed to helping Afghanistan rebuild its political, economic, and social institutions to improve the quality of life for all citizens.

According to the *USAID/Afghanistan Strategic Plan for 2005-2010*, USAID’s mission is to support the rapid transition of Afghanistan to a more stable and productive state through the promotion of democracy, rule of law, and sustainable economic and social development that is responsive to citizens’ needs. The planned end state is that Afghanistan will achieve the basic social and economic conditions needed for long-term sustainable development to occur. Strategic Objective 1 of this strategy is to promote “a thriving economy led by the private sector”, which requires a legal, regulatory and administrative framework that supports the private sector and minimizes constraints on business development.

### Results Framework



### USAID EGGI Program Goals

The EGGI program was awarded by USAID on August 15, 2009 to increase Afghanistan’s ability to develop and implement sound economic and regulatory policies. The overall expected result through EGGI is that Afghanistan adopts and implements economic reforms that create a favorable

environment for the private sector to flourish within a market economy. In support of USG's goals, EGGI will strengthen the capacity of relevant GIROA ministries and institutions in the following areas:

- **National and Regional Economic Policy:** EGGI will provide advisory support to the Minister of Finance and other GIROA officials involved in economic policy issues that promote economic reforms. The program will support macroeconomic analysis and forecasting, compliance with IMF benchmarks, rationalization of non-tax revenues, implementation of the ANDS, and economic strategies at Regional Commands to foster improved economic policy planning and implementation at the national and regional levels. EGGI will also work with Parliament to strengthen its ability to address economic policies and promote legislation.
- **Financial Sector and Central Bank Operations:** EGGI will work with Da Afghanistan Central Bank (DAB) to conduct monetary policy, strengthen prudential supervision, encourage expansion of financial sector branch networks outside Kabul, and help to build capacity of the commercial banking sector. The project will improve financial data collection both nationally and regionally to improve access to economic information, and support the DAB to implement its Five Year Strategy.
- **Business Enabling Environment:** EGGI will improve the business enabling environment to attract investment and spur economic growth, ensuring consultation with the private sector and adoption and implementation of improved policies and laws. EGGI will help expand the Afghanistan Central Business Registry; reform business licensing with UK DFID and Ministry of Commerce and Industry; improve Afghanistan's commercial law framework; and enhance the regulatory environment for key sectors such as energy, insurance, telecommunications, and mining to attract investment and expand services.
- **Sub-National Implementation & Cross-Cutting Issues:** EGGI will support the implementation of existing economic strategies (including ANDS) by direct assistance to the Regional Commands (RCs) at the provincial and district levels in cooperation with Provincial Reconstruction Teams (PRTs) and civilian support. EGGI will provide on-site mentoring and accelerate the fulfillment of basic government services by linking sub-national community requirements to existing resources (including Commander Emergency Relief Program and GIROA programs).

## Measuring Performance Against Goals

### Using the PMP as a Management Tool

The EGGI PMP is an integral part of our overall program management approach and includes the disciplined administration of performance planning, monitoring, evaluating, and reporting. Performance monitoring will combine our activity-based workplan with the performance indicators that demonstrate progress of economic growth objectives or critical milestones toward that path.

While performance indicators can provide evidence of successful project results, they can also identify shortcomings in project activities and refocus project objectives for management decision-making. The PMP, therefore, will serve as an early warning system to indicate the need for making adjustments to project plans, scope of activities, counterpart accountability and other program elements. Regular and disciplined reporting and analysis of performance indicators will allow USAID, our management team, and our counterpart beneficiaries to gauge progress throughout the project life cycle, identify problem areas for closer scrutiny and adjustment, and provide USAID with a valuable tool to support its development effort in Afghanistan. Likewise, our evaluations may suggest that we need to refine, eliminate or add indicators to our PMP to better reflect project performance and the focus of our activities, or to adjust targets for future performance.

### Data Management and Reporting

Data collection, organization, and reporting will be housed within the Project Management Office (PMO), with dedicated resources to capture information on the various indicators for each component area. The PMO team will work with component advisors to regularly monitor progress, and in certain cases, EGGI will request assistance from MetaMetrics, a veteran-owned small business subcontractor,

to independently audit PMP activities from an objective point of view and provide overall guidance and assistance.

We will expand our current PMO portal to include a specially designed PMP data repository and reporting tool, structured to capture information on the various indicators, defined baselines, and established targets for each component area, including measures pertaining to management activities and cross-cutting goals. Quarterly reports will include specific sections on PMP indicators which the PMO team will manage. The portal will also provide real-time information retrieval while instilling discipline into the PMP data collection and reporting process.

### **Data Quality Assessment**

EGGI will pay particular attention to the source and quality of the data for performance monitoring and evaluation to determine whether such data may be compromised by flawed collection and measurement methodologies. Our experience in delivering technical assistance projects suggests that we will need to be cautious in relying on indicator data that may fail to adhere to internationally recognized methodologies and/or fall short of USAID quality standards for validity, integrity, precision, reliability and timeliness as described in ADS 203.3.5.1. We will note data quality limitations at the outset and periodically review whether data methodologies have been changed. We also address limitations in data availability, lag times and imprecise correlations between project activities and their real impact on economic performance. Annually, we will verify that data being compiled and reported are comparable across reporting periods and continue to be comparable.

### **Identification of Critical Assumptions**

We have identified assumptions that will be critical to the achievement of expected results. These critical assumptions represent economic, political and environmental factors beyond the control of the project that can impinge on EGGI performance. Based on our experience, we have identified a few critical assumptions relevant to project implementation:

- Changes in government do not disrupt the focus of the program;
- Support and commitment from key counterpart institutions and officials continues throughout the program's duration;
- New activities or shifting priorities at the request of the USG and GIROA are factored into scope and timeline adjustments;
- Global economic conditions do not deteriorate to the extent that they drastically affect private sector development prospects (e.g. inability to attract foreign direct investment, sustain foreign banks, or greatly limit opportunities for investing foreign exchange reserves);
- Security environment enables the project to undertake its activities.

EGGI will monitor these assumptions in order to bring attention to any changes that may hinder the achievement of project results. If events offer evidence that these assumptions are not being met, project management will notify USAID.

### **Defining Indicators**

EGGI indicators will show the overall measurable progress toward achieving project objectives. To provide a more refined measure of program impact on key target groups, the indicator data will be disaggregated by sector, gender, geographic region (province and district) and possibly other demographic categories, as applicable and subject to data availability. For example, comprehensive banking data disaggregated by province will be available when the automated off-site supervisory system, to be provided by the World Bank in cooperation with EGGI advisors, becomes operational.

In addition to activity-specific EGGI indicators, we will also monitor higher level economic indicators captured by GIROA, for which EGGI will report but not be held accountable as some indicators, like GDP, are beyond our advisors' direct control. Our indicator list will also include data sought from various sources such as the World Bank, IMF, Department of State, U.S. Treasury, and USAID.

### **Baselines and Targets**

The baselines will be the reference points and the present value as the beginning of the contract, unless otherwise noted. The annual targets and benchmarks will reflect realistic end state performance goals.

### **Monitoring & Evaluation Plan**

The first step in the implementation of the plan is the completion of the baselines and targets and the identification of key officials responsible for providing data. The data will be organized on the PMO portal, where supplementary information will also be available. Final baselines and targets will be posted as soon as they are available.

The PMO will be responsible for managing ongoing PMP activities and will be assisted as necessary by technical advisors. Project activities are monitored regularly by EGGI Management and USAID, and the indicators will be reported to USAID on a quarterly and annual basis. There will also be M&E report and the end of each year, which will do more than capture the values of the indicators over time; they will evaluate the possible causal impacts, as suggested by the indicators, between project activities and progress towards results. These evaluations allow the project and USAID to learn from both the successes and setbacks early on, increasing the efficiency of program management. In addition to monitoring and evaluation, EGGI, in coordination with USAID, will assess the usefulness of indicators, perform data quality assessments, and revise the approach as appropriate.

### **Linkages to the Workplan**

We regard project the PMP and the workplan presented as two inter-connected aspects of a results-oriented management system. The PMP and the workplan serve as checks against each other to ensure that the project is on target to achieve objectives. The indicators in the PMP are linked to the workplan, allowing the reader to identify those tasks in the workplan that contribute to a given performance indicator, and thus to a desired end result.

Indicators	Unit of Measure	Baseline 8/15/2009	Target 8/15/2010	Actual 8/15/2010	Target 8/15/2011	Notes	Ref. #
<b>SO 1: A Thriving Economy Led by the Private Sector</b>							
<b>General Economic Indicators (baselines as of Afghan year 2008/2009)</b>							
GDP (AFN billions)	AFN	596	671.9		767	Annual data	1
GDP (USD billions)	USD	11.7	12.9		14.76	Annual data	2
Gross domestic investment as percent of GDP	Percent	51.6%	54.1%		56.5%	Annual data	3
Core Inflation (excluding housing)	Percent	25.8%	22.0%		16.0%	Reported quarterly	4
Core Inflation (trimmed mean)	Percent	11.2%	8.0%		6.0%	Reported quarterly	5
National Headline CPI	Percent	23.8%	12.0%		8.0%	Reported quarterly	6
Kabul Headline CPI	Percent	22.7%	9.0%		7.0%	The government, IMF, and the WB use Kabul headline inflation because national headline inflation is not considered reliable at this time.	7
Private sector as percent of GDP	Percent	57.0%	57.5%		58.0%	Since massive public sector investments are expected, public sector growth is expected to be significant; therefore, the targets we set here, which show a private sector growth rate that is slightly faster than that of the public sector, should be regarded as very ambitious.	8
SME as percent of GDP	Percent	57.0%	64.0%		66.0%	Based on an SME survey conducted by DAB in Kabul and five other major cities (Herat, Kandahar, Mazar, Kunduz and Jalalabad) in 2007. DAB will continue to conduct the survey under the same methodology so we expect comparable statistics.	9
Foreign direct investment (FDI) as percent of GDP	Percent	2.6%	6.5%		7.3%	Target FDI rate is set to 6.5% in 2010 to reflect expected Chinese FDI of USD \$3B into Aynak Copper Mine and USD \$200M from the privatization of Afghan Telecom (rebidding expected in 2009). IMF projections are lower.	10
<b>IR 1.2.1: Improve Economic Policy and Governance</b>							
<b>Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised</b>							
Domestic revenues (USD millions)	USD	811	973		1,290	Baselines as of Afghan year 2008/2009	11
Tax revenues (USD millions)	USD	332.6	426.2		637.5	Baselines as of Afghan year 2008/2009	12
Non-tax revenues (USD millions)	USD	174	206		261	Baselines as of Afghan year 2008/2009	13
# of priority revenue Mustofiats (Provincial MOF offices) reorganized along functional lines - i.e. LTO/MTO rollout (cumulative)	Number	0	2		4	Tax administration reform advisors to support the rollout of the LTO/MTO tax admin structure in the following years - Year 1: Herat & Jalalabad, Year 2: Mazar & Kunduz, Year 3: Kandahar	14
Annual tax revenues collected in priority revenue Mustofiats (Herat, Jalalabad, Mazar, Kunduz, Kandahar) as a result of USG assistance	USD	0	TBD		TBD	Determining data availability for tax revenues by province.	15
# of key personnel trained in macroeconomic policy analysis and tax policy formulation with USG assistance (cumulative total)	Number	0	3		5	Total number of key personnel in the Fiscal Policy Unit. Trained staff will have realistic policy instruments (i.e. Medium Term Macroeconomic Framework, Medium Term Fiscal Framework) developed to effectively improve fiscal policy formulation.	16
Men:	Number	0	3		4		17
Women:	Number	0	0		1		18
Organizational plan/structure for Insurance is approved, job descriptions are developed, and recruitment begins	Percent	0	100.0%		N/A		19
# of laws, regs, policies, procedures <i>analyzed</i> with MOF (cumulative)	Number	0	1		1	Insurance law	20
# of laws, regs, policies, procedures <i>drafted</i> with MOF for stakeholder consultation (cumulative)	Number	0	1		1	Insurance law - drafting in progress. Once completed and translated, a committee of stakeholders from MOF, MOJ, MOCI, Chamber of Commerce, and others will review.	21
# of laws, regs, policies, procedures <i>presented</i> for legislation/decreed or Ministerial approval, if applicable (cumulative)	Number	0	1		1	Insurance law	22
# of laws, regs, policies, procedures <i>passed or approved</i> , if applicable (cumulative)	Number	0	0		1	Insurance law	23
# of laws, regs, policies, procedures for which <i>implementation</i> has begun (cumulative)	Number	0	0		1	Insurance law	24
Completion rate for Course 1: Introduction to Property & Casualty	Percent	0	100.0%		N/A	12-week course on Introduction to Property & Casualty	25
Completion rate for Course 2: Risk Management	Percent	0	100.0%		N/A	12-week course on Risk Management	26
Completion rate for Course 3: Claims	Percent	0	N/A		100.0%	12-week course on Claims	27
Completion rate for Course 4: Underwriting	Percent	0	N/A		100.0%	12-week course on Underwriting	28
# of key personnel trained in insurance legislation and best practices with USG assistance (cumulative total)	Number	0	15		17	Total number of key personnel at the MOF Insurance Department. Figures will remain consistent based on turnover and new hire projections.	29
Men:	Number	0	9		10		30
Women:	Number	0	6		7		31
# of Stage 1 provinces with Revenue Database operational	Number	0	5		5	Herat, Mazar, Jalalabad, Kandahar, Nimroz	32
# of Stage 2 provinces with Revenue Database operational	Number	0	1		1	Kabul	33
# of Stage 3 provinces with Revenue Database operational	Number	0	10		10	Kunduz, Khost, Paktya, Farah, Takhar, Jawzjan, Paktiak, Badakhshan, Kunar, Faryab	34

Indicators	Unit of Measure	Baseline 8/15/2009	Target 8/15/2010	Actual 8/15/2010	Target 8/15/2011	Notes	Ref. #
# of Stage 4 provinces with Revenue Database operational	Number	0	13		18	Baglan, Ghazni, Helmand, Parwan, Laghman, Logar, Wardak, Samangan, Ghor, Bamyan, Kapisa, Saripul, Zabul, Badghis, Panjsher, Daikundee, Urozgan, Nooristan	35
# of key personnel trained in revenue collection and statistics database with USG assistance (cumulative total)	Number	140	320		520		36
Men:	Number	133	303		495		37
Women:	Number	7	17		25		38
<b>Progress Made Towards ANDS Implementation</b>							
TBD based on future discussion with USAID							
<b>Improved Capacity of Chief Economic Advisor to the President (CEAP) to Formulate Economic Policies</b>							
TBD based on future discussion with USAID							
<b>Improved Capacity of Parliament to Evaluate and Enact Legislation</b>							
Currently being undertaken by USAID's APAP program; TBD based on future discussion with USAID							
<b>IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth</b>							
<b>Financial Sector Growth, Bank Supervision and Risk Management is Improved</b>							
Total volume of loans outstanding (AFN billions)	AFN	56.0	70.0		90.0		39
# of bank borrowers (cumulative)	Number	47,393	54,000		63,000		40
Total volume of deposits (AFN billions)	AFN	118.1	138.0		165.0		41
# of bank depositors (cumulative)	Number	1,205,825	1,400,000		1,600,000		42
Total volume of loans outstanding through microfinance institutions (AFN billions)	AFN	TBD	TBD		TBD		43
# of borrowers through MFI (cumulative)	Number	345,000	450,000		540,000		44
Total volume of time and savings deposits (AFN billions)	AFN	40.5	57.0		77.0	Data available on DAB website. This should be interpreted as only Time and Savings deposits of non-financial institutions and other clients. It is meant to signify the growth of real savings in the banking sector, distinguished from transactions instruments.	45
# of commercial bank branches (cumulative)	Number	288	331		364	Number of branches is the correct indicator, because there are not likely to be accurate figures on total population or its distribution	46
# of commercial bank ATMs (cumulative)	Number	53	64		73	Number of ATMs is the correct indicator, because there are not likely to be accurate figures on total population or its distribution	47
# of ATMs at border posts (cumulative)	Number	TBD	TBD		TBD		48
# of provinces with at least 5 bank branches (cumulative)	Number	9	13		17	It is more important to view the distribution of facilities across provinces than branches per square kilometer or some other measure of geographical density.	49
# of financial sector laws, regs, policies, procedures <i>drafted</i> with DAB for stakeholder consultation (cumulative)	Number	0	4		8	Regulations on Domestic Interbank Payment, Direct Credit, Clearinghouse, Corporate Governance, Consolidated Supervision, Interest Rate Risk, Liquidity Risk, Asset Classification	50
# of financial sector laws, regs, policies, procedures <i>presented</i> for legislation/decreed, if applicable (cumulative)	Number	0	3		7		51
# of financial sector laws, regs, policies, procedures for which <i>implementation</i> has begun (cumulative)	Number	0	3		6		52
Assessment score for compliance with the 25 Basel Core Principles for Effective Bank Supervision	Percent	90%	95%		97%	Increases in the aggregate score show increases in overall level of compliance.	53
Ratio of Adversely-Classified Loans to Non-Performing Loans as measure of improved reporting and handling of non-performing loans	Ratio	1.68	2.00		2.20	Measured by ratio of adversely-classified loans (loans classified substandard, doubtful, and loss) to non-performing loans (loans past due 91 days or more and other non-accrual loans). In the beginning, when banks are simply using past-due status, adversely-classified loans will be about equal to NPLs. Then, as they start to take more qualitative factors into account, ACL will start to rise above NPLs.	54
Annual # of Suspicious Activity Reports (SAR) and Large Cash Transaction Reports used to assess questionable or fraudulent money transactions	Number	82	207		150	Measured by aggregate number of Suspicious Activity Reports and Large Cash Transaction Reports submitted by commercial banks and other reporting entities to FINTRACA. The value of this indicator is expected to increase over time, as banks and other reporting entities increasingly learn of their responsibilities under AML/CFT and take them seriously.	55
Annual # of full-scope on-site examinations conducted	Number	17	17		17	DAB intends to conduct twice-yearly full-scope on-site examinations, but a once-yearly target seems more realistic.	56
Annual # of written off-site analyses completed	Number	68	204		204	FSD off-site analysts write one analysis per bank per month -- the quarter-end monthly analyses are more detailed.	57
Annual # of enforcement actions undertaken in response to concerns identified in on-site examinations	Number	5	15		6	Requires disaggregating the total number of enforcement actions into those initiated through on-site and offsite examinations. Indicators reflect examiners identifying problems in the first two years and then correcting the problems through enforcement therefore reducing the number actions required.	58
Percent of DAB management that complete special training in transparency, ethics, and anti-corruption, and meet certification requirement	Percent	N/A	30%		100%		59

Indicators	Unit of Measure	Baseline 8/15/2009	Target 8/15/2010	Actual 8/15/2010	Target 8/15/2011	Notes	Ref. #
# of key personnel trained in bank supervision with USG assistance (cumulative)	Number	13	50		60	It will be calculated on a cumulative basis and only for bank supervisors trained with assistance provided by the project. Many bank supervisors at DAB attend courses both in Kabul and outside, put on by IMF and other central banks. U.S. Treasury may also offer training, and these will be excluded from the data as well. Growth in targets represents estimated growth in size of Financial Supervision Department, even if number of training classes is reduced over time.	60
Men:	Number	10	40		48		61
Women:	Number	3	10		12		62
<b>Improved Monetary Policy</b>							
# of provinces from which data collected and surveyed to produce more reliable CPI (cumulative)	Number	0	TBD		TBD	Targets will be determined once decision is made to produce updated provincial CPI figures.	63
# of sources/input used for the production of Beige Book (cumulative)	Number	0	TBD		TBD	A more accurate Beige Book will provide better informed monetary policy decisions.	64
# of provinces from which input is collected for the production of Beige Book (cumulative)	Number	0	TBD		TBD		65
# of proxy variables considered in the analysis of the informal sector (cumulative)	Number	0	TBD		TBD	Targets will be determined once better understanding of informal sector is obtained.	66
# of indicators with which DAB will assist CSO in compiling and reporting (cumulative)	Number	0	TBD		TBD		67
Percentage to meet IMF target for ceiling on currency in circulation	Percent	24.23%	16.00%		12.00%	The target for the ceiling on currency are set at less or equal to the IMF targets to indicate maintenance of a tighter monetary stance than the IMF has established. IMF ceilings are 16% and 12% for Year 1 and Year 2, respectively.	68
# of key personnel trained in economic modeling, scenario analysis, forecasting, and monetary policy responses with USG assistance (cumulative)	Number	0	16		20		69
Men:	Number	0	10		13		70
Women:	Number	0	6		7		71
<b>Improved Central Bank Operations and Management</b>							
# of DAB capital note trades on the secondary market (cumulative)	Number	0	10		15	Number of trades is better indicator of utilization of secondary market than total monetary volume	72
# of DAB branches in which Core Banking System has been implemented (cumulative)	Number	28	34		37		73
# of provinces that have adopted direct deposit for government and private sector employees (cumulative)	Number	0	3		6	Mazar, Kandahar, and subsequent provinces TBD	74
# of transactions made through the Afghanistan Clearinghouse	Number	0	36,000		72,000		75
Total transaction volume through the Afghanistan Clearinghouse (cumulative in AFN millions)	AFN	0	180		540		76
<b>IR 1.2.3: Improve Private Sector Growth</b>							
<b>Improved Business Enabling Environment and Legal Framework</b>							
# of business registered through the ACBR (cumulative)	Number	9,827	21,000		35,000		77
# of women-owned businesses registered (cumulative)	Number	129	250		500		78
# of provinces with a Business Registry (cumulative)	Number	2	6		12		79
# of 8 commercial laws, regs, policies, procedures analyzed with MOCI (cumulative)	Number	0	4		8	Bankruptcy, Private Investment, Contracts, Agency, Corporations, Partnerships, Arbitration, Mediation	80
# of 8 commercial laws, regs, policies, procedures drafted with MOCI for stakeholder consultation (cumulative)	Number	0	2		8	Year 1: Bankruptcy, Private Investment	81
# of 8 commercial laws, regs, policies, procedures presented for legislation/decreed, if applicable (cumulative)	Number	0	2		8	Year 1: Bankruptcy, Private Investment	82
# of 8 commercial laws, regs, policies, procedures passed or approved, if applicable (cumulative)	Number	0	2		8		83
# of 8 commercial laws, regs, policies, procedures for which implementation has begun (cumulative)	Number	0	2		8		84
# of key personnel (Parliamentarians, ministry staff, judges, lawyers, arbitrators, mediators) trained in commercial laws with USG assistance (cumulative)	Number	0	25		50		85
Men:	Number	0	22		45		86
Women:	Number	0	3		5		87
# of consultative process with private sector (public-private dialogue) as result of USG assistance	Number	0	24		48	Consisting of public consultations, workshops, business roundtables, investor road show, working groups	88
<b>Improved Regulatory Framework</b>							
# of electricity licenses (cumulative)	Number	0	4		20		89

Indicators	Unit of Measure	Baseline 8/15/2009	Target 8/15/2010	Actual 8/15/2010	Target 8/15/2011	Notes	Ref. #
# of electricity laws, regs, policies, procedures <i>analyzed</i> with MEW (cumulative)	Number	0	6		12		90
# of electricity laws, regs, policies, procedures <i>drafted</i> with MEW for stakeholder consultation (cumulative)	Number	0	6		12		91
# of electricity laws, regs, policies, procedures <i>presented</i> for legislation/decreed or Ministerial approval, if applicable (cumulative)	Number	0	6		12		92
# of electricity laws, regs, policies, procedures <i>passed or approved</i> , if applicable (cumulative)	Number	0	5		11		93
# of electricity laws, regs, policies, procedures for which <i>implementation</i> has begun (cumulative)	Number	0	5		11		94
# of key personnel trained in energy regulatory reform with USG assistance (cumulative)	Number	0	30		50		95
Men:	Number	0	27		45		96
Women:	Number	0	3		5		97
<b>Afghan First Indicators</b>							
# of Afghan personnel employed	Number	0	135		130		98
# of Afghan technical staff	Number	0	60		60		99
# of non-Afghan personnel employed	Number	0	35		30		100
% of project personnel who are Afghan	Percent	0.0%	79.4%		81.3%		101
Total \$ value of subcontracts/procurements/grants to Afghan businesses (USD millions)	USD	0	1.2		1.4		102
<b>WB Doing Business Indicators</b>							
Starting a Business	Rank	23				Procedures (number), Time (days), Cost (% of income per capita), Min. capital (% of income per capita)	
Dealing with Construction Permits	Rank	149				Procedures (number), Time (days), Cost (% of income per capita)	
Employing Workers	Rank	69				Difficulty hiring index (0-100), Rigidity hours index (0-100), Difficulty redundancy index (0-100), Rigidity employment index (0-100), Redundancy costs (wks of salary)	
Registering Property	Rank	164				Procedures (number), Time (days), Cost (% of property value)	
Getting Credit	Rank	127				Strength of legal rights index (0-10), Depth of credit information index (0-6), Public registry coverage (% of adults), Private bureau coverage (% of adults)	
Protecting Investors	Rank	183				Extent of disclosure index (0-10), Extent of director liability index (0-10), Ease of shareholder suits index (0-10), Strength of investor protection index (0-10)	
Paying Taxes	Rank	55				Payments (number per year), Time (hours per year), Profit tax (%), Labor tax and contributions (%), Other taxes (%), Total tax rate (% profit)	
Trading Across Borders	Rank	183				Documents to export (#), Time to export (days), Cost to export (US\$ per container), Documents to import (#), Time to import (days), Cost to import (US\$ per container)	
Enforcing Contracts	Rank	164				Procedures (number), Time (days), Cost (% of claim)	
Closing a Business	Rank	183				Time (years), Cost (% of estate), Recovery rate (cents on the dollar)	

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** The overall goal through EGGI is that Afghanistan adopts and implements economic reforms that create a favorable environment for the private sector to flourish within a market economy.

**Program Intermediate Result (Sub-Goal):** Strengthened capacity of relevant GIROA ministries and institutions to implement economic reforms and move towards meeting international best practices.

**Indicator 1-2:** Gross domestic product

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** GDP is the key measure of macroeconomic performance and is defined as the market value of all final goods and services produced domestically in a single year.

**Unit of Measure:** Currency (AFN and USD)

**Disaggregated by:** N/A

**Justification & Management Utility:** Most important measure of overall macroeconomic activity. This is a general economic indicator captured by GIROA for which EGGI will report.

### PLAN FOR DATA ACQUISITION by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each year

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	12.9B USD		
2011	14.76B USD		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** The overall goal through EGGI is that Afghanistan adopts and implements economic reforms that create a favorable environment for the private sector to flourish within a market economy.

**Program Intermediate Result (Sub-Goal):** Strengthened capacity of relevant GIROA ministries and institutions to implement economic reforms and move towards meeting international best practices.

**Indicator 3:** Gross domestic investment as a percent of GDP

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Measure of investments used to compute GDP. It includes capital assets plus investments in inventories.

**Unit of Measure:** %

**Disaggregated by:** N/A

**Justification & Management Utility:** Measure of growth of new equipment, factories, buildings, and other capital assets into the country. This is a general economic indicator captured by GIROA for which EGGI will report.

### PLAN FOR DATA ACQUISITION by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each year

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	54.1%		
2011	56.5%		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** The overall goal through EGGI is that Afghanistan adopts and implements economic reforms that create a favorable environment for the private sector to flourish within a market economy.

**Program Intermediate Result (Sub-Goal):** Strengthened capacity of relevant GIROA ministries and institutions to implement economic reforms and move towards meeting international best practices.

**Indicator 4-5:** Core inflation

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Measure of the rise in prices of goods and services over a period of time. There are different approaches to measuring inflation, such as the use of a trimmed mean where the most extreme outliers in prices are excluded to often represent a more reliable figure.

**Unit of Measure:** %

**Disaggregated by:** N/A

**Justification & Management Utility:** General economic indicator captured by GIROA.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	22% & 8%		Excluding housing & trimmed mean
2011	16% & 6%		Excluding housing & trimmed mean
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** The overall goal through EGGI is that Afghanistan adopts and implements economic reforms that create a favorable environment for the private sector to flourish within a market economy.

**Program Intermediate Result (Sub-Goal):** Strengthened capacity of relevant GIROA ministries and institutions to implement economic reforms and move towards meeting international best practices.

**Indicator 6-7:** Consumer price index

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Measure of the change in prices of select goods and services consumed by a typical household.

**Unit of Measure:** %

**Disaggregated by:** National, Kabul and provincial, when data becomes available

**Justification & Management Utility:** General economic indicator captured by GIROA.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	12% & 9%		National & Kabul
2011	8% & 7%		National & Kabul
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** The overall goal through EGGI is that Afghanistan adopts and implements economic reforms that create a favorable environment for the private sector to flourish within a market economy.

**Program Intermediate Result (Sub-Goal):** Strengthened capacity of relevant GIROA ministries and institutions to implement economic reforms and move towards meeting international best practices.

**Indicator 8:** Private sector as a percent of GDP

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Measure of overall economic activity that is privately run by businesses and not controlled by the government as a percent of GDP.

**Unit of Measure:** %

**Disaggregated by:** N/A

**Justification & Management Utility:** General economic indicator captured by GIROA.

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	57.5%		Ambitious target public sector investments will be significant.
2011	58.0%		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** The overall goal through EGGI is that Afghanistan adopts and implements economic reforms that create a favorable environment for the private sector to flourish within a market economy.

**Program Intermediate Result (Sub-Goal):** Strengthened capacity of relevant GIROA ministries and institutions to implement economic reforms and move towards meeting international best practices.

**Indicator 9:** SME as percent of GDP

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Measure of small and medium businesses as a percent of GDP.

**Unit of Measure:** %

**Disaggregated by:** N/A

**Justification & Management Utility:** General economic indicator captured by GIROA.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	64%		
2011	66%		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** The overall goal through EGGI is that Afghanistan adopts and implements economic reforms that create a favorable environment for the private sector to flourish within a market economy.

**Program Intermediate Result (Sub-Goal):** Strengthened capacity of relevant GIROA ministries and institutions to implement economic reforms and move towards meeting international best practices.

**Indicator 10:** Foreign direct investment as a percent of GDP

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Measure of foreign investment as a percent of GDP.

**Unit of Measure:** %

**Disaggregated by:** N/A

**Justification & Management Utility:** FDI can show the growth in economic globalization. General economic indicator captured by GIROA.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

#### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	6.5%		
2011	7.3%		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 11:** Domestic revenues

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** All revenues generated by GIROA.

**Unit of Measure:** USD

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in government revenues over time as a result of reforms, policies, and procedures.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Ministry of Finance

**Data Source:** Ministry of Finance

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	\$973M		
2011	\$1,290M		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 12:** Tax revenues

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** All revenues generated by GIROA through tax collections.

**Unit of Measure:** USD

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in government revenues over time as a result of tax administration reforms, policies, and procedures.

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Ministry of Finance

**Data Source:** Ministry of Finance

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	\$426.2M		
2011	\$637.5M		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 13:** Non-tax revenues

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** All non-tax revenues generated by GIROA.

**Unit of Measure:** USD

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in government non-tax revenues over time as a result of economic reforms, policies, and procedures.

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Ministry of Finance

**Data Source:** Ministry of Finance

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

#### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	\$206M		
2011	\$261M		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 14:** # of priority revenue Mustofiats (Provincial MOF offices) reorganized along functional lines - i.e. LTO/MTO rollout (cumulative)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of priority revenue Mustofiats (Provincial MOF offices) reorganized along functional lines - i.e. LTO/MTO rollout (cumulative). Rollout of the LTO/MTO tax admin structure will occur in Herat, Jalalabad, Mazar, Kunduz, Kandahar

**Unit of Measure:** Number

**Disaggregated by:** Province

**Justification & Management Utility:** Demonstrates project's impact in the provinces as it relates to tax administration

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Ministry of Finance

**Data Source:** Ministry of Finance

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	2		
2011	4		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 15:** Annual tax revenues collected in priority revenue Mustofiats (Herat, Jalalabad, Mazar, Kunduz, Kandahar) as a result of USG assistance

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Annual tax revenues collected in priority revenue Mustofiats (Herat, Jalalabad, Mazar, Kunduz, Kandahar) as a result of USG assistance

**Unit of Measure:** USD

**Disaggregated by:** Province

**Justification & Management Utility:** Demonstrates project's impact in the provinces as it relates to tax administration

### PLAN FOR DATA ACQUISITION by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Ministry of Finance

**Data Source:** Ministry of Finance

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** TBD

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	TBD		
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 16-18:** # of key personnel trained in macroeconomic policy analysis and tax policy formulation with USG assistance (cumulative total)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of key personnel trained in macroeconomic policy analysis and tax policy formulation with USG assistance (cumulative total)

**Unit of Measure:** Number

**Disaggregated by:** Male/Female

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 1

**Data Source:** Component 1

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	3		Includes total number of people in the Fiscal Policy Unit (FPU)
2011	5		Includes total number of people in the Fiscal Policy Unit (FPU)
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 19:** Organizational plan/structure for Insurance is approved, job descriptions are developed, and recruitment begins

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Organizational plan/structure for Insurance is approved, job descriptions are developed, and recruitment begins

**Unit of Measure:** %

**Disaggregated by:** N/A

**Justification & Management Utility:** Adequate organizational structure does not exist to operate an Insurance department at the Ministry of Finance.

### PLAN FOR DATA ACQUISITION by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 1

**Data Source:** Component 1

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	100%		
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 20-24:** # of laws, regs, policies, procedures *analyzed, drafted for stakeholder consultation, presented for legislation/decreed or Ministerial approval, passed or approved, and where implementation has begun* (cumulative)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of laws, regs, policies, procedures *analyzed, drafted for stakeholder consultation, presented for legislation/decreed or Ministerial approval, passed or approved, and where implementation has begun* (cumulative)

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 1

**Data Source:** Component 1

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

#### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	Varies		See data table
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 25-28:** Completion rate for courses in Insurance

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):**

Completion rate for Course 1: Introduction to Property & Casualty

Completion rate for Course 2: Risk Management

Completion rate for Course 3: Claims

Completion rate for Course 4: Underwriting

**Unit of Measure:** %

**Disaggregated by:** Male/Female

**Justification & Management Utility:** Shows growth in insurance understanding and best practices

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 1

**Data Source:** Component 1

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	Varies		See data table
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 29-31:** # of key personnel trained in insurance legislation and best practices with USG assistance (cumulative total)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of key personnel trained in insurance legislation and best practices with USG assistance (cumulative total)

**Unit of Measure:** Number

**Disaggregated by:** Male/Female

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 1

**Data Source:** Component 1

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

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### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	15		Includes total number of people in the Insurance Department
2011	17		Includes total number of people in the Insurance Department
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 32-35:** # of provinces with Revenue Database operational

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of provinces with Revenue Database operational. There are four stages in which the database will be rolled out throughout the provinces.

**Unit of Measure:** Number

**Disaggregated by:** Province

**Justification & Management Utility:** Shows growth provinces that are collecting revenues through the Revenue Database.

### PLAN FOR DATA ACQUISITION by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Ministry of Finance

**Data Source:** Ministry of Finance

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	29		
2011	34		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.1: Improve Economic Policy and Governance

**Program Intermediate Result (Sub-Goal):** Improved MOF Fiscal Policy and Fiscal Administration and Revenues Raised

**Indicator 36-38:** # of key personnel trained in revenue collection and statistics database with USG assistance (cumulative total)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of key personnel trained in revenue collection and statistics database with USG assistance (cumulative total)

**Unit of Measure:** Number

**Disaggregated by:** Male/Female

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 1

**Data Source:** Component 1

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	320		
2011	520		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 39:** Total volume of loans outstanding (AFN billions)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Total volume of loans outstanding (AFN billions)

**Unit of Measure:** AFN

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in loans and access to credit.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	70B AFN		
2011	90B AFN		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 40:** # of bank borrowers

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of bank borrowers

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in loans and access to credit.

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	54,000		
2011	63,000		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 41:** Total volume of deposits (AFN billions)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Total volume of deposits (AFN billions)

**Unit of Measure:** AFN

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growing trust in the financial sector.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	138B AFN		
2011	165B AFN		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 42:** # of bank depositors

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of bank depositors

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growing trust in the financial sector.

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	1,400,000		
2011	1,600,000		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 43:** Total volume of loans outstanding through microfinance institutions (AFN billions)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Total volume of loans outstanding through microfinance institutions (AFN billions)

**Unit of Measure:** AFN

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in loans and access to credit.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** TBD

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	TBD		
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 44:** # of borrowers through microfinance institutions

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of borrowers through microfinance institutions

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growing trust in the financial sector.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	450,000		
2011	540,000		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 45:** Total volume of time and savings deposits (AFN billions)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Total volume of time and savings deposits (AFN billions)

**Unit of Measure:** AFN

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growing trust in the financial sector.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

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### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	57B AFN		
2011	77B AFN		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 46:** # of commercial bank branches

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of commercial bank branches throughout the country

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in the financial sector.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	331		
2011	364		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 47:** # of commercial bank ATMs

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of commercial bank ATMs

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in the financial sector.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	64		
2011	73		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 48:** # of ATMs at border posts

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of ATMs at border posts

**Unit of Measure:** Number

**Disaggregated by:** Location

**Justification & Management Utility:** Shows growth in the financial sector.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** TBD

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	TBD		
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 49:** # of provinces with at least 5 bank branches (cumulative)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of provinces with at least 5 bank branches

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in the financial sector and distribution of facilities.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	13		
2011	17		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 50-52:** # of financial sector laws, regs, policies, procedures *drafted for stakeholder consultation, presented for legislation/decreed or Ministerial approval, and where implementation has begun* (cumulative)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of financial laws, regs, policies *drafted for stakeholder consultation, presented for legislation/decreed or Ministerial approval, and where implementation has begun* (cumulative)

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 2

**Data Source:** Component 2

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	Varies		See data table
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 53:** Assessment score for compliance with the 25 Basel Core Principles for Effective Bank Supervision

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Assessment score for compliance with the 25 Basel Core Principles for Effective Bank Supervision. Higher the score indicates better compliance.

**Unit of Measure:** %

**Disaggregated by:** N/A

**Justification & Management Utility:** Increases in the aggregate score show increases in overall level of compliance.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 2

**Data Source:** Component 2

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

#### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	95%		
2011	97%		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 54:** Ratio of Adversely-Classified Loans to Non-Performing Loans as measure of improved reporting and handling of non-performing loans

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Measure of improved reporting and handling of non-performing loans. Measured by ratio of adversely-classified loans (loans classified substandard, doubtful, and loss) to non-performing loans (loans past due 91 days or more and other non-accrual loans). In the beginning, when banks are simply using past-due status, adversely-classified loans will be about equal to NPLs. Then, as they start to take more qualitative factors into account, ACL will start to rise above NPLs.

**Unit of Measure:** Ratio

**Disaggregated by:** N/A

**Justification & Management Utility:** Reveals the sophistication of the classification process.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	2.00		
2011	2.20		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 55:** Annual # of Suspicious Activity Reports (SAR) and Large Cash Transaction Reports used to assess questionable or fraudulent money transactions

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Measured by aggregate number of Suspicious Activity Reports and Large Cash Transaction Reports submitted by commercial banks and other reporting entities to FINTRACA. The value of this indicator is expected to increase over time, as banks and other reporting entities increasingly learn of their responsibilities under AML/CFT and take them seriously.

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Assess questionable or fraudulent money transactions.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

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**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	207		
2011	150		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 56:** # of full-scope on-site examinations conducted

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of full-scope on-site examinations conducted. DAB intends to conduct twice-yearly full-scope on-site examinations, but a once-yearly target seems more realistic.

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** USAID indicator. Core supervisory process will be strengthened and examination areas expanded

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	17		DAB intends to conduct twice-yearly full-scope on-site examinations, but a once-yearly target seems more realistic.
2011	17		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 57:** # of written off-site analyses completed

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of written off-site analyses completed. FSD off-site analysts write one analysis per bank per month -- the quarter-end monthly analyses are more detailed.

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** USAID indicator. Core supervisory process will be strengthened and examination areas expanded

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	204		
2011	204		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 58:** Annual number of enforcement actions undertaken in response to concerns identified in on-site examinations

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Annual number of enforcement actions undertaken in response to concerns identified in on-site examinations. Requires disaggregating the total number of enforcement actions into those initiated through on-site and offsite examinations.

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Reflect examiners identifying problems in the first two years and then correcting the problems through enforcement therefore reducing the number actions required.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	15		
2011	6		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 59:** Percent of DAB management that complete special training in transparency, ethics, and anti-corruption, and meet certification requirement

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Percent of DAB management that complete special training in transparency, ethics, and anti-corruption, and meet certification requirement

**Unit of Measure:** %

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in meeting compliance requirements and best practices.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	30%		
2011	100%		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Financial Sector Growth, Bank Supervision and Risk Management is Improved

**Indicator 60-62:** # of key personnel trained in bank supervision with USG assistance (cumulative)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of key personnel trained in bank supervision with USG assistance (cumulative)

**Unit of Measure:** Number

**Disaggregated by:** Male/Female

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 2

**Data Source:** Component 2

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	50		
2011	60		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Monetary Policy

**Indicator 63:** # of provinces from which data collected and surveyed to produce more reliable CPI

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of provinces from which data collected and surveyed to produce more reliable CPI

**Unit of Measure:** Number

**Disaggregated by:** Provinces

**Justification & Management Utility:** Updated data from the provinces will provide more accurate CPI data.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** TBD

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

#### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	TBD		
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Monetary Policy

**Indicator 64:** # of sources/input used for the production of Beige Book

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of sources/input used for the production of Beige Book

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Increased number of input will show more reliable data. A more accurate Beige Book will provide better informed monetary policy decisions.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** TBD

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	TBD		
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Monetary Policy

**Indicator 65:** # of provinces from which input is collected for the production of Beige Book

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of provinces from which input is collected for the production of Beige Book

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Updated data from the provinces will provide more accurate data. A more accurate Beige Book will provide better informed monetary policy decisions.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** TBD

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	TBD		
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Monetary Policy

**Indicator 66:** # of proxy variables considered in the analysis of the informal sector

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of proxy variables considered in the analysis of the informal sector

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** In order to better understand and calculate the informal sector, EGGI will capture useful proxy variable.

### PLAN FOR DATA ACQUISITION by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** TBD

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	TBD		
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Monetary Policy

**Indicator 67:** # of indicators with which DAB will assist CSO in compiling and reporting

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of indicators with which DAB will assist CSO in compiling and reporting

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** CSO is responsible for compiling the country's statistics, but it is currently incapable of doing so. DAB will assist CSO in compilation of data.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** TBD

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	TBD		
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Monetary Policy

**Indicator 68:** Percentage to meet IMF target for ceiling on currency in circulation

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** The target for the ceiling on currency are set at less or equal to the IMF targets. IMF ceilings are 16% and 12% for Year 1 and Year 2, respectively.

**Unit of Measure:** %

**Disaggregated by:** N/A

**Justification & Management Utility:** Demonstrate maintenance of a tighter monetary stance than the IMF has established.

### PLAN FOR DATA ACQUISITION by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	16%		
2011	12%		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Monetary Policy

**Indicator 69-71:** # of key personnel trained in economic modeling, scenario analysis, forecasting, and monetary policy responses with USG assistance (cumulative)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of key personnel trained in economic modeling, scenario analysis, forecasting, and monetary policy responses with USG assistance (cumulative)

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 2

**Data Source:** Component 2

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	16		
2011	20		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Central Bank Operations and Management

**Indicator 72:** # of DAB capital note trades on the secondary market

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of DAB capital note trades on the secondary market

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Number of trades is better indicator of utilization of secondary market than total monetary volume

### PLAN FOR DATA ACQUISITION by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	10		
2011	15		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Central Bank Operations and Management

**Indicator 73:** # of DAB branches in which Core Banking System has been implemented

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of DAB branches in which Core Banking System has been implemented

**Unit of Measure:** Number

**Disaggregated by:** Provinces

**Justification & Management Utility:** Shows growth in CBS being implemented in the provinces.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	34		
2011	37		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Central Bank Operations and Management

**Indicator 74:** # of provinces that have adopted direct deposit for government and private sector employees

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of provinces that have adopted direct deposit for government and private sector employees

**Unit of Measure:** Number

**Disaggregated by:** Province

**Justification & Management Utility:** Shows growth in adoption of direct deposit in the country. Hundreds of thousands of additional government and private sector workers may potentially receive salaries through bank accounts.

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	3		
2011	6		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Central Bank Operations and Management

**Indicator 75:** # of transactions made through the Afghanistan Clearinghouse

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of transactions made through the Afghanistan Clearinghouse

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth and trust in the financial sector.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

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### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	36,000		
2011	72,000		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.2: Enhance the Financial Sector's Contribution to Economic Growth

**Program Intermediate Result (Sub-Goal):** Improved Central Bank Operations and Management

**Indicator 76:** Total transaction volume through the Afghanistan Clearinghouse (cumulative in AFN millions)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Total transaction volume through the Afghanistan Clearinghouse (cumulative in AFN millions)

**Unit of Measure:** AFN

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth and trust in the financial sector.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Da Afghanistan Bank

**Data Source:** Da Afghanistan Bank

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	180M		
2011	540M		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.3: Improve Private Sector Growth

**Program Intermediate Result (Sub-Goal):** Improved Business Enabling Environment and Legal Framework

**Indicator 77:** # of business registered through the ACBR

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of business registered through the ACBR throughout the country

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth business registration and can identify new businesses to tax.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by ACBR

**Data Source:** ACBR

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	21,000		
2011	35,000		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.3: Improve Private Sector Growth

**Program Intermediate Result (Sub-Goal):** Improved Business Enabling Environment and Legal Framework

**Indicator 78:** # of women-owned businesses registered

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of women-owned businesses registered

**Unit of Measure:** Number

**Disaggregated by:** Male/Female

**Justification & Management Utility:** Shows growth women-owned businesses in the country.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by ACBR

**Data Source:** ACBR

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	250		
2011	500		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.3: Improve Private Sector Growth

**Program Intermediate Result (Sub-Goal):** Improved Business Enabling Environment and Legal Framework

**Indicator 79:** # of provinces with a Business Registry

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of provinces with a Business Registry

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth ACBR openings throughout the country.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by ACBR

**Data Source:** ACBR

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	5		
2011	6		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.3: Improve Private Sector Growth

**Program Intermediate Result (Sub-Goal):** Improved Business Enabling Environment and Legal Framework

**Indicator 80-84:** # of 8 commercial laws, regs, policies, procedures *analyzed, drafted for stakeholder consultation, presented for legislation/decreed or Ministerial approval, passed or approved, and where implementation has begun* (cumulative)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of 8 commercial laws, regs, policies, procedures *analyzed, drafted for stakeholder consultation, presented for legislation/decreed or Ministerial approval, passed or approved, and where implementation has begun* (cumulative). These include: Bankruptcy, Private Investment, Contracts, Agency, Corporations, Partnerships, Arbitration, Mediation

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 3

**Data Source:** Component 3

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	Varies		See data table
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.3: Improve Private Sector Growth

**Program Intermediate Result (Sub-Goal):** Improved Business Enabling Environment and Legal Framework

**Indicator 85-87:** # of key personnel (Parliamentarians, ministry staff, judges, lawyers, arbitrators, mediators) trained in commercial laws with USG assistance (cumulative)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of key personnel (Parliamentarians, ministry staff, judges, lawyers, arbitrators, mediators) trained in commercial laws with USG assistance (cumulative)

**Unit of Measure:** Number

**Disaggregated by:** Male/Female

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 3

**Data Source:** Component 3

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	25		
2011	50		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.3: Improve Private Sector Growth

**Program Intermediate Result (Sub-Goal):** Improved Business Enabling Environment and Legal Framework

**Indicator 88:** # of consultative process with private sector (public-private dialogue) as result of USG assistance

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of consultative process with private sector (public-private dialogue) as result of USG assistance. Consists of public consultations, workshops, business roundtables, investor road show, working groups.

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth in involvement with stakeholders in.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 3

**Data Source:** Component 3

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	24		
2011	48		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.3: Improve Private Sector Growth

**Program Intermediate Result (Sub-Goal):** Improved Regulatory Framework

**Indicator 89:** # of electricity licenses

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of electricity licenses

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows growth and trust in the private sector

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 3

**Data Source:** Component 3

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

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### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	4		
2011	20		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.3: Improve Private Sector Growth

**Program Intermediate Result (Sub-Goal):** Improved Regulatory Framework

**Indicator 90-94:** # of electricity laws, regs, policies, procedures *analyzed, drafted for stakeholder consultation, presented for legislation/decreed or Ministerial approval, passed or approved, and where implementation has begun* (cumulative)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of electricity laws, regs, policies, procedures *analyzed, drafted for stakeholder consultation, presented for legislation/decreed or Ministerial approval, passed or approved, and where implementation has begun* (cumulative)

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 3

**Data Source:** Component 3

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	Varies		See data table
2011			
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** IR 1.2.3: Improve Private Sector Growth

**Program Intermediate Result (Sub-Goal):** Improved Regulatory Framework

**Indicator 95-97:** # of key personnel trained in energy regulatory reform with USG assistance (cumulative)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of key personnel trained in energy regulatory reform with USG assistance (cumulative)

**Unit of Measure:** Number

**Disaggregated by:** Male/Female

**Justification & Management Utility:** USAID indicator

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by Component 3

**Data Source:** Component 3

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

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**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	30		
2011	50		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** EGGI is committed to increasing Afghan ownership, leadership and visibility with respect to USAID activities. In addition, virtually all procurements will be achieved via Afghan vendors when available. This includes construction, IT equipment and software, training programs, non-professional support services, and the procurement of materials, supplies, furniture, food, etc.

**Program Intermediate Result (Sub-Goal):** Promote Afghan First Policy

**Indicator 98:** # of Afghan personnel employed

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of Afghan personnel employed on EGGI

**Unit of Measure:** Number

**Disaggregated by:** Male/Female

**Justification & Management Utility:** Shows the project's investment into Afghan economy.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by EGGI

**Data Source:** EGGI HR & Finance

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	135		
2011	130		Reduction expected as a result of decrease in contract funding
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** EGGI is committed to increasing Afghan ownership, leadership and visibility with respect to USAID activities. In addition, virtually all procurements will be achieved via Afghan vendors when available. This includes construction, IT equipment and software, training programs, non-professional support services, and the procurement of materials, supplies, furniture, food, etc.

**Program Intermediate Result (Sub-Goal):** Promote Afghan First Policy

**Indicator 99:** # of Afghan technical staff

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of Afghan technical staff

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows the project's investment into Afghan economy.

**PLAN FOR DATA ACQUISITION** by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by EGGI

**Data Source:** EGGI HR & Finance

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	60		
2011	60		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** EGGI is committed to increasing Afghan ownership, leadership and visibility with respect to USAID activities. In addition, virtually all procurements will be achieved via Afghan vendors when available. This includes construction, IT equipment and software, training programs, non-professional support services, and the procurement of materials, supplies, furniture, food, etc.

**Program Intermediate Result (Sub-Goal):** Promote Afghan First Policy

**Indicator 100:** # of non-Afghan personnel employed

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** # of non-Afghan personnel employed.

**Unit of Measure:** Number

**Disaggregated by:** N/A

**Justification & Management Utility:** This will be used to calculate overall project personnel who are Afghan vs. non-Afghan.

### PLAN FOR DATA ACQUISITION by *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by EGGI

**Data Source:** EGGI HR & Finance

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	35		
2011	30		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** EGGI is committed to increasing Afghan ownership, leadership and visibility with respect to USAID activities. In addition, virtually all procurements will be achieved via Afghan vendors when available. This includes construction, IT equipment and software, training programs, non-professional support services, and the procurement of materials, supplies, furniture, food, etc.

**Program Intermediate Result (Sub-Goal):** Promote Afghan First Policy

**Indicator 101:** % of project personnel who are Afghan

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** % of project personnel who are Afghan

**Unit of Measure:** %

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows the project's investment into Afghan economy.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by EGGI

**Data Source:** EGGI HR & Finance

**Method of Data Acquisition:** N/A

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	79.4%		
2011	81.3%		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**

## Performance Indicator Reference Sheet

**USAID Strategic Objective (SO):** SO 1: A Thriving Economy Led by the Private Sector

**USAID Intermediate Result (IR):** IR 1.2: Increase Incomes through Economic Growth

**Program Goal:** EGGI is committed to increasing Afghan ownership, leadership and visibility with respect to USAID activities. In addition, virtually all procurements will be achieved via Afghan vendors when available. This includes construction, IT equipment and software, training programs, non-professional support services, and the procurement of materials, supplies, furniture, food, etc.

**Program Intermediate Result (Sub-Goal):** Promote Afghan First Policy

**Indicator 102:** Total \$ value of subcontracts/procurements/grants to Afghan businesses (USD millions)

**Is this an Operational Plan indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Total \$ value of subcontracts/procurements/grants to Afghan businesses (USD millions)

**Unit of Measure:** USD

**Disaggregated by:** N/A

**Justification & Management Utility:** Shows the project's investment into Afghan economy.

**PLAN FOR DATA ACQUISITION by** *(Insert name of your organization and/or company)*

**Data Collection Method:** As reported by EGGI

**Data Source:** EGGI HR & Finance

**Method of Data Acquisition:** Request from counterpart

**Frequency and Timing of Data Acquisition:** Quarterly/Annually

**Estimated Cost of Data Acquisition:** N/A

**Individual Responsible:** Component Leader

**Individual Responsible for Providing Data to USAID:** Project Management Advisor

**Data Storage/Location:** EGGI PMO and portal

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** JAN 2010

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** Assessed each quarter

**Procedures for Future Data Quality Assessments:** Component staff will collect and send indicators to Component Leaders for further analysis and verification who will then report the data to the Project Management Office

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Component Leaders are responsible for analysis and verification and will report the data with any relevant explanations

**Presentation of Data:** Data Presentation Table with relevant explanatory notes; to be included in Quarterly Reports

**Review of Data:** Component Leaders will work with counterparts/stakeholders to review and ensure accuracy of data

**Reporting of Data:** EGGI PMO will take the data generated from the technical component and report it to USAID according to the schedule above

### OTHER NOTES

**Notes on Baselines/Targets:** Baselines will be derived from latest available known data. Targets are as follows:

### PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2010	\$1.2M		
2011	\$1.4M		
2012			

**THIS SHEET LAST UPDATED ON: JAN 20, 2010**