

**DEPARTMENT OF THE TREASURY
INTERNATIONAL AFFAIRS TECHNICAL ASSISTANCE
2021 REPORT TO CONGRESS**



Section 129 of the Foreign Assistance Act of 1961, as amended, authorizes the establishment of a Department of the Treasury program to provide technical assistance to governments and central banks of developing or transitional countries. This legislation also requires Treasury to prepare and submit this report on the conduct of the Treasury International Affairs Technical Assistance (TIATA) program by Treasury's Office of Technical Assistance (OTA).

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I. Introduction and Executive Summary

This report provides an overview of the activities of the Treasury Department's Office of Technical Assistance (OTA) for calendar year 2021. The report covers program organization, funding, and the process for selecting and implementing projects, describes changes in the program's global footprint, and summarizes project-specific highlights.

As discussed further below, 2021 was a year in which OTA:

- Executed 89 bilateral technical assistance projects in 49 countries to help counterparts in Africa, Latin America, Asia, and Europe achieve significant improvements in public financial management and financial sector oversight.
- Aligned its program with the priorities of the incoming administration;
- Substantially increased the number of advisors deployed overseas, while taking care to assess evolving COVID risks;
- Strengthened its ability to deliver assistance remotely, building on experience dealing with COVID constraints;
- Retained a private firm to conduct independent (third-party) evaluations of OTA engagements, in compliance with the Foreign Aid Transparency and Accountability Act (FATAA); and
- Engaged proactively with Congress and other parts of Treasury in an ongoing effort to resolve a critical issue affecting OTA's program management budget.

For over 30 years, OTA has helped finance ministries and central banks of developing and transitional countries strengthen their ability to manage public finances effectively and safeguard their financial sectors. Such assistance is in the U.S. national interest. Strong economic governance regimes support financial sector stability, growth, and the achievement of broader U.S. foreign policy and national security goals. Developing countries that generate more domestic revenue and manage their resources effectively are less dependent on foreign aid and manage their aid more effectively. Additionally, governments that develop effective financial sector oversight regimes are valuable partners in the global effort to combat money laundering and terrorist financing.

OTA's approach to providing technical assistance is distinguished by a number of characteristics, including an emphasis on *supporting self-reliance* by providing countries with the knowledge and skills required to move towards financial self-sufficiency. The program is *selective* and emphasizes *country ownership*, working with governments that are committed to reform – reform that they design and own – and to using U.S. assistance effectively. OTA also emphasizes *sustained and close interaction* between its expert advisors and working-level foreign partners, whether in a finance ministry, central bank, financial intelligence unit, tax administration, or other relevant government agency. OTA advisors *work side-by-side* with counterparts, typically for a period of three to five years, to introduce sound practices in daily work routines through ongoing mentoring and on-the-job training.

OTA's work supports Treasury's strategic goal of promoting equitable economic growth and recovery. As described in Treasury's Strategic Plan for 2022-2026 (see Annex 1),

OTA delivers technical assistance to finance ministries and central banks in developing and transitional countries as part of Treasury’s efforts to “support sustainable economic development, address debt vulnerabilities, and reduce inequality globally in key countries and regions.” OTA’s work also has important connections to Treasury’s strategic goals related to national security, financial stability, and combatting climate change. This work entails focusing on OTA’s five core program disciplines: revenue policy/administration; budget and financial accountability; government debt issuance and infrastructure finance; banking and financial services; and economic crimes. OTA also has several high-priority cross-cutting objectives such as domestic resource mobilization, infrastructure finance, expanding access to financial services, strengthening anti-money laundering/combating financing of terrorism (AML/CFT) frameworks, and supporting growth.

Core Project Highlights

In 2021, a number of OTA partner countries made significant achievements with OTA assistance. For example, Botswana’s Financial Intelligence Agency achieved membership in the Egmont Group of Financial Intelligence Units as a result of its efforts to strengthen the country’s AML/CFT regime. In Guatemala, the Superintendency for the Administration of Taxes automated key processes to streamline customs administration, increase transparency, and reduce opportunities for corruption. Ukraine’s State Tax Service legally consolidated a collection of nearly thirty local and provincial units into a so-called Single Legal Entity in order to maximize revenue collections, among other benefits (prior to the Russia-Ukraine war). In India, authorities made significant progress in promoting the issuance of local project debt by cities to help to foster greater ownership and improved planning of infrastructure and development projects, including water treatment and local transportation. Uganda took important steps to increase accountability for development results by realigning the national budget to a newly developed national development plan using cross-sector programs and outcomes. And, in Tajikistan the Central Bank made significant progress in implementing a new core banking system to enable strengthened financial sector oversight and financial stability.

Alignment with Administration Priorities

OTA worked closely with the incoming administration during 2021 to align the program’s technical assistance with new and emerging priorities. In addition to its traditional focus on public financial management and financial sector strengthening, over the last year, the program delivered assistance to partner countries in high priority areas, such as climate and energy, infrastructure finance, financial inclusion, and anti-corruption.

Climate/Energy and Infrastructure Finance

As part of Treasury's broader climate and energy policy engagement, OTA responded to increasing demand from counterpart countries to support climate-related policy goals, including by assisting in the development and implementation of fiscally-sound approaches to financing climate-related or environmental projects, such as renewable energy and sustainable infrastructure projects. OTA executed five such projects in India, Colombia, Ecuador, Kenya, and Panama. In Indonesia, the program held discussions with the Bank of Indonesia and other officials regarding the importance of strengthening and expanding foreign currency exchange markets to improve access to international capital needed for climate transition infrastructure and clean energy projects. And, in Madagascar OTA supported the introduction of microinsurance products in the agricultural sector that help low-income clients cope with the heightened risks posed by climate change.

OTA also continued to provide technical assistance focused on strengthening the capacity of governments to structure and implement infrastructure projects to enhance economic growth. In 2021, OTA executed 11 infrastructure finance technical assistance projects in Argentina, Brazil, Colombia, Ecuador, India, Jamaica, Kenya, Panama, Philippines, Ukraine, and Vietnam.

Financial Inclusion

OTA assisted partner countries with implementing inclusive financial strategies to expand access to and enhance usage of financial services. OTA's work centered on developing and strengthening legal and regulatory frameworks that support the development of innovative and quality financial products and services (e.g., secured transactions, fintech) and supervisory regimes that effectively oversee financial services, protect consumers, and ensure financial sector safety and soundness. In 2021, OTA executed eight financial inclusion-focused engagements globally, including in Costa Rica, Dominican Republic, Honduras, Liberia, Madagascar, Paraguay, Seychelles, and Sierra Leone.

Anti-corruption

In support of the U.S. Strategy to Counter Corruption, an area of increased emphasis by the Biden administration, OTA's work focuses on strengthening transparency and accountability in public finance systems and combatting economic crimes. OTA collaborated closely with Treasury policy offices, including the Office of Terrorism and Financial Intelligence (TFI) and the Office of International Affairs (IA), and other U.S. agencies. As part of this effort, OTA helped foreign government counterparts to build more transparent and accountable budget, debt management, and tax administration systems and processes. In the areas of AML/CFT regime development and financial sector supervision, both of which are fundamental to governments' anti-corruption efforts, in 2021 OTA executed 19 engagements in Angola, Belize, Botswana, Brazil, Dominican Republic, Ecuador, Estonia, Honduras, Latvia, Liberia, Madagascar,

Maldives, Mongolia, Paraguay, Philippines, Seychelles, Sierra Leone, Tajikistan, and Zambia.

OTA also executed several projects focused on strengthening public financial management systems and process to enable better prevention and detection of corruption. In the revenue area, OTA engaged with the national tax authorities in Costa Rica, Dominican Republic, Ecuador, Guyana, Cameroon, and Moldova to build their Inspector General functions and anti-corruption regimes. In the budget area, the program worked with the Ministries of Finance in Madagascar, Indonesia, and Honduras to improve internal control processes aimed at enhancing the integrity of the government's payment processes. OTA also continues to strengthen procurement practices for infrastructure projects in partner countries to reduce the potential for corruption. OTA's efforts in countries such as Colombia, Ecuador, Peru, and Ukraine focused on reducing the use of private unsolicited proposals for large infrastructure projects, thereby increasing open competition and transparency in procurement and reducing opportunities for bribery and corruption, as well as the perception of corruption.

Delivering Technical Assistance During Coronavirus (COVID-19) Pandemic

Broadly, OTA enhanced its delivery of technical assistance to partner countries in 2021, despite the ongoing challenges of the global COVID-19 pandemic. Over the course of the year, OTA strengthened its deployment of resident and intermittent (temporary) advisors, carefully assessing the COVID risks on a case-by-case basis.

As was the case in 2020, the program relied on a range of measures – including the use of collaborative tools (e.g., WebEx, Microsoft Teams), re-prioritizing project work plan components in order to focus on the most critical and achievable activities, and increasing the frequency of communication with foreign counterparts – to help the program to continue to achieve its mission. The program also stepped-up virtual assessments in lieu of traditional on-the-ground assessment missions to evaluate requests for technical assistance from foreign governments. OTA completed 19 virtual assessments in Angola, Azerbaijan, Brazil, Cambodia, Colombia, Democratic Republic of Congo, Liberia, Nigeria, Philippines, Seychelles, Sudan, The Gambia, Tunisia, Uganda, and Ukraine.

OTA's cross-functional team of headquarters managers and staff – known as the “Tiger Team” – proactively addressed the administrative, operational, and logistical challenges posed by the pandemic and helped ensure the health and safety of OTA personnel, both at headquarters and in the field. For example, in consultation with Treasury International Affairs management, the team established a mission travel planning and review process that emphasized the health and safety of program personnel and foreign counterparts. As a result, OTA safely and successfully executed nearly 50 intermittent assistance missions in 2021. These missions complemented the work of OTA's 26 resident advisors deployed globally in 2021. In addition, the program's mission continued to be aided by OTA project assistants – locally hired staff in OTA partner countries – who remained a critical, on-the-ground presence in many countries, including to support projects where OTA advisors were not present.

Due to these actions, OTA was able to bring overall project traction back to historical levels after a dip in 2020 (see section V). OTA projects in Africa (e.g., Uganda), Asia (e.g., India), Latin America (e.g., Guatemala), and other regions helped counterparts to mobilize revenues, deepen domestic bond markets, increase infrastructure finance, strengthen budget systems, improve banking supervision, and combat economic crimes. See section VI for details about these achievements, including measurable results.

Monitoring and Evaluation

In 2021, OTA continued to strengthen its ability to measure the results of its technical assistance projects in accordance with the Foreign Aid Transparency and Accountability Act (FATAA). OTA developed and refined project-specific Logical Frameworks (LogFrames) to document project goals, expected outcomes, activities, and outputs. LogFrames were completed for all but two active projects. The program also implemented a standardized approach to monitoring the status of the technical level activities and outputs defined in the LogFrames. Importantly, in 2021 OTA contracted for a private firm to perform independent (third-party) evaluations of technical assistance engagements, which will strengthen the program's ability to document the extent to which projects objectives are achieved and the associated outcomes. OTA expects to complete six independent project evaluations in 2022.

II. Program Organization and Principles

OTA is organized along functional lines, operating in five major disciplines to assist the governments of developing and transitional countries:

- **Revenue Policy and Administration:** Creates more effective tax administrations that simplify procedures to encourage voluntary compliance on the part of taxpayers, effectively uncover tax evasion, and maintain high standards of fairness and transparency.
- **Budget and Financial Accountability:** Strengthens all phases of the governmental budget cycle, including budget formulation, execution, monitoring and reporting, treasury operations, and evaluation.
- **Government Debt and Infrastructure Finance:** Provides strategic and technical assistance to develop market-based means of public finance through the issuance of domestic government securities; increases the efficiency of government debt management; implements comprehensive debt strategies that diversify sources of finance, reduce liability risk and lower debt service burdens; strengthens enabling environments for private investment; and accelerates the development of financially sound infrastructure projects.
- **Banking and Financial Services:** Supports the development of strong financial sectors in which institutions are well-regulated, stable, and accessible, serve as efficient intermediaries between savers and investors, and are resistant to criminal activity.
- **Economic Crimes:** Assists the development and implementation of AML/CFT regimes that are compliant with international standards.

OTA often draws from two or more of these disciplines in order to address most effectively cross-cutting development issues and challenges, such as combatting corruption and increasing transparency and accountability.

In providing technical assistance, OTA follows a number of guiding principles:

- **Self-reliance.** OTA provides countries with the knowledge and skills required to move towards financial self-sufficiency—including the capability to generate and better manage their own government finances—and to reduce dependence on international aid. OTA generally follows a three- to five-year project cycle that is aimed at creating maximum impact and exiting when local capacity has been created.
- **Selectivity and country ownership.** OTA works with governments that are committed to reform—reform that they design and own—and to using U.S. assistance effectively. OTA is recognized for supporting country ownership; achieving alignment with host country priorities; managing for development results; and fostering mutual accountability with host country officials. OTA does not engage with a country without a signed bilateral Terms of Reference that sets out the high-level terms and aims of the engagement, followed by a tactical-level work plan specifying activities in support of those aims.
- **Embedded and working side-by-side with counterparts.** OTA engagements are based on close interaction between advisors and working-level partners with advisors typically embedded in a finance ministry, central bank, financial intelligence unit, tax administration, or other relevant government agency. OTA advisors introduce sound practices in daily work routines through ongoing mentoring and on-the-job training.

III. Project Allocation, Funding and Management

Project Allocation

As of the end of 2021, OTA had 89 bilateral technical assistance projects in 49 countries. Thirty-six percent of OTA's total projects in 2021 were in the Americas, 30 percent were in Sub-Saharan Africa, 22 percent were in Asia, and 11 percent were in Europe and Eurasia. These projects were executed across the program's five disciplines, with half of OTA projects delivered in the areas of Banking and Financial Services (25 percent) and Government Debt and Infrastructure Finance (25 percent), and the remainder focused on Revenue Policy and Administration (21 percent), Budget and Financial Accountability (17 percent), and Economic Crimes (12 percent) (see charts below). The total number of projects and their regional and subject area distribution are consistent with OTA's footprint in recent years.

OTA strives for depth of engagement and an integrated, multi-disciplinary approach. This approach recognizes the complex, systemic nature of public financial management and the importance of engaging with a counterpart government in various disciplines in a coordinated way to achieve the greatest possible impact. In 2021, out of OTA's 49 country engagements, 19 involved experts from two or more disciplines.

Chart 1 - OTA Projects by Region 2021

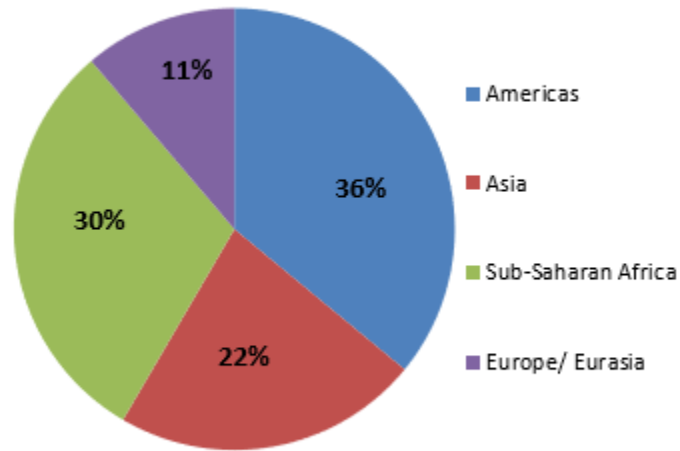
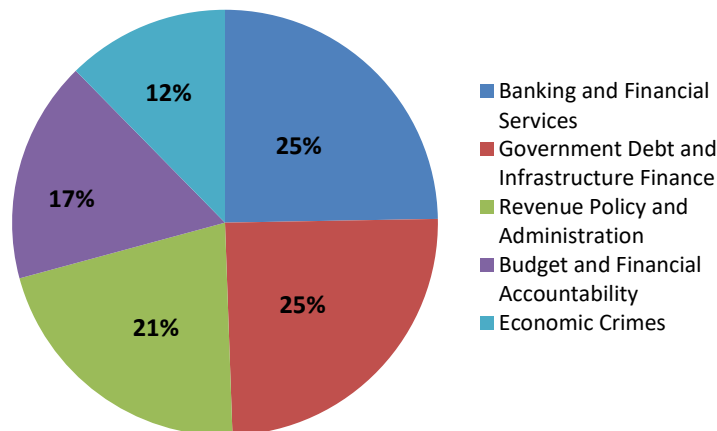


Chart 2 - OTA Projects by Discipline 2021



Note: Details may not add to totals due to rounding

Program Funding

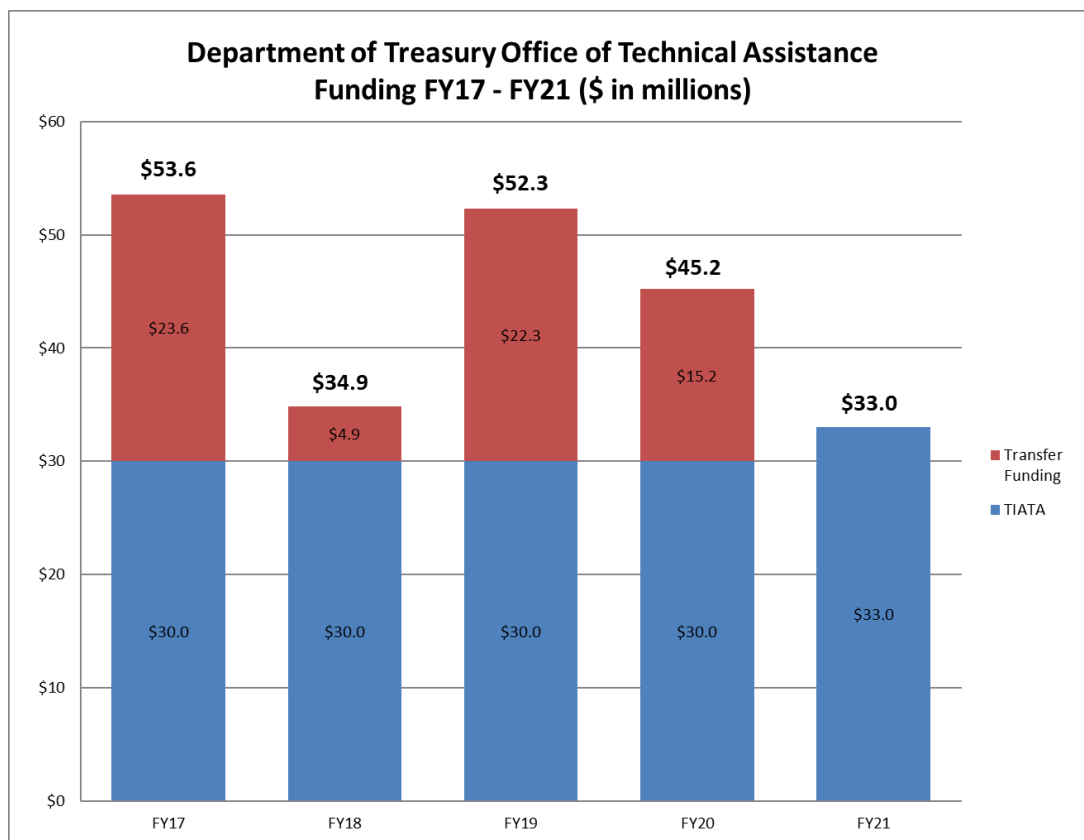
In FY 2021, Congress appropriated \$33 million in Treasury International Affairs Technical Assistance (TIATA) resources, an increase of \$3 million over the FY 2020 level. This funding was allocated to support a total of 76 bilateral assistance projects and 10 subject matter-specific senior advisors (who work regionally and globally) with a combined budget of \$51.9 million. TIATA is a “no-year” appropriation, which allows OTA to fund projects through a combination of new and carryover funds.

As the chart below indicates, TIATA is the single largest resource available to OTA for pursuing its mission. The level of appropriated funding helped maintain program continuity and enabled OTA to initiate engagements in priority assistance areas,

including AML-CFT regime development, anti-corruption, climate/energy, and increasing access to finance.

Historically, OTA has received funding from other agencies, such as the U.S. Department of State and the United States Agency for International Development (USAID). As shown in the chart below, between FY 2017 and FY 2020 the program received \$66 million in such transfers. However, in FY 2021 OTA did not receive additional transfer funding, which is consistent with the decline in funding that OTA has received from other agencies in recent years, and emphasizes the importance of TIATA as the most reliable, efficient, and effective source of funding for Treasury technical assistance.¹ OTA will continue to monitor closely the level of funding it receives – both TIATA and transfers from other agencies – in an effort to sustain the current level of technical assistance OTA delivers globally and to respond to new and emerging priorities.

Chart 3 - OTA Funding by Source FY 2017-FY 2021



Note: Details may not add to totals due to rounding.

Table A at the end of this report provide additional data regarding the allocation of OTA funding in 2021.

¹ OTA receives an annual transfer from the Department of State for projects in Eastern Europe and Central Asia. The FY20 funds that OTA expected to receive in FY21 were delayed and were received by OTA in FY22.

Program Management

Program management is the set of management and administrative activities and related costs that OTA requires to effectively develop, deliver, and oversee technical assistance to partner countries globally. These costs, which totaled approximately \$11 million in 2021, are largely associated with OTA's headquarters management and administrative functions, include compensation for program office management and staff; headquarters office facility and maintenance, utilities, and other services (e.g., computer, telephone and internet, supplies); procurement and financial management services; and office and information systems security. These program management expenses are funded by twenty percent (20%) of all funds the program receives, whether via direct appropriation (TIATA) or inter-agency transfer.²

OTA is proactively working with Treasury administrative service providers to reduce costs for services such as procurement, information technology, and facilities, which continue to rise significantly from year-to-year, largely outside of the program's control. OTA has also been engaged with Congress to eliminate or increase the current limit on program management expenses from the current equivalent of 20% of the program's total appropriation. *Resolution of this issue – both in terms of reducing the costs passed on to OTA by administrative service providers and increasing or eliminating the limit on funding available to the program to support administrative management expenses – is critical for effective program management in compliance with all administrative and legal requirements, such as those related to financial management, procurement, human resources, information technology, and security. If this issue is not resolved, OTA would have to lay off essential program management personnel, including some management officials, and reduce technical assistance delivery. OTA would endeavor to prioritize engagements but may not be able to avoid eliminating a number of current bi-lateral assistance projects, including in some key policy areas.*

IV. Project Selection and Assistance Delivery

Two of the most frequently asked questions about OTA's work are: "How are projects selected?" and "How is assistance delivered?" Project selection is a process that typically begins with a request to Treasury for technical assistance as outlined below and is informed by a careful assessment of a project's potential for impact and success. Assistance is delivered via a resident advisor or intermittent advisor-based project model, or a combination of both. Project documentation, in particular the agreed Terms of Reference and progress reports, is a vital part of the assistance architecture.

Receiving and Assessing Requests. Requests for technical assistance and information regarding potential projects come from many sources, including U.S. embassies, USAID missions, other Treasury offices, foreign governments, and international organizations such as the IMF, as well as from OTA advisors already on the ground implementing other projects.

² The FY 2021 appropriations act limited the TIATA funding available to OTA to support administrative expenses to \$6.6 million, or 20%, of the \$33 million total TIATA appropriation.

For requests that OTA determines to be within its mandate, an on-the-ground assessment is carried out by OTA subject matter experts.³ The OTA subject matter expert shares the assessment's conclusions with the partner government and the U.S. embassy in the host country. OTA looks to its host-country counterparts to define project goals from the outset. Experience shows that goals and objectives that are not “owned” by the counterpart are seldom achieved.

If the on-the-ground assessment is favorable, the manager of one of OTA's five core disciplines submits a project proposal based on the assessment to the OTA Director and Deputy Assistant Secretary for Technical Assistance Policy. Decisions about whether to begin new projects, or to continue or terminate existing projects, are based on criteria and considerations that include: the need for technical assistance; evidence of counterpart commitment to reform and good use of assistance; whether the project would complement other projects in a particular country or region; the relation of the project to Treasury's policy priorities and broader U.S. Government goals; and the availability of funding. In the course of assessing the prospects for a given project, OTA consults with other Treasury offices, and other partners and stakeholders such as the U.S. Department of State and USAID (in the field, at the embassy level, and at the headquarters level in Washington), the IMF, and the World Bank.

Assistance Delivery Models. OTA carries out technical assistance through two basic delivery models: a resident advisor-based project and an intermittent advisor-based project.⁴ A resident advisor-based project is anchored by an expert advisor living in the counterpart country, typically for three to five years, and working side-by-side with officials in the ministry of finance, central bank, tax administration authority or other government institution. Treasury has found that working directly with the counterpart over a sustained period of time is critical for transferring knowledge and strengthening systems, especially in countries where government capacity is very limited. In addition to a resident advisor, a resident project frequently includes the participation of intermittent OTA experts in specialized areas who make short-term visits.

For an intermittent advisor-based project, a group of several advisors typically spends a total of 30 to 45 weeks per year over the course of several years, in periods of two to three weeks at a time, working with host-country counterparts. In between these multi-week direct engagements, the counterparts are expected to carry out planned activities that are directed toward the objectives stated in a mutually-agreed-upon work plan. Between trips, advisors and counterparts are in frequent contact by email and phone. OTA often hires a permanent, full-time program assistant in-country to support the intermittent project.

³ As noted in the Introduction and Executive Summary, due to travel restrictions related to the COVID-19 pandemic, in 2021 the program continued to conduct virtual assessments in lieu of traditional on-the-ground assessment missions to evaluate requests for technical assistance.

⁴ In 2020, OTA pivoted to remote delivery of technical assistance for both resident and intermittent advisor-based projects due to COVID-19 related travel restrictions. OTA continued to provide remote assistance in 2021.

Whether OTA selects a resident or intermittent advisor-based project model depends on the extent and nature of the problems to be solved, and the most practical solutions to those problems. Typically, one resident advisor will be utilized to cover a single large subject area, such as program budgeting or debt management, that will require several years to complete. Alternatively, an intermittent advisor-based project will use several advisors to cover a multitude of specialized assistance topics, such as audits, arrears collection and strategic planning in tax administration, or financial intelligence unit development, techniques of financial analysis, investigation and prosecution, or asset management, seizure, and forfeiture.

Project Documents. Once OTA selects a resident or intermittent advisor project for funding, Terms of Reference (TOR) are developed with the counterpart agency and signed by a policy-level official from the counterpart government and Treasury's DAS for Technical Assistance Policy. The TOR describes the broad goals of the project and represents a bilateral understanding at the policy level between OTA and the host institution. Within a short period (normally six to eight weeks) after signing the TOR, a detailed work plan is agreed upon between the advisor assigned to the project and the working-level counterpart. This workplan, which is approved by the Associate Director for the relevant OTA team, specifies objectives, planned completion dates, and deliverables, and is the primary basis for regular monthly progress reports to Treasury headquarters.

The monthly reports are shared with counterpart institutions, U.S. embassy staff, other bureaus and offices in Treasury, and other interested partners such as USAID, the Millennium Challenge Corporation, and the relevant International Financial Institutions. OTA uses the reports as a management tool to oversee the progress of the project and to make any necessary changes. The reports also form the information base for responses to project queries from U.S. Government officials. In addition, supervising officials conduct field visits to meet counterparts and advisors and review the project's progress. Such visits and reviews are conducted, generally, on an annual basis.

V. Program Evaluation and Monitoring

One of the most important managerial functions in any assistance program is to monitor and evaluate the effectiveness of individual projects and the program overall. OTA monitors project performance using a variety of methods, including written monthly reports prepared by advisors that describe progress on work plan objectives, on-site evaluations by OTA managers, and end-of-project reports which provide a final assessment of project outcomes. An OTA expert other than the project implementer undertakes end-of-project reports, which are conducted typically within three to six months following the end of the project. The purpose of these reports is to better understand the program's longer-term impact. OTA completed 15 end-of-project reports in 2021.

In addition, each year OTA assesses the level of “traction” of each project being implemented using a 5-point scale with 5 representing the highest possible traction. Traction levels are assigned based on the degree to which partner governments are actively engaged in working with OTA advisors to achieve technical assistance objectives. Markers of traction may include the number of foreign officials who are taking an active role in pursuing change, or interim deliverables that are on time or ahead of schedule. The levels of traction are assessed three times per year by OTA advisors and headquarters staff at the project level and consider traction across all the technical areas of the project being implemented.

For 2021, OTA achieved an overall program traction score of 3.6. As discussed in the Introduction and Executive Summary, this reflected a return to more normal levels of traction – overall program traction had dipped to 3.3 in 2020 (reflecting the constraints of providing assistance during the pandemic) after averaging 3.8 in the preceding five years – as the program transitioned many projects back to in-person assistance and continued to refine and strengthen its approach to remote assistance that it began in 2020 due to the COVID-19 pandemic.

OTA Traction Evaluation Rating Scale

Traction

5 – Advisors have regular and frequent meetings with counterparts. Counterparts display high levels of involvement. There is an excellent professional relationship between the advisor and the counterpart. Schedules are kept. Counterparts take the initiative to advance the project work. There is a great deal of energy and activity devoted to this objective.

3 – While there is interaction and involvement in working on this objective, more focus and activity would be desirable and is probably possible. For good and valid reasons, the specific project objective does not have a high priority for the counterparts at the present time, but some important and worthwhile efforts are being made. The project is doing well but could do better on this objective.

1 – There is little if any involvement or activity generated around this objective. It may be that the objective has been delayed, suspended, or otherwise given low priority. Though this may change in the future, for the time period covered by this evaluation this objective is dormant.

In accordance with the Foreign Aid Transparency and Accountability Act (FATAA), OTA continues to strengthen its ability to measure the results of its technical assistance projects. In 2021, OTA continued its work on developing and refining project-specific Logical Frameworks (LogFrames) to document project goals and expected outcomes, as well as the activities and outputs expected to lead to their successful realization. LogFrames were completed for all but two active projects. Additionally, in 2021 OTA implemented a standardized approach to monitoring the status of the technical level activities and outputs defined in the LogFrames.

Importantly, in 2021 OTA successfully contracted for a private firm to perform independent (third-party) evaluations of OTA technical assistance engagements, as required by the FATAA. OTA worked with the selected contractor to complete the design methodology that will be used to evaluate the effectiveness of OTA's technical assistance projects. Independent evaluation reports will strengthen OTA's ability to document the extent to which the objectives documented in the LogFrames are achieved for each technical assistance project and the associated outcomes. OTA expects to complete six independent project evaluations in 2022. Once the evaluation regime is fully implemented, each OTA project will be subject to an independent evaluation at its midpoint (generally after the second year of technical assistance activities) and 6-12 months after a project concludes. The results and lessons gained from evaluations will be integrated, as appropriate, into future technical assistance activities, and made available to the public as required by the FATAA.

VI. Illustrative Achievements

As described in the previous section, Treasury measures the results of technical assistance on a project-by-project basis, ranging from engagements that meet – or in some cases exceed – project objectives, to those that underperform, or result in little or no improvement. With respect to the latter, projects can fall short of expectations for a variety of reasons: limited absorption capacity by recipients, a change in host-country leadership, difficulty in establishing a good working relationship between the advisor and his/her counterpart, a lack of commitment to reform, or reform fatigue. In such cases, OTA can suspend or terminate projects, thus ensuring that resources are put to the best possible use with committed partners.

OTA management conducts quarterly reviews of project progress. For projects with less than satisfactory progress, OTA may curtail or end the projects earlier than expected. On average, OTA curtails or ends early 4-5 projects, roughly 5% of TIATA-funded projects, per year. This has been the case since at least 2017 when OTA began collecting data on this on an annual basis. In 2021, eight of the 76 bilateral assistance projects that the program approved using TIATA funds were ultimately curtailed or ended early due to poor performance.

By contrast, OTA projects are successful when the foreign counterparts—at both the technical and policy level—are committed to reform and to using Treasury technical assistance well. In 2021, a number of OTA partner countries demonstrated such commitment and made significant achievements with OTA assistance. Notable accomplishments include the following:

Budget and Financial Accountability

Uganda Aligns Annual Budget to National Development Plan. The Ministry of Finance, Planning and Economic Development (MOFPED) of Uganda undertook an ambitious effort to realign the annual National Budget to a newly developed National Development Plan using cross-sector programs and outcomes. Traditionally the multi-

year planning process has been disconnected from the annual budget process, creating a mismatch between planning and budgeting. With OTA's support, the Ugandan authorities developed a process to align budgets and planning targets. OTA supported this reform through the development of a database and template used by all ministries, agencies, departments, and local governments to realign and frame their budget submissions within the context of their programmatic and development goals. When fully implemented, the alignment of the multi-year development plan with the annual budget will increase accountability for development results and allow for more efficient allocation of budget resources.

Uzbekistan Begins Complex Budget Reform. In 2021, the Government of Uzbekistan embarked on a comprehensive reform program to strengthen public financial management and fiscal transparency. A key element of the reform is to implement a program-based budgeting (PBB) system to improve the quality of budget information and budget decision-making, and to increase transparency. OTA is supporting the Ministry of Finance (MOF) with this complex and multi-year budget reform. In 2021, OTA assisted the MOF to introduce PBB to 30 ministries, agencies, and committees by developing program structures and performance indicators for the 2022 budget. OTA provided introductory training MOF staff, line ministries, agencies, and committees on the concepts and methodology of PBB. OTA and the MOF consulted with each institution on the format to be used for the 2022 budget and subsequently reviewed budget submissions. The 2022 PBB information was formalized in a Presidential Resolution that accompanied the budget law and was adopted in December. The PBB system is expected to better align ministry budgets with policy priorities, both at the national and ministerial level, improving budget transparency and informing budget decision-making.

Revenue Administration and Policy

Ukraine Tax Authority Consolidates Operations.⁵ The State Tax Service (STS) of Ukraine legally consolidated a collection of nearly thirty local and provincial units into a so-called Single Legal Entity starting January 2021. OTA advisors provided ongoing advice and assistance to the tax service and Ministry of Finance regarding the importance of establishing such an entity, and also advised the counterparts on a range of related issues, including change management and organizational structuring. OTA also led post-implementation focus group sessions and surveys with tax employees and designed and analyzed surveys of other public and private stakeholders regarding the impact of the consolidation. The new legal structure and related reforms are expected to help STS maximize revenue collections, minimize taxpayer burden, reduce operating costs, and increase both taxpayer and employee satisfaction.

Guatemala Automates Customs Administration. With OTA assistance, the Superintendency for the Administration of Taxes (SAT) of Guatemala automated key processes to streamline customs administration, increase transparency, and reduce opportunities for corruption. Project work focused on increasing revenue collection through effective risk management and implementation of a robust post clearance audit

⁵ Describes achievements in 2021, prior to Russia-Ukraine war.

program. The project, which was executed in close collaboration with the U.S. Millennium Challenge Corporation, also focused on strengthening the results of customs examinations through improved port security and implementation of effective customs valuation databases. As part of this work, OTA oversaw a team of information technology consultants, who worked to finalize software changes and train SAT staff to maintain the automated customs administration system.

Government Debt and Infrastructure Finance

Ukraine Improves Infrastructure Planning and Procurement.⁶ Affordable infrastructure development is one of the main pillars of Ukraine's economic growth strategy. Ukraine's Ministry of Infrastructure continued to make improvements in their capital project prioritization and in identifying alternative approaches to funding infrastructure. The Ministry expanded its work with OTA beyond seaports, inland waterways, and railways, to include roads. OTA advised the counterparts on a range of issues, including seaport tariff methodology improvements, private sector dredging financing options, and road tolling strategies, including for heavy trucks.

Indian Municipalities Pioneer Local Government Bond Issuance. With OTA support, India's Ministry of Housing and Urban Affairs made significant progress in its Smart Cities program to promote issuance of local project debt by cities. Local debt issuance – in its infancy in India – helps to foster greater ownership and improved planning of infrastructure and development projects, which currently range from water treatment to improved local transportation. OTA previously worked with the Indian municipality of Pune to help facilitate its first bond issuance in 2017. Based on this success, OTA and the Ministry of Housing of Urban Affairs expanded collaboration to include six additional cities (Vadodara, Pimpri Chinchwad, Rajkot, Faridabad, Mangaluru, Mysuru). OTA is working with the cities in coordination with the Ministry to help incorporate best practices and lessons learned from the U.S. municipal finance system, enable better project vetting and monitoring, improve disclosure to investors, and lower the cost of capital for the regional capital improvement plan.

Banking and Financial Services

Tajik Central Bank Prepares Banking Operations System. OTA assisted the National Bank of Tajikistan (NBT) in drafting a Request for Information (RFI) for the supply and implementation of a new core banking system. Once established, the new system will enable the NBT to better oversee the financial sector and strengthen financial stability through higher quality financial data for timely decision-making, a stronger framework for cyber-crime prevention, improved treasury and market management, and more effective tools to implement monetary policy. In September of 2021, NBT senior leadership approved the draft RFI and the official RFI was announced publicly on the NBT website.

⁶ Describes achievements in 2021, prior to Russia-Ukraine war.

Ukraine Prepares Tender for Deposit Guarantee Operations.⁷ The Deposit Guarantee Fund of Ukraine (DGF) – with U.S. Treasury technical assistance – is modernizing all facets of its operations to be more efficient in performing its major functions: providing payouts to insured depositors and creditors, resolving failed banks via asset management and sales, recovering stripped assets, and managing DGF’s and failed banks’ day-to-day operations. A major part of this modernization plan has been focused on improving the DGF’s ability to optimize and automate its business processes to enhance traceability and control of bank assets. Consistent with a recommendation by OTA, DGF announced a tender for a Business Process Management (BPM) Analysis Project and OTA provided DGF with a number of supporting working papers necessary for the BPM project’s successful implementation. Once fully implemented, the BPM project will optimize and automate the DGF’s key business processes, enhancing its readiness for future bank failures.

Economic Crimes

Botswana AML/CFT Reforms Recognized Internationally. In July 2021, Botswana’s Financial Intelligence Agency (FIA) – a key OTA counterpart – achieved membership in the Egmont Group of Financial Intelligence Units as a result of its reforms supported by OTA to strengthen procedures related to processing inquiries, quality and completeness of information, access to appropriate information from other government entities, and establishing information security protocols. In October 2021, Botswana was removed from the Financial Action Task Force (FATF) International Cooperation Review Group process (*a.k.a.*, grey list). The FATF cited Botswana’s significant progress in improving its AML/CFT regime, including by developing a comprehensive national AML/CFT strategy and improving the dissemination and use of financial intelligence by the FIA and others to identify and investigate illicit finance.

Estonia Improves AML/CFT Supervision. One of Estonia’s most important strategic goals is to reduce threats to national security via the financial system. The Estonian Financial Supervision and Resolution Authority (FSA), with support from OTA, drafted its first guidance document on targeted financial sanctions and anti-proliferation financing obligations in implementing a risk management and compliance program. The FSA also updated its AML/CFT market guidance document, the first update in three years. Moreover, the FSA enhanced its examination practices by incorporating statistical sampling into its examination procedures and modifying its risk rating scales, resulting in more comprehensive identification of risk.

⁷ Describes achievements in 2021, prior to Russia-Ukraine war.

Annex 1: U.S. Treasury Strategic Plan 2022-2026 (excerpted)

Department of the Treasury > Strategic Plan 2022–2026

Strategic Plan Crosswalk

		Treasury leads	Treasury supports	Re-engaging Allies	Climate Change	Equity	Customer Experience
Goal 1 Promote Equitable Economic Growth and Recovery	Tax Administration and Policy Enhance tax compliance and service; improve tax policy design.	IRS, TP	TTB, EP	⊗	⊗	⊗	⊗
	Global Economic Leadership Generate sustainable and inclusive global economic growth.	IA	EP, TP, TTB	⊗	⊗	⊗	
	Economically Resilient Communities Promote equitable financial recovery and growth through support and flow of capital to small businesses, households, and underserved communities.	DF, ORP	TTB, OSDBU, ASM, Fiscal, EP		⊗	⊗	⊗
	Resilient Housing Market Together with HUD and other federal agencies, promote a stable and resilient housing market that expands fair and equitable access to homeownership and affordable rental opportunities and protects taxpayers.	DF	EP, TP, ORP			⊗	⊗
Goal 2 Enhance National Security	Cyber Resiliency of Financial Systems and Institutions Harden assets and systems of Treasury and the broader financial system to promote financial system resiliency.	ASM, DF	All Bureaus/ Offices	⊗			⊗
	Economic Measures to Advance National Security Enhance and protect national security through the application of targeted financial measures and review of certain foreign investments.	TFI, IA	FinCEN	⊗			⊗
	Modernize Sanctions Regime Modernize the development, implementation, enforcement, and maintenance of U.S. sanctions to ensure that sanctions remain a streamlined and effective foreign policy and national security tool.	TFI	IA	⊗			⊗
	Transparency in the Financial System Increase transparency in the domestic and international financial system.	TFI/ FinCEN	IA, IRS	⊗	⊗		⊗
Goal 3 Protect Financial Stability and Resiliency	Financial System Vulnerabilities Identify and address current and emerging vulnerabilities to the stability of the U.S. and global financial systems to support more sustainable and equitable growth.	DF	IA, EP, OCC	⊗	⊗	⊗	
	Resilient Treasury and Municipal Securities Markets Improve the resilience of critical government securities markets to minimize borrowing costs over time and to support the critical roles that these safe assets play in the global financial system.	DF	EP		⊗	⊗	⊗
	Financial Innovation Encourage responsible financial sector innovation.	DF	IA, TFI, FinCEN, Fiscal, Mint, BEP, IRS, TP, OCC	⊗	⊗	⊗	⊗
Goal 4 Combat Climate Change	Global Climate Commitment and Leadership Use U.S. leadership and commitment to significantly enhance global action and mobilize and align financial flows to combat climate change and enhance resilience within the new climate environment.	IA	EP, DF, TP	⊗	⊗	⊗	
	Climate Incentives and Investment Create and promote incentives and policies for the private sector to invest in climate-friendly and resilient projects and activities.	EP	DF, TP, IA, OCC	⊗	⊗	⊗	
	Climate-Related Financial Risks Identify and mitigate key sources of climate-related financial risks to macroeconomy, financial system, investors, governments including federal and subnational exposures, and households, understanding that risks may have disparate impacts on disadvantaged communities.	DF	EP, ASM, TP, IA, OCC	⊗	⊗	⊗	
	Sustainable Treasury Operations Improve Treasury's overall environmental and energy sustainability and invest in Treasury Bureaus' adaptation and resiliency efforts to address climate change impacts on operations and services.	ASM	All Bureaus/ Offices		⊗	⊗	⊗
Goal 5 Modernize Treasury Operations	Recruit and Retain a Diverse and Inclusive Workforce Recruit and retain a diverse workforce that represents communities that Treasury serves.	ASM	All Bureaus/ Offices			⊗	⊗
	Future Work Routines Transform the Department's work routines to support changing mission and workforce needs.	ASM	All Bureaus/ Offices		⊗	⊗	⊗
	Better Use of Data Increase timely access to and use of quality data and other types of evidence to inform decision-making.	ASM	All Bureaus/ Offices		⊗	⊗	⊗
	Customer Experience Practices Mature and embed strong customer experience practices across the Department, establishing Treasury's reputation for consistently positive experiences.	ASM	All Bureaus/ Offices			⊗	⊗

Strategic Goal 1: Promote Equitable Economic Growth and Recovery; Objective 1.2:
Global Economic Leadership; Strategy 1.2.B

Objective 1.2 Strategies

Strategy 1.2.B 🏠 IA, TP

Promote policies and initiatives (including financing and technical assistance) that support sustainable economic development, address debt vulnerabilities, and reduce inequality globally in key countries and regions.

Measures and Indicators of Success:

- ★ Effective technical assistance delivered to finance ministries and central banks in developing and transitional countries
- ★ Enhanced effectiveness of international financial institution support to developing countries for pandemic response and sustainable recovery
- ★ Improved Common Framework debt treatments for low-income countries, including enhanced debt transparency and participation by all official bilateral and private creditors
- ★ Supported multilateral forums the U.S. participates in to develop and implement sustainable global tax reforms on minimum taxation and the allocation of business taxing rights
- ★ Increased sharing of information and best practices in tax policy and administration to encourage comparable data collection across countries to promote sustainable economic growth and reduce income inequality

STRATEGIC PLAN 2018-2022
U.S. DEPARTMENT OF THE TREASURY
OFFICE OF TECHNICAL ASSISTANCE

Mission. The mission of the Treasury Department’s technical assistance program, managed by the Office of Technical Assistance (OTA), is to support the development of strong financial sectors and sound public financial management in countries where assistance is needed and there is a strong commitment to reform.

OTA pursues this mission in support of the Treasury Department’s overall mission “to promote the conditions for prosperity and stability in the United States and encourage prosperity and stability in the rest of the world” as well as broader U.S. Government international objectives, such as increasing transparency and accountability, reducing corruption, and strengthening the development of market-based policies and practices.

Vision. OTA aims to build upon its reputation as a high-quality provider of financial sector technical assistance and policy advice. It aims to be recognized as the provider of choice wherever its multi-disciplinary assistance model best addresses country needs and U.S. Government objectives.

The foundation of OTA’s program will continue to reside in five core disciplines—Revenue Administration and Policy, Budget and Financial Accountability, Government Debt and Infrastructure Finance, Banking and Financial Services, and Economic Crimes, complemented by the ability to support other aspects of financial sector strengthening.

Values

- OTA will continue to place the highest priority on capacity building and developing country self-sufficiency.
- OTA exits countries when project objectives are accomplished or if country commitment to reform is not sustained.
- OTA program engagements are distinguished by flexibility, selectivity, and responsiveness.
- OTA recognizes that its core strength lies in the dedication, adaptability, and expertise of its advisors.

Programmatic Goals

- Encourage depth of engagement and an integrated, multi-discipline approach. Where circumstances warrant, deeper, stronger, more comprehensive engagements may improve the prospects for material impact.
- Encourage an approach that targets geographic regions and common financial or economic problems. Look for opportunities to place advisors in countries with common needs by virtue of location, financial structure (e.g., significant dependence upon donor revenue), or dislocations (e.g., highly affected by extractive industry income).

- Provide specialized multi-discipline programs and rapid response teams to support key U.S. Government priorities.
- Recruit, retain and support a cadre of advisors that manifests OTA's tradition of excellence.
- Continue to strengthen OTA coordination within Treasury and with other parts of the U.S. Government.
- Enhance awareness of Treasury's technical assistance program.
- Ensure that OTA's management systems fully support the achievement of OTA's mission.

Table A

2021 TIATA Budget Execution Plan**Projects Funded by Treasury International Affairs Technical Assistance (TIATA) Appropriations**

	Table A					
	2021 Budget Execution Plan					
	Treasury International Affairs Technical Assistance (TIATA)					
	LATIN AMERICA AND CARIBBEAN	Team	Advisor Category	Co-Financing	TIATA	Total
OTA3088	1 Argentina	CRME	Resident		\$ 163,001	\$ 163,001
OTA4064	2 Argentina IFT	DEBT	Resident		\$ 879,741	\$ 879,741
OTA1058	3 Argentina 02	BANK	Resident		\$ 84,029	\$ 84,029
OTA3087	4 Belize	CRME	Intermittent		\$ 274,791	\$ 274,791
OTA1086	5 Brazil	BANK	Intermittent		\$ 282,821	\$ 282,821
OTA4080	6 Brazil IFT	DEBT	Resident		\$ 772,897	\$ 772,897
OTA4103	7 Brazil IFT 02	DEBT	Resident		\$ 1,035,460	\$ 1,035,460
OTA1088	8 Chile	BANK	Intermittent		\$ 169,850	\$ 169,850
OTA4101	9 Colombia IFT 02	DEBT	Resident		\$ 1,013,829	\$ 1,013,829
OTA1077	10 Costa Rica (Financial Inclusion)	BANK	Intermittent		\$ 186,667	\$ 186,667
OTA5067	11 Costa Rica 02	RVNU	Project Coordinator + Intermittent		\$ 592,306	\$ 592,306
OTA1060	12 Dominican Republic (Financial Inclusion)	BANK	Intermittent		\$ 183,971	\$ 183,971
OTA3093	13 Dominican Republic	CRME	Intermittent		\$ 520,002	\$ 520,002
OTA5052	14 Dominican Republic	RVNU	Project Coordinator + Intermittent		\$ 732,987	\$ 732,987
OTA1080	15 Ecuador	BANK	Intermittent		\$ 943,157	\$ 943,157
OTA3101	16 Ecuador	CRME	Intermittent		\$ 929,920	\$ 929,920
OTA4081	17 Ecuador 01	DEBT	Resident		\$ 700,511	\$ 700,511
OTA1087	18 Ecuador 02	BANK	Intermittent		\$ 180,621	\$ 180,621
OTA5063	19 Ecuador	RVNU	Project Coordinator + Intermittent		\$ 918,403	\$ 918,403
OTA4082	20 Ecuador IFT	DEBT	Resident		\$ 860,905	\$ 860,905
OTA5033	21 Guyana	RVNU	Project Coordinator + Intermittent		\$ 527,983	\$ 527,983
OTA1056	22 Honduras	BANK	Resident	\$ 319,217	\$ 757,245	\$ 1,076,462
OTA2030	23 Honduras 01	BDGT	Intermittent		\$ 469,839	\$ 469,839
OTA2044	24 Honduras 02	BDGT	Intermittent		\$ 272,560	\$ 272,560
OTA2065	25 Jamaica	BDGT	Resident		\$ 699,640	\$ 699,640
OTA4086	26 Jamaica IFT	DEBT	Resident		\$ 633,425	\$ 633,425
OTA4078	27 Panama IFT	DEBT	Intermittent		\$ 172,311	\$ 172,311
OTA1066	28 Paraguay (Financial Inclusion)	BANK	Intermittent		\$ 134,176	\$ 134,176
OTA2043	29 Paraguay	BDGT	Resident		\$ 1,047,258	\$ 1,047,258
OTA4063	30 Paraguay	DEBT	Resident		\$ 686,412	\$ 686,412
OTA1091	31 Peru 03	BANK	Intermittent		\$ 401,498	\$ 401,498
OTA2084	32 Trinidad and Tobago	BDGT	Intermittent		\$ 224,273	\$ 224,273
	Subtotal Latin America and Caribbean			\$ 319,217	\$ 17,452,488	\$ 17,771,705

	ASIA	Team	Advisor Category	Co-Financing	TIATA	Total
OTA4058	33 India IFT	DEBT	Intermittent		\$ 385,455	\$ 385,455
OTA4102	34 India 03	DEBT	Intermittent		\$ 546,154	\$ 546,154
OTA2059	35 Indonesia	BDGT	Resident		\$ 818,557	\$ 818,557
OTA1081	36 Kazakhstan	BANK	Intermittent		\$ 312,410	\$ 312,410
OTA4079	37 Maldives	DEBT	Intermittent		\$ 73,106	\$ 73,106
OTA5068	38 Maldives	RVNU	Project Coordinator + Intermittent		\$ 559,824	\$ 559,824
OTA2005	39 Mongolia	BDGT	Intermittent		\$ 239,648	\$ 239,648
OTA3091	40 Mongolia	CRME	Resident		\$ 899,414	\$ 899,414
OTA5059	41 Papua New Guinea	RVNU	Project Coordinator + Intermittent		\$ 282,063	\$ 282,063
OTA1082	42 Philippines 02	BANK	Resident		\$ 831,313	\$ 831,313
OTA4056	43 Philippines IFT	DEBT	Resident		\$ 863,888	\$ 863,888
OTA1069	44 Sri Lanka	BANK	Resident	\$ 200,000	\$ 709,651	\$ 909,651
OTA4040	45 Sri Lanka	DEBT	Resident	\$ 180,000	\$ 392,811	\$ 572,811
OTA4087	46 Uzbekistan	DEBT	Resident		\$ 1,110,863	\$ 1,110,863
OTA2007	47 Vietnam	BDGT	Intermittent		\$ 590,423	\$ 590,423
OTA4083	48 Vietnam IFT	DEBT	Intermittent		\$ 268,202	\$ 268,202
	Subtotal Asia			\$ 380,000	\$ 8,883,781	\$ 9,263,781
	EUROPE	Team	Advisor Category	Co-Financing	TIATA	Total
OTA3099	49 Estonia	CRME	Intermittent		\$ 284,597	\$ 284,597
OTA3100	50 Latvia	CRME	Resident		\$ 718,488	\$ 718,488
	Subtotal Europe			\$ -	\$ 1,003,085	\$ 1,003,085

	<u>SUB-SAHARAN AFRICA</u>	<u>Team</u>	<u>Advisor Category</u>	<u>Co-Financing</u>	<u>TIATA</u>	<u>Total</u>
OTA3095	51 Angola	CRME	Intermittent		\$ 618,436	\$ 618,436
OTA4104	52 Angola 02	DEBT	Resident		\$ 1,039,773	\$ 1,039,773
OTA2072	53 Botswana	BDGT	Resident		\$ 1,018,359	\$ 1,018,359
OTA3096	54 Botswana	CRME	Intermittent		\$ 683,851	\$ 683,851
OTA5057	55 Cameroon	RVNU	Project Coordinator + Intermittent		\$ 659,594	\$ 659,594
OTA5049	56 Cote D'Ivoire	RVNU	Project Coordinator + Intermittent		\$ 635,608	\$ 635,608
OTA1083	57 Ethiopia	BANK	Resident		\$ 1,532,231	\$ 1,532,231
OTA4085	58 Ethiopia IFT	DEBT	Resident	\$ 188,841	\$ 590,789	\$ 779,629
OTA1078	59 Guinea	BANK	Intermittent		\$ 634,208	\$ 634,208
OTA4018	60 Kenya	DEBT	Resident		\$ 824,361	\$ 824,361
OTA4099	61 Kenya IFT	DEBT	Resident		\$ 478,893	\$ 478,893
OTA1090	62 Liberia	BANK	Resident		\$ 1,438,355	\$ 1,438,355
OTA1054	63 Madagascar 01 (Financial Inclusion)	BANK	Resident		\$ 688,837	\$ 688,837
OTA1084	64 Madagascar 02 (Insurance Supervision)	BANK	Intermittent		\$ 432,624	\$ 432,624
OTA1085	65 Madagascar 03 (Deposit Insurance)	BANK	Intermittent		\$ 331,323	\$ 331,323
OTA2056	66 Madagascar	BDGT	Resident		\$ 840,619	\$ 840,619
OTA4066	67 Madagascar	DEBT	Resident		\$ 904,250	\$ 904,250
OTA1089	68 Seychelles	BANK	Intermittent		\$ 579,787	\$ 579,787
OTA1055	69 Sierra Leone	BANK	Resident		\$ 1,428,991	\$ 1,428,991
OTA2082	70 Sierra Leone	BDGT	Intermittent		\$ 436,459	\$ 436,459
OTA3092	71 Sierra Leone	CRME	Intermittent		\$ 410,732	\$ 410,732
OTA5064	72 Sierra Leone	RVNU	Project Coordinator + Intermittent		\$ 519,713	\$ 519,713
OTA4084	73 The Gambia	DEBT	Intermittent		\$ 147,877	\$ 147,877
OTA2085	74 Uganda 03	BDGT	Resident		\$ 803,967	\$ 803,967
OTA3098	75 Zambia	CRME	Intermittent		\$ 772,327	\$ 772,327
OTA5028	76 Zambia	RVNU	Intermittent		\$ 74,089	\$ 74,089
	Subtotal Sub-Saharan Africa			\$ 188,841	\$ 18,526,053	\$ 18,714,893

	SENIOR ADVISORS	Team	Advisor Category	Co-Financing	TIATA	Total
OTA1013	77 Senior Advisor (AFR+EUR)	BANK			\$ 568,644	\$ 568,644
OTA1076	78 Senior Advisor (DC-Based)	BANK			\$ 464,282	\$ 464,282
OTA1050	79 Senior Advisor (Financial Inclusion)	BANK			\$ 477,572	\$ 477,572
OTA2015	80 Senior Advisor	BDGT			\$ 711,398	\$ 711,398
OTA2016	81 Senior Advisor (Cash Management)	BDGT			\$ 661,053	\$ 661,053
OTA3023	82 Senior Advisor I	CRME			\$ 537,123	\$ 537,123
OTA3024	83 Senior Advisor II	CRME			\$ 571,006	\$ 571,006
OTA4016	84 Senior Advisor Debt	DEBT			\$ 599,488	\$ 599,488
OTA4054	85 Senior Advisor IFT	DEBT			\$ 683,960	\$ 683,960
OTA5011	86 Senior Advisor	RVNU			\$ 757,358	\$ 757,358
	Subtotal Senior Advisors			\$ -	\$ 6,031,884	\$ 6,031,884
	GRAND TOTAL			\$ 888,058	\$ 51,897,291	\$ 52,785,348
	Note: Co-funding amounts may reflect funds intended for more than year. Amounts listed reflect available budget authority in FY21.					

Notes

1. TIATA figures include carryover of prior year TIATA funds.
2. Figures include program management (20% of total).
3. OTA Team abbreviations: BDGT = Budget and Financial Accountability; CRME = Economic Crimes; BANK = Banking and Financial Services; DEBT = Government Debt and Infrastructure Finance; RVNU = Revenue Administration and Policy.
4. Co-funding amounts may reflect funds intended for more than one year.