

**DEPARTMENT OF THE TREASURY  
INTERNATIONAL AFFAIRS TECHNICAL ASSISTANCE  
2022 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 2022. 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, in 2022 OTA:

- Executed 74 bilateral technical assistance projects in 42 countries to help counterparts in Africa, Latin America, Asia, and Europe achieve improvements – in some cases significant improvements – in public financial management and financial sector oversight.
- Delivered technical assistance in support of Administration priorities, including climate/energy, financial inclusion, and anti-corruption.
- Completed the first independent (third-party) evaluation of an OTA project under the program’s initiative to strengthen project monitoring and evaluation in compliance with the Foreign Aid Transparency and Accountability Act (FATAA).

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.

### *Project Highlights*

In 2022, several OTA partner countries made significant achievements with OTA assistance. For example, Angola launched a liability management program and executed debt exchange transactions as part of its efforts to reduce risk and more efficiently manage its sovereign debt. OTA worked with India's Ministry of Housing and Urban Affairs to promote local project debt issuance in support of infrastructure and development projects. This work resulted in the successful issuance of nearly \$9 million in local bonds to finance a water treatment plant. In Costa Rica, government officials improved tax debt collection policies, procedural structures, enforcement measures, and public communication strategies, which resulted in increased collections and resolution of tax debt cases. Indonesia's Ministry of Finance implemented several new key processes and tools to reach internationally accepted standards for cash management, a critical component of the government's public financial management reform efforts. With OTA assistance, Latvian regulatory authorities adopted a more aggressive enforcement posture to counter non-compliance by troublesome banks and strengthened their ability to freeze assets owned or controlled by sanctioned individuals and entities in response to Russian aggression in Ukraine. Madagascar developed and implemented a national financial inclusion database, which includes reporting from more than 75% of financial sector actors serving low-income Malagasies.

### *Alignment with Administration Priorities*

OTA's work is closely aligned with Administration 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

There is increasing demand from countries for assistance to help support their climate-related goals. In response, OTA provided assistance in the development and implementation of fiscally-sound approaches to financing climate-related or environmental projects, such as renewable energy and sustainable infrastructure projects, in five countries: India, Colombia, Ecuador, Kenya, and Panama. The Government of Indonesia modified regulations were modified to reflect discussions OTA held 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. In Madagascar, OTA supported the promulgation 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 2022, OTA executed 11 infrastructure finance technical assistance projects in Brazil (two projects), Colombia, Ecuador, India, Jamaica, Kenya, Panama, Philippines, Ukraine, and Vietnam.<sup>1</sup>

### Financial Inclusion

OTA assisted partner countries to implement 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 promote financial sector safety and soundness. In 2022, OTA executed seven engagements with a financial inclusion focus (Costa Rica, Dominican Republic, Honduras, Liberia, Madagascar, Paraguay, 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 focused 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 2022 OTA executed 20 engagements across the following 18 countries: Angola, Belize, Botswana, Brazil, Dominican Republic, Ecuador, Estonia, Honduras, Latvia, Liberia, Madagascar, Maldives, Mongolia, 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

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<sup>1</sup> OTA also provided infrastructure finance technical assistance to the Government of Argentina in early-2022, however the engagement ended due to a lack of traction with Argentinian counterparts.

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.

### *Monitoring and Evaluation*

In 2022, 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 utilizes a standard Logical Framework (LogFrame) to document and track the progress of project-specific goals, expected outcomes, activities, and outputs. In 2022, OTA expanded project monitoring capabilities by developing project-level dashboards to enable project managers and senior management to make data-driven decisions about project performance, including investing additional resources into projects with high traction, and making timely interventions into stalled or faltering projects.

OTA – working with a private firm it contracted to perform third-party evaluations of technical assistance engagements – designed an approach to evaluating technical assistance projects to determine the extent to which project objectives are achieved and the associated outcomes have led to sustainable improvements in public financial management or financial sector strengthening. OTA's contractor utilized this evaluation design to complete an evaluation of two long-term technical assistance projects in Kosovo. OTA initiated evaluations of projects in Paraguay, Jamaica, and Rwanda. These evaluations are expected to be completed in 2023.

## **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**

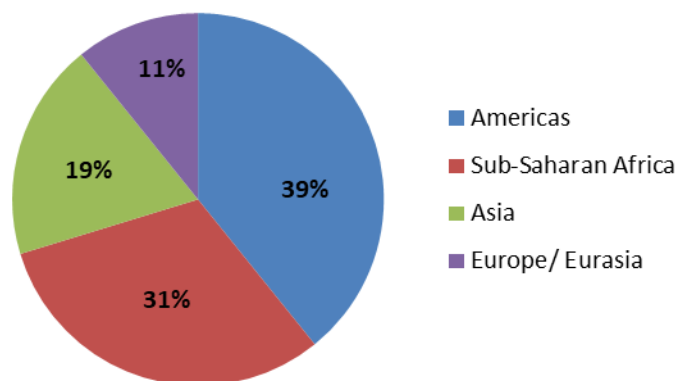
#### Project Allocation

As of the end of 2022, OTA had 74 bilateral technical assistance projects in 42 countries. Thirty-nine percent of OTA's total projects in 2022 were in the Americas, 31 percent were in Sub-Saharan Africa, 19 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 (26 percent) and Government Debt and Infrastructure Finance (24 percent), and the remainder focused on Budget and Financial Accountability (19 percent), Revenue Policy and Administration (16 percent), and Economic Crimes (15 percent) (see charts below). The total number of

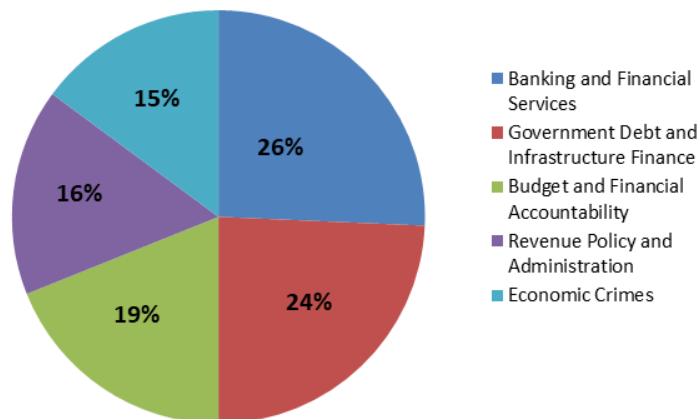
projects and their regional and subject area distribution are consistent with OTA's footprint in recent years.

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 2022, out of OTA's 42 country engagements, 18 involved experts from two or more disciplines.

**Chart 1 - OTA Projects by Region 2022**



**Chart 2 - OTA Projects by Discipline 2022**



Note: Details may not add to totals due to rounding

### Program Funding

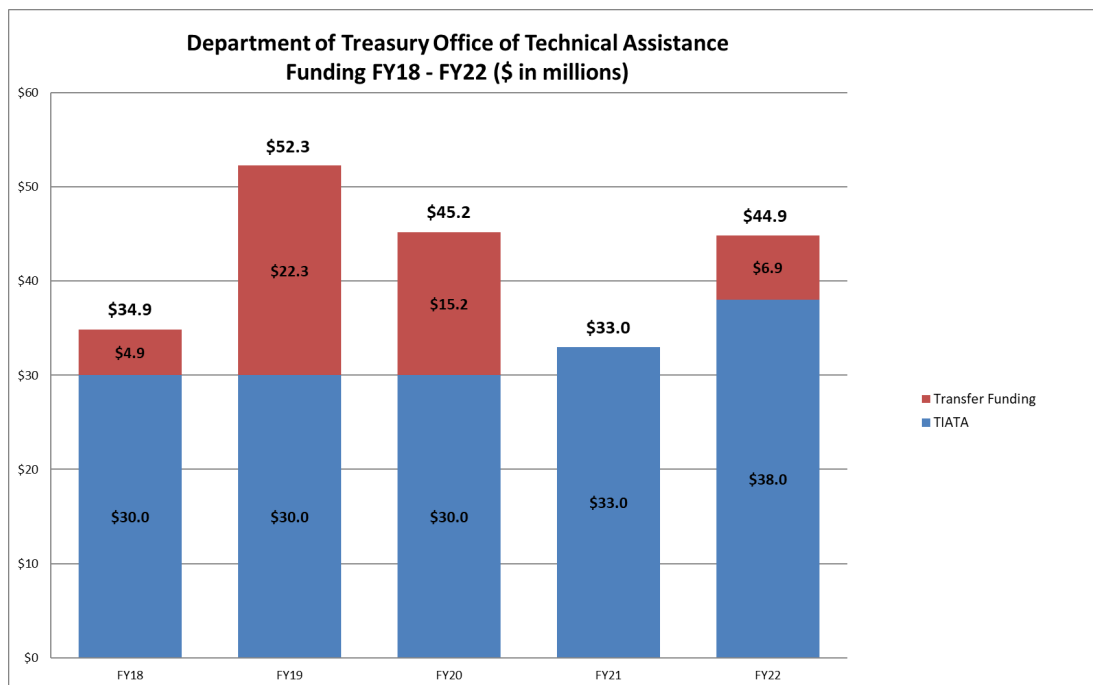
In FY 2022, Congress appropriated \$38 million in Treasury International Affairs Technical Assistance (TIATA) resources, a welcome increase of \$5 million over the FY

2021 level. This funding was allocated to support a total of 74 bilateral assistance projects and 13 subject matter-specific senior advisors (who work regionally and globally) with a combined budget of \$54.2 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 and is the most reliable, efficient, and effective source of funding for Treasury technical assistance. 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 2018 and FY 2022 the program received \$49.2 million in such transfers. 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 2018-FY 2022**



**Notes:**

1. Details may not add to totals due to rounding.
2. OTA expected to receive transfer funding in FY21 from the Department of State for projects in Eastern Europe and Central Asia. However, the transfer was delayed and the funds were received by OTA in FY22.

Table A at the end of this report provide additional data regarding the allocation of OTA funding in 2022.

### 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 \$11.3 million in 2022, 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-five percent (25%) of all funds the program receives, whether via direct appropriation (TIATA) or inter-agency transfer.<sup>2</sup>

## **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.

For requests that OTA determines to be within its mandate, an on-the-ground assessment is carried out by OTA subject matter experts. 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 (DAS) 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

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<sup>2</sup> The FY 2022 appropriations act provided \$9.5 million, or 25%, of the \$38 million total TIATA appropriation, to support OTA administrative expenses.

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. 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.

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 12 end-of-project reports in 2022.

In addition, OTA regularly 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 2022, OTA achieved an overall program traction score of 3.5, reflecting a return to a level of traction more in line with the program's historical experience (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).

## OTA Traction Assessment 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 assessment 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 2022, OTA continued its work to develop and refine project-specific Logical Frameworks (LogFrames) and to document progress against project goals and expected outcomes, as well as the activities and outputs expected to lead to their successful realization. Additionally in 2022, OTA expanded on its approach to project monitoring by creating project-specific data dashboards to provide project managers and OTA senior leadership at-a-glance illustrations of project progress and traction.

Importantly, in 2022 OTA worked with its evaluation contractor to plan and execute a successful evaluation of two long-standing OTA projects in Kosovo. The report documented the extent to which the objectives of each of project were achieved and their expected sustainability.<sup>3</sup> Additionally, OTA contracted for and planned three evaluations to be undertaken in 2023, including for projects in Paraguay, Jamaica, and Rwanda. The results and lessons gained from evaluations will be integrated, as appropriate, into future technical assistance activities to continue to make OTA as effective as possible. The results will also be 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

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<sup>3</sup> The evaluation is available to the public (see <https://home.treasury.gov/about/offices/international-affairs/technical-assistance/technical-assistance-project-evaluations>) as required by the Foreign Aid Transparency and Accountability Act.

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 2022, six TIATA-funded bilateral assistance projects that the program had approved 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 2022, 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

**Botswana Strengthens Medium-Term Budget Planning.** In 2022, the Government of Botswana continued with a comprehensive reform program to strengthen public financial management and fiscal transparency. A key element of the reform is to implement budget options (e.g., initiatives that can create costs savings and/or increased revenues) early in the budget process to both strengthen medium-term budget planning and promote the allocation of resources to priority services. Working with OTA, Botswana's Ministry of Finance and Economic Development (MFED) and other government agencies identified, developed, and reviewed budget options related to service efficiencies, cost containment measures, and non-tax revenue generating proposals (e.g., new fees and revising outdated fee schedules). In the first year of implementation, government agencies identified \$26 million in cost-saving measures and non-tax revenue proposals.

**Indonesia Strengthens Cash Management.** The Ministry of Finance of Indonesia's General Directorate of Treasury (DGT) implemented several new key processes and tools to reach internationally accepted standards for cash management, which is a critical component of the government's public financial management reform efforts. With OTA assistance, the DGT developed new cash forecasting models and a new methodology for calculating the level of cash reserve to manage cash allocations during the fiscal year. The DGT also strengthened payment systems by developing and implementing strategies for enhancing digitalization of payment documentation, scheduling payments, improving accuracy of social program payments, and improving year end payment closing systems. OTA also supported the creation of new tools to invest surplus cash including the use of reverse repurchase agreements. Together, these reforms will enable the DGT to better manage and anticipate government cash requirements, decrease cash flow volatility, and reduce the required size of the cash liquidity reserve balance.

## Revenue Administration and Policy

### **Moldova Strengthens Tax Administration in Preparation for European Union**

**Accession Negotiations.** Moldova's State Tax Service (STS) embarked on a comprehensive reform program to strengthen revenue collection in support of Moldova's accession into the European Union (EU). With OTA assistance, the STS updated its tax code on transfer pricing and general anti-avoidance rules, and developed draft legislation on criminal tax procedures, debt management, and insolvency codes to more closely align laws with EU practices. OTA assistance focused on improving tax services to increase efficiency, upgrade customer service, and reduce opportunities for corruption.

**Costa Rica Overhauls Tax Debt Collection.** With OTA assistance, Costa Rica's Ministry of Finance (MoF) and General Directorate of Taxes (DGT) mapped and improved their tax debt collection policies, procedural structures, enforcement measures, and public communication strategies. Based on OTA's guidance, the MoF and DGT enacted delinquent taxpayer installment agreements and partial payment agreements. In addition, an early intervention strategy has been implemented for collections officers to communicate with taxpayers immediately after an audit assessment. According to initial results, in 2022 the percentage of debtors paying in full rose by two percentage points to 13%, and the percentage of cases resolved rose nine percentage points to 43%.

## Government Debt and Infrastructure Finance

**Angola Launches Liability Management Program.** OTA assisted Angola's Ministry of Finance (MoF) to establish a liability management program and execute debt exchange transactions as part of MoF's effort to reduce risk and more efficiently manage its sovereign debt. OTA worked with the MoF Debt Management Office to analyze the domestic debt portfolio, identify vulnerabilities, and formulate a debt optimization strategy. Before launching the liability management operations, OTA advised counterparts in their communications with the market to ensure buy-in from current and potential debt holders. The successful transactions reduced foreign currency and maturity risk by exchanging USD linked index bonds for longer maturity (6, 8, 10 years) local currency benchmarks, which serve to improve liquidity in the domestic government bond market. These transactions promote capital market development by demonstrating the benefits of market-based instruments, pricing, and mechanisms.

**India Expands Municipal Financing Program.** OTA's support of India's Ministry of Housing and Urban Affairs (MoHUA) initiative to promote local project debt issuance through the Smart Cities program reached another milestone in 2022. In March, the City of Vadodara, with OTA assistance, sold the equivalent of \$8.7 million worth of 5-year local bonds for a water treatment plant at 7.15%, which was a positive result. OTA assistance to Vadodara focused on preparing the transaction (e.g., forming a deal team, reviewing bond structures and documents) and issuing the bonds, including by helping to identify regulatory and non-compliance issues and listing the bonds on the Bombay Stock Exchange. Vadodara is the second Indian city to raise its own project funds since the pioneering issuance by the municipality of Pune in 2017, which OTA also supported.

Local debt issuance helps to foster greater ownership and improved planning of infrastructure and development projects. The collaboration between OTA and the MoHUA aims to 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 funding for the regional capital improvement plan.

### Banking and Financial Services

**Sierra Leone Insures Depositors.** In November 2022, the Government of Sierra Leone, with OTA support, passed a Deposit Protection Law that enables the establishment of a deposit insurance scheme for Sierra Leonean deposit holders. OTA assisted the Bank of Sierra Leone – Sierra Leone’s central bank – with the drafting of this law according to international best practice and will continue to support the BSL in operationalizing the deposit insurance scheme, by both establishing the actual deposit protection fund itself and the operational unit to oversee the fund. In a country where 12.4% of the adult population has a formal bank account, the establishment of a deposit protection fund will provide a significant safeguard to encourage unbanked citizens to put their savings into the formal financial sector.

**Madagascar Establishes Financial Inclusion Database.** With OTA assistance, Madagascar’s National Committee for Financial Inclusion (CNFI), under the direction of the Ministry of Economy and Finance, developed and implemented a national financial inclusion database. Such a database will provide Government of Madagascar policy makers with key insights into their efforts regarding inclusive financial services – where there has been progress, where there is more work to be done. CNFI and OTA conducted socialization events with microfinance institutions and other key financial service providers in rural areas of Madagascar to introduce the new database and emphasize the importance of reporting into it. To date, over 75% of microfinance institution and other key financial sector actors serving low-income Malagasies are now reporting into this database.

### Economic Crimes

**Latvia Pursues Ambitious AML/CFT Reform.** With OTA assistance, Latvian regulatory authorities adopted a more aggressive enforcement posture to counter continued non-compliance by troublesome banks. OTA assistance focused on improving data analytics and risk methodologies; developing activity-based inspection tools; and creating a more dissuasive penalty structure (e.g., elimination of settlement discount for banks not acting in good faith to remediate deficiencies). Due in large part to regulatory pressure stemming from newly implemented effective risk-based supervision practices – and Latvia’s commitment to guard against malign influences – three non-compliant commercial banks were dissolved in 2022. Further, in response to Russian aggression in Ukraine, Latvian authorities froze 84 million EUR owned or controlled by sanctioned individuals and entities, and suspended Latvia’s lucrative “golden visa” investment program for Russian and Belarusian citizens. And, in August 2022, the Latvian government noted a significant increase in trade volumes transiting through Kazakhstan

and alerted other countries to the suspected attempts to circumvent economic sanctions against Russia and Belarus. OTA provided background support to the Latvian authorities in these actions, including by assisting counterparts in overall coordination and resolving technical implementation issues.

### **Mongolia Strengthens Money Laundering and Terrorist Financing Risk**

**Detection.** Mongolia's Financial Intelligence Unit (FIU), with mentoring and process support from OTA, implemented an updated AML/CFT risk-scoring matrix, resulting in a more comprehensive identification of risk in the financial intelligence it receives from banks and other obligated entities. OTA coached FIU counterparts on processes to identify and prioritize sources of AML/CFT risk and assisted with the development of the risk-scoring matrix consistent with international standards and practices. This improvement has also benefited Mongolia's overall AML/CFT regime, as Mongolian regulatory and law enforcement authorities in turn developed, or otherwise refined, their own risk rating processes to coincide with the FIU process. This across-the-regime risk scoring and prioritization process has enabled Mongolian authorities to target more significant AML/CFT targets for reporting, intelligence development, investigation, and prosecution. The FIU has also launched an automated Learning Management System (LMS) to better develop AML/CFT competency across the regime.

## **VII. Special Focus: Ukraine**

OTA has a long-standing partnership with the Government of Ukraine aimed at strengthening a range of public financial management and financial sector issues.<sup>4</sup> In 2022, OTA adjusted its work with Ukrainian institutions – including the Ministry of Infrastructure, the Deposit Guarantee Fund, State Property Fund, and State Tax Service – to reflect the emerging economic, financial, and security challenges resulting from Russia's invasion of Ukraine at the beginning of the year. The program quickly added a new focus on continuity of key public financial management operations and preparations for a post-conflict environment (as well as traditional public financial management and financial sector strengthening) and required close coordination with other bi-lateral and multi-lateral assistance providers. Due to security considerations OTA was unable to meet with counterparts in Kyiv and instead delivered assistance to Ukrainian officials through working sessions held in neighboring countries (Hungary, Moldova, Poland).

### *Financial Sector Technical Assistance Donor Coordination*

OTA participated in a donor coordination group chaired by the World Bank on financial sector issues in Ukraine. The group's first meeting was held in Vienna, Austria in September 2022 and included the participation of a range of donors, including the World Bank, International Monetary Fund, European Bank for Reconstruction and Development, and U.S. Agency for International Development. Each donor reviewed their current efforts in Ukraine and discuss near-term assistance plans. OTA plans to

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<sup>4</sup> OTA's engagement with the Government of Ukraine is supported by funds transferred to the program from the U.S. Department of State (Bureau of European and Eurasian Affairs).

continue to participate in this group on an ongoing basis to avoid duplication of donor efforts and to help ensure that relevant assistance areas are being addressed.

### *Infrastructure Planning*

Ukraine's Ministry of Infrastructure is preparing for the massive task of rebuilding key infrastructure once Russian hostilities cease. As part of this effort, OTA is supporting the Ministry of Infrastructure's planning to repair and replace damaged transportation infrastructure. This includes working side-by-side with counterparts to prioritize projects and develop specific project funding proposals for presentation to the donor community. OTA's capacity building efforts include helping Ministry of Infrastructure counterparts to develop terms of reference for proposed donor assistance, and tools to monitor external technical consulting milestones and deliverables. Given the Ministry's limited internal capability to coordinate and manage projects and funding, and the significant quantity of future projects, OTA will assist the Ministry to create an infrastructure project office staffed with professionals experienced in coordinating donor funding and project management. Also, at the request of the Ministry of Infrastructure, OTA provided analyses and recommendations regarding grain shipment infrastructure and logistics during the war, including analyzing challenges related to grain export logistics via Ukraine's western border.

### *Financial Sector Strengthening*

OTA assisted the Deposit Guarantee Fund (DGF) of Ukraine to strengthen its legal framework, operation policies and procedures, and problem bank intervention and resolution strategies. Since the Russian invasion, OTA has continued its support through remote technical assistance as well as intermittent in-person working sessions with Ukrainian counterparts in Warsaw, Poland and Budapest, Hungary. These efforts have focused on supporting the DGF in responding to the economic disruption of banks caused by loss of collateral, overall economic decline, and other challenges. OTA is also assisting the DGF to develop a systemic crisis response strategy. OTA anticipates holding the next working session with the DGF in mid-2023. OTA is also assisting the State Property Fund (SPFU) of Ukraine with appraisal standards and adoption of International Valuation Standards. OTA had previously supported SPFU's development of a strategy to privatize a large number of Ukrainian state-owned properties and enterprises.

### *Revenue Administration Operational Continuity and Strengthening*

OTA assisted the Ukrainian State Tax Service (STS) with a focus on continuity of operations and post-conflict operational readiness. STS leadership is working to reinvent the State Tax Service for a post-war environment, including modeling Ukraine's tax administration regime after Western tax administration systems. OTA has provided STS counterparts with concept papers on fully resuming tax administration operations (post-conflict), best practices in anti-corruption, and assistance in the areas of debt management, taxpayer services, international taxation, compliance risk management, and

audit operations. OTA met with senior STS leadership in Poland in September 2022 to conduct post-conflict planning sessions. OTA met with STS counterparts in Moldova in December to discuss automating their factual audit program, and again in January 2023, to discuss debt management and collections. Looking ahead, OTA plans to meet with STS counterparts in February to plan for the resumption of audit compliance operations, and in March OTA will facilitate a joint session between Ukraine and Moldova international taxation units.

## 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	<b>Tax Administration and Policy</b> Enhance tax compliance and service; improve tax policy design.	IRS, TP	TTB, EP	⊗	⊗	⊗	⊗
	<b>Global Economic Leadership</b> Generate sustainable and inclusive global economic growth.	IA	EP, TP, TTB	⊗	⊗	⊗	
	<b>Economically Resilient Communities</b> 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		⊗	⊗	⊗
	<b>Resilient Housing Market</b> 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	<b>Cyber Resiliency of Financial Systems and Institutions</b> Harden assets and systems of Treasury and the broader financial system to promote financial system resiliency.	ASM, DF	All Bureaus/ Offices	⊗			⊗
	<b>Economic Measures to Advance National Security</b> Enhance and protect national security through the application of targeted financial measures and review of certain foreign investments.	TFI, IA	FinCEN	⊗			⊗
	<b>Modernize Sanctions Regime</b> 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	⊗			⊗
	<b>Transparency in the Financial System</b> Increase transparency in the domestic and international financial system.	TFI/ FinCEN	IA, IRS	⊗	⊗		⊗
Goal 3 Protect Financial Stability and Resiliency	<b>Financial System Vulnerabilities</b> 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	⊗	⊗	⊗	
	<b>Resilient Treasury and Municipal Securities Markets</b> 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		⊗	⊗	⊗
	<b>Financial Innovation</b> Encourage responsible financial sector innovation.	DF	IA, TFI, FinCEN, Fiscal, Mint, BEP, IRS, TP, OCC	⊗	⊗	⊗	⊗
Goal 4 Combat Climate Change	<b>Global Climate Commitment and Leadership</b> 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	⊗	⊗	⊗	
	<b>Climate Incentives and Investment</b> 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	⊗	⊗	⊗	
	<b>Climate-Related Financial Risks</b> 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	⊗	⊗	⊗	
	<b>Sustainable Treasury Operations</b> 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	<b>Recruit and Retain a Diverse and Inclusive Workforce</b> Recruit and retain a diverse workforce that represents communities that Treasury serves.	ASM	All Bureaus/ Offices			⊗	⊗
	<b>Future Work Routines</b> Transform the Department's work routines to support changing mission and workforce needs.	ASM	All Bureaus/ Offices		⊗	⊗	⊗
	<b>Better Use of Data</b> Increase timely access to and use of quality data and other types of evidence to inform decision-making.	ASM	All Bureaus/ Offices		⊗	⊗	⊗
	<b>Customer Experience Practices</b> 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 maintain a strong economy and create economic and job opportunities by promoting the conditions that enable economic growth and stability at home and abroad” 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

**2022 TIATA Budget Execution Plan**

Projects Funded by Treasury International Affairs Technical Assistance (TIATA) Appropriations

Table A					
2022 Budget Execution Plan					
Treasury International Affairs Technical Assistance (TIATA)					
<b>LATIN AMERICA AND CARIBBEAN</b>	<b>Team</b>	<b>Advisor Category</b>	<b>Co-Financing</b>	<b>TIATA</b>	<b>Total</b>
1 Argentina IFT	DEBT	Resident		\$ 446,216	\$ 446,216
2 Belize	CRME	Intermittent		\$ 664,674	\$ 664,674
3 Brazil	BANK	Intermittent		\$ 474,996	\$ 474,996
4 Brazil IFT	DEBT	Resident		\$ 1,023,357	\$ 1,023,357
5 Brazil IFT 02	DEBT	Resident		\$ 803,290	\$ 803,290
6 Chile	BANK	Intermittent		\$ 249,435	\$ 249,435
7 Colombia	RVNU	Intermittent		\$ 157,396	\$ 157,396
8 Colombia IFT 02	DEBT	Resident		\$ 965,551	\$ 965,551
9 Costa Rica (Financial Inclusion)	BANK	Intermittent		\$ 165,227	\$ 165,227
10 Costa Rica 02	RVNU	Project Coordinator + Intermittent		\$ 713,537	\$ 713,537
11 Dominican Republic	CRME	Resident		\$ 1,068,461	\$ 1,068,461
12 Dominican Republic	RVNU	Project Coordinator + Intermittent		\$ 574,317	\$ 574,317
13 Dominican Republic (Financial Inclusion)	BANK	Intermittent		\$ 487,266	\$ 487,266
14 Ecuador	BANK	Intermittent		\$ 180,589	\$ 180,589
15 Ecuador	BDGT	Resident		\$ 908,609	\$ 908,609
16 Ecuador	CRME	Resident		\$ 1,014,497	\$ 1,014,497
17 Ecuador	RVNU	Project Coordinator + Intermittent		\$ 1,012,737	\$ 1,012,737
18 Ecuador 01	DEBT	Resident		\$ 779,097	\$ 779,097
19 Ecuador 02	BANK	Intermittent		\$ 280,260	\$ 280,260
20 Ecuador IFT	DEBT	Resident		\$ 1,084,141	\$ 1,084,141
21 Guatemala	RVNU	Project Coordinator + Intermittent	\$ 202,409	\$ 227,914	\$ 430,323
22 Guyana	RVNU	Project Coordinator + Intermittent		\$ 515,191	\$ 515,191
23 Honduras	BANK	Resident	\$ 30,404	\$ 1,472,434	\$ 1,502,838
24 Honduras 01	BDGT	Intermittent		\$ 246,298	\$ 246,298
25 Honduras 02	BDGT	Intermittent		\$ 349,824	\$ 349,824
26 Honduras	DEBT	Intermittent		\$ 162,273	\$ 162,273
27 Jamaica	BDGT	Intermittent		\$ 285,262	\$ 285,262
28 Jamaica (IFT)	DEBT	Resident		\$ 743,784	\$ 743,784
29 Panama IFT	DEBT	Intermittent		\$ 197,142	\$ 197,142
30 Paraguay	BDGT	Resident		\$ 192,586	\$ 192,586
31 Paraguay	DEBT	Resident		\$ 143,643	\$ 143,643
32 Paraguay (Financial Inclusion)	BANK	Intermittent		\$ 249,427	\$ 249,427
33 Peru 03	BANK	Intermittent		\$ 263,290	\$ 263,290
34 Trinidad and Tobago	BDGT	Resident		\$ 997,129	\$ 997,129
<b>Subtotal Latin America and Caribbean</b>			<b>\$ 232,813</b>	<b>\$ 19,099,852</b>	<b>\$ 19,332,665</b>

<b>ASIA</b>	<b>Team</b>	<b>Advisor Category</b>	<b>Co-Financing</b>	<b>TIATA</b>	<b>Total</b>
35 Azerbaijan	BANK	Intermittent		\$ 591,340	\$ 591,340
36 India 03	DEBT	Intermittent		\$ 610,137	\$ 610,137
37 India IFT	DEBT	Intermittent		\$ 366,240	\$ 366,240
38 Indonesia	BDGT	Project Coordinator + Intermittent		\$ 549,750	\$ 549,750
39 Maldives	DEBT	Intermittent		\$ 63,221	\$ 63,221
40 Maldives	RVNU	Project Coordinator + Intermittent		\$ 591,843	\$ 591,843
41 Mongolia	BDGT	Intermittent		\$ 275,610	\$ 275,610
42 Mongolia	CRME	Resident		\$ 1,130,229	\$ 1,130,229
43 Philippines 02	BANK	Resident		\$ 981,427	\$ 981,427
44 Philippines IFT	DEBT	Intermittent		\$ 159,380	\$ 159,380
45 Sri Lanka	BANK	Resident		\$ 127,392	\$ 127,392
46 Uzbekistan 02	BDGT	Intermittent		\$ 1,069,244	\$ 1,069,244
47 Uzbekistan	DEBT	Resident		\$ 995,923	\$ 995,923
48 Vietnam	BDGT	Intermittent		\$ 420,745	\$ 420,745
49 Vietnam IFT	DEBT	Intermittent		\$ 236,299	\$ 236,299
<b>Subtotal Asia</b>			<b>\$ -</b>	<b>\$ 8,168,780</b>	<b>\$ 8,168,780</b>
<b>EUROPE</b>	<b>Team</b>	<b>Advisor Category</b>	<b>Co-Financing</b>	<b>TIATA</b>	<b>Total</b>
50 Estonia	CRME	Resident		\$ 1,033,024	\$ 1,033,024
51 Latvia	CRME	Resident	\$ 28,154	\$ 741,993	\$ 770,147
<b>Subtotal Europe</b>			<b>\$ 28,154</b>	<b>\$ 1,775,017</b>	<b>\$ 1,803,171</b>

	<u>SUB-SAHARAN AFRICA</u>	<u>Team</u>	<u>Advisor Category</u>	<u>Co-Financing</u>	<u>TIATA</u>	<u>Total</u>
52	Angola	CRME	Intermittent		\$ 402,596	\$ 402,596
53	Angola 02	DEBT	Resident		\$ 935,292	\$ 935,292
54	Botswana	BDGT	Resident		\$ 1,300,360	\$ 1,300,360
55	Botswana	CRME	Intermittent		\$ 582,826	\$ 582,826
56	Cameroon	RVNU	Project Coordinator + Intermittent		\$ 660,606	\$ 660,606
57	Cote D'Ivoire	RVNU	Project Coordinator + Intermittent		\$ 892,339	\$ 892,339
58	Kenya	RVNU	Project Coordinator + Intermittent	\$ 35,797	\$ 660,444	\$ 696,241
59	Kenya IFT	DEBT	Resident		\$ 578,221	\$ 578,221
60	Liberia	BANK	Intermittent		\$ 1,036,747	\$ 1,036,747
61	Madagascar	BDGT	Resident		\$ 958,697	\$ 958,697
62	Madagascar	DEBT	Resident		\$ 849,144	\$ 849,144
63	Madagascar 01 (Financial Inclusion)	BANK	Resident		\$ 470,151	\$ 470,151
64	Madagascar 02 (Insurance Supervision)	BANK	Project Coordinator + Intermittent		\$ 434,927	\$ 434,927
65	Madagascar 03 (Deposit Insurance)	BANK	Project Coordinator + Intermittent		\$ 426,939	\$ 426,939
66	Seychelles	BANK	Resident		\$ 1,985,836	\$ 1,985,836
67	Seychelles	BDGT	Project Coordinator + Intermittent		\$ 492,597	\$ 492,597
68	Sierra Leone	BANK	Resident		\$ 1,058,588	\$ 1,058,588
69	Sierra Leone	BDGT	Project Coordinator + Intermittent		\$ 530,068	\$ 530,068
70	Sierra Leone	CRME	Intermittent		\$ 542,629	\$ 542,629
71	Sierra Leone	RVNU	Project Coordinator + Intermittent		\$ 264,932	\$ 264,932
72	The Gambia	DEBT	Resident		\$ 792,961	\$ 792,961
73	Uganda 03	BDGT	Resident		\$ 998,047	\$ 998,047
74	Zambia	CRME	Intermittent		\$ 757,182	\$ 757,182
<b>Subtotal Sub-Saharan Africa</b>				<b>\$ 35,797</b>	<b>\$ 17,612,129</b>	<b>\$ 17,647,926</b>

<u>SENIOR ADVISORS</u>	<u>Team</u>	<u>Advisor Category</u>	<u>Co-Financing</u>	<u>TIATA</u>	<u>Total</u>
75 Senior Advisor	BANK			\$ 690,355	\$ 690,355
76 Senior Advisor	BANK			\$ 232,827	\$ 232,827
77 Senior Advisor	BANK			\$ 621,587	\$ 621,587
78 Senior Advisor	BDGT			\$ 855,644	\$ 855,644
79 Senior Advisor	BDGT			\$ 860,368	\$ 860,368
80 Senior Advisor	BDGT			\$ 165,970	\$ 165,970
81 Senior Advisor	CRME			\$ 698,613	\$ 698,613
82 Senior Advisor	CRME			\$ 738,120	\$ 738,120
83 Senior Advisor	CRME			\$ 293,951	\$ 293,951
84 Senior Advisor	DEBT			\$ 618,362	\$ 618,362
85 Senior Advisor (IFT)	DEBT			\$ 723,813	\$ 723,813
86 Senior Advisor	RVNU			\$ 767,132	\$ 767,132
87 Senior Advisor	RVNU			\$ 291,253	\$ 291,253
<b>Subtotal Senior Advisors</b>			<b>\$ -</b>	<b>\$ 7,557,995</b>	<b>\$ 7,557,995</b>
<b>GRAND TOTAL</b>			<b>\$ 296,764</b>	<b>\$ 54,213,772</b>	<b>\$ 54,510,536</b>

#### Notes

1. TIATA figures include carryover of prior year TIATA funds.
2. Figures include program management (25% 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.

Table B

**2022 Non-TIATA Sources of Funding**

Table B			
2022 Non-TIATA Sources of Funding			
Treasury International Affairs Technical Assistance (TIATA)			
<u>Purpose</u>	<u>Source</u>	<u>Transfer Category</u>	<u>Amount</u>
Assistance for Europe, Eurasia and Central Asia	State	632(b)	\$6,812,349
Detail (OTA Operations Personnel to USAID)	USAID	632(b)	\$59,595
<b>TOTAL</b>			<b>\$6,871,944</b>