

**DEPARTMENT OF THE TREASURY
INTERNATIONAL AFFAIRS TECHNICAL ASSISTANCE
2023 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 2023. 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 2023 OTA:

- Executed 61 bilateral technical assistance projects in 39 countries to support counterparts in Africa, Latin America, Asia, and Europe achieve improvements – in some cases significant improvements – in public financial management and financial sector oversight.¹
- Delivered technical assistance in support of Administration priorities, including climate/energy, financial inclusion, and anti-corruption.
- Significantly increased investment in technical assistance project design to increase likelihood of strong positive impact by better identifying and understanding the problems to be addressed and reforms to be implemented in each project, as well as the associated risks.
- Completed three independent (third-party) evaluations of OTA projects 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 that can be sustained over the long term. 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 designs and executes projects that focus on the *implementation of consequential public financial management and financial sector reforms* that go beyond general awareness raising and capacity building. 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

¹ Active OTA projects being implemented as of 12/31/23 (published on [OTA website](#)).

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 2023, several OTA partner countries made significant achievements with OTA assistance. For example, Kenya undertook key reforms to strengthen revenue collection, including modernizing its tax debt recovery process, which contributed toward a tripling of reported tax revenue from 2017 to 2023. OTA worked with India's National Investment and Infrastructure Fund (NIIF) – the country's largest sovereign infrastructure investment vehicle – to incorporate environmental, social, and governance considerations into its investment decisions, thereby strengthening NIIF's capacity to mobilize private-sector investment in critical infrastructure. In the Dominican Republic, the government – with OTA support – implemented a Secured Transactions Law to increase access to affordable finance, particularly for micro, small, and medium enterprises. Zambia worked closely with OTA as it took important steps to combat drug trafficking, including the establishment of an inter-agency task force focused on combating illicit financial flows, which led to the successful interdiction of a major narcotics shipment and the related seizure of more than \$13 million in cash and other assets linked to criminal activity. OTA supported the Government of Vietnam to implement a risk-based internal audit regime to increase the accountability of government entities with regard to expenditure of public funds.

Alignment with Administration Priorities

OTA's work is closely aligned with Administration priorities. In addition to, and complementary with, its traditional focus on public financial management and financial sector strengthening, the program responded to partner countries demand in the areas of climate and energy, infrastructure finance, financial inclusion, and anti-corruption. OTA also continued to contribute to the broader U.S. effort to support Ukraine.

Climate/Energy and Infrastructure Finance

In 2023, OTA continued to support counterpart countries' 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 infrastructure projects. OTA executed these projects in Brazil, Colombia, Ecuador, India, and Jamaica. OTA's work with the Government of Ecuador led to the successful private financing of two major renewable energy (wind and solar) projects (see section VI for more details).

OTA also continued to provide technical assistance focused on strengthening the capacity of governments to structure and implement infrastructure projects to enhance economic growth. Over the last year OTA executed 11 infrastructure finance technical assistance projects in Brazil (two projects), Colombia, Ecuador, India, Jamaica, Kenya, Panama, Philippines, Ukraine, and Zambia.

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 deployment of innovative and quality financial products and services (e.g., secured transactions, fintech) and supervisory regimes that effectively oversee financial services, protect and educate consumers, and promote financial sector safety and soundness. In 2023, OTA executed seven engagements that included support in the area of financial inclusion in Costa Rica, Dominican Republic, Honduras, Liberia, Madagascar, North Macedonia, and Paraguay. Two additional projects in Albania and Jamaica were approved and designed over the last year.

Anti-corruption

In support of the U.S. Strategy to Counter Corruption, OTA's work focused on strengthening transparency and accountability in public finance systems and combatting economic crimes. 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 2023 OTA executed 15 engagements in Angola, Botswana, Dominican Republic, Ecuador, Estonia, Honduras, Latvia, Liberia, Madagascar, Maldives, Mongolia, Philippines, Seychelles, Tajikistan, and Zambia. The program also began designing five new AML/CFT and financial supervision projects in Albania, Cameroon, Colombia, Palau, and Vietnam.

OTA also executed several projects focused on strengthening public financial management systems and processes to enable better prevention and detection of

corruption. In the revenue area, OTA engaged with national tax authorities in Cameroon, Costa Rica, Ecuador, Georgia, Kenya, Moldova, and North Macedonia to build their internal control functions and anti-corruption regimes. In the budget area, the program worked with the ministries of finance in Madagascar and Indonesia to improve internal control processes and enhance the integrity of government 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 and Ecuador focused on increasing open competition and transparency in infrastructure procurement and building counterparts' capacity to analyze the potential risk that various infrastructure financing approaches present to the sovereign balance sheet.

Ukraine

As part of the broader U.S. government effort to support Ukraine, OTA continued to provide technical assistance to the Government of Ukraine in the areas of tax administration, financial sector crisis response and strengthening, and infrastructure finance. Reflecting significant ongoing economic, financial, and security challenges, OTA's efforts focused both on supporting continuity of key Ukrainian public financial management and financial sector operations, as well as building the capacity of the Government of Ukraine for a post-conflict future. For example, OTA worked closely with counterparts in Ukraine's State Tax Service on the development and approval of a multi-year national revenue strategy, a benchmark of Ukraine's International Monetary Fund (IMF) program and a key element of the Government's efforts to mobilize resources to finance essential public services and the rebuilding efforts necessitated by Russia's war on Ukraine (see section VI for more details). OTA assistance is closely coordinated with other U.S. agencies as well as other bi-lateral and multi-lateral assistance providers.

Monitoring and Evaluation

OTA continues to strengthen its ability to design, monitor, and measure the effectiveness of its technical assistance projects in accordance with the Foreign Aid Transparency and Accountability Act (FATAA). In 2023, OTA iterated on its established approach to program design, including expanding the time spent with counterparts in-country on problem identification, project design, and risk identification. This resulted in more specificity about the goals of each project earlier in the engagement, which allowed OTA to identify dependencies between project activities, lay out the pathway for meaningful reforms, and better articulate program design through Logical Frameworks and other project inception documentation. Additionally, OTA further expanded project monitoring capabilities by refining and disaggregating project-level implementation data in user-friendly 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. Finally, OTA established Communities of Practice in key subject areas (audit, transfer pricing, data, secured transactions, financial stability, and problem bank

resolution) to facilitate information sharing, best practices in program design, and learning across the program.

OTA also worked closely with a third-party contractor to scale up independent evaluation of OTA's projects. Three evaluations were planned and completed in 2023, including in Rwanda, Jamaica, and Paraguay. Three additional evaluations, two in Paraguay and one in Kenya, were substantially completed in 2023 and will be published in 2024. OTA has planned evaluations of projects in Cote d' Ivoire, Georgia, Madagascar, Mongolia, and Indonesia in 2024. In accordance with the Foreign Aid Transparency and Accountability Act (FATAA) completed evaluation reports are posted internally within Treasury's network and on Treasury's public [website](#).

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, stable, and inclusive financial sectors through implementation of effective financial sector oversight and problem bank resolution regimes, inclusive financial sector strategies, and modern systems that improve government's ability to mitigate adverse macroeconomic conditions.
- **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.
- **Reform implementation.** OTA designs and executes projects to implement public financial management and financial sector reforms. This requires sustained engagement with counterpart governments at the policy and technical levels – beyond general awareness raising and capacity building – to identify and understand the specific problems to be addressed and to put in place solutions that will be sustained over the long term.

III. Project Allocation, Funding, and Management

Project Allocation

As of the end of 2023, OTA had 61 bilateral technical assistance projects in 39 countries, consistent with OTA’s footprint in recent years.² Thirty-six percent of these projects were in Sub-Saharan Africa, 30 percent were in the Americas, 20 percent were in Europe and Eurasia, and 15 percent were in Asia. Projects in Sub-Saharan Africa, where demand from governments for OTA assistance has been strongest, and Europe/Eurasia continue to represent an increasing percentage of the program’s global footprint. These projects were executed across the program’s five disciplines, with approximately half of OTA projects delivered in the areas of Government Debt and Infrastructure Finance (31 percent) and Banking and Financial Services (23 percent), and the remainder focused on Budget and Financial Accountability (16 percent), Revenue Policy and Administration (16 percent), and Economic Crimes (13 percent) (see charts below).

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 2023, out of OTA’s 39 country engagements, 11 involved experts from two or more disciplines.

² Ibid.

Chart 1 - OTA Projects by Region 2023

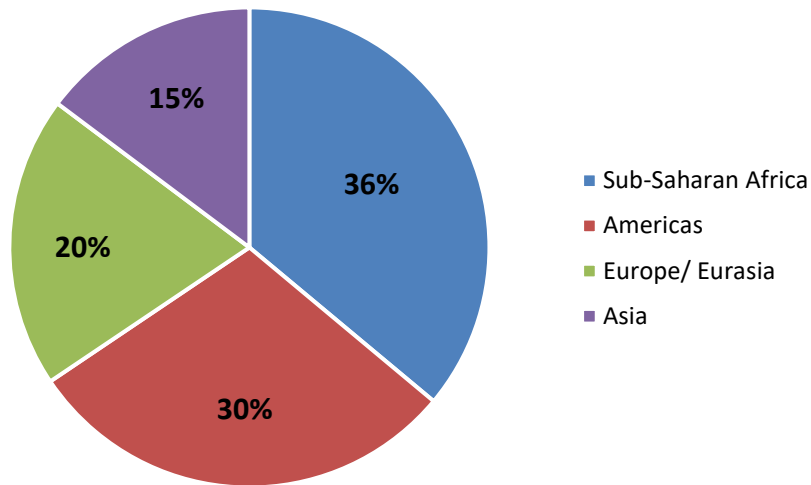
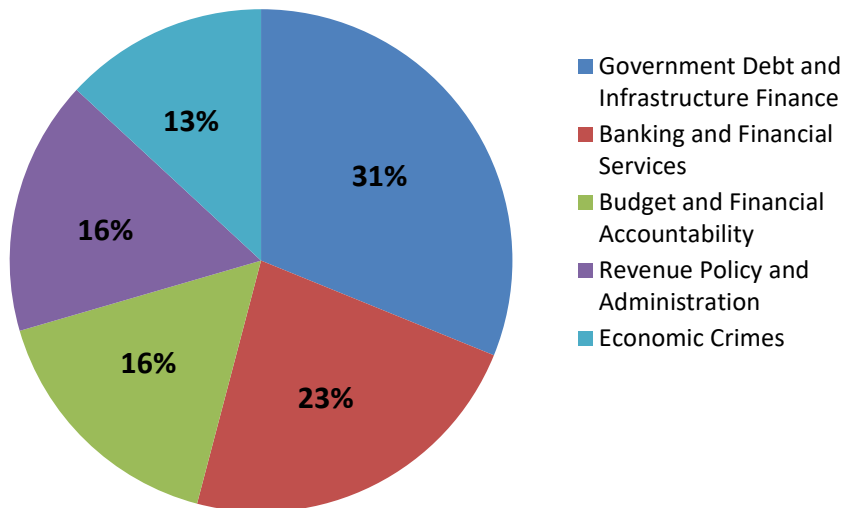


Chart 2 - OTA Projects by Discipline 2023



Note: Details may not add to totals due to rounding

Program Funding

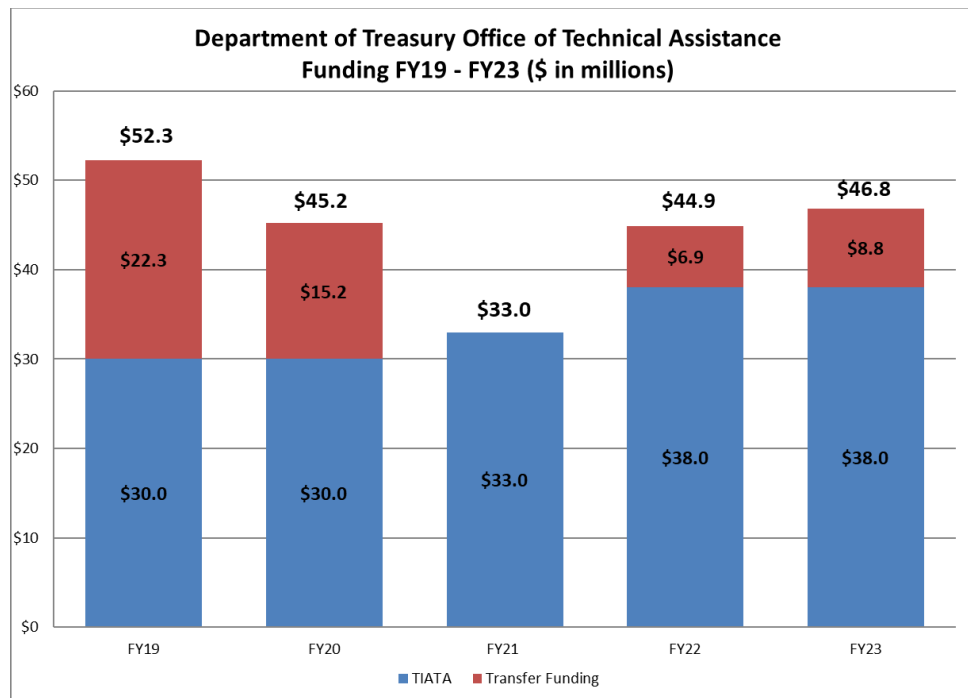
In FY 2023, Congress appropriated \$38 million in Treasury International Affairs Technical Assistance (TIATA) resources, a flatline from FY 2022. This funding was allocated to support a total of 76 bilateral assistance projects, 12 subject matter-specific senior advisors (who work regionally and globally), and 13 Program Officers who support project implementation across multiple projects, with a combined budget of

\$44.2 million.³ 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 2019 and FY 2023 the program received \$53.2 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 be able to respond to new and emerging priorities.

Chart 3 - OTA Funding by Source FY 2019-FY 2023



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.

³ Reflects all projects that received TIATA funding in 2023. Includes new projects undergoing design (not yet in implementation) and projects that concluded during 2023.

Table A at the end of this report provides additional data regarding the allocation of OTA funding in 2023.

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 \$10.6 million in 2023, 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 25 percent of all funds the program receives, whether via direct appropriation (TIATA) or inter-agency transfer.⁴

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

⁴ The FY 2023 TIATA appropriation provided \$9.5 million – 25% of the \$38 million total appropriation – to support OTA administrative expenses.

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.

Project Design. Following initial project approval, OTA begins project design, typically through one or more in-country missions during which OTA assists counterparts to determine underlying problems driving the need for technical assistance. OTA and counterparts work together to develop project goals and sets of activities to be implemented during the life of the project. These scoping missions are critical to identifying and documenting program design and potential risks, establishing expectations for reform implementation, and identifying appropriate indicators and necessary data to measure success. Project design culminates in a project-specific Logical Framework, Terms of Reference, and detailed Work Plan for OTA advisors to refer to during project implementation.

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, which 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, roles, and responsibilities and deliverables.

Implementing advisors provide regular input into OTA's standardized monitoring frameworks and produce monthly progress reports shared with 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 summarize the final status of project activities and outcomes as the project is closed, document challenges to project implementation, and capture lessons learned for future project planning. OTA completed eight end-of-project reports in 2023.

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 2023, OTA achieved an overall program traction score of 3.5, a level of traction consistent with the program’s historical experience.

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.

OTA continues to strengthen its ability to design, monitor, and measure the effectiveness of its technical assistance projects in accordance with the Foreign Aid Transparency and Accountability Act (FATAA). In 2023, OTA fine-tuned its established approach to program design, including expanding the time spent with counterparts in-country on problem identification, project design, and risk identification. The result is more specificity about the goals of the project, earlier in the engagement, which allows OTA to identify dependencies, lay out the pathway for meaningful reforms, and better articulate program design through Logical Frameworks and other project inception documentation. Additionally, OTA further expanded project monitoring capabilities by refining and disaggregating project-level implementation data in user-friendly 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. Finally, OTA established Communities of Practice in key subject areas (audit, transfer pricing, data, secured transactions, financial stability, and problem bank resolution) to facilitate information sharing, best practices in program design, and learning.

OTA also worked closely with its contractor to scale up independent evaluation of OTA’s projects. Three evaluations were planned and completed in 2023, including projects in Rwanda, Jamaica, and Paraguay. Three additional evaluations, two in Paraguay and one

in Kenya, were substantially completed in 2023 and will be published in 2024. As OTA's library of evaluations has grown, OTA has begun hosting post-evaluation debriefs with managers to hear from the evaluation team directly about their findings and recommendations and to discuss implications for future project planning. Key takeaways from evaluations so far have reiterated the need for enhanced program design, ensuring project documentation during implementation, and ensuring appropriate backstopping of advisors by OTA management.

Additionally, the evaluation team recommended that counterparts provide direct feedback to OTA regarding project implementation. To that end, OTA developed a new customer survey that uses a combination of Likert-scale questions and free-response questions, collected through an online platform, to allow for comparable data and direct feedback. OTA received nearly 100 responses from counterparts and is currently reviewing the data to better inform project design and implementation when necessary.

OTA has planned evaluations of projects in Cote d'Ivoire, Georgia, Madagascar, Mongolia, and Indonesia in 2024. In accordance with the Foreign Aid Transparency and Accountability Act (FATAA) completed evaluation reports are posted internally within Treasury's network and on Treasury's public website.

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 2023, TIATA-funded bilateral assistance projects in Brazil, Ecuador, Honduras (2), and Uzbekistan were curtailed or ended early due to poor performance. Two additional projects that were newly approved for 2023 in Tanzania were not initiated due to issues that arose during initial project design, including poor traction with counterpart officials and significant changes in host government priorities away from capacity building and reform implementation to execution of operational activities and other areas outside of the program's mandate.

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 2023, 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

Vietnam Enhances Public Expenditure Accountability. In 2023, the Government of Vietnam implemented a risk-based internal audit regime to enhance control and accountability of public expenditures. This achievement is an important part of the comprehensive reform program undertaken by the government – with support from OTA – to strengthen public financial management and fiscal transparency. OTA helped Vietnam’s State Treasury (VST) to identify and prioritize risks within the organization and its public expenditure processes and supported VST in executing a pilot internal audit, the findings of which helped to determine whether and to what extent public funds were received and expended in compliance with appropriate authorities. The pilot audit led to VST’s adoption of enhanced internal audit policies and procedures and laid the foundation for VST to implement an annual risk-based internal audit plan to increase the accountability of government entities with regard to expenditure of public funds.

Trinidad & Tobago Modernizes Treasury Operations. The Ministry of Finance (MoF) of Trinidad & Tobago implemented several new processes over the last year to strengthen treasury operations, a key aspect of the government’s public financial management reform agenda. OTA assisted the MoF to redesign treasury processes, including those related to payroll (for government employees) and tax and non-tax revenue collection. As part of the implementation of a new integrated financial management information system, OTA helped the MoF to develop a framework for the use of electronic signatures on certain transactions to reduce risk, save resources, and increase efficiency. Taken together, these reforms will facilitate more accurate and timely financial transactions and improve the overall efficiency of treasury operations across the government.

Revenue Administration and Policy

Kenya Improves Tax Debt Collection. The Kenya Revenue Authority (KRA) undertook several reforms to strengthen revenue collection as part of a broader effort by the government to improve public financial management. With OTA support, the KRA reformed its regime to recover tax debts – amounts owed to the government by taxpayers – through the development and implementation of strategies to decentralize authority on tax debt cases, including to provide reasonable and acceptable flexibility to tax officials in establishing installment payment agreements with taxpayers based on sound financial analysis. OTA also helped the KRA to increase organizational efficiency by using risk-based strategies to manage employee workload as well as through optimized – and documented – internal procedures and practices. As a result of these reforms and other actions, tax revenue collection reported by the KRA has more than tripled from \$185 million in 2017 to \$653 million in 2023.

Ukraine Develops War-time National Revenue Strategy. In 2023, the Government of Ukraine, with support from OTA and other international assistance providers, approved a multi-year National Revenue Strategy (2024-2030). The strategy is a structural benchmark under Ukraine's program with the IMF. It is also a key component of the Government's ongoing reforms to strengthen Ukraine's revenue regime and to mobilize domestic resources to finance essential public services (e.g., education, health) and the rebuilding efforts necessitated by Russia's war on Ukraine. OTA supported Ukraine's State Tax Service in drafting the revenue strategy and facilitated the inclusion of several legislative and administrative recommendations, including the establishment of new administrative authorities for tax debt management, risk-based audit case selection, and internal security. These enhancements to Ukraine's tax regime will strengthen revenue collection in a manner consistent with international best practices.

Government Debt and Infrastructure Finance

India's National Investment Fund Institutionalizes Environmental Social and Governance Considerations. In 2023, the National Investment and Infrastructure Fund (NIIF) – India's largest sovereign infrastructure investment vehicle with nearly \$5 billion in assets under management – adopted a methodology for incorporating Environmental, Social, and Governance (ESG) considerations into its investment decisions. In support of this effort, OTA worked with NIIF to implement a new electronic platform to input and monitor ESG data in response to investor demand and integrate the information into NIIF's investment decision making process. OTA also assisted NIIF to produce ESG impact reports for companies in which the NIIF has invested and to hold annual ESG summits to enhance ESG performance among those investee companies. The ESG platform also enables NIIF to demonstrate its data-driven approach to institutional investors and to track the portfolio's contribution to India's Sustainable Development Goals (SDGs). These enhancements strengthen NIIF's capacity to mobilize private-sector investment in Indian infrastructure to meet critical development needs.

Ecuador Attracts Private Sector Investment for Green Infrastructure Projects. OTA assisted the Government of Ecuador's efforts to privately finance two major renewable energy – wind and solar – projects. These projects were the first large-scale renewable energy products in Ecuador to be fully financed with private capital, a critical achievement considering the country's significant infrastructure needs and fiscal challenges. OTA assisted the Ministry of Economy and Finance (MEF) and the Ministry of Energy and Mines to identify and address serious contract deficiencies and bankability issues that had initially stalled both projects. OTA also supported the MEF to establish an internal review process whereby the ministry engages with other government agencies to assess and improve the bankability and fiscal sustainability of proposed infrastructure projects. The government has used this new review process to award 10 additional renewable energy projects.

Banking and Financial Services

The Dominican Republic Improves Access to Finance. The Government of Dominican Republic (GoDR), with OTA support, passed a Secured Transactions Law in 2020 that went into force in 2023, allowing non-traditional forms of collateral (i.e., inventories or crops) to be used to obtain loans, thereby increasing access to affordable finance, particularly for micro, small, and medium enterprises. To support implementation of the law, OTA assisted the GoDR to launch an electronic collateral registry (known as an “e-registry”), establishing a system for the new forms of collateral to be officially registered. OTA helped to define technical requirements and to develop, test, and socialize the registry with financial sector stakeholders. The system has been well-utilized, processing nearly 80,000 new collateral registrations within the first ten months of operation. Previously, the registration process was paper-based and would often take several months for borrowers to secure loans due to the lack of readily available information about existing claims against collateral. The new Secured Transactions Law and e-registry will enable financial institutions to make faster and better-informed lending decisions with real-time information and provide a foundation for non-traditional forms of collateral to improve access to finance for low-income and small business borrowers.

Seychelles Launches New Core Banking System. With OTA support, the Central Bank of Seychelles (CBS) successfully executed the procurement process for a new core banking system, which is scheduled to go live in March 2024. OTA provided critical guidance to CBS throughout the multi-year process, including on system design as well as measures to ensure the smooth migration of data from the old core banking system to the new one. OTA also helped the CBS to develop and document optimized processes to automate the daily upload of exchange rates into the new system. The core banking system is the nerve center for managing and processing essential central bank functions, including monetary policy implementation, financial stability assessment, banking supervision, and regulatory compliance. While the current system in Seychelles is functional, it lacks certain elements critical to the operation of the central bank, requiring certain processes to be performed manually. When fully implemented, the new core banking system will enhance efficiency, security, and transparency in Seychelle’s financial ecosystem, enabling CBS to fulfill its critical responsibilities in safeguarding the financial sector.

Economic Crimes

Zambia Combats Drug Trafficking through Improved Interagency Cooperation. With OTA support, the Zambian Financial Intelligence Unit (FIU) and other Zambian AML/CFT stakeholders, including the Drug Enforcement Commission (DEC) and Director of Public Prosecution, established an inter-agency task force focused on combating illicit financial flows. Throughout 2023, OTA mentored AML/CFT stakeholders on how to collaboratively identify proceeds as well as assets linked to criminal activity, and how to effectively communicate these findings to prosecutors to initiate seizure orders. As a result of improved communication and coordination, the DEC successfully interdicted a major narcotics shipment destined for northern Africa.

An ensuing investigation by the DEC in coordination with other task force members further resulted in the seizure by Zambian authorities of more than \$5 million in cash, approximately \$8 million in gold, and two aircraft.

Dominican Republic Bolsters AML/CFT Enforcement. The Dominican Republic's Financial Intelligence Unit (FIU) partnered with OTA to implement several key reforms to strengthen the country's AML/CFT regime. This included the establishment of a more effective process for the FIU to report actionable intelligence to other Dominican AML/CFT stakeholders, including the Dominican National Police, Prosecutor General's Office, and Superintendency of Banks. OTA assisted the FIU to establish monthly inter-agency working group meetings for law enforcement and financial sector supervision stakeholders to review FIU referrals and decide on next steps, ranging from criminal investigations to civil administrative actions. In 2023, Dominican authorities acted on every FIU referral, either by considering civil penalties and/or initiating criminal investigations. As a result of these improvements, the Dominican Republic has been recognized as a regional AML/CFT leader by its peers. Most recently, the FIU was appointed to head the Organization of American States (OAS) Group of Experts for the Control of Money Laundering (GELAVEX), as well as to chair the Latin America Financial Action Task Force (GAFILAT) Terrorist Financing Working Group.

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 2019-2023
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 works to fully understand the problems faced by counterpart governments and to implement solutions that will be sustained.
- 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 the dedication, adaptability, and expertise of its advisors as a core program strength.

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.
- Design projects that focus on the implementation of consequential public financial management and financial sector reforms to be sustained over the long term.

- 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

2023 TIATA Budget Execution Plan

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

		Table A					
		2023 Budget Execution Plan					
		Treasury International Affairs Technical Assistance (TIATA)					
		<u>LATIN AMERICA AND CARIBBEAN</u>	<u>Team</u>	<u>Advisor Category</u>	<u>Co-Financing</u>	<u>TIATA</u>	<u>Total</u>
OTA1098	1	Barbados 01	BANK	Intermittent		\$ 143,695	\$ 143,695
OTA4080	2	Brazil IFT	DEBT	Intermittent		\$ 230,700	\$ 230,700
OTA4103	3	Brazil IFT 02	DEBT	Resident		\$ 325,699	\$ 325,699
OTA4111	4	Brazil IFT 03	DEBT	Resident		\$ 504,711	\$ 504,711
OTA1088	5	Chile	BANK	Intermittent		\$ 204,969	\$ 204,969
OTA3103	6	Colombia	CRME	Intermittent		\$ 279,344	\$ 279,344
OTA4101	7	Colombia IFT 02	DEBT	Resident		\$ 588,380	\$ 588,380
OTA1077	8	Costa Rica (Financial Inclusion)	BANK	Intermittent		\$ 84,260	\$ 84,260
OTA5067	9	Costa Rica 02	RVNU	Project Coordinator + Intermittent		\$ 520,897	\$ 520,897
OTA1060	10	Dominican Republic (Financial Inclusion)	BANK	Intermittent		\$ 363,343	\$ 363,343
OTA3093	11	Dominican Republic	CRME	Intermittent		\$ 463,888	\$ 463,888
OTA5052	12	Dominican Republic	RVNU	Intermittent		\$ 50,000	\$ 50,000
OTA1080	13	Ecuador	BANK	Intermittent		\$ 291,108	\$ 291,108
OTA2086	14	Ecuador	BDGT	Resident		\$ 656,554	\$ 656,554
OTA3101	15	Ecuador	CRME	Resident		\$ 852,185	\$ 852,185
OTA5063	16	Ecuador	RVNU	Project Coordinator + Intermittent		\$ 681,092	\$ 681,092
OTA4081	17	Ecuador 01	DEBT	Resident		\$ 663,256	\$ 663,256
OTA1087	18	Ecuador 02	BANK	Intermittent		\$ 219,926	\$ 219,926
OTA4082	19	Ecuador IFT	DEBT	Resident		\$ 649,743	\$ 649,743
OTA1056	20	Honduras	BANK	Resident		\$ 1,191,539	\$ 1,191,539
OTA2030	21	Honduras 01	BDGT	Intermittent		\$ 110,245	\$ 110,245
OTA2044	22	Honduras 02	BDGT	Intermittent		\$ 153,146	\$ 153,146
OTA1099	23	Jamaica 03	BANK	Intermittent		\$ 163,278	\$ 163,278
OTA2065	24	Jamaica	BDGT	Intermittent		\$ 124,375	\$ 124,375
OTA4086	25	Jamaica (IFT)	DEBT	Intermittent		\$ 354,452	\$ 354,452
OTA4078	26	Panama IFT	DEBT	Intermittent		\$ 83,026	\$ 83,026
OTA1066	27	Paraguay (Financial Inclusion)	BANK	Intermittent		\$ 348,269	\$ 348,269
OTA1091	28	Peru 03	BANK	Intermittent		\$ 168,708	\$ 168,708
OTA2084	29	Trinidad and Tobago	BDGT	Resident		\$ 684,420	\$ 684,420
		Subtotal Latin America and Caribbean			0	\$ 11,155,207	\$ 11,155,207

		ASIA	Team	Advisor Category	Co-Financing	TIATA	Total
OTA4102	30	India 03	DEBT	Intermittent		\$ 588,278	\$ 588,278
OTA4058	31	India IFT	DEBT	Intermittent	\$ 494,988	\$ 274,718	\$ 769,705
OTA2059	32	Indonesia	BDGT	Intermittent		\$ 457,418	\$ 457,418
OTA5068	33	Maldives	RVNU	Project Coordinator + Intermittent		\$ 271,258	\$ 271,258
OTA3091	34	Mongolia	CRME	Resident		\$ 868,355	\$ 868,355
OTA3110	35	Palau	CRME	Intermittent		\$ 415,986	\$ 415,986
OTA1082	36	Philippines 02	BANK	Resident		\$ 794,116	\$ 794,116
OTA4056	37	Philippines IFT	DEBT	Intermittent		\$ 82,850	\$ 82,850
OTA4087	38	Uzbekistan	DEBT	Resident		\$ 533,683	\$ 533,683
OTA1097	39	Vietnam	BANK	Intermittent		\$ 365,002	\$ 365,002
OTA2007	40	Vietnam	BDGT	Intermittent		\$ 330,524	\$ 330,524
		Subtotal Asia			\$ 494,988	\$ 4,982,187	\$ 5,477,175
		EUROPE	Team	Advisor Category	Co-Financing	TIATA	Total
OTA1100	41	Albania	BANK	Intermittent		\$ 273,714	\$ 273,714
OTA3099	42	Estonia	CRME	Resident		\$ 823,208	\$ 823,208
OTA5070	43	Georgia	RVNU	Project Coordinator + Intermittent	\$ 952,710	\$ 569,555	\$ 1,522,265
OTA3100	44	Latvia	CRME	Resident	\$ 29,108	\$ 772,898	\$ 802,006
OTA5051	45	Moldova	RVNU	Resident	\$ 1,000,000	\$ 309,791	\$ 1,309,791
OTA1096	46	North Macedonia	BANK	Intermittent		\$ 373,484	\$ 373,484
OTA2090	47	North Macedonia	BDGT	Resident		\$ 1,259,393	\$ 1,259,393
OTA4106	48	North Macedonia	DEBT	Intermittent		\$ 156,338	\$ 156,338
OTA5071	49	North Macedonia	RVNU	Project Coordinator + Intermittent		\$ 689,483	\$ 689,483
		Subtotal Europe			\$ 1,981,818	\$ 5,227,865	\$ 7,209,683

		<u>SUB-SAHARAN AFRICA</u>	<u>Team</u>	<u>Advisor Category</u>	<u>Co-Financing</u>	<u>TIATA</u>	<u>Total</u>
OTA3095	50	Angola	CRME	Intermittent		\$ 337,256	\$ 337,256
OTA4104	51	Angola 02	DEBT	Resident		\$ 968,577	\$ 968,577
OTA2072	52	Botswana	BDGT	Resident		\$ 890,406	\$ 890,406
OTA3096	53	Botswana	CRME	Intermittent		\$ 414,311	\$ 414,311
OTA3104	54	Cameroon	CRME	Intermittent		\$ 395,372	\$ 395,372
OTA5057	55	Cameroon	RVNU	Project Coordinator + Intermittent		\$ 432,980	\$ 432,980
OTA4107	56	Ghana 03	DEBT	Resident		\$ 848,342	\$ 848,342
OTA4099	57	Kenya IFT	DEBT	Resident		\$ 579,809	\$ 579,809
OTA5055	58	Kenya	RVNU	Project Coordinator + Intermittent		\$ 508,474	\$ 508,474
OTA5072	59	Kenya 02	RVNU	Project Coordinator + Intermittent		\$ 271,656	\$ 271,656
OTA1090	60	Liberia	BANK	Intermittent		\$ 897,643	\$ 897,643
OTA4066	61	Madagascar	DEBT	Resident		\$ 173,990	\$ 173,990
OTA1054	62	Madagascar 01 (Financial Inclusion)	BANK	Intermittent		\$ 135,189	\$ 135,189
OTA1084	63	Madagascar 02 (Insurance Supervision)	BANK	Intermittent		\$ 232,835	\$ 232,835
OTA1085	64	Madagascar 03 (Deposit Insurance)	BANK	Intermittent		\$ 465,036	\$ 465,036
OTA2056	65	Madagascar	BDGT	Intermittent		\$ 233,897	\$ 233,897
OTA5073	66	Namibia	RVNU	Project Coordinator + Intermittent		\$ 1,057,804	\$ 1,057,804
OTA1089	67	Seychelles	BANK	Resident		\$ 1,199,141	\$ 1,199,141
OTA2088	68	Seychelles	BDGT	Intermittent		\$ 90,238	\$ 90,238
OTA1055	69	Sierra Leone	BANK	Intermittent		\$ 138,527	\$ 138,527
OTA2091	70	Tanzania 02	BDGT	Intermittent		\$ 499,975	\$ 499,975
OTA5074	71	Tanzania 02	RVNU	Project Coordinator + Intermittent		\$ 402,965	\$ 402,965
OTA2092	72	The Gambia 02	BDGT	Resident		\$ 881,844	\$ 881,844
OTA4084	73	The Gambia	DEBT	Resident		\$ 571,173	\$ 571,173
OTA2085	74	Uganda 03	BDGT	Resident		\$ 591,932	\$ 591,932
OTA3098	75	Zambia	CRME	Intermittent		\$ 425,348	\$ 425,348
OTA4108	76	Zambia IFT	DEBT	Resident		\$ 863,623	\$ 863,623
		Subtotal Sub-Saharan Africa			0	\$ 14,508,343	\$ 14,508,343

	Multi-Country Project Development and Implementation Staff	Team	Advisor Category	Co-Financing	TIATA	Total
	Senior Advisors (12) and Program Officers (13)	ALL			\$ 8,416,561	\$ 8,416,561
	Subtotal Advisors & Program Officers			0	\$ 8,416,561	\$ 8,416,561
	GRAND TOTAL			\$ 2,476,806	\$ 44,290,163	\$ 46,766,969

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

2023 Non-TIATA Sources of Funding

Table B			
2023 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)	\$ 7,318,108
Assistance to Moldova (Ukraine Supplemental Funding)	State	632(b)	\$ 1,000,000
Assistance to India	State	632(b)	\$ 494,988
Assistance to Latvia	Host Country		\$ 29,108
TOTAL			\$8,842,204