# US TREASURY OFFICE OF TECHNICAL ASSISTANCE - ASIA

## As of 9/30/15

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Burma | OTA3074 | ASIA | | Intermittent | Economic Crimes | USAID | 2013 | 2015 | Provide technical assistance to the Myanmar Financial Intelligence Unit (MFIU) and other government of Burma (GoB) stakeholders focused on anti-money laundering and counter-terrorist financing (AML/CFT) regime development and organizational development issues, including: (a) assisting the MFIU to become a functioning financial intelligence unit that meets international standards, and (b) helping to enhance cooperation between the MFIU and AML/CFT counterparts including the Central Bank of Myanmar (CBM). |
| 2 | Burma | OTA5042 | ASIA | | Resident/ Intermittent | Revenue Administration and Revenue Policy | USAID / TIATA | 2013 | 2017 | Resident advisor helping establish and develop a Large Taxpayer function, which will have the greatest impact on revenue and taxpayer participation at the corporate level; assisting in self-assessment as taxpayers do not voluntarily file and pay; coaching in project management, due to the overwhelming amount of foundation building and change required of this immature tax administration. Site visits scheduled for 2015 will continue audit and collections training as well as development of collections and audit manuals; conduct basic instructor training to build institutional capacity to develop and implement future training programs; and provide executive and mid-level management training to improve personnel management practices within the organization. |
| 3 | Cambodia | OTA1003 | ASIA | | Resident | Banking & Financial Services | TIATA | 2010 | TBD | The resident advisor is providing technical assistance in the area of banking supervision to the National Bank of Cambodia (NBC). Specifically, the resident advisor is focusing on strengthening offsite banking supervision, including: compliance with Basel principles; moving the NBC Banking Supervision Department's approach to risk-based supervision; consolidated supervision of banking and other activities that may be carried out by banking groups; and adoption of IFRS standards. |
| 4 | Cambodia | OTA1003 | ASIA | | Intermittent | Banking & Financial Services | TIATA | 2010 | TBD | The advisor is providing technical assistance to the NBC's Research and Statistics to strengthen the NBC's capacity to regulate base money in the economy and provide it with the ability to regulate fast-growing overall credit, made more difficult due to Cambodia's dollarized economy. The advisor is advising staff in the selection of an objective for monetary policy, and how that objective might change if the economy were to de-dollarize. The advisor is also providing capacity building training in assist the NBC in measuring the aggregate liquidity of the banking system and in preparing tables for the supply and demand of money and using forecasting skills to forecast the supply and demand of base money in future quarters. |
| 5 | Cambodia | OTA1003 | ASIA | | Intermittent | Banking & Financial Services | TIATA | 2010 | TBD | The advisor is assisting the Cambodian MOEF in reviewing the Cambodian Law on Insurance to determine if law permits a life insurance program. If law permits assist Ministry of Economy and Finance in developing a life insurance program and the policies and procedures of supervising life insurance sector. |

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| 6 | Cambodia | OTA3073 | ASIA | | Resident | Economic Crimes | TIATA | 2009 | 2015 | Improve the Cambodian Financial Intelligence Unit's (CAFIU) ability to receive and analyze mandatory reports efficiently using appropriate processes and technologies. Improve human technical and analytic skills among CAFIU staff. Improve AML/CFT regulatory capacity of National Bank of Cambodia (NBC) and Ministry of Finance. Work with law enforcement bodies (including Anti-Corruption Unit) to build operational interfaces and collaborative mechanisms with CAFIU. Work with other holders of information to allow appropriate access and use by CAFIU. Raise awareness, knowledge, and skills among regulated entities to enable better regulatory compliance and increased volume and quality of reporting. |
| 7 | Cambodia | OTA5003 | ASIA | | Intermittent / Project Manager | Revenue Administration and Revenue Policy | TIATA | 2009 | 2016 | Project with Cambodia's General Directorate of Tax (GDT) helped draft regulations for oil and gas import production and develop tools and skills to audit oil and gas enterprises, in 2009 and 2010. Subsequent years have focused on developing manuals and procedures to effectively audit financial institutions, construction industry, and telecommunications sector. The project supported the implementation of a systematic taxpayer education system to enhance the GDT's capacity to serve taxpayers and to educate the public in complying with tax law. Advisors providing guidance on arrears collection to reduce arrears balances and stem their growth. Advisors are helping to streamline the organizational structure and its management and improve the HR process to assure adequate and competent staffing. Anti-corruption assistance, started in late 2013, has helped draft a code of conduct and a draft internal audit manual. The 2015 work plan will continue assistance in anti-corruption and internal audit, tax arrears, human resources, and telecommunications audit and develop a new audit manual, focused on the transportation sector. |
| 8 | India | OTA1044 | ASIA | | Intermittent | Banking & Financial Se | TIATA | 2015 | TBD | The advisors(s) are assisting Indian authorities in the creation of a unified Resolution Corporation, as per the recommendations of the Ministry of Finance's Financial Sector Legislative Reform Commission (FSLRC). The newly created Resolution Corporation will have responsibility for the resolution of all financial institutions. The advisors are providing assistance to meet the following objectives: defining the work, powers and mandate of the future Resolution Corporation (RC); analyzing the present resolution framework for troubled financial firms in banking, insurance and other sectors; analyzing the present functioning of the Deposit Insurance and Credit Guarantee Corporations; reviewing and understanding how other resolution agencies work, such as the US Federal Deposit Insurance Corporation (FDIC), the United Kingdom Special Resolution Regime, and the Korean Asset Management Corporation (KAMCO); facilitating and participating in study trips and other interaction with these and other agencies; assisting with the organizational design of the RC; and assisting with the development of processes and written policies and procedures. |

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| 9 | South East Asia Regio | OTA4053 | ASIA | South East Asia | Resident | Government Debt & Infrastructure Finance | STATE | 2013 | 2015 | Provide recommendations for institutionalizing the prioritization of alternative energy projects; development of a methodology for identifying, valuing, and allocating project risks; design of roadmap for financing of future power generation and/or purchases by Independent Power Producers; staff capacity building activities that will increase institutional knowledge for project finance such as for feasibility studies, requests for proposals and contracts, financial structure, contract negotiation, tender and bidder selection, and condition precedent to project construction; development of a "front office" function that can manage an outreach program to mobilize private investment (international and domestic) in renewable energy projects. |
| 10 | Mongolia | OTA2005 | ASIA | | Resident | Budget and Financial Accountability | TIATA | 2015 | N/A | The Advisor will support the implementation of a new standardized chart of accounts, program budgeting, and monitoring and reporting of investment projects. The advisor will: document the current classifications used for Budget, the required Financial Reporting, Management Reports and Program reporting, and analyze for commonalities and discrepancies; document the reporting needs in order for the Government to comply with laws and regulations and support effective financial analysis at both the national and sub-national levels of the government; analyze current program budgeting efforts in Health and Education programs to benchmark against best practices and develop “lessons learned”; ensure that account coding structure developed under Problem 1 accommodates program classifications to support program budgeting; develop a proposed structure and methodology to identify objectives and results that are tied to national and sector policy priorities; develop a program budgeting structure to be used uniformly by the government including goals, objectives, programs, activities as well as output and outcome indicators; recommend a reporting structure for capturing data on capital (investment) projects at all levels and reporting on a consolidated basis; and develop templates for compiling data on individual projects and consolidating into a government-wide monitoring report. |
| 11 | Mongolia | OTA4005 | ASIA | | Resident | Government Debt & Infrastructure Finance | TIATA | 2010 | 2016 | Provide technical assistance to MOF for domestic government securities market development; increased ability to access international debt markets, improved capacity to effectively forecast and manage cash balances; and development of a sovereign wealth fund. |
| 12 | Mongolia | OTA5004 | ASIA | | Intermittent / Project Manager | Revenue Administration and Revenue Policy | TIATA | 2010 | 2017 | Assistance focuses on: risk assessment; scope and depth of audit plans; tax liability of multi-national enterprises; review of agreed audit workload; and provision of internationallly recognized audit techniques for specific economic sector -- financial services, construction, among others. The project has helped to establish a key client manager regime in taxpayer service and implement a returns submission process consistent with self-assessment. The GDT requested assistance to apply lessons learned from the LTO to the tax administration generally. Therefore, in 2015, the project will support improvements to submission processing (beyond the LTO), international taxation (beyond the LTO), functional management throughout the GDT, initially focusing on audit, and improving registration and taxpayer information for small and medium sized businesses. |

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| 13 | Philippines | OTA1041 | ASIA | | Resident | Banking & Financial Services | TIATA | 2015 | TBD | The resident advisor is providing technical assistance to the Central Bank of the Philippines (Bangko Sentral ng Pilipinas- BSP) in the development of financial dashboards and benchmarks and in conducting stress tests of individual institutions pertaining to both the financial and real sectors. He will also be helping coordinate assistance provided by intermittent OTA advisors in the area of macroeconomic policy, modernization of Information Technology systems and residential real estate price index. |
| 14 | Philippines | OTA1041 | ASIA | | Intermittent | Banking & Financial Services | TIATA | 2014 | TBD | The advisor is providing technical assistance in the area of Information Technology (IT) Modernization to the central bank of the Philippines (Bangko Sentral ng Pilipinas – BSP). Specifically, the advisor is focusing on defining the terms of reference (TOR) and scope for an IT Modernization Study at BSP. The primary purpose of the study is to develop a framework and a road map for IT modernization at BSP. The advisor has been attending meetings of the IT Steering Committee comprised of Deputy Governors, Monetary Board members and key senior managers to explain the rationale for undertaking IT modernization. The advisor is also responsible for the formation and coordination of an IT Modernization working group (ITMWG). The working group will coordinate all aspects of the modernization study as well as the implementation of the recommendations of the study. The ITMWG will develop an interim framework for the governance and management of enterprise IT based on globally accepted Control Objectives for Information and Related Technology (COBIT). The advisor is also assisting BSP in the preparation of a USTDA proposal for funding the study. |
| 15 | Philippines | OTA2006 | ASIA | | Resident | Budget and Financial Accountability | TIATA | 2013 | 2015 | The Advisor will assist the Department of Finance (DOF), Treasury, and the Department of Budget and Management (DBM) with the successful design and implementation of the new centralized payroll and human resources system, including both the manual and automated processes. The Advisor will: Review legislation and drafting necessary changes. Develop conceptual design, system requirements and business processes. Recommend system and manual edits to ensure accuracy of payroll. Recommend strategies for ensuring the initial payroll / human resources data is accurate. Draft centralized and decentralized organizational roles and responsibilities, staffing patterns for the centralized unit and job descriptions. Develop manuals, training materials, and training schedules. Support the system development and implementation roll-out. |
| 16 | Philippines | OTA4047 | ASIA | | Resident | Government Debt & Infrastructure Finance | TIATA | 2014 | 2016 | Provide technical assistance to help increase the domestic debt market liquidity and resilience through structural improvements and the introduction of new instruments and techniques. |

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| 17 | Philippines IFT | OTA4056 | ASIA | | Intermittent | Government Debt & Infrastructure Finance | TIATA | 2015 | 2017 | The Republic of the Philippines has made infrastructure development a national priority and has identified Public-Private Partnerships as the primary means of attracting private capital to the infrastructure sector. However, available domestic financing for infrastructure is limited by a number of regulatory and structural obstacles in the local capital market. GDIF is initiating a new engagement which will facilitate infrastructure finance by assisting the government in its broader efforts to improve the local corporate bond market. |
| 18 | Philippines | OTA5041 | ASIA | | Intermittent | Revenue Administration and Revenue Policy | MCC | 2013 | 2016 | In 2014-2015, advisors worked with the Bureau of Internal Revenue (BIR) to promote the effectiveness of Document Processing Divisions, streamline electronic processing of tax returns, re-design forms to be suitable for optical read and electronic processing – and provide a protocol for in-house design. The Task Order was amended in September 2015 to include transfer pricing assistance. Advisors will conduct an assessment of the BIR later this year, then develop recommendations as well as a training program. |
| 19 | Vietnam | OTA2007 | ASIA | | Resident | Budget and Financial Accountability | TIATA | 2013 | 2016 | The OTA advisor will assist the Ministry of Finance in designing, implementing and institutionalizing IPSAS with Vietnam. As both the International Monetary Fund and the World Bank are also working on IPSAS issues, the advisor will coordinate closely with both organizations to ensure there is no duplication of effort. Included, but not limited are the following actions, Legislative changes and development of new accounting standards and procedures; the budget and accounting code structures must be consistent and allow for capturing data in a format consistent with IPSAS; develop the organizational capacity to implement IPSAS; there must be institutional capacity to fully understand and implement the IPSAS standards; Data will need to be compiled in a format required for IPSAS financial statements; Government business Enterprises (GBE) must be identified; training will be needed to implement new procedures; support will be needed during the rollout. |

# US TREASURY OFFICE OF TECHNICAL ASSISTANCE - MIDDLE EAST AND NORTH AFRICA

## As of 9/30/15

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Iraq | OTA1019 | MENA | | Intermittent | Banking & Financial Services | State | 2009 | 2015 | The advisor is helping the Central Bank of Iraq (CBI) develop and implement a data project, which will facilitate electronic submission of bank reporting data and better analytical instruments for examiners and analysts. He is also promoting regional harmonization of reporting frameworks. |

# US TREASURY OFFICE OF TECHNICAL ASSISTANCE - EUROPE AND EURASIA

## As of 9/30/15

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Central Independent States (CIS) | OTA4045 | AEECA | Eurasia Regional | Resident | Government Debt & Infrastructure Finance | EBRD | 2013 | 2015 | In support of EBRD's aims to identify and support sequenced reforms and policies within CIS countries. Assistance will be aimed towards the development of core domestic financial markets such as FX, Money Market, Derivative, Bond and Equity markets; the development of financial market infrastructure, such as Clearing and Settlement and Exchanges and Custodians; the Development of the non-bank institutional investor base, such as Pension funds; and related macro-economic, legal and regulatory reform. |
| 2 | Georgia | OTA5009 | AEECA | | Intermittent / Project Manager | Revenue Administration and Revenue Policy | AEECA | 2012 | 2015 | Improve auditor performance, audit management, and audit issue resolution at the Georgia Revenue Service as well as strengthen the interaction between the taxpayer services and audit monitoring functions. A resident audit advisor was posted to Tbilisi in March 2012 - March 2014, with intermittent advisors working on customs, international audit issues, accounting standards, and other areas to supplement her expertise. One local tax policy subject matter expert who helped to implement the USAID-funded Economic Prosperity Initiative project is under a consulting agreement to provide tax expertise and project continuity. In 2015, the project will focus largely on customs assistance and continue to develop audit training capacity at the GRS. |
| 3 | Kosovo | OTA1009 | AEECA | | Intermittent | Banking & Financial Services | AEECA | 2013 | 2015 | The intermittent advisor is providing the Central Bank of Kosovo technical assistance in the area of banking supervision to address shortcomings identified in Kosovo's recent Financial Sector Assessment Program (FSAP) Review and to achieve compliance with the Basel Core Principles of Effective Banking Supervision. |
| 4 | Kosovo | OTA1009 | AEECA | | Intermittent | Banking & Financial Services | AEECA | 2010 | 2015 | The advisor is providing senior-level advice and mentoring to Governor of Central Bank in the areas of central bank operations and backing sector oversight. |
| 5 | Kosovo | OTA1009 | AEECA | | Resident | Banking & Financial Services | AEECA | 2012 | 2015 | The resident advisor is providing advice to the Central Bank of Kosovo in the areas of insurance sector supervision. |
| 6 | Kosovo | OTA1009 | AEECA | | Intermittent | Banking & Financial Services | AEECA | 2012 | 2015 | The intermittent advisor provides training for Bank Examiners, helps Central Bank with Appraisal and property Regulations, plans sessions with the Bankers Association for future Appraisal training classes for the Banks and advises the Liquidator on the disposition of the former Credit Bank of Pristina assets. |
| 7 | Kosovo | OTA4010 | AEECA | | Intermittent | Government Debt & Infrastructure Finance | AEECA | 2007 | 2016 | Identify and verify debt obligations assumed by Kosovo; develop a debt management unit within the Treasury; recommend structure and composition of post-status legal framework for external, domestic, and municipal debt, and guarantees and contingent liabilities; move from cash rationing to cash management; develop strategy and policies for investment and management of government funds. |

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| 8 | Moldova | OTA1010 | AEECA | | Intermittent | Banking & Financial Services | AEECA | 2011 | 2016 | The advisor(s) are providing technical assistance to the National Bank of Moldova (NBM) in the area of banking supervision to guide central bank regulators in those techniques and practices used widely in the international banking community to diagnose potential problem banks, and to take early corrective action (e.g. revise or cease overly-speculative lending practices; increase capital reserves). The advisor(s) are helping the central bank to establish target interest rates and adopt appropriate monetary instruments to regulate inflationary pressures. The advisor(s) are assisting the NBM in contingency planning for a potential financial/banking crisis, ranging from a systemic crisis to a single failed bank. The advisor(s) are also providing extensive training on international accounting standards to central bank staff in preparation for Moldova adopting International Financial Reporting Standards (IFRS) |
| 9 | Ukraine | OTA1012 | AEECA | Ukraine | Resident (Full-time) | Banking & Financial Services | AEECA | 2015 | TBD | The advisor is providing assistance to the Deposit Guarantee Fund (DGF) of Ukraine, with a focus on improving the DGF's legal framework, operation policies & procedures, and problem bank intervention and resolution strategies. |
| 10 | Ukraine | OTA1012 | AEECA | Ukraine | Intermittent | Banking & Financial Se | STATE | 2014 | TBD | Intermittent advisors are providing assistance with the development of on-site and off-site monitoring methodologies for problem banks and pricing and valuation methodologies for non-performing loans in problem or failed banks. At the National Bank of Ukraine, intermittent advisors are focusing assistance on bringing about long-term reforms of the banking sector in a variety of areas. Also, intermittent advisors will assist the NBU with on-site and off-site monitoring capacity building. |
| 11 | Ukraine | OTA4014 | AEECA | | Resident | Government Debt & Infrastructure Finance | STATE | 2015 | 2017 | OTA provides technical assistance to MOF officials who have responsibility for issuing and managing the sovereign debt of the country. The principal areas of assistance include, but are not necessarily be limited to undertaking a review and gap analysis of existing business processes as they relate to international best practices and standards; including recommendations for mitigation of identified risks and a strategy to enable the MOF to achieve business process modernization, integration and standardization; enhancements to the Ministry's fiscal operations to adequately finance the government; and enhancements to the Ministry's non-fiscal operations to mitigate the risks inherent in government guarantees and contingent liabilities for SOEs and other entities. |
| 12 | Ukraine IFT | OTA4051 | AEECA | | Intermittent | Government Debt & Infrastructure Finance | STATE | 2015 | 2017 | Advisor is expected to provide technical assistance to MOI officials who have responsibility for overseeing Ukraine's transportation and logistics infrastructure. OTA may decide to assign additional intermittent advisors to assist the Resident Advisor. OTA intends to provide assistance to achieve the following objectives: Review and make recommendations for legislation and regulations that impact investment in seaports, inner waterways and aviation sectors. Develop methodologies for the identification, prioritization and preparation of infrastructure investment opportunities and establish guidelines for project proposals, feasibility studies, and standardized contracts in seaports, inner waterways and aviation sectors; and establish a formal investor outreach function in the MOI that would, among other things, develop a strategy for communicating with potential private sector investors about project priorities, developments and performance. |
| 13 | Ukraine | OTA5010 | AEECA | | Intermittent | Revenue Administration and Revenue Policy | STATE | 2015 | 2020 | Assistance to the State Fiscal Service is focused on improving ability to conduct specialized audit of financial institutions and international transactions, streamlining and optimizing tax forms, and providing guidance on improving tax compliance among high net worth individuals. |

# US TREASURY OFFICE OF TECHNICAL ASSISTANCE - LATIN AMERICA AND THE CARIBBEAN

## As of 9/30/15

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Colombia IFT | OTA4052 | LAC | | Intermittent | Government Debt & Infrastructure Finance | TIATA | 2014 | 2016 | Provide TA to Financiera de Desarrollo Nacional (FDN) to enhance is capacity to assist PPP projects in Colombia in order to improve their bankability and access sources of financing in the domestic and international markets. FDN seeks to develop a business plan and funding strategy that maintains its local AAA rating to ensure the most cost effective financing available for PPP projects in the domestic and international capital markets. To this end, the focus of this TA is on the following: Adjustment of FDN's internal credit risk management system (Sistema de Administracion de Riesgo Crediticio, or SARC) to accommodate analysis for PPP project lending, SFC standardization requirements, and compliance with regulations; the development of PPP project risk structuring tools and guidelines with the goal of improving the bankability of PPP projects structured by FDN; the assessment of credit enhancement provided by FDN loans and guarantees in order to enhance a PPP project's capital structure through the provision of senior or subordinate debt and/or guarantees by FDN; the development of FDN funding and credit rating strategies to obtain financing through corporate debt issuances in the domestic and international debt kets or increased equity investment; and the improvement of stakeholder integration and investor outreach to facilitate collaboration with other prime stakeholders in the PPP project cycle such as Agencia Nacional de Infraestructura (ANI), Hacienda, SFC, and others. |
| 2 | Costa Rica | OTA3060; OTA3045 | LAC | CARSI | Resident | Economic Crimes | TIATA/INL (CARSI) | 2010 | 2016 | Assist the government of Costa Rica (GoCR) to (a) strengthen the financial intelligence unit (FIU) as a core institution of the anti-money laundering and countering the financing of terrorism (AML/CFT) regime – including in the areas of analysis and referral, reporting entity interfaces, and strengthening the relationship with the prosecution service as the recipient of FIU work product; (b) support effective, risk-based AML/CFT supervision of the financial system – including the development and/or refinement of manuals, off- and on-site examination policies and procedures, and by facilitating a deeper and more collaborative engagement between supervisory agencies and reporting entities; and, (c) continue to involve Costa Rican AML/CFT stakeholders in regional workshops and other activities along with Salvadoran, Guatemalan, Honduran and Panamanian counterparts as part of the U.S. Government's Central America Regional Security Initiative (CARSI) – including enhancements to the management of seized and forfeited assets; improved monitoring of cross border movements; AML/CFT risk mitigation in the insurance, securities, and pension sectors; and a Regional Law Enforcement Working Group aimed at increasing information sharing and coordination among law enforcement authorities in Central America. |

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| 3 | Costa Rica IFT | OTA4042 | LAC | LAC Regional | Intermittent | Government Debt & Infrastructure Finance | TIATA | 2011 | 2015 | Provide TA to the GOCR on devising a mechanism for the control and supervision of existing PPP contracts; on changes to the current (1/2014) institutional arrangements for PPPs in favor of a program that incorporates best governance and human resources; on the review of several alternate PPP programs and good practices; on a process for identifying and selecting projects suited to implementation via PPP vs. traditional procurement; in developing a meaningful pipeline of projects to be implemented via PPP; in developing an appropriate standardization of process and documents; on procedures and standards for qualifying PPP projects to receive direct investment by or guarantees from the GOCR on procedures and standards for qualifying PPP projects to receive direct investment by national institutional investors; recommended practices for public accounting for PPPs; key commercial provisions to be included in a draft revised PPP law. |
| 4 | Dominica | OTA3077 | LAC | ECBSI | Intermittent | Economic Crimes | INL (CBSI) | 2013 | 2016 | Provide analytical training based on best international practices to FIU analysts and other AML/CFT officials to fully exploit Suspicious Transaction Reports (STRs)for investigation and prosecution, and to identify or improve policy and operational mechanisms for the FIUs to function fully in their domestic and international environments. |
| 5 | Dominican Republic | OTA2038 | LAC | | Resident | Budget and Financial Accountability | TIATA/USAID | 2014 | 2016 | The budget advisor will work within the National Treasury of the Ministry of Hacienda to support the implementation of the Treasury Single Account concept to improve treasury and cash management operations. The advisor will support the National Treasury in the following broad areas: Improve Cash and Liquidity Management; develop an Investment Division of the National Treasury; develop and implement optimal banking structures and services to the support the treasury single account concept. The advisor will assist with the implementation of the TSA concept as well as provide advice and assistance on the development of the National Treasury's new roles and responsibilities as the cash manager of the government and a central financial function. |
| 6 | Dominican Republic | OTA4030 | LAC | | Intermittent | Government Debt & Infrastructure Finance | TIATA | 2008 | 2015 | Strengthen Public Credit Office within parameters of the public debt law; formulate a process for developing a national debt management strategy on an annual basis and for reporting on the implementation of the strategy; reduce foreign exchange vulnerability; deepen and widen investor base for government securities by creating an investor relations office; investigate and make recommendations on methods to manage contingent liabilities; create an inter-Institutional Technical Committee to work on projects to improve the working relationship between Central Bank and Hacienda and promote capital markets development; build capacity of DMO staff. |
| 7 | El Salvador | OTA1033 | LAC | | Intermittent | Banking & Financial Services | TIATA | 2011 | 2016 | The Intermittent Advisors are providing the CBR technical assistance to promote increased levels of financial inclusion in the country including the supporting legal and regulatory framework. Work is also directed to developing a blueprint for a National Payment System including newly evolving Retail Payment systems. This project also includes a review of existing software / hardware utilized by the CBR for its payment systems to recommend improvements in line with new requirements. |

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| 8 | El Salvador | OTA1033 | LAC | | Intermittent | Banking & Financial Services | TIATA | 2010 | 2016 | Intermittent Advisor is providing support to the SSF to develop a new IT Risk Manual to ensure all necessary security protocols are in place. Support is also being provided to develop new supervisory methods for previously unsupervised financial cooperatives in addition to directing the development and implementation of a new website function allowing publication of appropriate financial sector time-series and relative analytical tools. A new regional study of Money Business Services will be initiated in the country with subsequent rollout expected throughout the region |
| 9 | El Salvador | OTA1015 | LAC | | Intermittent | Banking & Financial Services | TIATA | 2014 | TBD | Intermittent advisor is providing technical assistance to the Instituto de Garantia de depositos of El Salvador in updating their legal framework to adapt their deposit insurance scheme and resolution process to the Internationally accepted best practices such as the IADI Core principles for Effective Deposit Insurance Systems and the Key Attributes of Effective Resolution Frameworks. |
| 10 | El Salvador | OTA2035 | LAC | | Resident | Budget and Financial Accountability | TIATA | 2013 | 2016 | The advisor will provide assistance and advice to the General Directorate of the Treasury of the Ministry of Hacienda on implementing organizational and operational reforms to the Treasury. These reforms will focus on implementation of the Treasury Single Account concept and implementing and institutionalizing important Treasury reforms, which includes changes to regulations, procedures manuals, organizational charts, job descriptions, banking arrangements and information systems. The advisor will provide project management assistance to insure that the various components of the TSA and organizational and functional changes stay on track and are accomplished within the expected timeframes. The advisor will assist with project objectives which include: modernize liquidity management to optimize the government's cash flow and financial programming; develop updates and amendments to budget and financial management laws, regulations, technical manuals that support needed processes changes; develop and implement a new organizational structure to reflect the new roles and responsibilities of the DGT; and providing training and support to staff. |
| 11 | El Salvador | OTA3059; OTA3055 | LAC | CARSI | Intermittent | Economic Crimes | TIATA/INL (CARSI) | 2013 | 2016 | Assist the Government of El Salvador (GoES) to (a) strengthen the financial intelligence unit (FIU) as a core institution of the anti-money laundering and countering the financing of terrorism (AML/CFT) regime – including in the areas of analysis and referral, reporting entity interfaces, and strengthening the relationship with the prosecution service as the recipient of FIU work product; (b) support effective, risk-based AML/CFT supervision of the financial system – including the development and/or refinement of manuals, off- and on-site examination policies and procedures, and by facilitating a deeper and more collaborative engagement between supervisory agencies and reporting entities; and, (c) continue to involve Salvadorian AML/CFT stakeholders in regional workshops and other activities along with Costa Rican, Guatemalan and Panamanian counterparts as part of the U.S. Government's Central America Regional Security Initiative (CARSI) – including enhancements to the management of seized and forfeited assets; improved monitoring of cross border movements; AML/CFT risk mitigation in the insurance, securities, and pension sectors; and a Regional Law Enforcement Working Group aimed at increasing information sharing and coordination among law enforcement authorities in Central America. |

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| 12 | Grenada | OTA3077 | LAC | ECBSI | Intermittent | Economic Crimes | INL (ECBSI) | 2013 | 2016 | Provide analytical training based on best international practices to FIU analysts and other AML/CFT officials to fully exploit Suspicious Transaction Reports (STRs) for investigation and prosecution, and to identify or improve policy and operational mechanisms for the FIUs to function fully in their domestic and international environments. |
| 13 | Guatemala | OTA3048; OTA3049; OTA3061 | LAC | CARSI | Resident | Economic Crimes | TIATA/INL (CARSI) | 2010 | 2016 | Assist the government of Guatemala (GoG) to (a) strengthen the financial intelligence unit (FIU) as a core institution within a country's anti-money laundering and countering the financing of terrorism (AML/CFT) regime – including in the areas of analysis and referral, reporting entity interfaces, and strengthening the relationship with the prosecution service as the recipient of FIU work product; (b) support of effective, risk-based AML/CFT supervision of the financial system – including the development and/or refinement of manuals, off- and on-site examination policies and procedures, and by facilitating a deeper and more collaborative engagement between supervisory agencies and reporting (i.e., private sector) entities; and, (c) continue to involve Guatemalan AML/CFT stakeholders in regional workshops and other activities along with Costa Rican, Salvadoran, Honduran and Panamanian counterparts as part of the U.S. Government's Central America Regional Security Initiative (CARSI) – including enhancements to the management of seized and forfeited assets; improved monitoring of cross border movements; AML/CFT risk mitigation in the insurance, securities, and pension sectors; and a Regional Law Enforcement Working Group aimed at increasing information sharing and coordination among law enforcement authorities in Central America. |
| 14 | Guatemala | OTA5032 | LAC | | Intermittent / Project Manager | Revenue Administration and Revenue Policy | MCC | 2013 | 2018 | Assistance to provide MCC analysis to (1) identify the revenue policy and administrative features of the Guatemalan tax system that deviate from international practice and that contribute the most to shortfalls in revenue mobilization; (2) quantify their contribution to that shortfall; and (3) suggest reforms that would most efficiently and effectively (from an economic and political cost) contribute to increased revenue mobilization. |
| 15 | Haiti | OTA1032 | LAC | | Intermittent | Banking & Financial Services | USAID | 2010 | 2016 | The advisors are helping the five newly-hired insurance examiners in the Insurance Supervision Unit to develop policies and procedures to use and follow in their examination of insurance companies. The advisor will also provide capacity building to the newly-hired examiners in the form of on-the-job training in actual examinations of insurance companies and the off-site analysis of insurance company financial statements. |
| 16 | Haiti | OTA4033 | LAC | | Intermittent | Government Debt & Infrastructure Finance | USAID | 2012 | 2016 | Develop a debt management unit within the Ministry of Economy and Finance and train staff in debt management and issuance functions. Work on the development of a primary and secondary market for government securities. |
| 17 | Haiti | OTA5036 | LAC | | Intermittent / Project Manager | Revenue Administration and Revenue Policy | USAID | 2006 | 2017 | Assistance to the Direction Generale des Impots (DGI) focuses on (1) improving the functionality of the existing information technology resources of the DGI; (2) Implementing a new Revenue Management System for DGI; (3) Improving the operations of the DGC (the Large Taxpayer Office) by improving targeted procedures and management practices; (4) Continuing to strengthen the process and capability for strategic and tactical planning; and (5) Designing and implementing self-assessment tax system that encompasses all levels of tax collection and is compatible with the new IT Structure and e-filing. |

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 18 | Haiti | OTA2041 | LAC | | Resident | Budget and Financial Accountability | USAID | 2013 | 2017 | OTA assistance is focused on implementation of a Treasury Single Account. The advisor will: assist with the development of a cash forecasting framework which will incorporate financial planning (commitment controls), procurement and cash planning that will support the orderly execution of the budget; provide support to the Treasury to train accountants and bookkeepers in Sectorial Ministries on how to use the treasury single account; assist with the establishment of a cash management committee which will oversee the implementation of the annual treasury plan; develop and implement strategies and long-range plans to improve cash management practices which will support effective budget execution; and liaise with Integrated Financial Management Information System teams to ensure functionality which supports cash forecasting and treasury functions and establish efficient payment and collection systems |
| 19 | Honduras | OTA2044 | LAC | | Resident | Budget and Financial Accountability | MCC | 2014 | 2017 | This project will provide advice to the Government of Honduras on development and implementation of initiatives to improve the Government of Honduras' budget formulation and execution by:<br>1. Improving Budget Analysis: Organize capacity building and change management efforts for SEFIN and line ministry staff on:<br>• Budget forecasting, and<br>• Medium Term Expenditure Framework (MTEF) to forecast of revenue and expenditures of three to five years that will improve fiscal discipline by transparently communicating to the decision maker's the affordability, or lack thereof, to sustain their policy initiatives, and<br>• Orienting the budget to results.<br>2. Strengthening the Treasury: Develop strategies to re-consolidate separate accounts and prevent further deterioration of the Treasury Single Account (TSA), which allows the Treasurer to manage all the public funds used by the government.<br>3. Improving Budget Commitment Control: Assist with establishing adequate controls to ensure the availability of uncommitted funds prior to signing a contract. |
| 20 | Honduras | OTA2045 | LAC | | Intermittent | Budget and Financial Accountability | MCC | 2014 | 2017 | This project will provide technical assistance to the Honduran Congress on: effective ways of exercising their budget oversight function, developing safeguards to ensure the planned deficit targets are not breached and providing key members of Congress and support staff training in budget analysis concepts. |
| 21 | Honduras | OTA2046 | LAC | | Intermittent | Budget and Financial Accountability | MCC | 2014 | 2017 | The advisor will conduct an organizational review of the Honduran procurement agency -- ONCAE, assist with the implementation of a business process redesign and development of position descriptions. |

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 22 | Honduras | OTA3050; OTA3051 | LAC | CARSI | Intermittent | Economic Crimes | TIATA | 2010 | 2016 | Assist the government of Honduras (GoH) to (a) strengthen the ability of the financial intelligence unit (UIF) to implement the full range of its authorities and responsibilities, including with respect to information disclosures to competent authorities; (b) support effective, risk-based anti-money laundering and countering the financing of terrorism (AML/CFT) supervision of the financial and non-financial sectors; and, (c) continue to involve Honduran AML/CFT stakeholders in regional workshops and other activities along with Costa Rican, Salvadoran, Guatemalan and Panamanian counterparts as part of the U.S. Government's Central America Regional Security Initiative (CARSI) - including enhancements to the management of seized and forfeited assets; improved monitoring of cross border movements; AML/CFT risk mitigation in the insurance, securities, and pension sectors; and a Regional Law Enforcement Working Group aimed at increasing information sharing and coordination among law enforcement authorities in Central America. |
| 23 | Honduras | OTA4032 | LAC | | Resident | Government Debt & Infrastructure Finance | TIATA | 2008 | 2016 | Assist in developing policies to meet financing goals under IMF Agreement. Create greater transparency and accountability in formulation of indebtedness policy and incorporate MTDS in planning process. Promote regular, market-based auctions of standardized instruments. Develop a liability management program for next three years. Assist in implementation of Quasi-fiscal Debt Agreement with BCH. Develop contingent debt registry. Improve cash budgeting and forecasting of future debt requirements. |
| 24 | Jamaica | OTA1015 | LAC | | Intermittent | Banking & Financial Services | TIATA | 2014 | TBD | The Intermittent advisor is assisting the Jamaican Deposit Insurance in the area of compliance with best practices recommended by IADI. The JDIC is in the process of carrying out a review of how the elements comprising the Jamaican deposit insurance system (DIS) comply with the best practices recommended in the IADI/BCBS Core Principles for Effective Deposit Insurance Systems ("Core Principles"). This technical assistance program would incorporate the following aspects: facilitate the (self-)assessment process to identify opportunities to enhance the DIS features in compliance with the Core Principles, review the financial sector related legal framework to determine how to formalize such enhancements, formulate recommendations in the process of reforms if needed, and assist the JDIC in the implementation of such reforms and enhancements. |
| 25 | Jamaica | OTA3063 | LAC | CBSI | Intermittent | Economic Crimes | INL (CBSI) | 2012 | 2017 | Improve the capacity of the Financial Investigation Division (FID) and Major Organized Crime Task Force (MOCA) to investigate cases of money laundering, organized crime and corruption and assist in the subsequent prosecution of those cases; Improve the capacity of financial intelligence unit analysts to analyze suspected cases of money laundering; and assist regulators to develop anti-money laundering guidance for attorneys and the gaming, real estate and accounting sectors. |

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 26 | Panama | OTA3052 | LAC | CARSI | Intermittent | Economic Crimes | INL | 2015 | 2016 | Assist the government of Panama (GoP) to (a) develop and strengthen the ability of the financial intelligence unit (UAF) to implement the full range of its authorities and responsibilities; (b) support effective, risk-based anti-money laundering and countering the financing of terrorism (AML/CFT) supervision of the financial and non-financial sectors; and, (c) incorporate Panamanian AML/CFT stakeholders in regional workshops and other activities along with Costa Rican, Salvadoran, Honduran and Guatemalan counterparts as part of the U.S. Government's Central America Regional Security Initiative (CARSI) - including enhancements to the management of seized and forfeited assets; improved monitoring of cross border movements; and a Regional Law Enforcement Working Group aimed at increasing information sharing and coordination among law enforcement authorities in Central America. |
| 27 | Paraguay | OTA1015 | LAC | | Intermittent | Banking & Financial Services | TIATA | 2013 | TBD | The intermittent advisor is assisting the Central Bank of Paraguay to strengthen the capacity of its deposit insurance agency in line with internationally recognized Core Principles of Deposit Insurance, allowing the deposit insurance system to better guarantee financial stability. |
| 28 | Paraguay | OTA2043 | LAC | | Resident | Budget and Financial Accountability | TIATA | 2015 | TBD | The advisor will assist in the design, implementation and institutionalization of the Treasury Single Account with attendant improvements in treasury operations including improved budget execution and liquidity management. The project will focus on the following areas: supporting the implementation of cash forecasting and other treasury functions, including the management of the treasury single account within SIAF; developing and implementing strategies to improve cash management practices which will support effective budget execution; supporting the DGTP in evaluating and executing modifications to its organizational structure, realigning distribution of work, and staff capacity; and developing updates and amendments to budget and financial management laws, regulations, and technical manuals that support identified and desired administrative and operational changes. |
| 29 | Paraguay | OTA3054 | LAC | | Intermittent | Economic Crimes | INL | 2015 | 2017 | Strengthen the anti-money laundering and countering the financing of terrorism (AML/CFT) regime of Paraguay by working with the financial intelligence unit (FIU) - the Secretaría de Prevencion de Lavado de Dinero o Bienes (SEPRELAD) - and other stakeholders to develop and strengthen (a) the operational effectiveness of the FIU so that it can operate in full compliance with international standards and best practices, and continue to serve as a core agency of Paraguay's AML/CFT regime; (b) the capability of Paraguayan authorities to investigate and prosecute money laundering crimes; and, (c) the ability of Paraguayan authorities to seize, manage and forfeit assets. |
| 30 | Paraguay | OTA5044 | LAC | | Intermittent / Project Manager | Revenue Administration and Revenue Policy | TIATA | 2014 | 2017 | Assistance to the Subsecretaría de Estado de Tributación (SET) centers on improving capacity to conduct general audit as well as specialized taxpayer audits of large taxpayers, to include financial institutions, agribusiness, telecommunications, and pharmaceuticals; and enhancing control of integrity and ethics. |
| 31 | Paraguay IFT | OTA4050 | LAC | | Resident | Government Debt & Infrastructure Finance | TIATA | 2014 | 2017 | OTA is assisting in strengthening the institutional capacity of the Finance Ministry and other relevant agencies in the formulation, appraisal, structuring and negotiation of infrastructure projects using the Public-Private Partnership model. It is also providing TA for strengthening the Ministry's risk analysis capacity and developing procedures for the identification and management of contingent liabilities arising from these projects. |

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 32 | Peru | OTA3068 | LAC | | Resident | Economic Crimes | TIATA / INL | 2014 | 2016 | Assist Government of Peru (GoP) stakeholders in the development of their anti-money laundering and countering the financing of terrorism (AML/CFT) regime, to include supporting the effectiveness of the financial intelligence unit; enhancing risk-based AML/CFT supervision of the financial system; improving money laundering case development , and strengthening the management of seized and forfeited assets. |
| 33 | Peru IFT | OTA4039 | LAC | | Intermittent | Government Debt & Infrastructure Finance | TIATA | 2013 | 2018 | Strengthen the capacity of the Ministry of Economy and Finance in order to improve its ability to develop viable policy that promotes greater investor participation and support its efforts to build internal capacity to evaluate the risk profile PPP projects that promote Peru's economic and social development. Specifically technical assistance will support the Ministry of Economy and Finance to develop risk evaluation tools; to act as a catalyst for knowledge transfer in international best practices; and create technical experts with the economic and financial skills necessary to evaluate and promote successful PPP's |
| 34 | Trinidad & Tobago | OTA3056 | LAC | CBSI | Intermittent | Economic Crimes | INL (CBSI) | 2011 | 2017 | Strengthen functioning of the financial intelligence unit, to include improving its capacity to analyze Suspicious Transaction Reports (STRs) and to supervise and regulate Designated Non-Financial Businesses and Professions (DNFBPs) for AML/CFT; improve capacity of the Financial Investigations Branch (FIB) of the Police Service to investigate cases of financial crime, organized crime and corruption and to assist in the subsequent prosecution of those cases; to enhance the ability of the Customs and Excise Division to detect and interdict cross border currency movements and trade based money laundering; and to develop the capacity of the Securities and Exchange Commission to regulate for AML/CFT in the securities industry. |

# US TREASURY OFFICE OF TECHNICAL ASSISTANCE - SUB SAHARAN AFRICA

## As of 9/30/15

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Burundi | OTA1022 | SSA | East African Community Regional | Intermittent | Banking & Financial Services | TIATA | 2013 | TBD | Technical assistance is being provided to the Banque de la Republique du Burundi (central bank) in the areas of financial stability and monetary policy. Another advisor is assisting the BRB in the modernization of the national payments system of Burundi. An advisor is also providing technical assistance to the BRB with the implementation of International Financial Reporting Standards (IFRS). |
| 2 | Burundi | OTA4048 | SSA | East Africa Regional | Intermittent/Reg | Government Debt & Infrastructure Finance | TIATA | 2014 | 2017 | Develop basic market-related infrastructure and build capacity that lays a foundation for development of money and government securities markets. Assistance includes broad range of activities including reviewing the current debt stock, identifying the obstacles to primary market development and secondary market liquidity, building a capacity to undertake debt sustainability analysis, widening the investor base, and improving inter-agency communication. Support the development and implementation of East Africa Community mandated Financial Market Development Plan. |
| 3 | Cabo Verde | OTA3078 | SSA | West Africa Regional | Intermittent | Economic Crimes | TIATA/INL | 2015 | 2018 | ECT technical assistance will aim to improve measures to prevent illicit financing from penetrating financial and commercial sectors; enforcement measures to address situations when preventative measures fall short; and to assist in FIU development, given the critical role the FIU plays in maximizing performance of preventative stakeholders; collecting financial intelligence from preventative stakeholders, analyzing it and disseminating value-added work product to enforcement stakeholders to support case development and successful prosecutions and asset recoveries. Additionally ECT will assist in promoting regional approaches and collaboration. |
| 4 | Djibouti | OTA2021 | SSA | | Intermittent | Budget and Financial Accountability | TIATA | 2014 | 2016 | Djibouti requested assistance to improve the accuracy and reliability of its revenue estimating. An intermittent project is current providing assistance and training on: the economics of tax policy, introduction to tax modeling and an overview of various types of tax models. |
| 5 | Ghana | OTA1048 | SSA | | Intermittent | Banking & Financial Services | TIATA | 2015 | TBD | The intermittent advisor is assisting the Bank of Ghana's Banking Department in developing the capacity to license and supervise electronic money (e-money) issuers. Technical assistance is focusing on the following areas: • Assisting the Banking Department to prepare a plan for the development of its Payment Systems Oversight Unit, including staffing patterns, roles and responsibilities, and key tasks to be performed.<br>• Designing an automated reporting framework for the collection and analysis of data from e-money issuers.<br>• Creating a unified national registry of e-money agents, to allow the BoG and e-money issuers to identify agents who represent more than one issuer and facilitate the black listing of agents who commit fraud. |

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 6 | Ghana | OTA2022 | SSA | | Resident | Budget and Financial Accountability | TIATA/USAID | 2013 | 2015 | Assist the Controller and Accountant General's Department (CAGD) on how best to implement the most critical modules of Ghana's new integrated financial management information system (GIFMIS) project, rolled out over its multiple phases and multiple year lifecycle; coordinate resources to finalize the cash management function within the CAGD using the GIFMIS system. |
| 7 | Ghana | OTA3038 | SSA | | Intermittent | Economic Crimes | TIATA/INL | 2010 | 2015 | Support increased investigative competence of enforcement authorities, to include representatives from the Economic and Organized Crime Office (EOCO), Bureau of National Investigation (BNI) and Criminal Investigation Department (CID). Continue work with the Bank of Ghana to shore-up bank supervision practices, consistent with international standards, while remaining attentive to discrete unmet needs that may remain with regard to supervision of designated non-financial businesses and professions (DNFBPs). Continue long-term technical assistance to the Financial Intelligence Center (FIC) to meet the requirements of the Financial Action Task Force (FATF) and improve institutional competency. |
| 8 | Guinea | OTA4038 | SSA | | Intermittent | Government Debt & Infrastructure Finance | USAID | 2012 | 2016 | GDIM technical assistance supports Guinea as it consolidates the integrity of its public financial management and develops a strategic and proactive approach to sovereign debt issuance and management. |
| 9 | Kenya | OTA1022 | SSA | East African Community Regional | Intermittent | Banking & Financial Services | TIATA | 2013 | TBD | The advisor(s) are assisting the Kenya Deposit Insurance Corporation with a complete review of its regulatory framework and helping draft regulations to identify and suggest amendments to its law to ensure that it has the full range of resolution mechanisms at its disposal to deal with problem banks. They are assisting the KDIC to build capacity as it moves toward becoming an independent agency, moving out from within the Central Bank of Kenya. The advisor(s) are also assisting the KDIC to build its capacity to supervise problem banks and take prompt, corrective action to mitigate the costs of future bank failures. |
| 10 | Kenya | OTA1022 | SSA | East African Community Regional | Intermittent | Banking & Financial Services | TIATA | 2013 | TBD | The advisor(s) are assisting the Kenya Deposit Protection Fund Board (KDPFB) with a complete review of its regulatory framework and helping draft regulations to identify and suggest amendments to its law to ensure that it has the full range of resolution mechanisms at its disposal to deal with problem banks. The advisor(s) are also assisting the KDPFB to build its capacity to supervise problem banks and take prompt, corrective action to mitigate the costs of future bank failures. |
| 11 | Kenya | OTA4018 | SSA | | Resident | Government Debt & Infrastructure Finance | TIATA | 2014 | 2019 | Assist the National Treasury to enhance its debt issuance and management policy and operational activities, including the establishment of a Debt Management Office and building risk management analytical capacity. |
| 12 | Liberia | OTA5018 | SSA | | Intermittent / Project Manager | Revenue Administration and Revenue Policy | TIATA | 2010 | 2016 | Implement a focused program to systematically investigate and respond to employee corruption and misconduct. Support establishment of the Liberia Revenue Authority through assistance in telecommunications sector audit, human resource policy and budgeting. |
| 13 | Malawi | OTA2051 | SSA | | Resident | Budget and Financial Accountability | TIATA | 2015 | 2018 | The advisor will provide expert advice on the budget process to reduce the use of reallocations; develop effective revenue modeling/forecasting procedures; develop training for budget analysts to improve knowledge of line ministry functions, revenues, and expenditures; build capacity in the Budget Department through strengthening analytical capabilities; evaluate and recommend modifications to budget processes and documents; and improve budget execution and monitoring procedures for state-owned enterprises and provide training on revised procedures. |

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 14 | Malawi | OTA5040 | SSA | | Intermittent / Project Manager | Revenue Administration and Revenue Policy | TIATA | 2013 | 2017 | Assistance to the Malawi Revenue Authority focuses on enhancing basic audit capabilities in the Large Taxpayer Office (LTO); building capacity in the LTO to audit large taxpayers in specialized industries (i.e. telecommunications and financial services); customs risk management and enforcement; investigation of corruption, criminal tax and customs cases. |
| 15 | Niger | OTA5022 | SSA | | Intermittent / Project Manager | Revenue Administrati | TIATA | 2015 | 2019 | Ensure the organizational reform project has a well-documented set of objectives, goals, milestones, etc. so the reform may be done effectively and efficiently; Develop and implement a project management structure, with staff, plans, controls, and performance measures to successfully complete the current tender for a major IT systems upgrade. |
| 16 | Rwanda | OTA4048 | SSA | East Africa Regional | Intermittent | Government Debt & Infrastructure Finance | TIATA | 2010 | 2017 | Project assists Rwanda's efforts to comply with regional convergence targets by working with the Banque Nationale Du Rwanda and the Ministry of Finance to implement a national debt management strategy. Review the treasury primary auction process and recommend improvements. Introduce a Delivery versus Payment settlement platform for dematerialized securities. Transition to market-based pricing for government debt instruments. |
| 17 | Rwanda | OTA5047 | SSA | | Intermittent / Project Manager | Revenue Administrati | TIATA | 2015 | 2018 | Engagement with the Rwanda Revenue Authority will support identification and mitigation of compliance and institutional risks, to build one of the most essential tax administration functions. The two year work plan outlines assistance in collections, improving voluntary compliance, strengthening IT infrastructure and associated staff experitse, improving employee training programs, and modernizing financial management processes. |
| 18 | Somalia | OTA1046 | SSA | | Intermittent | Banking & Financial Se | State CT | 2015 | TBD | The advisor is providing assistance to the Central Bank of Somalia (CBS) in the area of bank supervision, with a focus on improving capacity of CBS staff to understand financial institution operation and management and examine financial institutions based upon international safety and soundness standards. Due to security restrictions, technical assistance is being delivered through a series of capacity building workshops in Nairobi, Kenya. |
| 19 | Tanzania | OTA1022 | SSA | East African Community Regional | Intermittent | Banking & Financial Services | TIATA | 2013 | TBD | Intermittent advisors are working at the Bank of Tanzania (BOT) to provide technical assistance as the central bank is undergoing a business process review and implementation of a new core banking system. The advisor(s) are assisting the central bank in defining the requirements of its new core banking system, and eventually will assist the BOT with the implementation of the new core banking system after a vendor has been identified, particularly in the areas of data conversion and the interoperability of the new systems with interface applications, as well as an ongoing review of its new business processes and assistance in writing new policies and procedures to streamline the BOT's activities. The advisor(s) are also helping the BOT to develop and implement an Enterprise Risk Management system to measure, collect and mitigate risks facing the institution. |

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 20 | Tanzania | OTA5025 | SSA | | Intermittent / Project Manager | Revenue Administration and Revenue Policy | TIATA/EGCI | 2012 | 2016 | Assistance to the Tanzania Revenue Authority includes the following: (1) Audit: provide training in the financial service industries and follow up to provide on-job-assistance and to ensure the Audit Manual is updated in telecommunications, construction, tourism, and financial services industries; (2) Transfer Pricing - develop the knowledge, experience, and tools to address non-compliance; (3) Tax Forms: update TRA tax forms and related documents to reflect current laws and to capture data critical for an effective tax administration; (4) Tax Investigation: transitioning investigative function to focus solely on criminal cases for possible prosecution; (5) Compliance Strategy: continue to coordinate activities to maximize enforcement results and manage compliance improvements. |
| 21 | Tanzania IFT | OTA4024 | SSA | | Resident | Government Debt & Infrastructure Finance | TIATA | 2010 | 2016 | Assist the Central Bank and MoF to (i) broaden, deepen, and otherwise improve the domestic capital markets with particular emphasis on government securities, (ii) improve its management of non-concessional external debt and (iii) develop the PPP Unit and improve the Government's PPP processes. Improve the Repo market and utilization of same for monetary policy purposes. Revise the issuance calendar for medium term securities utilizing tap issues and market based coupons. Assist with the issuance, analysis and risk management of external debt, particularly non-concessional. Help form and develop a training program for the PPP Unit. Improve the financial and risk analysis of PPPs, integrating MoF budget and accounting departments into the PPP planning process. Help increase the coordination of the PPP Unit with other areas of the GOT. Help formulate a market based approach to procure and analyze PPPs. |
| 22 | Uganda | OTA2054 | SSA | | Resident | Budget and Financial Accountability | TIATA | 2015 | TBD | The OTA Advisor will provide assistance to the Ugandan Ministry of Finance, Planning and Economic Development (MoFPED), to address a number of critical budget formulation and monitoring challenges. The Advisor will assist with the migration from output oriented budgeting (OOB) to performance based budgeting (PBB). The migration will improve credibility of budget processes through improved links between the budget and national policy objectives. The proposed work of the Resident Advisor will dovetail the Ugandan governments Financial Management and Accountability Programme (FINMAP) for 2014 to 2018. |
| 23 | Uganda | OTA4027 | SSA | | Intermittent | Government Debt & Infrastructure Finance | TIATA | 2009 | 2017 | Main focus is on structural market reforms and removal of barriers to financial securities market development. Development and implementation of risk management frameworks to identify and control debt portfolio risk. Assist implementation of a second generation of reforms in the securities markets including the development of a new regulatory framework for government securities brokers and dealers, and the inclusion of non-bank financial institutions. Capacity building to assist authorities in maintaining financial market stability. |
| 24 | Uganda | OTA4027 | SSA | | Resident | Government Debt & Infrastructure Finance | TIATA | 2013 | 2016 | Build Ministry of Finance, Planning and Economic Development (MOFPED) institutional capacity to implement its policy to fully undertake fiscal financing through domestic borrowing. |
| 25 | WAEMU | OTA4049 | SSA | WAEMU Region | Resident/Regional | Government Debt & Infrastructure Finance | TIATA | 2014 | 2019 | Support the WAEMU States' Public Debt Securities Agency (AUT) senior officials in their work to strengthen the National Treasuries' issuance and management of public debt securities and development of the regional market. |

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 26 | West Africa Regional | OTA4023 | SSA | West Africa Regional | Full time, US-Based | Government Debt & Infrastructure Finance | TIATA | 2011 | 2017 | Build capacity of Senegal's new National Committee on Public Debt; help Senegal develop a comprehensive post Multilateral Debt Relief Initiative debt strategy; develop a reliable domestic debt issuance program; assist in modernizing debt management institutions; assist as MoF better integrates fiscal forecasting with debt operations; assist MoF as in liaison with regional and international institutions; conduct regular debt sustainability analyses; analyze frameworks for PPPs; develop institutional and staff capacity; support and spread US engagement in eight-country region; conduct assessments and periodic assignments within other WAEMU countries; and refine and improve the infrastructure of regional bill and bond market. |
| 27 | Zambia | OTA5028 | SSA | | Intermittent / Project Manager | Revenue Administration and Revenue Policy | TIATA | 2012 | 2016 | Assistance to the Zambia Revenue Authority (ZRA) includes the following: (1) reengineer and reform the ZRA LTO Audit Work Flow and Enhance Audit Managerial Training; (2) streamline Customs Operations through the broad use of Risk Management and select improvements in Port Clearance Operations; (3) enhance the professionalism and capabilities of the Internal Affairs Division (IA); and support ZRA organizational development by providing expanded Instructor Training: (4) enhance ZRA's capability for an effective Benefits Management Process; (5) increase the effectiveness and expand the capacity of the ZRA Investigations Department; and (6) update ZRA's Information Technology Plan. |

# US TREASURY OFFICE OF TECHNICAL ASSISTANCE - GLOBAL INITIATIVES

## As of 9/30/15

| | Country / Project | Project Number | Region | Regional Project | Advisor / Project Type | Assistance Area | Funding | Start Date | Projected End Date | Project Objectives |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | World Wide Cash Management Team | OTA2016 | Global | | Resident | Budget and Financial Accountability | TIATA | 2010 | TBD | This project is to promote and support the development of modern budget and treasury operations worldwide; improve the capacity for effective cash forecasting by providing TA on methods of budget execution and forecasting, integration of cash and debt management, elements of an investment policy, creating the legal and regulatory framework, improving communications and data sharing, averting cash crises, and other activities that support institutional capacity building; customize sessions to specific technical assistance needs, as defined by OTA Resident Advisors and their counterparts; link project outcomes to OTA program goals. These include, among others, the development of a domestic securities market, upgrading banking relationships, and improving budget planning , forecasting and execution; support resident advisors and showcase OTA technical assistance to prospective countries, paving the way for other technical assistance assignments; and promote interdisciplinary cooperation within the OTA. |
| 2 | Global Financial Inclusion Initiative | OTA1049 | Global | Global | Resident | Banking & Financial Services | TIATA | 2009 | TBD | The Global Financial Inclusion Initiative aims at supporting the adoption of regulations that will buttress broader financial inclusion, with particular emphasis on improved delivery of financial services to small and micro entrepreneurs. In the medium term, the objective will be to have financial institutions operate in a regulatory and incentive environment that is fully conducive to the delivery of financial services to that underserved economic group. The resident advisor was based in Uruguay but relocated to Lima, Peru in end of August 2014. |