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# **CONTACT DETAILS**

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## 1 ABOUT IFUSE

The Investment Facility for Utilising UK Specialist Expertise (IFUSE) supplies specialist government-to-government expertise to support business environment improvement in DFID's partner countries and other countries or regions eligible for UK overseas development assistance. Governments which need targeted and world-class assistance to improve the environment for business have access to a rapid and efficient mechanism, managed by PwC, for securing that support.

IFUSE matches developing country demand for specialist, investment-related skills with the wealth of UK expertise. It does this by working with 26 UK government departments, public sector organisations and standards bodies to deliver targeted technical assistance, and the list is growing.

This document gives an overview of the available expertise that IFUSE can provide and profiles of the participating institutions.

The IFUSE programme gives access to the following participating organisations:

- The Association of Chartered Certified Accountants (ACCA)
- British Geological Survey (BGS)
- Department for Business, Innovation and Skills (BIS)
- Bank of England (BoE)
- Better Regulation Delivery Office (BRDO)
- Cabinet Office
- The Chartered Institute of Management Accountants (CIMA)
- The Chartered Institute of Public Finance & Accountancy (CIPFA)
- Competition and Markets Authority (CMA)
- The Crown Prosecution Service (CPS)
- Department of Energy and Climate Change (DECC)

- Government Actuary's Department (GAD)
- Her Majesty's Land Registry
- Her Majesty's Revenue and Customs (HMRC)
- The Institute of Chartered Accountants in England and Wales (ICAEW)
- The Institute of Chartered Accountants of Scotland (ICAS)
- Intellectual Property Office (IPO)
- Infrastructure UK (IUK)
- Met Office
- Ministry of Justice (MoJ)
- National Audit Office (NAO)
- Office of Communications (Ofcom)
- Ordnance Survey International (OS)
- The Royal Institute of Chartered Surveyors (RICS)
- Registers of Scotland (RoS)
- UK Trade and Investment (UKTI)



# **2 THEMATIC EXPERTISE OFFERED BY IFUSE**

| INVESTMENT CLIMATE<br>Theme                                | DESCRIPTION  | COVERED BY   |
|--|--|--|
| Trade facilitation, customs and revenue efficiency         | <ul> <li>Customs regulations (import and export);</li> <li>Customs administration (efficiency at border post and processes);</li> <li>Simplification and reducing the burden on business;</li> <li>International trade and border security;</li> <li>Counterfeit and brand protection enforcement;</li> <li>Trade taxation (excise taxes and duties);</li> <li>Trade policy and laws; and</li> <li>Infrastructure.</li> </ul>  | <ul> <li>Her Majesty's Revenue &amp; Customs (HMRC);</li> <li>UK Trade &amp; Investment (UKTI).</li> </ul>   |
| Taxation   | <ul><li>Tax laws and policies;</li><li>Tax institutions; and</li><li>Trade, property, financial services and natural resources.</li></ul>  | • HMRC   |
| Competition law and policy, and consumer protection        | <ul> <li>Promoting and protecting consumer interests while ensuring that markets work well and businesses are fair and competitive;</li> <li>Investigating competition law infringements;</li> <li>Reviewing mergers;</li> <li>Investigating consumer law infringements;</li> <li>Addressing government restrictions on competition and bringing competition considerations into policy making and regulatory impact assessments; and</li> <li>Addressing the challenges of the online marketplace.</li> </ul> | <ul> <li>Competition and<br/>Markets Authority<br/>(CMA);</li> <li>Intellectual Property<br/>Office (IPO).</li> </ul>  |
| Regulatory reform  | <ul> <li>Regulatory impact assessments;</li> <li>Review of regulatory frameworks and the structure of regulatory agencies;</li> <li>Working with businesses to enable effective regulatory implementation; and</li> <li>Inspections reform.</li> </ul>   | Better Regulation     Delivery Office     (BRDO)   |
| Public Private<br>Partnerships (PPPs)                      | <ul> <li>Policy and institutional issues (types of PPPs, governance and financing); and</li> <li>Contractual capacity of government in relation to PPPs (contract development, negotiation and enforcement).</li> </ul>  | <ul> <li>Infrastructure UK (IUK);</li> <li>Royal Institution of Chartered Surveyors (RICS).</li> </ul>   |
| Land mapping legislation, registration and title transfers | <ul> <li>Legal issues around land ownership, leasing, land mapping and expropriation;</li> <li>Regulatory and administrative procedures around land markets;</li> <li>Protection and contract enforcement;</li> <li>Secured transactions; and</li> <li>Institutional capacity.</li> </ul>  | <ul> <li>British Geological<br/>Survey (BGS)</li> <li>Land Registry;</li> <li>Ordnance Survey;</li> <li>Registers of<br/>Scotland (RoS);</li> <li>RICS.</li> </ul> |

| INVESTMENT CLIMATE THEME                             | DESCRIPTION  | COVERED BY  |
|--|--|---|
| General interface with businesses                    | <ul> <li>Investment promotion, foreign direct and domestic investors;</li> <li>Information and data collection and e-privacy;</li> <li>Institutions for dialogue and consultations; and</li> <li>Supporting a sustainable approach.</li> </ul>                   | <ul> <li>Department for<br/>Business, Innovation<br/>&amp; Skills (BIS);</li> <li>BRDO;</li> <li>Land Registry;</li> <li>UKTI.</li> </ul> |
| Commercial law and justice                           | <ul> <li>Company law and corporate governance;</li> <li>Company registration reform;</li> <li>Contract and consumer law;</li> <li>Commercial justice and institutions;</li> <li>Anti- corruption;</li> <li>Financial crime; and</li> <li>Cyber crime.</li> </ul> | <ul> <li>Crown Prosecution<br/>Service (CPS);</li> <li>Ministry of Justice<br/>(MoJ).</li> </ul>  |
| Financial sector regulation and supervision          | <ul> <li>Access to finance;</li> <li>Supervision, stability and regulation of the sector;</li> <li>Other sophisticated financial instruments (contractual savings, equity and debt markets); and</li> <li>Institutional capacity.</li> </ul>                     | <ul> <li>Bank of England<br/>(BoE);</li> <li>Government<br/>Actuary's<br/>Department (GAD).</li> </ul>                                    |
| Infrastructure<br>development                        | <ul><li>Infrastructure development: procurement;</li><li>Urban planning; and</li><li>Private financing.</li></ul>  | <ul><li>BIS;</li><li>IUK;</li><li>RICS;</li><li>UKTI.</li></ul>   |
| Natural resources management / extractive industries | <ul> <li>Revenue management frameworks; and</li> <li>International contracts negotiation and enforcement.</li> </ul>   | <ul> <li>BGS</li> <li>Department of<br/>Energy &amp; Climate<br/>Change (DECC);</li> <li>Met Office;</li> <li>RICS.</li> </ul>            |
| Intellectual property                                | Patents, trademarks, designs and copyright.  | <ul><li>HMRC;</li><li>IPO.</li></ul>  |
| Accountancy<br>Standards                             | <ul> <li>Implementing international accounting and auditing standards;</li> <li>Enhancing professional education and certification; and</li> <li>Promoting high standards in accountability.</li> </ul>  | <ul><li>ACCA;</li><li>CIMA;</li><li>CIPFA;</li><li>ICAEW;</li><li>ICAS.</li></ul>   |



## 3 PROFILES OF ORGANISATIONS PARTICIPATING IN IFUSE







#### ABOUT THE ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS (ACCA)

ACCA is a global body for professional accountants. It offers business-relevant, first-choice qualifications to people around the world who seek a rewarding career in accountancy, finance and management. ACCA has a global network of 162,000 members and 428,000 students in 173 countries.



www.accaglobal.com/uk/en.html

ACCA works with national accountancy bodies, development agencies, governments and regulators to develop a sustainable and ethical global accountancy profession. ACCA's number one priority is to work in the public interest, delivering value to business and society. ACCA senior staff and technical experts, based both in the UK and across ACCA's global network, offer a wide range of expertise to develop the accountancy profession on an international and national level and contribute to economic growth. This includes:

- Strengthening professional, regulatory and public sector bodies supporting them to develop a sustainable infrastructure that meets international standards and best practice;
- Improving education standards and developing qualifications enhancing professional education and certification, continuing professional development and training of trainers; and
- Advising on and designing regulatory structures, policies and quality assurance programmes that meet the
  needs of the national profession and the commercial environment, including drafting legislation and regulations,
  licensing, investigation and discipline.

ACCA has many years' experience of international development work with partners such as the World Bank, the European Union and the United Nations. Its recent donor-funded projects across Asia Pacific, Eastern Europe and Africa have focused on areas such as enhancing education, professional oversight and high quality financial reporting – working in partnership with national professional bodies, regulators, and governments.

ACCA builds long-term partnerships that enhance the global accountancy profession. Its existing partnerships include the delivery of joint professional accountancy qualifications and guidance on qualification development, audit oversight, continuing professional development and collaboration on research projects.







#### **ABOUT THE BANK OF ENGLAND**

The Bank of England is the UK's central bank. It's not like a bank in your local high street. It has special functions that help keep the economy and financial system stable.



The Bank of England exists to ensure monetary stability and to protect and enhance the stability of the financial system.

### Monetary stability

Monetary stability means stable prices and confidence in the currency. Stable prices are defined by the Government's inflation target, which the Bank seeks to meet through the decisions delegated to the Monetary Policy Committee, explaining those decisions transparently and implementing them effectively in the money markets.

### Financial stability

Financial stability entails maintaining an efficient flow of funds within the economy and confidence in financial intermediaries. This is pursued through: the Bank's financial operations, including as lender of last resort; the decisions of the Financial Policy Committee; the PRA's prudential regulation of financial institutions; the Bank's role as resolution authority; and Bank oversight and regulation of key payment, clearing and settlement infrastructure.

The Prudential Regulation Authority (PRA) is responsible for the supervision of banks, building societies and credit unions, insurers and major investment firms. In total the PRA regulates around 1,700 financial firms. The PRA has a general objective to promote the safety and soundness of these firms and – specifically for insurers – contributes to the securing of an appropriate degree of protection for policyholders.

The Bank also plays its part in promoting an open and internationally competitive financial centre in the United Kingdom, using its expertise to help make the UK financial system more efficient, where such efforts would be in the public interest and provided that they do not conflict with its primary responsibilities or those of other agencies.

The Bank of England's Centre for Central Banking Studies (CCBS) conducts seminars and provides expert advice for central banks and regulatory authorities throughout the world. It is a centre for comparative study and collaborative research on issues at the forefront of central banking and prudential regulation. Its primary aims are to foster monetary and financial stability world-wide, to promote the Bank of England's core activities, and to provide opportunities for central banking staff and regulatory authority staff to obtain broader perspectives on their own areas of expertise.





#### ABOUT THE BETTER REGULATION DELIVERY OFFICE (BRDO)

BRDO is part of BIS and is responsible for transforming the way businesses experience regulation and inspection on a day to day basis. It helps regulators provide businesses with confidence to grow whilst maintaining protections.



www.bis.gov.uk/brdo/primary-authority

BRDO is focused on improving the way regulations are enforced making it easier for businesses to start up, grow and thrive whilst ensuring that citizens and the environment are adequately protected. Through IFUSE, BRDO helps other governments to improve business inspections, reducing the barriers, costs and risks of doing business. This includes promoting risk based approaches, improving the skills and knowledge of inspectors and increasing the effectiveness of regulatory bodies.

The types of technical assistance BRDO can provide include:

- Communicating the importance of inspection reform to improve the business environment by working with senior government officials;
- Advising on how to best organise and structure regulatory bodies;
- Reducing the cost of inspections by providing advice on efficient approaches to regulation;
- Promoting professional competency for inspectors and providing training and advice on core skills for inspectors;
- Providing guidance and training for frontline inspectors on planning, preparing and carrying out risk-based inspections;
- Developing easy to apply tools such as checklists and risk assessment methods to embed targeted approaches to inspection;
- Training regulators on working in partnership with business; and
- Facilitating knowledge transfer by arranging visits to the UK to see how inspection works in practice.

BRDO's staff are technical experts, many with experience as inspectors in fields such as market surveillance, food safety and labour, health and safety. They are skilled in working with businesses and regulators to analyse problems and provide practical solutions. Under IFUSE, BRDO has delivered projects with governments and regulators in Bangladesh, Kenya, Kyrgyzstan, Liberia, Nepal, Mozambique, Pakistan, Tajikistan and Zambia.







#### ABOUT THE BRITISH GEOLOGICAL SURVEY (BGS)

The BGS is a public sector research establishment and the UK's national geological survey, responsible to Natural Environment Research Council (NERC). As a world-leading geological survey it exists to provide survey and research that individuals and business rely on, and impartial and professional advice to government on a wide range of energy, resource and environmental issues.



Data and knowledge generated by geological surveys and long term monitoring not only underpins resource security, evaluation and extraction, central to a country's national economy and development but also the prediction, mitigation and responses to future environmental change.

With over 100 years of experience in geological surveying, resource assessments and technical advice to UK and overseas governments, BGS is today at the forefront of developing and working with new technologies to understand and predict the geological process that matter to people's lives and livelihoods.

Through IFUSE, BGS can provide technical assistance with:

- Modern digital geological surveys combining satellite and ground survey data;
- Energy resource assessments including, Carbon Capture and Storage (CCS), shale gas, geothermal and hydrocarbons;
- Groundwater resource management and protection: from local to national river basin systems;
- Mineral resources including regulation and governance;
- Geological hazard and risk analysis including, earthquakes, volcanoes and landslides; and
- Geospatial data management and delivery e.g. via dedicated portals and smartphones.

BGS experts can provide on-the-ground expertise and with a history of project activity in over 120 countries, their data, training programmes and experience underpins business development, national economies and global research. BGS are currently active in South Korea, Brazil, Qatar, Singapore and United Arab Emirates and in Africa; in Liberia on capacity building in support of the Ministry of Lands, Mines & Energy, in Malawi on understanding soil health and spatial data systems with the Ministries of Agriculture and Department of Surveys and finally, looking at volcanic risk, groundwater, geothermal development and sustainability in the East African Rift Valley including northern Tanzania and Ethiopia.



#### ABOUT THE DEPARTMENT FOR BUSINESS, INNOVATION & SKILLS (BIS)

BIS creates wealth and employment, increases living standards, fuels creativity and builds the confidence for growth. Its purpose is to connect people to opportunity and prosperity right across the country. It demands a huge variety of specialist expertise and resources across a wide range of areas from skills development and investment in new business ideas, to regulation, consumer rights and building Britain's research base.



www.gov.uk/government/organisations/department-for-business-innovation-skills

BIS believes government has a vital part to play in helping businesses succeed: as a partner that can see the bigger picture and actively shape the economy; seeking out the growth opportunities; creating the open, fertile and fair market frameworks in which companies can flourish; delivering better regulation and breaking down the barriers to success; boosting innovation and investing in the new technologies that will transform our lives; and by inspiring the talent that will ensure the UK has a world-class skills and research base.

BIS's role is to make the connections that bring together the right mix of skills and resources to deliver sustainable prosperity.

One of BIS's great strengths is the wide range of talent and expertise at its disposal, from its internal teams to its network of partner bodies. This variety gives BIS the insight and experience to identify and grasp opportunities quickly, to connect across the economy from large enterprises to start-ups, from higher education to research, from central to local government.

The types of technical assistance that BIS can provide through IFUSE include:

- Advising on the impact of regulation on businesses;
- Providing guidance on regulatory inspection and enforcement;
- Advising on policy reform;
- Advising on business and employment law;
- Provides extensive corporate finance and commercial expertise;
- Providing guidance on competition and consumer law enforcement;
- Communicating the importance of trade and export control;
- Providing guidance on economic development;
- Helping small businesses grow and thrive;
- Providing guidance on investment in skills and higher education; and
- Advice on using research, science and innovation to boost industries.

BIS has participated in three deployments. In Bangladesh, BIS supported DfID's review of the \$55 million Bangladesh Investment Climate Facility, set up to help create productive jobs by creating an environment conducive to investment by reducing 'red-tape'. In Liberia, BIS supported the promotion and implementation of risk-based business inspection models, providing practical support to improve the effectiveness of the inspection process and engaging business in the reform process.





Chartered Institute of Management Accountants

#### ABOUT THE CHARTERED INSTITUTE OF MANAGEMENT ACCOUNTANTS (CIMA)

CIMA was established in 1919 and is the largest professional organisation representing management accountants. CIMA has over 218,000 members and students across 177 countries. Management accounting is a progressive form of financial and business management that helps to drive organisations in both the public and private sectors to long-term, sustainable success.



www.cimaglobal.com

CIMA is the only international accountancy body to provide a professional qualification that is exclusively focused on preparing finance professionals for business leadership. Their professional qualification is based on four core competencies: accounting skills, wider business awareness, people management and leadership abilities. CIMA's 'thought leadership' research programme is constantly scanning the business horizon for new developments. This ensures that its members are kept up-to-date with business innovation and transformation and can help organisations to gain a competitive and innovative edge.

CIMA is helping to deliver higher standards of accounting and financial reporting in a number of ways:

- CIMA works closely with governments, leading businesses and academic bodies around the world to evaluate and promote good practice in business. Robust business systems and governance are essential for sustainable success, particularly in the public sector where funds must be used as effectively as possible.
- Pioneering higher standards in accountability and transparency is the key to improving public confidence in business practices. CIMA is developing a set of global management accounting principles designed to enhance business performance. In turn, this will improve public trust in institutions that can help transform society, build sustainable communities and create long term growth.
- The CIMA qualification is accessible to all there are no requirements for entry other than good mathematics skills. This provides huge opportunities to reduce global youth unemployment.
- CIMA is championing the ground-breaking work of the International Integrated Reporting Council in making reporting fit-for-purpose in the 21st century. http://www.theiirc.org
- In Myanmar, working in partnership with The British Council, CIMA is offering 100 scholarships to deserving students to pursue the CIMA Professional Qualification in Management with the objective to help businesses and the people of Myanmar to succeed and contribute to the country's growth and development.
- CIMA has offices in nine of DFID's partner countries Bangladesh, Ghana, India, Kenya, Nigeria, Pakistan, South Africa, Zambia and Zimbabwe.



#### ABOUT THE CHARTERED INSTITUTE OF PUBLIC FINANCE & ACCOUNTANCY (CIPFA)

CIPFA works with accountancy bodies and the public sector around the world to advance public finance and support better public services. CIPFA is the only professional accountancy organisation in the world exclusively dedicated to public finance.



Established in 1885, CIPFA champions high performance in public services, translating its experience and insight into clear and practical advice and services.

CIPFA's certificated international public financial management qualifications are in high demand. It provides a wide range of services within the public sector, including information and guidance, qualifications, property and asset management solutions.

CIPFA has delivered projects in countries around the world, including:

- Africa: Nigeria and Lesotho;
- Asia: India, The Philippines, Bangladesh, Tajikistan, Sri Lanka;
- The Americas: US, Canada, Turks and Caicos Islands; and
- Europe: Slovenia, Macedonia, Moldova, Kosovo and other countries in South Eastern Europe.

Relevant examples of CIPFA's work include:

- In Bangladesh, Professional training support to develop the capacity of the Office of the Comptroller and Auditor General. The Office's staff study for CIPFA's international public financial management qualifications with tuition from CIPFA experts in Dhaka.
- Work with the Institute of Chartered Accountants of Nigeria (ICAN) to develop a jointly-awarded qualification in
  public financial management. This is part of a wider strategy to professionalise public financial management
  in all levels of government in Nigeria. Nigeria also provides regional leadership in professionalisation for other
  African countries, particularly those in West Africa.
- Provision of training in the audit of procurement, in Pakistan, to auditors from both government and the private sector, to strengthen capacity in this critical area of public financial management.





#### ABOUT THE COMPETITION AND MARKETS AUTHORITY (CMA)

The CMA was established under the Enterprise and Regulatory Reform Act 2013. It acquired its full powers and responsibilities on 1 April 2014 when it took over many of the functions of the Competition Commission and the Office of Fair Trading. The CMA is a non-ministerial government department which works to promote competition for the benefit of consumers, both within and outside the UK.



https://www.gov.uk/government/organisations/competition-and-markets-authority

The CMA has a range of responsibilities including:

- Investigating mergers which could restrict competition;
- Conducting market studies and investigations in markets where there may be competition and consumer problems;
- Investigating where there may be breaches of UK or EU prohibitions against anti-competitive agreements and abuses of dominant positions;
- Bringing criminal proceedings against individuals who commit the cartel offence;
- Enforcing consumer protection legislation to tackle practices and market conditions that make it difficult for consumers to exercise choice;
- Cooperating with sector regulators and encouraging them to use their competition powers; and
- Considering regulatory references and appeals.

More specifically, the CMA can advise through IFUSE on:

- Techniques for promoting compliance and fostering a 'competition culture';
- Anti-cartel enforcement techniques (including dawn raids, forensic IT and leniency programmes);
- Carrying out market studies/sector inquiries;
- Economic techniques for assessing competition;
- Economic and legal aspects of merger control;
- How to design commitments and remedies;
- How to calculate fines for law infringements;
- Assessing the impact of authorities' interventions and evaluating their effectiveness;
- Advocating competition principles to government; and
- Enforcing consumer protection legislation, particularly against unfair contract terms.

Under IFUSE, the CMA (and formally the Office of Fair Trading) have delivered projects with competition authorities in Burma, Ethiopia, Kenya, Malawi and Pakistan.







#### **ABOUT THE CROWN PROSECUTION SERVICE (CPS)**

CPS was set up in 1986 and is the government department responsible for prosecuting cases firmly, fairly and effectively when there is sufficient evidence to provide a realistic prospect of conviction and when it is in the public interest to do so, in England and Wales.

As the principal prosecuting authority in England and Wales, the CPS is responsible for:

- Advising the police on cases for possible prosecution;
- Reviewing cases submitted by the police;
- Determining any charges in more serious or complex cases;
- Preparing cases for court; and
- · Presenting cases at court.

The CPS is effectively the largest law firm in the UK, dealing exclusively with criminal cases and casework issues arising from them. At the end of June 2013, it employed a total of 8,316 people. About 42% are qualified prosecutors and more than 93% of all staff are engaged in, or support, frontline prosecutions.

The types of technical assistance the CPS can provide include:

- Advising on how best to prosecute criminal cases;
- Advising on the detection and effective prosecution of crime;
- Providing guidance on reforms to the justice sector;
- Communicating the importance of evidence gathering on cases;
- · Contributing to the development of prosecution, legal and criminal justice policy; and
- Facilitating knowledge transfer.

The International Division of the CPS (CPS ID) has developed a strategic approach to international engagement and building the rule of law in countries where the threat to the UK is most significant and where CPS can best exert influence and deliver results in the UK National interest. Working with other HMG departments, CPS ID deploys staff overseas in priority countries who deliver co-ordinated, consistent and high quality justice assistance.







#### ABOUT THE GOVERNMENT ACTUARY'S DEPARTMENT (GAD)

GAD was established in 1919 to provide actuarial advice to UK government departments. Over the years, GAD has expanded the range of work that it carries out. GAD now provides actuarial advice within the UK and overseas in areas such as public sector pensions, social security, insurance, risk management and modelling.



GAD provides the UK government, UK public sector and overseas governments with actuarial advice which enables them to identify, analyse, monitor and mitigate demographic, financial and other risks they face. GAD can contribute to enhancing a country's business environment by assisting in the implementation and maintenance of robust and sustainable public sector pension schemes, social security schemes covering for example, state pensions, health insurance and workers' compensation and insurance and microinsurance industries.

The types of technical assistance that GAD can provide includes:

- Enhancing the robustness of the products sold by the local life insurance industry by assisting in the development of locally-based mortality tables;
- Providing a better understanding of the finances of social security schemes by assisting with actuarial valuations, providing advice on data capture and analysis, model building, investment advice and the analysis and reporting of the results of valuations;
- Helping governments expand the value provided by their social security schemes by advising on suitable reforms in the face of demographic and wider social changes;
- Widening the availability of actuarial resources to government and the local pension and insurance industries through training, knowledge transfer and organising study tours to meet with relevant organisations in the UK;
- Assisting governments identify and measure the financial liabilities they have acquired in areas such as state pension and health provision as well as other areas where they may be providing some form of insurance; and
- Enhancing the quality of insurance regulators through training on microinsurance.

Most recently GAD has delivered projects in Bangladesh, Ghana, Rwanda, Tajikistan and Zambia.





#### ABOUT HER MAJESTY'S LAND REGISTRY (LAND REGISTRY)

Land Registry is the government agency created in 1862 to register the ownership of land and property in England and Wales. Its vision is to be recognised as a world leader in the digital delivery of land registration services and in the management and reuse of land and property data.



Land Registry has over 150 years of experience and knowledge in developing world class land registrations systems.

Through its International Unit, the Land Registry shares this expertise with other countries to help them develop effective land registration and administration systems and processes. Its purpose is to provide advice and technical know-how to countries seeking to:

- Establish and develop private land ownership;
- Secure land tenure; and
- Develop functioning land and mortgage markets.

Land Registry's international services include:

- Advice and support on a wide range of land administration and policy areas;
- Business partnerships; and
- Educational visits to the UK.

Under IFUSE, Land Registry hosted a conference in London with the United Nations Economic Commission for Europe on land registration authorities' support to recovery in the global property market and wider economy.

Land Registry have also completed a scoping visit to assess land registration challenges and opportunities in the Occupied Palestinian Territories (OPTs). This involved developing a baseline situation about land registration in the OPTs, followed by the development and appraisal of strategic options for interventions to support land registration with the aim to promote investment climate and drive the development of affordable housing.







#### **ABOUT HER MAJESTY'S REVENUE & CUSTOMS (HMRC)**

HMRC was formed in 2005 following the merger of Inland Revenue and HM Customs and Excise Departments. HMRC is responsible for collecting and administering direct and indirect taxes, payments and the administration of certain forms of state support and for enforcing and administrating border protection, environmental taxes, national minimum wage and student loan repayments.



HMRC has responsibility for ensuring that the correct tax is paid at the right time. HMRC collects and administers a wide range of direct and indirect taxes and is also responsible for customs policy, including:

- Customs regulation import/export procedures;
- Customs administration efficiency at border post/processes;
- Simplification and reducing administrative burdens on business;
- International trade and border security in order to protect commercial interests;
- Trade taxation (excise taxes, duties);
- Trade policy/laws (international trade agreements); and
- Customs and trade related infrastructure.

#### HMRC's international relations team

The International Relations Team is the single point of contact for overseas tax and customs authorities and for international organisations coordinating:

- HMRC's overseas capacity building programmes and technical assistance to customs and tax administrations;
- Requests for inward visits and secondments to HMRC;
- The Commonwealth Association of Tax Administrators flagship training programmes www.hmrc.gov.uk/intassist/cata\_course.htm;
- UK participation in the EU Customs 2013 and Fiscalis 2013 Programmes; and
- HMRC's contribution to the EU Twinning Programme.

Through IFUSE, HMRC has supported the Rwanda Revenue Authority to equip its tax auditors with practical knowledge and skills, and its tax investigators improve their practical knowledge and skills of tax intelligence, investigation and risk profiling. HMRC has provided assistance to improve the Tanzania Revenue Authority's (TRA) website to strengthen the TRA's communication and services to taxpayers and has reviewed the Uganda Revenue Authority's Tax Investigation Training Curriculum. In addition, HMRC delivered a knowledge sharing event in the UK with the Uganda and Tanzania revenue authorities on tax treaties, transfer pricing and exchange of information. HMRC have also designed a training programme on tax education for micro, small and medium-sized enterprises (MSMEs) in Malawi.



#### **ABOUT INFRASTRUCTURE UK (IUK)**

IUK was established by the UK government Treasury in 2009 to advise government on the long-term infrastructure needs of the UK and provide commercial expertise to support major programmes and projects. IUK is focused on enabling greater private sector investment in infrastructure and the improvement of the government's long-term planning, prioritisation and delivery of infrastructure.



www.gov.uk/government/organisations/infrastructure-uk

The UK government itself has a strong reputation internationally for innovation in public and private sector approaches in many areas of infrastructure delivery, stretching back many decades. As a Treasury based unit, IUK focuses its international activities working with and for the public sector, providing strategic advisory, technical and training support, from a public sector perspective, to overseas government ministries, public-private partnership (PPP) units, regional development banks, multilateral agencies and think tanks around the world.

IUK's international unit is the Treasury's primary strategic resource for sharing UK experience on PPP and infrastructure policy, programme and project delivery with overseas governments as well as helping to ensure that the IUK is current with international best practice on infrastructure long-term planning, prioritisation, financing and delivery.

IUK's international work includes:

- Providing strategic support for the design of PPP policy;
- Advising on the structure of PPP programmes;
- Developing public sector capacity, including developing a PPP implementing unit;
- Reviewing and developing the guidance and methodologies that public authorities need to prepare, evaluate and manage projects;
- Supporting in the selection of appropriate PPP pilot projects;
- Reviewing operational projects; and
- Providing training to overseas public officials with a particular focus on infrastructure and PPP project delivery.

In addition to supporting overseas governments and multilaterals on infrastructure and PPP related issues, IUK works closely with and supports the diplomatic, trade and investment and developmental missions of the Foreign and Commonwealth Office, UK Trade and Investment, and the Department for International Development, respectively.

IUK's specialists can provide on-the-ground expertise to assure and support the bringing to market and delivery of major infrastructure projects, including on-going PPP policy development and support to the delivery of PPP programmes. Under IFUSE, IUK has supported the Vietnam PPP Office to identify options for DFID support to PPP programming. This has contributed to the delivery of a clearer legal and institutional framework for the private sector to form PPPs with the government. IUK have also recently completed an inward visit to help Tunisian authorities develop their PPP strategy, by demonstrating to them a successful PPP experience.







#### ABOUT THE INSTITUTE OF CHARTERED ACCOUNTANTS IN ENGLAND AND WALES (ICAEW)

The Institute of Chartered Accountants in England and Wales was established in 1880 and is one of the largest professional accountancy organisations in the world, with 140,000 chartered accountants in 160 countries. ICAEW has a core staff of 700 people.

ICAEW's international work helps in practical ways to strengthen the role of accountancy in many countries. Working with organisations in both the public and private sectors, ICAEW:

- Provides practical support to development partners to strengthen financial reporting, auditing, transparency and the business environment:
- Assists professional accountancy bodies, financial regulators and governments in implementing international accounting and auditing standards;
- Helps universities to improve their syllabi and the pathways into the profession;
- Focuses on improving oversight and compliance to create an environment of transparency, accountability and investor confidence;
- Involves delivery of initiatives to strengthen the accountancy profession in developing economies in order that it can contribute to sustainable economic growth and accountability in the public and private sectors; and
- Assists partners in-country to transform into strong organisations at helm of the profession, act as champions
  of international standards and benchmarks and play a key role with government and regulators in improving
  oversight and compliance.

The institute closely works with the accountancy profession, governments and donors to reach tangible outcomes for each of their projects.

Since 2007, the ICAEW team have completed over 20 international projects, primarily in Africa and Asia, which have resulted in:

- The strengthening of professional accountancy bodies and their transformation into independent organisations that champion accountability and the public interest;
- Sustainable national professional qualifications and syllabuses competitive with international benchmarks;
- Enhanced tuition provision and affordable international quality learning materials for accountancy students;
- The development of effective audit regulation frameworks and operational audit oversight functions;
- Adoption of international financial reporting standards (IFRS) and international standards on auditing (ISAs);
- Delivery of high-profile training programmes in International Financial Reporting Standards (IFRS), International Public Sector Accounting Standards (IPSAS), International Standards on Auditing (ISA), as well as training and mentoring in audit regulation; and
- Coordinated programmes of assistance to strengthen small and medium business entities and audit firms, including the provision of audit toolkits for conducting audits.



### ABOUT THE INSTITUTE OF CHARTERED ACCOUNTANTS OF SCOTLAND (ICAS)

ICAS, set up in 1854, is the oldest professional accounting body in the world and has a membership of more than 20,000 world class businesspeople in more than 100 countries around the world. ICAS' members have all achieved the internationally recognised and respected Chartered Accountant qualification.



ICAS is an educator, examiner, regulator, and thought leader, and can provide the following services in support of business environment improvements.

#### Technical support:

- Education, including curriculum development, examination systems and continuing professional development;
- Development of and reporting on compliance with accounting and auditing standards; and
- Corporate and financial reporting.

#### Training:

- Training the trainers;
- International accounting and auditing ethics and standards, and ethics; and
- Business issues.

#### Institutional development:

- Establishment and governance of professional bodies, including regulation and compliance;
- Support with membership applications to the International Federation of Accountants and regional professional body groupings; and
- Benchmarking.

ICAS has been involved in numerous international projects, many of them in Africa.

- **Kenya** The objective was to strengthen the Kenya College of Accountancy through an Institutional link with a UK Commercial Accountancy Training Centre. ICAS helped improve the quality and impact of the existing Accountancy and Auditing courses in Kenya, strengthening the teaching capacity of the Kenya staff and enhancing the college's institutional management.
- Tanzania As part of World Bank projects, ICAS developed a close relationship with The National Board of Accounting and Auditing (NBAA). Quality review and practice monitoring systems were implemented as well as the provision of advice on examination and admission procedures. ICAS provided a 'Training of Trainers' course which helped improve the quality of student education in Tanzania.
- **Uganda** ICAS assisted with the development of the Institute of Certified Public Accountants of Uganda (ICPAU). This involved assisting in building the whole Institute including developing the student education curriculum, the examination system and continuing professional development of the members. Case studies were developed and examiners and moderators for ICPAU have been trained by ICAS staff. ICAS continues to value its relationship and has provided various training courses for local trainers and examiners, both in Uganda and in the UK.

Currently ICAS is involved in a project to map the content of ICPAU study materials to its new syllabus.







#### **ABOUT THE INTELLECTUAL PROPERTY OFFICE (IPO)**

IPO is responsible for Intellectual Property (IP) rights granting and policy making in the UK. The four principal rights are patents, designs, trademarks, and copyright, while associated policy and administrative issues include IP awareness, IT systems, trading IP across borders and the role of IP in economic growth. IPO is an Executive Agency of BIS.



IPO's work contributes to the development of economically beneficial IP systems in developing countries. This includes promoting good understanding of the different kinds of rights, how to commercialise innovation, how to add value to trade through appropriate use of IP, and how to enforce rights in an appropriate manner. Different economic strategies and starting points will call for different levels of IP policy.

The IPO has expertise across the spectrum of intellectual property rights and regimes. Examples of assistance the IPO has delivered include:

- Search and examination training;
- Best practice in administration and management of rights-granting work, e.g. procedures, IT systems;
- Review of legal frameworks;
- IP awareness raising for tech transfer offices' (TTOs) and small and medium-sized enterprises;
- Technology transfer and commercialisation of IP training including licensing;
- The role and value of IP in major sporting events e.g. the Olympics; and
- Best practice in IP enforcement, e.g. inter-agency cooperation, intelligence gathering.

IPO is also able to facilitate the use of external expertise where appropriate to support business environment reform.



#### **ABOUT THE MET OFFICE**

The Met Office is a global centre of excellence in weather and climate science and is the UK's national weather service. It has a long history of weather forecasting and has been working in the area of climate change for more than two decades.



The Met Office's weather and climate services serve a wide range of customers in the public and private sectors along with other national meteorological and hydrological services across the world. The Met Office is a trading fund within the Department for Business Innovation and Skills and has more than 1,800 people across 60 locations globally.

The Met Office's international development work draws on its scientific and operational strengths to offer practical advice. Its wide range of skills and expertise enables it to give tailored support to other countries in developing and enhancing their own weather and climate services.

### Met Office assistance can cover:

- Capacity building of national hydrometeorological services to support national preparedness and development of commercial services (strategy, management, recruitment, quality management systems, operating procedures, international standards integration);
- Development of the use of environmental information to support private sector business growth including the development of weather and climate services;
- Environmental impact assessments and environmental consultancy;
- Assessing and managing the impacts of climate change and variability on earth and human systems; including water, agriculture, ecosystems, health and energy;
- Development of weather forecasting services for disaster risk management and early warning systems (project planning, warning procedures, thresholds, institutional structure, and training);
- Environmental impact assessments and environmental consultancy;
- Regional climate modelling systems for use in impact, vulnerability and adaptation studies and projections of climate change;
- Analyses and techniques to improve the understanding and communication of climate risks; and
- Services and advice to support management of natural resources across all time scales from the immediate to the long term.

Bangladesh – The Met Office provided training workshops on the science and applications of their Hadley Centre regional climate modelling system to build in-country capacity in the use of regional climate change modelling.

Rwanda – The Met Office undertook an assessment of capability and developed an agreed road map for the implementation of warning. Meteo Rwanda's forecasters are now issuing rainfall planning forecasts on a regular basis to disaster managers and severe rainfall weather warnings to the general public to ensure they are better prepared in the event of heavy rainfall.

Sierra Leone – The Met Office helped to rebuild the Sierra Leone Observation Network by advising on the selection of observing sites, the design of Automated Weather Systems and appropriate data collection hubs. A training package was designed and delivered for the operation and maintenance of the system to allow the Sierra Leone Meteorological Department to start delivering forecasting and data services.









#### ABOUT THE MINISTRY OF JUSTICE (MoJ)

The MoJ is one of the UK government's largest departments, employing around 76,000 people. Each year millions of members of the public use its services across the UK. The MoJ manages around 500 courts and tribunals, 133 prisons and 35 probation trusts in England and Wales. The MoJ is also responsible for making new laws, strengthening democracy, and safeguarding human rights.

## Description of service offering

The MoJ has a wide range of expertise across both criminal and civil areas and works in a variety of jurisdictions worldwide to provide capacity building and technical assistance. Areas of expertise in the civil and commercial spheres include information access and rights, civil and commercial justice policy, infrastructure development (court and prison estates), claims management regulation and anti-corruption legislation.

Just Solutions international (JSi) is the commercial arm of the MoJ's National Offender Management Service (NOMS) and specialises in criminal justice consultancy and the provision of offender management products and services to overseas governments seeking to improve their wider business environment.

JSi builds on the remit and experience of NOMS, achieving better outcomes for less without compromising the legality of its operations and the safety, security and decency of prisons. NOMS is internationally recognised as being at the forefront of innovation in many aspects of correctional services. The technical assistance JSi offer is based on a whole systems approach and includes:

- Enabling justice through technology: i.e. through its Case Assessment and Tracking (CATS) system and/or the development of offender risk management tools.
- Licensing of NOMS registered intellectual property for use by independent organisations and individuals;
- Transformation of frontline services through justice consultancy and end-to-end process improvement that crosses multiple justice agencies this includes consultancy on specifications, benchmarking and costing, on public-private partnerships (PPPs), and learning and development programmes for prison and rehabilitation services staff;
- Design of prison and rehabilitation establishments as well as court buildings and police stations, JSi is able to offer a complete package including design, delivery and maintenance tools; and
- Reducing Reoffending support through: access to accredited programmes which are internationally recognised
  and proven to reduce reoffending; consultancy on 'what works' and evidence as basis for financial investment
  and resource deployment; the development of community corrections; design and implementation of electronic
  monitoring models.

Delivery can take place as an outward deployment or an inward visit to the UK, depending on the nature of the support needed.





#### **ABOUT THE NATIONAL AUDIT OFFICE (NAO)**

The National Audit Office (NAO) has existed in its present form since 1983 although the public audit function in the United Kingdom central government has a much longer history. The NAO scrutinises public spending spending for Parliament and helps to hold government departments and the bodies it audits to account for how they use public money. The NAO's work helps public service managers to improve performance and service delivery, nationally and locally.

The NAO audits the financial statements of all government departments and many other public sector bodies, and produces around 60 value-for-money reports each year. It also undertakes a range of work to help improve government performance, nationally and locally, using its knowledge and experience to carry out in-depth analysis of systemic issues that it identifies across public services. The NAO's recommendations and reports on good practice help government improve public services. Its work, together with that of the Committee of Public Accounts, leads to audited savings worth many millions of pounds: almost £1.1 billion in 2013.

#### The NAO's international work

The NAO has extensive experience of working with partner Supreme Audit Institutions (SAIs), Public Accounts Committees and other organisations including Ministries of Finance and donors to help develop and implement strategies aimed at strengthening institutional capacity. The NAO:

- Focuses on supporting and working with SAIs and Public Accounts Committees;
- Works in partnership with more than 30 SAIs and other organisations providing strategic advise and training. It also plays a leading role in the international auditing and accounting profession; and
- Offers support at both strategic and operational levels of an SAI. At the strategic level it can carry out reviews of the SAI comparing its performance and position, including legislation, against international best practice. This also covers issues surrounding internal management processes, legislation, training and external partnerships.





#### **ABOUT ORDNANCE SURVEY INTERNATIONAL**

Ordnance Survey is Great Britain's national mapping agency, providing the most accurate and up-to-date geographic data, relied on by government, business and individuals. Its subsidiary Ordnance Survey international is an advisory service to help other countries around the world unlock the enormous potential of accurate geographic information (GI). Ordnance Survey International is advising and supporting national mapping agencies and governments around the world to ensure that they are using GI to support stability and enable economic growth.



Authoritative, high-quality and up-to-date geospatial information plays a pivotal role in protecting, sustaining and developing a country's infrastructure, assets and resources. Government organisations depend on this information to develop national and regional policies, make cross organisational decisions based on location, deliver effective services to citizens, and improve their business environment.

It underpins areas such as:

- Effective government
- Economic growth
- Emergency response
- Humanitarian assistance
- Monitoring environments
- Tackling sustainability
- Land administration
- Transport management
- Urban planning
- Defence, security and intelligence

From its five core advisory service areas, namely

- 1. National Mapping Advisory Services;
- 2. Education and Training;
- 3. Land Administration;
- 4. Major Events Planning; and
- 5. Geospatial standards and National Spatial Data Infrastructure (NSDI), Ordnance Survey International offers a wide range of services to other countries through the IFUSE programme. These services include the following:
  - Strategic review and assessment of national mapping capability
  - Capacity and capability building
  - Knowledge transfer and training
  - Policy and legislation guidance relating to national mapping
  - National geo maturity studies
  - Value of geographic information to the national economy
  - Technology direction 3D, quality, open standards and much more
  - National authoritative mapping
  - National address infrastructure
  - National geodetic infrastructure
  - National spatial data infrastructure





#### ABOUT REGISTERS OF SCOTLAND (Ros)

Registers of Scotland (RoS) is the government agency for land and property registration in Scotland. RoS employs around 1000 members of staff, including legal specialists involved in the development, interpretation and application of land law, specialists in land and geographic information systems, technical specialists with expertise in the area of land registry design and operation, and specialists in human resources management and training.

RoS' international work is managed by the International Consultancy Group (ICG). RoS has been involved in providing consultancy expertise for over 15 years and the ICG has contributed to numerous land administration projects worldwide. The body is at the forefront of developments in land registration technology and practice.

#### RoS international services include:

- Undertaking international land policy and registration projects. The main experience and expertise is in the
  following areas: legal aspects of land registration and cadastre; institutional and procedural development;
  capacity building; project and strategy design and development; public awareness activities; cost recovery
  and finance; and Land Information Systems development and maintenance. To date RoS has been involved
  in projects in Abu Dhabi, Afghanistan, Albania, Bahrain, Bulgaria, Cambodia, Croatia, Egypt, Georgia, India,
  Ireland, Kosovo, Kyrgyzstan, Lithuania, Macedonia, Malawi, Malta, Poland, Russia, Serbia, Slovakia, Slovenia,
  and Thailand:
- Study tours which are tailor-made to suit individual requirements and are held at RoS offices in Scotland. To date RoS has organised such visits for officials from over 33 countries and jurisdictions, including Kenya, Kyrgyzstan, Malawi and Uganda; and
- Training services in both the UK and abroad.

RoS has maintained public registers for several hundred years, and has modernised the information held in these registers with the use of scanning technology and the introduction of computerised land registration and digital mapping systems. RoS uses this experience and expertise to assist and advise the development and modernisation of worldwide registration systems.

## Some examples of RoS' international project work are provided below:

- Afghanistan: RoS provided Lands and Records Authority Specialists for an evaluation assignment, reviewing projects related to Land Records Modernisation and Land Lease One Stop Window;
- Malawi: This project involved a study tour for staff from the MLHPPS to visit RoS and technical assistance from RoS staff in Malawi, primarily in the areas of archiving and digitising, communications and web strategy, change management, process mapping and land tenure reform. The RoS inputs also included an independent project review of existing project activities in Malawi; and
- Kyrgyzstan: RoS provided legal consultancy services connected with the development of new legislation as the foundation of a viable real estate market.





#### ABOUT ROYAL INSTITUTION OF CHARTERED SURVEYORS (RICS)

RICS is a not-for-profit independent professional body originally established in the UK by Royal Charter for advancing best practice standards in land, property and construction. Since 1868, RICS has been committed to setting and upholding the highest standards of excellence and integrity – providing impartial, authoritative advice on key development issues affecting government, businesses and society.



RICS is a global body that acts as a regulator of both its individual members and professional firms – enabling it to maintain high standards of client confidence. RICS has offices around the world, including London, Edinburgh, Cardiff, Dublin, Brussels, Sydney, Beijing, Hong Kong, Singapore, New Delhi, Dubai, Witkoppen (South Africa), Sao Paolo, Washington and New York.

RICS' international consulting and capacity building programme is executed by its staff. It is focussed on a range of best practice topics that come within the technical and professional skill sets of chartered surveyors. Recent consultancy and research activities have included:

- Reviewing geospatial information, recommending measurement standards and mapping green infrastructure, in conjunction with the Ordnance Survey;
- Researching land tenure, registration, governance and valuation issues of unregistered land and informally titled land in Kenya, Thailand and Bangladesh;
- Assessing the sustainability and market values of green infrastructure and ecosystems;
- Valuation of resources farmland, forestry, minerals, water and marine resources;
- Advising on implementation of planning and building regulations;
- Providing training for building control officers in Israel and Brazil;
- Construction cost studies for low cost housing and schools in Rwanda, Tanzania and Uganda;
- Conducting comparative studies of affordable housing;
- Training workshops on community engagement, neighbourhood planning and spatial analysis;
- Disaster management, flooding and livelihood studies in Kenya and the Solomon Islands;
- Undertaking impact assessments of earthquakes in Haiti and New Zealand;
- Research on modelling house prices and impact assessment of introducing green technology;
- Advising on energy efficiency, energy labelling and embodied carbon calculation;
- · Comparative studies of the effectiveness and future of public private partnerships; and
- Assessing environmental impact issues, including land contamination and waste management.

Under the IFUSE programme, RICS (in conjunction with BRDO) assessed the challenges around raising the level of compliance with planning, building and construction regulations, and to recommend possible improvements to the regulatory system, with a particular focus on areas within the jurisdiction of RAJUK, the Government of Bangladesh's Dhaka Capital Development Authority.



#### **ABOUT UK TRADE AND INVESTMENT (UKTI)**

UKTI is a joint non-ministerial government department of the Department for Business, Innovation & Skills (BIS) and the Foreign & Commonwealth Office (FCO). UKTI is the UK's international trade and inward investment promotion organisation and is responsible for providing support and assistance to exporters and for promoting the UK to foreign investors.



UKTI has a global network of trade advisers and private sector stakeholders who provide expert trade advice and practical support to UK-based companies wishing to grow their business overseas. It also leads an inward investment network which helps overseas firms – from high-tech start-ups to global industry leaders – to locate and build their business in and from the UK.

UKTI provides a range of support across trade and inward investment and can therefore provide advice on:

- Best practice in investment attraction, and
- Best practice in trade promotion activity.

Specifically, this can include providing advice and guidance to business on:

- New market development;
- Foreign business opportunities;
- Market intelligence;
- · Export documentation and regulatory issues; and
- Export skills training.

With commercial teams based in offices around the world and across the UK and with access to a wealth of information and contacts, UKTI is well positioned to help businesses across national boundaries.



