iFUSE

PAVING THE WAY FOR BUSINESS
BUILDING A BETTER INVESTMENT CLIMATE

Year 3 Quarter 2 report
July to September 2014

Simon Davis/DFID

Contents

List of abbreviations

ACCA	Association of Chartered Certified Accountants
BRDO	Better Regulation Delivery Office
CMA	Competition and Markets Authority
DFID	Department for International Development
FCO	Foreign & Commonwealth Office
GAD	Government Actuary's Department
HMRC	Her Majesty's Revenue and Customs
IC	Investment climate
ICAEW	Institute of Chartered Accountants in England and Wales
iCPAR	Institute of Certified Public Accountants of Rwanda
IFC	International Finance Corporation
IUK	Infrastructure UK
IFUSE	Investment Facility for Utilising UK Specialist Expertise
MA	IFUSE managing agent
ODA	Overseas development assistance
OFCOM	Office of Communications (the communications regulator)
PPPs	Public private partnerships
TRA	Tanzania Revenue Authority
UNCTAD	United Nations Conference on Trade and Development (UNCTAD)
UKTI	UK Trade & Investment

1.   Summary of progress for this period

1.1. Summary of progress for this period

This report covers Quarter Two (Q2) of Year 3 of IFUSE implementation from July to September 2014. Below is a summary of the main highlights from this reporting period:

- **IFUSE carried out nine deployments in Q2 bringing the total to date since the launch of IFUSE to 76.** In total 19 deployments have been carried out in Year 3 to date, including the first assignments for the Cabinet Office, Met Office and Association of Chartered Certified Accountants (ACCA). Requests for support eased off over the summer months; however, activity picked up in September with the BRDO Inspection Reform Conference in September (and has resulted in a further six requests for Q3 and Q4).

- **We continue to build a strong pipeline of potential deployments. At the end of this reporting period there are a potential 49 deployments in the pipeline.** At least six which are confirmed for Q3, including assignments to Egypt as part of the FCO's programme of support to the Egyptian government. Annex 1 sets out a summary of IFUSE requests pending at the time of writing and Annex 3 gives more details on the deployments done by IFUSE in Q2

- **The range and depth of expertise provided by IFUSE has been enhanced by the addition of new participating organisations in this quarter:** The Cabinet Office supported an IFUSE deployment on social impact bonds in July. The Institute and Faculty of Actuaries joined in September in order to complement the Government Actuary's Department's expertise and expand the capacity to respond to demand for actuarial services. Also in September the Coal Authority signed up to IFUSE as part of the push to offer greater thematic expertise on extractives. In total 28 UK government departments, non-departmental agencies and standards bodies are now able to offer their expertise through IFUSE.

- **The range of countries and institutions which IFUSE supports has been expanded:** in Year 3 to date IFUSE has supported 17 priority countries and regions, with Somalia being supported for the first time in Q2. We have also made a material contribution to sharing experiences across these countries: in Q2 IFUSE supported 18 delegates from eight countries (Bangladesh, Burma, Ghana, Kenya, Kyrgyzstan, Nepal, Pakistan and Zambia) at the three-day BRDO Inspection Reform Conference in London on 9-11 September. This opportunity consolidated the results of previous BRDO deployments through IFUSE in most of these countries and contributed to learning across institutions: the delegates attending the conference represented a broad range of government departments from within each country.

- **IFUSE embraces social media:** Q2 saw the launch of IFUSE on Twitter. Regular tweets and retweets have been issued to raise awareness of IFUSE and share live deployment updated. This has included retweets by numerous followers including 'UK in Egypt' which has over 6,000 followers and by RICS which has approximately 53,000 followers.

- **The impact of IFUSE is covered in the Ethiopian media:** Ethiopian business weekly *Capital*, devoted a full page article to workshops delivered by ACCA through IFUSE in Addis Ababa in July. The article announced that the country's financial reporting standards were becoming aligned with International Financial Reporting Standards and that the training delivered by the Association of Chartered Certified Accountants was fundamental to bringing these new standards and reporting transparency into effect. Accounting professionals from 26 universities participated in the four-day training event.

- **We have made advances in collaboration with the FCO:** IFUSE delivered a presentation to the FCO's Africa Directorate in September to publicise the facility and agree actions for using the Prosperity network to publicise IFUSE, adding briefings on IFUSE to ministerial travel, and targeting specific regions where DFID and FCO interests coincide, such as the Middle East and North Africa. Interest in IFUSE has been strong and we anticipate a series of requests in Q3 from these exchanges.

- **Implementation of the 2013 annual review:** Continuing the actions from Q1 to develop IFUSE beyond the original demand-led model, we have concentrated on (1) increased FCO engagement (above); (2) targeting DFID cadres on the themes urbanisation and infrastructure, land and mapping, and extractives, and (3) set out a range of 'template' deployments from ACCA, BRDO and ICAS that will be rolled out to multiple IFUSE countries and regions where there is a demonstrable need for similar types of service. The most significant achievement in this quarter has been the planning of a regional leadership course on extractives management which we expect to take place in early 2015 with the collaboration of multiple participating organisations.

1.2. Key risks and issues

An updated summary of those risks set out at IFUSE's inception - and which are still live - their current status and mitigating actions is set out in the table below:

Risk/issue	Actions	R/A/G status
Insufficient demand for IFUSE	- As part of the 2013 Annual Review recommendations in Q2 we have been implementing the plan to generate increased demand for IFUSE services, achieve the yearly target and make the operating model even more sustainable in the longer run. - As has been previously recognised, in order to continue to generate demand for IFUSE over the longer term, particularly from DFID country offices, IFUSE will need to focus on demonstrating the outcomes and impacts from deployments. This means IFUSE will need to (1) push for responses from the latest round of post-deployment in-depth evaluations, and (2) obtain more qualitative feedback from beneficiaries and stakeholders to reflect the quality and effectiveness of deployments.	G
Requests for support cannot be satisfied because of a lack of suitable and available expertise in participating organisations.	- We continue to work with participating organisations that have not yet completed a deployment through IFUSE or whose level of participation has been lower than forecast. This strategy consists in part in finding areas of common focus between DFID's agenda and that of each participating organisation. This has worked to some degree in Q2; three of the nine deployments in Q2 were first deployments for the participating organisations in question. - We continue to increase the number of participating	A

Risk/issue	Actions	R/A/G status
	organisations to increase thematic coverage and capacity to undertake deployments. The addition of the Cabinet Office, Coal Authority and the Institute and Faculty of Actuaries in Q2 brings the number of members to 28.	
Longer-than-forecast lead times for launching of deployments	• It remains a challenge to start all deployments rapidly. A key contributing factor is the availability of experts where participating organisations with established international teams are already committed to busy travel schedules. This substantially increases transaction costs and MA staff time spent on each deployment. • We continue to refine our own procedures to make IFUSE more effective and easier to use, decreasing the burden for beneficiaries, DFID and participating organisations at each stage of the deployment process. We are also classifying the main reasons for delays in the deployment process in order to understand how blockages can be addressed.	A

1.3. Summary of requests

Status of requests

During Q2 we received nine new formal[1] requests for assistance. Although lower than the number of formal requests received in Q1, this level of requests is consistent with Q4 of Year 2. This gives a total of 105 requests since the start of IFUSE implementation. Strictly speaking, given the multi-stage nature of some of these requests (i.e. single requests made up of two or more deployments) the overall total should read as 131. A total of 26 follow up requests have been made to date.

Please refer to Annex 1 for full details of the formal requests pending at the end of the Q2 reporting period.

---

[1] Formal request' is defined as one where terms of reference have been produced in accordance with the IFUSE criteria, as opposed to a simple preliminary enquiry or proposal.

DFID countries and regions supported: The map below illustrates the countries supported by IFUSE during years 1, 2 and Year 3 to date[2], as well as those countries due to be supported for the first time in Q3.

Legend:
- Pending
- Not yet supported
- Supported once
- Supported 2-3 times
- Supported 4-8 times
- Supported 14 times

---
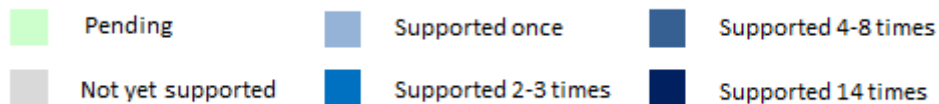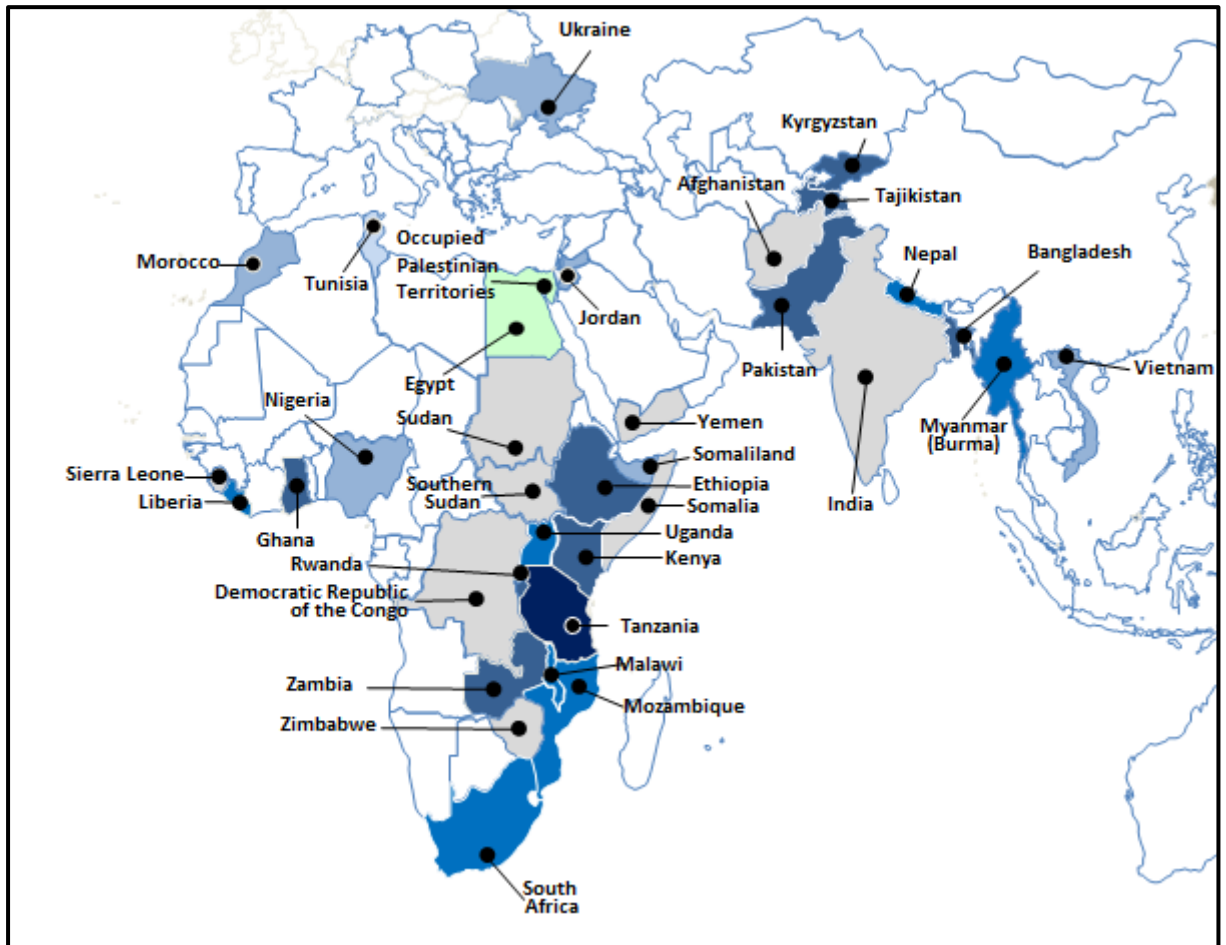
[2] Note that this diagram covers individual countries supported to date but not the regions (for example southern Africa) that have formed the focus of IFUSE deployments.

1.4. Status report summary

The table below summarises progress against the key activities planned for the reporting period alongside the core IFUSE management activity, as well as progress on further agreed activities.

Key activities planned	Progress made in this period
Implement recommendations of 2013 annual review (engagement of FCO, creation of thematic deployments and template deployments).	• Good progress made in all three recommendation areas, as outlined above. Results will be reported on in Q3.
Oversight Committee Meeting	• September meeting held in October in order to maximise attendance. The meeting focused on DFID investment climate priorities and attendance by participating organisations was high.
Continue implementation of communications and engagement strategy	• We have continued to work with participating organisations that have not yet had an opportunity to complete a deployment through IFUSE, or who have done relatively few. A third of deployments in Q2 were first deployments for the participating organisations. • IFUSE is now active on Twitter (see summary of progress in section 1 of this report).
Arrange sample of deployments to monitor and evaluate outcomes over a longer period, according to agreed criteria.	• In progress; some user feedback is still outstanding. We are chasing this in order to be able to communicate on outcomes and impacts to future IFUSE users.

2. Progress against logframe

2.1. Logframe

The revised logframe is set out below, as well as the data on outputs and outcomes for Year 3 to date Year 2 and Year 1, aggregated where appropriate. This data was compiled on 1 October 2014. Note that Year 3 values are for the year to date. Where data is outstanding – for example as a result of the lag in beneficiaries responding to feedback - this is indicated.

Impact	Impact Indicator 1		Year 3 to date	Year 2	Year 1	Comments/risks
IFUSE TA contributes to reform improvements that reduce monetary time and cost of doing business, increasing predictability of investment climate and promoting fair and competitive markets in five priority countries.	Improvements in specific areas of ease of doing business in priority countries.		-	-	-	For discussion with DFID.
	Impact Indicator 2		**Year 3 to date**	**Year 2**	**Year 1**	**Comments/risks**
	Qualitative assessment of investment climate in priority countries shows discernible improvements.		-	-	-	As above.
Outcome	**Outcome Indicator 1**		**Year 3 to date**	**Year 2**	**Year 1**	**Comments/risks**
Improved design and implementation of investment climate reform	Proportion of IFUSE recipients who note 'additionality' of UK government support as against other forms of technical assistance.	Planned	90%	85%	80%	
		Achieved	**50%**	**72%**	**46%**	In Year 1 this figure was based on a qualitative assessment of the outcomes of completed assignments, based on beneficiary feedback. From Year 2 onwards more specified feedback was sought and a specific question introduced from September 2013 (approximately halfway through the performance year). 'Additionality' in Year 3 has been calculated on the basis

						of 13 pieces of beneficiary feedback received to date for 19 completed deployments.
	Outcome Indicator 2		**Year 3 to date**	**Year 2**	**Year 1**	**Comments/risks**
	Proportion of IFUSE assignments selected for further evaluation within the reporting period by MA & DFID that have resulted in implementation of policy/legislation/procedural reform recommendations.	Planned	80%	60%	40%	
		Achieved	**Pending**[3]	**Pending**	**40%**	In Year 1 this figure was based on a qualitative assessment of the outcomes of completed assignments, based on beneficiary feedback. For Years 2 and 3 this is based on feedback from beneficiaries on assignments selected in accordance with pre-agreed criteria.
Output 1	**Outcome Indicator 1.1**		**Year 3 to date**	**Year 2**	**Year 1**	**Comments/risks**
High quality advisory expertise in investment climate reform delivered by Whitehall network on agreed scale	Number of assignment delivered against agreed targets	Planned	60	50	30	
		Achieved	**19 32%**	**36 72%**	**21 70%**	Although the number of deployments over the summer was lower than forecast as a result of reduced expert availability due to holidays, the pipeline is strong. The number of deployments stemming from implementation of the annual review recommendations is expected to further contribute to meeting the Year 3 target.
	Outcome Indicator 1.2		**Year 3 to date**	**Year 2**	**Year 1**	**Comments/risks**
	Percentage of assignments rated "very good" or "excellent" by end user ("6-7" in beneficiary feedback form)	Planned	95%	90%	80%	
		Achieved	**85%**	**85%**	**89%**	Please note: the percentage for Year 3 is based on 13 pieces of beneficiary feedback received to date for 19 completed deployments

---

[3] At the time of writing a number of pieces of feedback from Year 2 are outstanding and the MA will do a push in Q3 to round these up. Without these the sample size for this indicator remains too small to give a meaningful statistic.

	Outcome Indicator 1.3		**Year 3 to date**	**Year 2**	**Year 1**	**Comments/risks**
	Percentage of assignments with clear ToRs that meet IFUSE criteria (i.e. clear IC improvement objectives, feasible scope of work and clear deliverables)	Planned	100%	100%	90%	
		Achieved	**100%**	**100%**	**100%**	
	Outcome Indicator 1.4		**Year 3 to date**	**Year 2**	**Year 1**	**Comments/risks**
	Percentage of applicable assignments where deliverables are assessed by beneficiaries as in accordance with the terms of reference	**Planned**	95%	95%	75%	
		Achieved	**77%**	**79%**	**100%**	Please note: the percentage for Year 3 is based on 13 pieces of beneficiary feedback received for 19 deployments completed in Year 3 to date.
Output 2	**Output Indicator 2.1**		**Year 3 to date**	**Year 2**	**Year 1**	**Comments/risks**
Processes and procedures set up and function	Percentage of completed assignments where MA deployment processes meet agreed schedules and policies	**Planned**	95%	95%	90%	
		Achieved	100%	100%	100%	Note that this is an assessment of the MA's compliance with schedules and IFUSE policies. Other factors, such as delays by beneficiaries or participating organisations, do not count towards this rating.

	Output Indicator 2.2		Year 3 to date	Year 2	Year 1	Comments/risks
	Percentage of deployed experts who rate technical briefing provided by MA as "very good" or "excellent" ("6-7" according to feedback rating) (not including, for example, repeat assignments or knowledge sharing events).	**Planned**	90%	90%	90%	
		Achieved	**100%**	**86%**	**75%**	Please note: the percentage for Year 3 is based on response to this question provided on 5 pieces of expert feedback received for 19 deployments completed in Year 3 to date.
	Output Indicator 2.3		Year 3 to date	Year 2	Year 1	Comments/risks
	Percentage of deployed experts who rate logistical support provided by MA as "very good" or "excellent" ("6-7" according to feedback rating)	Planned	95%	95%	90%	
		Achieved	**85%**	**88%**	**94%**	Please note: the percentage for Year 3 is based on 13 pieces of expert feedback received for 19 deployments completed in Year 3 to date.
Output 3	**Output Indicator 3.1**		Year 3 to date	Year 2	Year 1	Comments/risks
High quality knowledge sharing among IFUSE participants, partner government professionals and UK government professionals	Percentage of completed deployments that create or strengthen effective institutional engagement relationships	Planned	70%	60%	50%	
		Achieved	**58%**	**25%**	**43%**	In Year 1 the score was based on a qualitative assessment of where new relationships had been formed, given that this indicator was not explicitly set out in feedback forms. In Year 2/Year 3 both the expert and the beneficiary feedback forms asked whether the deployment resulted in the formation of a new relationship between both organisations. In August 2014 the question was amended to cover strengthening of existing relationships as well as the creation of new ones to take into account the number of repeat deployments being carried out.

	Output Indicator 3.2		Year 3 to date	Year 2	Year 1	Comments/risks
	Percentage of deployments that involve either (1) more than one beneficiary country or (2) institution within a beneficiary country	Planned	10%	10%	10%	
		Achieved	**63%**	**47%**	**10%**	The percentage for Year 3 to date has been impacted positively by deployments involving conference attendance which involved multiple beneficiary countries.
	Output Indicator 3.3		Year 3 to date	Year 2	Year 1	Comments/risks
	Percentage of deployments that either lead to (1) a follow-up deployment covering the same country or (2) a deployment of the same type in another ODA-eligible country or region	Planned	40%	35%	15%	
		Achieved	**58%**	**42%**	**48%**	

3.   Lessons learned

Below is a summary of the some of the key lessons drawn from Q2 of Year 3:

- **Demonstration of outcomes and impacts:** immediate post-deployment feedback continues to speak to the high quality of IFUSE deployments, which is notable given (1) the short duration of IFUSE assistance and (2) the fact that a good number of the experts undertaking deployments are – prior to their pre-deployment preparation - not familiar with the contexts in which they are operating. Nevertheless, there is increasing feedback from DFID that information on the outcomes and impacts of deployments would help better market IFUSE across the country office network. This is a challenge for two reasons: first, the short, sharp nature of IFUSE deployments does not lend itself easily to clearly identifiable results which can be traced to their immediate outputs; second, requesting feedback many months after the deployment results in slower response times.

- **Obtaining effective feedback** from a distance has proven a challenge for all IFUSE deployments but particularly for feedback relating to conference attendance where delegates have been asked to provide feedback to the conference organiser as well as IFUSE and this has been perceived as a duplication of effort. The issue of feedback will be addressed in more detail in Q3.

- **Forward planning for inward visit visas:** Visa applications for delegates travelling to the UK from IFUSE-supported countries generally takes longer than for outbound deployments. We estimate a minimum of six weeks is required which means that inward visits require sufficient forward planning to allow for this. This was reinforced in Q2 by the sizeable task of organising the attendance of 18 delegates from eight IFUSE-supported countries at the BRDO conference in London in September. Given the predicted increase in inward deployments we continue to explore ways in which we can make this process more efficient.

4. Financial reporting

4.1. Quarterly spending

Overview of programme financial data to date

	Planned	Actual	Variance
Inception	£75,000	£75,000	-
Year 1	£475,499	£354,273	£121,226
Year 2	£948,686	£554,947	£393,739
Year 3 to date	£348,719	£285,165	£63,554

This data includes the total MA fee and the managed fund costs to date. The variance in Year 3 has improved on previous years because of improvements in IFUSE forecasting. The remaining variance results primarily from: (1) savings on deployment fees and expenses; (2) delays in invoicing from participating organisations, and (3) revised timescales for implementation of Annual Review recommendations.

Quarterly forecasting

The table below provides an overview of forecasted expenditure for the IFUSE programme for Q3 of Year 3 (October 2014 to December 2014). The costs include the agreed monthly management fee for the programme as a whole, the agreed management fee per deployment, as well as associated expenses, which include salary, flights and accommodation for deployments. Forecasted expenses are based on the average managed fund costs per deployment which, for Year 3, are £9,337.97 per deployment (excluding the MA deployment fee).[4] Expenses for each deployment are summarised in the month following the deployment to render forecasting more accurate.

	Oct-14	Nov-14	Dec-14
Deployments delivered (actual)			
Deployments forecasted	4	5	3
Monthly management fee (£)	£6,913	£6,913	£6,913
Deployment fee (£)	£13,500	£16,875	£10,125
Managing agent monthly cost (£)	**£20,413**	**£23,788**	**£17,038**
Managed fund cost (£)	**£46,690**	**£37,352**	**£46,690**
Other expenses e.g. printing, communication and travel costs	£378	£378	£378
Annual Review Recommendations	**£3,000**	**£3,000**	**£3,000**
Monthly cost (£)	**£70,481**	**£64,518**	**£67,106**

---

[4] The managed fund cost average is updated monthly to give an accurate figure for forecasting purposes.

Breakdown of financial information for the year to date

Year 3 to date			
	Planned	**Actual**	**Planned vs actual**
MA total costs	£119,103	£115,728	£3,375
Managed fund total costs	£207,651	£158,662	£48,989
Implementation of Annual Review recommendations	£21,965	£10,775	£11,190
Total	£348,719	£285,165	£63,554

5. Summary of activities planned for next reporting period

5.1. Summary of activities planned for next reporting period

This table sets out the key activities for the next reporting period alongside the core MA management tasks and deployment-specific activities. These are structured by theme: annual review, governance, communications and engagement and monitoring and evaluation.

Key activities planned for next period	Timing	Who responsible	Comments
Annual review implementation			
Implement the three areas of recommendations: FCO engagement, piloting of template deployments and thematic deployments	By end Q3	MA and DFID	-
Governance			
Hold oversight Committee meeting	15 October	MA, DFID and participating organisations	The frequency has been reduced from quarterly to every 4-5 months to maxmise the opportunity for attendance and allow for more in-depth discussion of key issues.
Communications and engagement			
Refresh IFUSE communications materials, including gov.uk website	Ongoing	MA and DFID	Expertise documents to be updated to reflect new joiners.
Continue to collaborate with participating organisations that have not had the opportunity to participate fully in IFUSE deployments in order to allow them to do so.	Ongoing	MA	Proposals generated for all participating organisations; implementation in progress.
In-depth monitoring and evaluation			
Propose and launch next round of deployments for further evaluation using agreed criteria.	End November 2015	MA and DFID	-

Annexes

Annex 1: Pending requests

This table sets out, in chronological order by target deployment date, the 21 formal requests that were pending at the end of the reporting period (30 September 2014).

These formal requests are included amongst the 49 requests and enquiries that make up the IFUSE pipeline at the time of writing. Terms of reference are pending for the remaining 28 enquiries in the pipeline.

Country or region	Requestor	Target OGD	IC issue	Type of support	Status of deployment	Target deployment date
Kenya	Kenya Meteorological Services (KMS)	Met Office	Natural resources	To support Kenya Meteorological Service (KMS) to deliver better services at the county level through development of a strategic plan for decentralisation and an operations manual for county meteorological directors.	Phase 3 - Pre-deployment	Oct-14
Vietnam	National Centre for Hydrometeorological Forecasting (NCHMF) as part of the NHMS within the Ministry of Natural Resources and Environment, Hanoi, Vietnam.	Met Office	Natural resources	To support the National Hydrometeorological Service (NHMS) of Vietnam in their World Meteorological Organisation (WMO) remit to become a regional weather forecasting centre through the demonstration and delivery of a regional forecasting guidance product suitable for severe weather forecasting in the region.	Phase 3 - Pre-deployment	Oct-14
Tajikistan	Committee on Construction and Architecture, Government of Republic of Tajikistan	RICS		Strengthening capacities for sustainable housing and urban development in Tajikistan	Phase 3 - Pre-deployment	Oct-14
Rwanda	Rwandan Natural Resources Authority (RNRA)	Ordnance Survey	Land legislation, registration, title transfers	Providing support to the Government of Rwanda (GoR) on assessing the quality of existing maps/geo-data and mapping capabilities and developing a comprehensive mapping and cartography strategy for Rwanda.	Phase 1 - Finalise ToRs	Nov-14
Vietnam	National Centre for Hydrometeorological Forecasting (NCHMF) as part of the NHMS within the Ministry of Natural Resources and Environment, Hanoi, Vietnam.	Met Office	Natural resources	Second deployment: To support the National Hydrometeorological Service (NHMS) of Vietnam in their World Meteorological Organisation (WMO) remit to become a regional weather forecasting centre through the demonstration and delivery of a regional forecasting guidance product suitable for severe weather forecasting in the region.	Phase 1 – Finalise ToRs	Nov-14

Country or region	Requestor	Target OGD	IC issue	Type of support	Status of deployment	Target deployment date
Occupied Palestinian Territories	Palestinian Revenue Authority	HMRC	Taxation	Inward visit to HMRC	Phase 1 - Finalise ToRs	Nov-14
Egypt	Egyptian Regulatory Reform & Development Activity (ERRADA unit of the Ministry of Industry, Trade and SMEs)	BRDO	Regulatory reform	Reviewing and reforming business climate in Egypt	Phase 1 - Finalise ToRs	Nov-14
Egypt	Ministry of Finance PPP unit	IUK	PPPs	Inward visit: i) undertake a diagnostic of the capacity of the PPP unit, ii) support the unit on developing a credible plan for implementing PPPs in Egypt, and iii) provide targeted support to improve the capacity of the Unit on areas identified in the diagnostic assessment	Phase 1 - Finalise ToRs	Nov-14
Egypt	Ministry of Finance PPP unit	IUK	PPPs	Second deployment: i) undertake a diagnostic of the capacity of the PPP unit, ii) support the unit on developing a credible plan for implementing PPPs in Egypt, and iii) provide targeted support to improve the capacity of the Unit on areas identified in the diagnostic assessment	Phase 1 - Finalise ToRs	Nov-14
Rwanda	iCPAR	ACCA	Financial sector regulation / supervision	Technical Assistance aiming at strengthening the capacity of impart to develop effective strategies for (a) regulation of the accounting and auditing profession (including practical experience and ethics), (b) market-oriented professional development programmes.	Phase 1 - Finalise ToRs	Dec-14
Zambia	Zambia Institute of Chartered Accountants	ICAEW	Financial sector regulation / supervision	Strengthening the audit landscape in Zambia.	Phase 1 - Finalise ToRs	Dec-14
Tanzania	National Board of Accountants and Auditors (NBAA)	ICAEW	Financial sector regulation / supervision	A. To Strengthen audit quality review and enforcement mechanisms at the NBAA. Tanzania to improve compliance. B. To strengthen capacity for implementation of new accountancy syllabi.	Phase 1 - Finalise ToRs	Dec-14

Country or region	Requestor	Target OGD	IC issue	Type of support	Status of deployment	Target deployment date
Zambia	Government of Zambia	BRDO	Regulatory reform	Fourth deployment - regulatory impact analysis	Phase 1 - Finalise ToRs	Dec-14
Rwanda	RNRA	Land Registry	Land legislation, registration, title transfers	Technical assistance for an ICT expert to advise RNRA on how to maintain a secure land administration system that is widely accessible.	Phase 1 - Finalise ToRs	Jan-15
Rwanda	RNRA	Land Registry	Land legislation, registration, title transfers	Technical assistance to advise Rwanda Natural Resources Authority (RNRA) on legal issues in land ownership, land leasing and land expropriation.	Phase 1 - Finalise ToRs	Jan-15
Rwanda	RNRA	Land Registry	Land legislation, registration, title transfers	Technical assistance to support RNRA to deliver its services efficiently and effectively and also to be able to know and meet demand and the requirements of its customers.	Phase 1 - Finalise ToRs	Jan-15
Nigeria	Federal government of Nigeria	CIPFA	Financial sector regulation / supervision	Audit of procurement training course	Phase 1 - Finalise ToRs	On Hold pending selection of appropriate personnel
India	Department of Urban Planning - India	RICS	Industry specific regulations / law	Helping the Indian planning/development sector to engage with international standards for delivering sustainable development	Phase 1 - Finalise ToRs	TBC
Burma (Myanmar)	The Office of the Auditor General (OAG), the national accountancy body in Myanmar, the Myanmar Institute of Certified Public Accountants (MICPA)	ACCA	Regulatory reform	Financial reporting frameworks: supporting the adoption of international standards	Phase 1 - Finalise ToRs	TBC
Kenya	Central Bank of Kenya; Domestic financial institutions in Kenya	Bank of England	Financial sector regulation / supervision	Study tour to the Bank of England to learn about the structure and operations of the interbank market in the country.	Phase 1 - Finalise ToRs	TBC

Annex 2: Sources of requests

The table below details the source of 105 formal requests received by the MA since the start of IFUSE implementation, broken down by implementation year:

Source of TA requests	Year 1	Total number Year 2	Year 3 to date
DFID	19	18	9
IFUSE participating organisation	18	9	12
DFID partner country government	6	5	1
Foreign & Commonwealth Office (FCO)	2	1	3
Third party[5]	1	0	1
Total	**46**	**33**	**26**

Strictly speaking, given the multi-stage nature of some of these requests (i.e. single requests made up of two or more deployments) the overall total should read as 131. A total of 26 follow up requests have been made to date.

TA requests by country: The table below breaks down, in alphabetical order, the countries for which TA requests have been received during Year 1, Year 2 and Year 3 to date:

Country / region	Total no. of TA requests Year 1	Total no. of TA requests Year 2	Total no. of TA requests Year 3	Total deployments completed
Afghanistan	0	1	0	0
Africa (regional)	0	3	0	3
Bangladesh	2	3[6]	0	3[6]
Botswana	1	0	0	0
Burma	3	0	1	2
Burundi	1	0	0	0
Cambodia	0	1	0	0
DR Congo	0	1	0	0
Ethiopia	3	0	3[6]	3
Egypt	0	0	2	0
Ghana	2	2[6]	0	4[6]
India	0	0	1	0

---

[5] 'Third party' here indicates organisations outside of the beneficiaries and UK government such as the United Nations Conference on Trade and Development, or the International Finance Corporation.

Country / region	Total no. of TA requests Year 1	Total no. of TA requests Year 2	Total no. of TA requests Year 3	Total no. of deployments completed
Jordan	0	1	1	0
Kenya	5[6]	2	2	3[6]
Kyrgyzstan	3[6]	2[6]	0	4[6]
Liberia	1	3	0	3
Malawi	1	5	0	2
Montserrat	1	0	0	0
Mozambique	3[6]	0	0	2[6]
Nepal	0	3[6]	1	3
Nigeria	4[6]	1	1	1[6]
Pakistan	5	2	1	4
Palestinian Territories	0	2	0	1
Rwanda	4	4	5	6
Somalia	0	1	1	0
South Africa	1[7]	1[7]	1[6]	2
Tajikistan	3[6]	3[6]	2	5[6]
Tanzania	8[6]	7[6]	1	14[6]
Tunisia	0	0	1	1
Turks & Caicos Islands	1	0	0	0
Uganda	3[6]	1	0	3[6]
Ukraine	0	1	1	1
Vietnam	1	0	1	1
Zambia	1	3	1	3

---

[6] This number includes requests/deployments for support which cover multiple countries simultaneously (e.g. in the context of knowledge sharing events or international conferences).
[7] Whilst originating from DFID South Africa, both these requests cover the Southern Africa region.

Annex 3: IFUSE deployments in Year 3

IFUSE deployments in Q1 Year 3								
Dates of deployment	Country / region	Requestor	Target participating organisation	Beneficiary	Type of deployment	IC issue	Type of support	Follow up? (Y/N)
20 July – 2 Aug 2014	Tanzania	Tanzania Revenue Authority	HMRC	Tanzania Revenue Authority	In-country deployment	Taxation	Third deployment: Support for TRA 2013/2014-2017/2018: Customs and Excise department	Y
21 – 24 July 2014	Ethiopia	The Ministry of Education Ethiopia	ACCA	The Ministry of Education Ethiopia	In-country deployment	Accounting standards	Financial Reporting Frameworks: supporting the adoption of international standards in Ethiopia	N
28 July – 1 Aug 2014	South Africa	South African National Treasury and the Western Cape Provincial Treasury	Cabinet Office	South African National Treasury and the Western Cape Provincial Treasury	In-country deployment	Social impact investment	To have the South African National Treasury and the Western Cape Provincial Treasury understand the methodology and framework for creating Social Impact Bonds in South Africa.	N
4 – 15 Aug 2014	Rwanda	Rwanda Revenue Authority	HMRC	Rwanda Revenue Authority	In-country deployment	Taxation	Second deployment in support of the OECD's Tax Inspectors Without Borders Supporting the Rwanda Revenue Authority (RRA) to increase its capability in the tax discipline of transfer pricing and other international tax issues so that it can better tax the profits of multinational enterprises (MNEs) that arise in Rwanda and thereby provide Rwanda with the revenues it needs to develop further.	Y
4 – 8 Aug 2014	Ethiopia (& Somaliland)	Ministry of Trade, Ethiopia	BRDO	Ministry of Trade, Ethiopia & Ministry of National Planning, Somaliland	In-country deployment	Regulatory reform	Improving regulatory quality and effectiveness through inspection reform.	N

Dates of deployment	Country / region	Requestor	Target participating organisation	Beneficiary	Type of deployment	IC issue	Type of support	Follow up (Y/N)
9 – 11 Sept 2014	Zambia	Government of Zambia	BRDO	Government of Zambia	Conference sponsorship	Regulatory reform	3rd deployment: Inspection Reform: Breaking Down Barriers to Trade and Investment – International conference held in London and hosted by BRDO in partnership with World Bank Group	Y
9 – 11 Sept 2014	Various (Seven IFUSE supported countries)	OGD	BRDO	Governments of: Pakistan; Ghana; Kenya; Kyrgyzstan; Nepal; Burma; and Bangladesh	Conference sponsorship	Regulatory reform	Inspection Reform: Breaking Down Barriers to Trade and Investment – International conference held in London and hosted by BRDO in partnership with World Bank Group	N
16 – 22 Sept 2014	Kenya	Kenya Meteorological Services (KMS)	Met Office	Kenya Meteorological Services (KMS)	In country deployment	Natural resources	To support Kenya Meteorological Service (KMS) to deliver better services at the county level through development of a Strategic Plan for Decentralisation and an Operations Manual for County Meteorological Directors.	N
16 – 25 Sept 2014	Malawi	The Ministry of Lands and Housing	HM Land Registry	The Ministry of Lands and Housing	In country deployment	Land legislation, registration, title transfers.	Assignment to Design an outline Land Development Support Programme for Malawi	N

We certify that any expenditure shown above in this report and detailed in the accompanying Statement of Expenditure has been actually and necessarily undertaken on behalf of the project as specified in the Project Document and as agreed by the Department for International Development. Any forecast of expenditure shown above and detailed in the accompanying Forecast of Expenditure represents a realistic forecast of payments to be made by the end of the forecast period.