



PAVING THE WAY FOR BUSINESS
BUILDING A BETTER INVESTMENT CLIMATE

Year 3 Quarter 3 report

October to December 2014



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List of abbreviations

ACCA	Association of Chartered Certified Accountants
BGS	British Geological Survey
BIS	Department for Business, Innovation and Skills
BRDO	Better Regulation Delivery Office
CBI	Confederation of British Industry
CIPFA	Chartered Institute of Public Finance & Accountancy
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
IUK	Infrastructure UK
IFUSE	Investment Facility for Utilising UK Specialist Expertise
MA	IFUSE managing agent
NAO	National Audit Office
ODA	Overseas development assistance
PPP	Public private partnership
RICS	Royal Institute of Chartered Surveyors
ToRs	Terms of Reference
UNCTAD	United Nations Conference on Trade and Development (UNCTAD)

1. Summary of progress for this period

1.1. Summary of progress for this period

This report covers Quarter Three (Q3) of Year 3 of IFUSE implementation from October to December 2014. Below is a summary of the main highlights from this reporting period:




- **Twelve deployments were delivered in Q3 of Year 3.** Three deployments were completed in October, five in November and four in December. This represents an increase on the nine deployments delivered in Q2 and brings the total deployments to date for Year 3 to 31 and the overall total of IFUSE deployments to 88. Annex 3 provides more detail on the IFUSE deployments completed in Q3.
- **The types of deployments delivered were diverse and the scale of deployments resulted in increased logistical complexity and MA activity.** The types of deployments in Q3 included nine in-country deployments, two inward visits to the UK and one desk-based deployment. Four of the nine in-country deployments involved two experts from UK partner organisations and both inward visits, from Occupied Palestinian Territories and Egypt, involved large numbers of delegates (six and seven respectively). Of the twelve inward visits funded by IFUSE to date, these represent the largest single delegations to receive full funding. This not only required the MA to liaise with multiple stakeholders to agree arrangements for pre-payment of all aspects of the delegates' travel itineraries, it also required the identification of new funding mechanisms to facilitate the purchase of visas in and meals in the UK.
- **We continue to build a strong pipeline of potential deployments for Q4.** Nine deployments are already confirmed for January and February 2015. At the time of writing, the pipeline stands at 58 enquiries, up from 49 reported at the end of Q2. Of the current pipeline, 19 are formal requests supported by completed ToRs (summarised in Annex 1) and a further 39 are enquiries for which ToRs are still to be submitted. Q3 sees a further reinforcement in the shifting pattern of the sources of IFUSE requests – an increasing number of requests sourced from UK partner organisations and a decreasing number from DFID and beneficiaries. Although this may impact on future marketing strategies and activities, the more immediate conversion of enquiries into deployments will require increased effort on behalf of all stakeholders (MA, DFID network and UK partner organisations) in Q4.
- **The addition of new participating organisations has enhanced the range of IFUSE expertise and re-energised the pipeline in Year 3:** Although, the Met Office and Ordnance Survey International both joined IFUSE in Q4 of Year 2, they undertook their first IFUSE deployments in Q3 of Year 3 (October and November 2014 respectively). Ordnance Survey undertook their initial assignment to Rwanda to support the Rwanda Natural Resources Authority in the development of a national mapping strategy and updating Rwanda's national mapping operations. A follow-up deployment is anticipated in Q4. Having undertaken their first deployment, the Met Office then went on to deliver a further 3 deployments in this quarter, including three deployments to Kenya to provide strategic and operational support to the Kenya Meteorological Service and one deployment to Vietnam, providing technical assistance to the National Hydro-Meteorological Service of Vietnam in their remit to become a Regional Severe Weather Forecast Support Centre. Follow-up deployments for the Met Office to both Kenya and Vietnam are confirmed for Q4.
- **We continued to expand the number of countries and institutions which received IFUSE support:** Egypt received its first IFUSE support in Q3 of Year 3. A total of three deployments were delivered in Egypt in Q3 – two by IUK (in-country and inward) providing technical assistance to the Public Private Partnership (PPP) Unit, and one by BRDO providing support to the Ministry of

Industry, Trade and SME. This brings to 21 the number of priority countries and regions supported by IFUSE to date.

- **Continued engagement with DFID to implement the 2013 annual review recommendations and further stimulate demand.** Continuing the actions from Q2 to help plan a regional leadership course on extractives management, we created a bespoke information brochure for DFID advisors to discuss with their extractives governance partners in priority countries. The brochure outlines the objectives of the course and invites expressions of interest for attendance at an event planned for Spring 2015.

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 are set out in the table below:

Risk/issue	Actions	R/A/G status
Insufficient demand for IFUSE	<ul style="list-style-type: none"> • There are currently 58 requests and enquiries that make up the IFUSE pipeline. This represents a significant increase on the 36 and 49 reported in Q1 and Q2 of Year 3 respectively. • We helped to formulate the leadership conference in extractives governance which is intended to increase demand for deployments in this sector. • As has been previously recognised, in order to continue to generate demand for IFUSE over the longer term, IFUSE will need to focus on demonstrating the outcomes and impacts from deployments. We have increased our focus in Q3 on obtaining more qualitative feedback from beneficiaries and stakeholders to reflect the quality and effectiveness of deployments. 	
Requests for support cannot be satisfied because of a lack of suitable and available expertise in participating organisations.	<ul style="list-style-type: none"> • We continue to work proactively with (a) UK partner organisations that have already delivered a high number of replicable IFUSE deployments (e.g. BRDO) and those that have potential to deliver replicable deployments (e.g. accounting institutes); and (b) those UK partner organisations that have not yet completed a deployment through IFUSE or whose level of participation has been lower than forecast. The Met Office and Ordnance Survey deployments in Q3 are a good example of this. 	
Longer-than-forecast lead times for launching of deployments	<ul style="list-style-type: none"> • It remains a challenge to get deployments quickly underway. Half of the deployments delivered in Q3, resulted from requests dating back to Q1 of Year 3. The key contributing factors are the availability of experts where UK partner organisations with established international teams are already committed to busy travel schedules; and the longer lead times for visa applications 	

Risk/issue	Actions	R/A/G status
	<p>from developing countries to the UK for inward deployments. This substantially increases transaction costs and MA staff time spent on each deployment.</p> <ul style="list-style-type: none"> • 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. Q3 deployments to Egypt and Ukraine demonstrated that the active engagement of DFID and FCO contacts contributed to a reduction in turnaround times for those deployments. 	

1.3. Summary of requests

Status of requests

During Q3 we received six new formal¹ requests for assistance that will most likely translate into up to eight deployments. This gives a total of 111 requests since the start of IFUSE implementation² and 28 follow up requests. Please refer to Annex 1 for full details of the formal requests pending at the end of the Q3 reporting period.

The 6 formal requests received in Q3 further reinforce the diversity of IFUSE in terms of the range of countries and the investment climate themes:

Kenya:	Natural resources (2 requests)
Burma/Myanmar:	Regulatory reform
African Risk Capacity:	Industry specific regulation (micro-insurance) – desk-based research
Pakistan:	Financial investigation and regulation
Ukraine:	Financial regulation

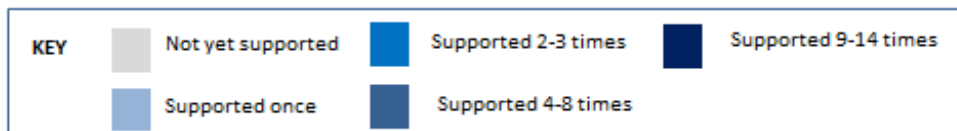
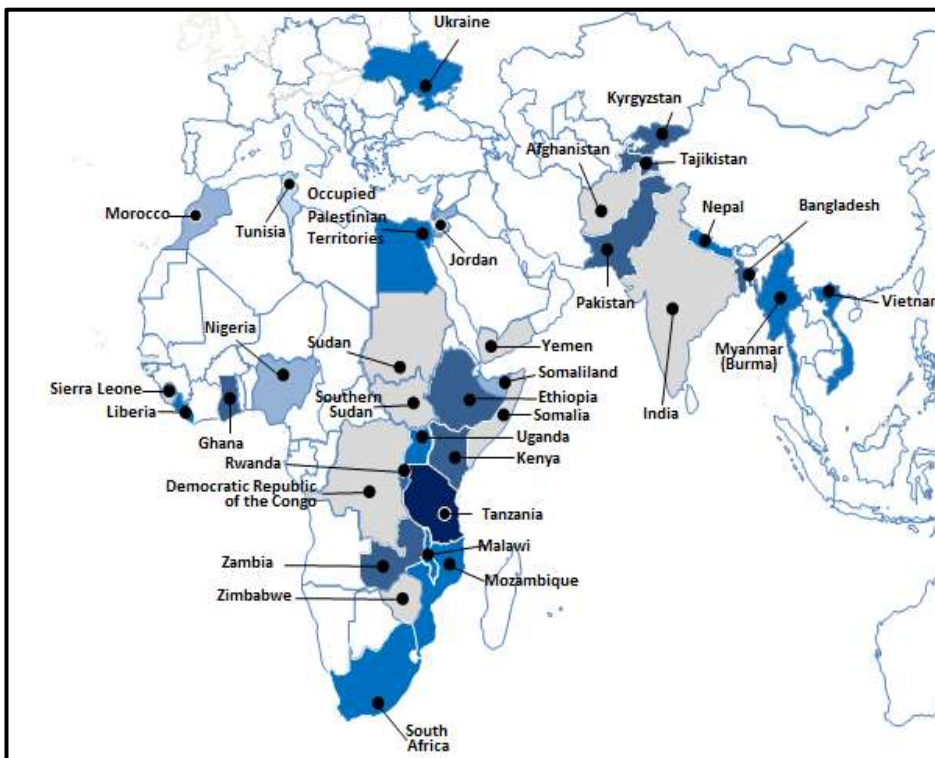
¹ Formal request' is defined as one where terms of reference have been produced in accordance with the IFUSE criteria, as opposed to a simple preliminary enquiry or proposal.

² Given the multi-stage nature of some of these requests (i.e. single requests made up of two or more deployments) the overall number of requests for deployments should read as 134.

DFID countries and regions supported:

In Q3 Year 3, IFUSE has supported 8 DFID priority countries and regions: Kenya; Myanmar (Burma); Middle East & North Africa (Egypt); Occupied Palestinian Territories; Rwanda; Tajikistan; Ukraine; and Vietnam. This brings to 21 the total number of countries supported by IFUSE in Year 3 to date.

The map below illustrates the countries supported by IFUSE during years 1, 2 and Year 3 to date³.



³ Note that this diagram covers individual countries supported to date but not the regions 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).	<ul style="list-style-type: none"> • We received positive responses from the FCO prosperity network – Ethiopia, Kenya, Uganda and Zambia. • In support of the thematic deployments, the MA created an information brochure for DFID advisors to discuss with their extractives governance partners in priority countries. The brochure outlines the objectives of the course and invites expressions of interest in attending the event in the Spring.
Oversight Committee Meeting (OCM)	<ul style="list-style-type: none"> • The OCM was held on 15 October 2014 with wide attendance from UK partner organisations. The MA and DFID presented a progress update on the IFUSE programme. We continued to build on a participative approach by facilitating a discussion of lessons learned from deployments, including input from the MA on visas for inward visits. We showcased the three deployments in Year 3 to date which had the highest scores in the beneficiary feedback. This included a presentation from the Cabinet Office on their deployment to South Africa in August 2014 to support the South African National Treasury and the Western Cape Provincial Treasury in developing a methodology and framework for creating Social Impact Bonds in South Africa. • The next OCM is scheduled for 16 March 2015.
Continue implementation of communications and engagement strategy	<ul style="list-style-type: none"> • 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. • In Q3 we undertook a review of all supporting IFUSE materials and updated these accordingly. For example, we updated the IFUSE Expertise Brochure to include details of new participating organisations in Year 3. • IFUSE continues to post several 'tweets' per week on Twitter.
Demonstrate value for money	<ul style="list-style-type: none"> • In support of efforts to ensure an accurate approach to budgeting and delivering value for money, we undertook an exercise to update our register of expert rates and asked UK partner organisations to confirm that the expert rates quoted are in line with the requirements of the MoU (i.e. based on cost recovery).
Arrange sample of deployments to monitor and evaluate outcomes over a longer period,	<ul style="list-style-type: none"> • The feedback from the selected IFUSE partner country organisations which was received this quarter (being six

Key activities planned	Progress made in this period
according to agreed criteria.	months after the deployment finished) is not sufficient for an evaluation of outcomes. The methodology for this longer term assessment is being reviewed with DFID.

2. Progress against logframe

2.1. Logframe

The revised logframe is set out below, as well as the data on outputs and outcomes per year, aggregated where appropriate. This data was compiled on 1 January 2015. Note that Year 3 values are for the three quarters 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)

	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	n/a	n/a	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 the amount and quality of the data received from the selected partner country organisations is not sufficient to draw conclusions.
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	31 52%	36 72%	21 70%	
	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		95%	85%	89%	Year 3 Q3 score on this indicator is increased from 85% reported in Q2	

	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 being in accordance with the terms of reference	Planned	95%	95%	75%	
		Achieved	90%	79%	100%	Year 3 Q3 score on this indicator is increased from 77% reported in Q2.
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%	
	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	94%	88%	94%	Year 3 Q3 score on this indicator is increased from 85% in Q2.
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 <u>either</u> (1) more than one beneficiary country or (2) institution within a beneficiary country	Planned	10%	10%	10%	
		Achieved	58%	47%	10%	The figure primarily relates to multi-country beneficiaries. Few deployments work with multiple institutions within a beneficiary country.
	Output Indicator 3.3		Year 3 to date	Year 2	Year 1	Comments/risks
	Percentage of deployments that <u>either</u> 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 some of the key lessons drawn from Q3 of Year 3:

- **The diversity of deployments requires additional planning:** Having identified in Q2 the requirement for at least 6 weeks forward planning for inward visas, we experienced additional complexities in arranging visas for the delegates from Occupied Palestinian Territories. In Q3 the diversity in both the types of deployments delivered and the range of countries supported, contributed to more complex travel arrangements. This further reinforces the requirement for in-depth planning and budgeting when arranging deployments.
- **Demand generation and reduced turnaround times requires active support from DFID and/or FCO in-country contacts:** High level sponsorship and support is a key contributor to both generating demand and converting enquiries into deployments in shorter turnaround times and in supporting process efficiencies. In Q3, deployments to Egypt and Ukraine benefited from the proactive input of the country's FCO or DFID office. In each case an individual acted as a central point of communication for the country partner institution and the MA, and in each case, shorter turnaround times were experienced from the submission of ToRs to the conclusion of the deployment and the submission of beneficiary feedback.
- **The proportion of requests being sourced from UK partner organisations has continued to increase:** An analysis of Q3 Year 3 statistics on the source of IFUSE deployments (Annex 2) reflects a continued pattern in the increase of requests that come from UK partner organisations. This represents a change from Year 2 when DFID initiated just over half of the requests. This raises potential challenges for future strategic marketing activities as well as at an operational level in securing deployment engagement and support.

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	£548,906	£461,265	£87,641

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; and (2) delays in invoicing from participating organisations.

Breakdown of financial information for the year to date

Year 3 to date			
	Planned	Actual	Planned vs actual
MA total costs	£183,744	£180,369	£3,375
Managed fund total costs	£343,197	£266,996	£76,201
Implementation of Annual Review recommendations	£21,965	£13,900	£8,065
Total	£548,906	£461,265	£87,641

Forecast for Quarter 4

The table below provides an overview of forecasted expenditure for the iFUSE programme for Q4 of Year 3 (January to March 2015). 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.

	Jan-15	Feb-15	Mar-15
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 (£)	£28,025	£37,367	£46,708
Other expenses e.g. printing, communication and travel costs	£378	£378	£378
Monthly cost (£)	£48,816	£61,533	£64,124

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

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			
Conclude on the three areas of recommendations: FCO engagement, piloting of template deployments and thematic deployments	By end Q4	MA and DFID	To manage stakeholder expectations, this work should be finalised pending confirmation on the arrangement of the second phase of IFUSE.
Governance			
Hold Oversight Committee meeting	March 2015	MA, DFID and participating organisations	Maximise attendance by ensuring early notification of meeting date and continue to adopt a participative approach, providing an opportunity for UK partner organisations to showcase deployments and lessons learned.
Communications and engagement			
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	Two organisations undertook their first IFUSE assignments this quarter. This will be discussed at the next OCM as a way to secure interest.
In-depth monitoring and evaluation			
Provide quantitative and qualitative data for DFID's annual review of IFUSE programme.	January 2015	MA	

Annexes

Annex 1: Pending requests

This table sets out, in chronological order by target deployment date, the 19 (a total of 33, when counting follow-up deployments) formal requests that were pending at the end of the reporting period (31 December 2014).

These formal requests are included amongst the 58 requests and enquiries that make up the IFUSE pipeline at the time of writing. Terms of reference are pending for the remaining 25 enquiries in the pipeline.

Country or region	Requestor	Target UK Partner	IC issue	Type of support	Status of deployment	Target deployment date
Tanzania	Ministry of Land, Housing and Human Settlements Development (MLHHSD)	Land Registry, Ordnance Survey, RICS	Land legislation and registration	Study visit to the UK in order to assist with the modernisation of land registration and mapping processes in Tanzania	Phase 3 - Pre-deployment	Jan-15
Kenya	Ministry of Mines	BGS	Natural resources	To review the Ministry of Mines' existing data infrastructure and systems including IT hardware and software, data management systems and database structures and availability of data.	Phase 1 – Finalise ToRs	Jan-15
Zambia	Zambian Institute of Chartered Accountants (ZICA)	ICAEW	Accountancy Standards	Strengthening the ZICA professional qualification	Phase 3 - Pre-deployment	Jan-15
Burma	Office of the Auditor General (OAG) and Myanmar Institute of Certified Public Accountants (MICPA)	ACCA	Accountancy Standards	To support the familiarisation process and adoption of international accounting standards for both the private (International Financial Reporting Standards - IFRS) and public (International Public Sector Accounting Standards – IPSAS) sectors.	Phase 1 - Finalise ToRs	Jan-15
Kenya	The Kenya Private Sector Alliance (KEPSA)	CBI*	General interface with business	The CBI visit is organised as a 'peer' learning and benchmarking exercise for KEPSA to learn from CBI's best practices in ensuring its growth and sustainability in private sector advocacy *CBI is not currently a member of IFUSE	Phase 1 – Finalise ToRs	Jan-15

Country or region	Requestor	Target OGD	IC issue	Type of support	Status of deployment	Target deployment date
Rwanda	Rwanda Natural Resources Authority (RNRA)	Land Registry	Land legislation and registration	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	Rwanda Natural Resources Authority (RNRA)	Land Registry	Land legislation and registration	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	Feb-15
Rwanda	Rwanda Natural Resources Authority (RNRA)	Land Registry	Land legislation and registration	Technical assistance to advise Rwanda Natural Resources Authority (RNRA) on Legal issues in land ownership, land leasing and land expropriation.	Phase 1 - Finalise ToRs	Feb-15
Kenya	Kenya Meteorological Services (KMS)	Met Office	Natural Resources	Support to the Kenya Meteorological Service (KMS), Institute of Meteorological Training and Research (IMTR), to develop training capacity and expertise to support the devolved County Directors of Meteorology (CDM) and for the potential benefit of the East Africa region.	Phase 1 - Finalise ToRs	Mar-15
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	Mar-15
Africa Region	African Risk Capacity (ARC)	GAD	Financial sector regulation / supervision	To critically assess the on-going performance of the African Risk Capacity risk pool managed by ARC Ltd Insurance Company.	Phase 1 - Finalise ToRs	Apr-15
Tanzania	National Board of Accountants and Auditors (NBAA)	ICAEW	Accountancy Standards	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	April-15

Annex 2: Sources of requests

Country or region	Requestor	Target OGD	IC issue	Type of support	Status of deployment	Target deployment date
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	Jun-15
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
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
Ethiopia	Trade Competition and Consumer Protection Authority (TCCPA) of Ethiopia	CMA	Competition law and policy	Advocacy and consultations workshop on Competition Law and Policy	Phase 1 - Finalise ToRs	TBC
Pakistan	Security and Exchange Commission of Pakistan (SECP)	Accountancy Institutes - TBC	Financial sector regulation / supervision	Training in financial investigations and inspections	Phase 1 - Finalise ToRs	TBC
Ukraine	Government of Ukraine	HMRC, BIS TBC	Regulatory reform	Helping the parliament budget committee	Phase 1 - Finalise ToRs	TBC
Caribbean	TBC – conference sponsorship	HMRC	Trade facilitation, cross border trading and revenue efficiency; Taxation	Risk Management Workshop attended by delegates from selected Caribbean countries	Phase 1 - Finalise ToRs	TBC

Annex 2: Sources of requests

The table below details the source of 110 formal requests received by the MA since the start of IFUSE implementation, broken down by implementation year:

Source of TA requests	Year 1	Year 2	Year 3 to date
DFID	19	18	10
IFUSE partner organisation	18	9	15
Beneficiary	6	5	2
Foreign & Commonwealth Office (FCO)	2	1	3
Third party ⁵	1	0	1
Total	46	33	31

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 134. A total of 28 follow up requests have been made to date. It is interesting to note that in Year 3 to date an increasing proportion of IFUSE requests have been sourced from UK partner organisations; a decreasing proportion from DFID; and an even further reduction in requests coming from beneficiaries.

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 to date	Total deployments completed
Afghanistan	0	1	0	0
Africa (regional)	0	3	4	6
Bangladesh	2	3 ⁶	0	3 ⁶
Botswana	1	0	0	0
Burma	3	0	2	3
Burundi	1	0	0	0
Cambodia	0	1	0	0
DR Congo	0	1	0	0
Ethiopia	3	0	3 ⁶	3
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	4	5 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	2
Rwanda	4	4	5	7
Somalia	0	1	1	0
South Africa	1 ⁷	1 ⁷	1 ⁶	2
Tajikistan	3 ⁶	3 ⁶	2	6 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	2	2
Vietnam	1	0	1	2
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 delivered in Q3 Year 3 (12)								
Dates of deployment	Country / region	Requestor	Target UK Partner	Beneficiary	Type of deployment	IC issue	Type of support	Follow up? (Y/N)
22 October – 05 November 2014	Kenya	UK Partner	Met Office	Kenya Meteorological Service (KMS)	In-country deployment	Natural Resources	Second deployment: Support to develop a standard operating model	Y
28 - 30 October 2014	Tajikistan	UK Partner	RICS	Government of the Republic of Tajikistan	In-country deployment	Land legislation and registration	Conference on 'Sustaining National Capacities for Sustainable Housing and Urban Development'	N
03 - 21 November 2014	Vietnam	UK Partner	Met Office	National Centre for Hydro-metrological Forecasting (NCHMF)	In-country deployment	Natural Resources	To improve decision-making processed and weather forecasting expertise	N
November	N/A	UK Partner	GAD	Global Parametrics	Desk based review	Financial sector regulation	The GP project aims to help fill the missing market of insurance for the private sector against the effects of natural disasters in developing countries	N
10 – 13 November 2014	Middle East North Africa region (Egypt)	FCO	IUK	Ministry of Investment	In-country deployment	PPPs	To undertake a diagnostic of the capacity of the PPP unit and support the unit on developing a credible plan for implementing PPPs in Egypt	N

Dates of deployment	Country / region	Requestor	Target UK Partner	Beneficiary	Type of deployment	IC issue	Type of support	Follow up (Y/N)
17 – 21 November 2014	Rwanda	DFID	Ordnance Survey	Rwanda Natural Resources Authority (RNRA)	In country deployment	Land legislation and registration	Scoping mission to offer support on updating Rwanda's mapping system	N
24 – 28 November 2014	OPTs	DFID	HMRC	Palestine Revenue Authority	Inward visit	Taxation	Study visit to HMRC	N
24 - 28 November 2014	Middle East North Africa region (Egypt)	FCO	IUK	Ministry of Investment	Inward Visit	PPPs	Second deployment: to provide targeted support to improve the capacity of the Unit on areas identified in the diagnostic assessment	Y
01 – 05 December 2014	Burma	UK Partner	BRDO	TBPTF, Government of Myanmar	In country deployment	Regulatory reform	Analysis of the institutional framework for business regulation in the Republic of the Union of Myanmar	N
01 – 12 December 2014	Kenya	UK Partner	Met Office	Kenya Meteorological Service (KMS)	In-country deployment	Natural Resources	Third deployment: Support to develop a standard operating model	Y
07 – 11 December 2014	Middle East North Africa region (Egypt)	FCO	BRDO	Egyptian Regulatory Reform and Development Activity (ERRDA)	In country deployment	Regulatory reform	First deployment: To review and reform the business climate in Egypt	N

Dates of deployment	Country / region	Requestor	Target UK Partner	Beneficiary	Type of deployment	IC issue	Type of support	Follow up (Y/N)
08 – 11 December 2014	Ukraine	DFID	NAO	Accounting Chamber of Ukraine	In country deployment	Financial sector regulation	Second deployment: To improve the legal and administrative framework for external audit	Y

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.