

iFUSE

PAVING THE WAY FOR BUSINESS
BUILDING A BETTER INVESTMENT CLIMATE

Year 2 Quarter 3 report

October to December 2013



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1. List of abbreviations

BIS	Department for Business, Innovation & Skills
BRDO	Better Regulation Delivery Office
DECC	Department of Energy and Climate Change
DFID	Department for International Development
FCO	Foreign & Commonwealth Office
GAD	Government Actuary's Department
HMRC	Her Majesty's Revenue and Customs
IC	Investment climate
IFC	International Finance Corporation
IUK	Infrastructure UK
IFUSE	Investment Facility for Utilising UK Specialist Expertise
MA	IFUSE managing agent
ODA	Overseas development assistance
OC	IFUSE Oversight Committee
OFT	Office of Fair Trading
TRA	Tanzania Revenue Authority
UKTI	UK Trade & Investment

2. Summary of progress for this period

2.1. Summary of progress for this period

This report covers quarter three (Q3) of Year 2 of IFUSE implementation, from October to December 2013. Below is a summary of the main highlights from this reporting period:

- **Five deployments were completed in Q3, with a further 16 in the pipeline at the end of this period, of which five have already been confirmed to take place early in Q4.** In total 29 deployments have been carried out in the first three quarters of Year 2 against an overall Year 2 target of 50. The main reason for the lower than expected return for Q3 has been the long average incubation period for deployments. Annex 1 includes a summary of IFUSE requests pending at the time of writing; Annex 3 gives more details on the deployments completed in Q3.
- **We have widened the pool of IFUSE participating departments.¹** Reflecting the Secretary of State's priorities for IFUSE, five accountancy bodies have signed up to IFUSE, representing a significant boost to the expertise that IFUSE can offer developing countries.² These are the:
 - Institute of Chartered Accountants in England and Wales (ICAEW);
 - Chartered Institute of Public Finance and Accountancy (CIPFA);
 - Institute of Chartered Accountants of Scotland (ICAS);
 - Association of Chartered Certified Accountants (ACCA); and
 - The Chartered Institute of Management Accountants (CIMA)

Following discussions in Q2 the Met Office also took part in the December Oversight Committee meeting, and we will look to secure their participation in IFUSE in Q4 of this year.

- **We have supported more UK government priority countries.** In Year 2 IFUSE supported 15 UK overseas development assistance (ODA)-eligible countries. In Q3 Her Majesty's Revenue and Customs (HMRC) and the Office of Fair Trading (OFT) carried out assignments in Malawi. In addition, during Q3 DFID confirmed that requests for deployments to India can be actively considered, given the changing nature of development assistance by the UK.
- **We have had strong engagement by participating departments in IFUSE's Oversight Committee (OC).** Eleven of the participating departments took part in the December 2013 OC meeting. Some discussion was had on how to adapt the format and frequency of the meeting to the different members' degree of understanding and history of engagement in IFUSE. As part of this strategy, leading up to the OC meeting we organised a series of one-to-one progress meetings with participating departments, the purpose of which is to better understand how they can contribute to IFUSE, as well as to allow us to articulate the benefits of IFUSE to each department.
- **IFUSE has been presented to DFID's Africa Heads meeting to generate interest in the programme.** On 17 December 2013 DFID's IFUSE Programme Manager, along with the Managing Agent's Programme Director presented to DFID's Africa Heads meeting in order to give an overview of the IFUSE programme and its service offering to DFID regional directors and country office heads. This presentation forms part of a broader series of initiatives aimed at raising awareness of IFUSE among potential requestors for assistance.

¹ 'Participating department' is used to denote both government departments and other entities (such as standards bodies and professional associations) meeting IFUSE criteria and which have signed up to the facility.

² See : <https://www.gov.uk/government/news/dfid-drafts-in-uk-accountancy-skills-to-boost-international-development>

- **Annual review of IFUSE programme.** At the end of Q3 DFID undertook IFUSE's second annual review. We will report on the key findings of the annual review, as well as key actions in our quarter four report. This review will be followed by another at the end of Q4 of Year 2 of Operations.

2.2. Key risks and issues

The key challenge this quarter persists from Q2, namely the building and sustaining of a strong pipeline of demand. IFUSE's pipeline has been kept buoyant through awareness-raising activity by the MA, DFID and participating departments, but the goal is to move away from 'cyclical' promotion of IFUSE in order for the facility to become a constituent component in the UK government's skills offering. During Q3 we updated our communications and engagement strategy, which focuses on the following elements: (1) making post-deployment 'on selling' an integral part of the IFUSE process; (2) targeting trade investment groups; (3) working through multilateral institutions or thematic working groups; (4) greater promotion of IFUSE through DFID country offices; and (5) harnessing even further PwC's global network for the benefit of IFUSE.

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 set out above, a revised communications and engagement strategy for IFUSE has been developed by DFID, the MA and participating departments/professional bodies. During one-to-one meetings participating departments have been encouraged to consider how they can 'convert' existing conversations or relationships with their overseas government counterparts into concrete requests for assistance.	A
Requests for support cannot be satisfied because of an absence of suitable and available experts from participating departments.	We will continue to encourage participating departments to increase their role in and further publicise IFUSE internally and across Whitehall. We are tackling this supply challenge by: (1) asking participating departments to think creatively about how they can promote their expertise and service offerings to potential beneficiaries in order to channel demand in a way that matches supply; (2) engaging further departments/professional bodies and expanding the thematic areas covered by IFUSE; (3) exploring how to improve internal marketing for each participating department to generate maximum interest and support.	A

2.3. Summary of requests

Status of technical assistance requests

During Q3 we received seven new requests, making a total of 69 since the start of iFUSE. However, 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 be read as 90 (in Q3, for example, some six follow up requests were made).

Please refer to Annex 1 for full details of the requests pending at the end of Q3.

2.4. Status report summary

The table below summarises progress against the key activities planned in the last reporting period as well as progress on further agreed activities.

Key activities planned	Progress made in this period
Oversight Committee meeting	<ul style="list-style-type: none"> The tenth OC meeting was held on 4 December 2013 with excellent representation from participating departments, including new representatives from DECC, UKTI and the Met Office. The OC meeting focused on capturing lessons learned in order to further develop the iFUSE strategy and increase demand and supply. The next OC meeting is planned for April 2014.
Revise iFUSE handbook to streamline procedures maximise VFM and introduce specific provisions on dealing with non-DFID priority countries and non-Whitehall departments	<ul style="list-style-type: none"> iFUSE handbook has been revised and distributed to participating departments/professional bodies to give clarity on the key processes and timeframes.
Agree and action revised communications and engagement strategy	<ul style="list-style-type: none"> Building on the previous communications strategy for iFUSE (March 2013) we have worked with DFID and participating departments in updating and supplementing the strategy with new awareness-raising initiatives.
Publish iFUSE article in <i>Civil Service Quarterly</i> (https://www.gov.uk/government/collections/civil-service-quarterly-publications)	<ul style="list-style-type: none"> Subject to Cabinet Office and editorial approvals the iFUSE article should be published in early 2014. (Publication will be subject to the Civil Service Quarterly's editorial decision.)
Arrange sample of deployments (target threshold 30%) to monitor and evaluate	<ul style="list-style-type: none"> We have agreed with DFID on a sample of deployments that should be subject to further in-

Key activities planned	Progress made in this period
outcomes over a longer period, according to agreed criteria set out in the IFUSE handbook.	<p>depth evaluation.</p> <ul style="list-style-type: none"> Each participating department has been approached to discuss timings of the evaluation and the methodology. The first questionnaires will be launched by end January.
Brief Africa Heads on IFUSE	<ul style="list-style-type: none"> DFID and the MA presented on IFUSE to the Africa Heads meeting on 17 December 2013.
Hold 1-1 catch-up meetings with participating departments/professional bodies	<ul style="list-style-type: none"> We have held eight 1-1 catch-up meetings with participating departments/professional bodies to determine how we can increase demand and supply for IFUSE. The remaining 1-1 catch-up meetings will be held in early 2014.
Maintain regular IFUSE internal meetings	<ul style="list-style-type: none"> The IFUSE team meets weekly, and further weekly briefings are held between the director, operations lead and the project partner. In addition, periodic update meetings are scheduled with DFID.

3. Progress against logframe

3.1. Logframe

The revised logframe is set out below, as well as the data on outputs and outcomes for Year 2 (includes Q1, Q2 and Q3) and Year 1, aggregated where appropriate. This data was compiled on 31 December 2013.

Impact	Impact Indicator 1		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 2	Year 1	Comments/risks	
	Qualitative assessment of investment climate in priority countries shows discernible improvements.	-	-	As above.	
Outcome	Outcome Indicator 1		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	85%	80%	
		Achieved	72%	46%	In Year 1 this figure is based on a qualitative assessment of the outcomes of completed assignments, based on beneficiary feedback. From Year 2 more specified feedback is sought and a specific question introduced from September 2013 (approximately halfway through the performance year). 'Additionality' in Year 2 has been calculated on the basis of 13 completed deployments; the

					figure will be updated as more feedback is received.
	Outcome Indicator 2		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	60%	40%	
		Achieved	Too early to report ³	40%	In Year 1 this figure is based on a qualitative assessment of the outcomes of completed assignments, based on beneficiary feedback. For Year 2 this will be based on more in-depth post deployment feedback on selected assignments. The first results will be reported on in Q4.
Output 1	Outcome Indicator 1.1		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	50	30	
		Achieved	29	21	See comments earlier in this report detailing the 16 pending deployments at the time of writing.
	Outcome Indicator 1.2		Year 2	Year 1	Comments/risks
	Percentage of assignments rated "very good" or "excellent" by end	Planned	90%	80%	

³ As set out in the executive summary a set of deployments have been selected for more in-depth follow up in accordance with agreed criteria set out in the iFUSE handbook. Certain qualifying assignments have been identified but the follow up work, which takes place some six months after the deployment's end, has yet to be carried out.

	user ("6-7" in beneficiary feedback form)	Achieved	80%	88%	Please note: the percentage for Year 2 is based on feedback received from 25 of the 29 completed deployments, which is attributable to the longer lead time for beneficiary feedback. The figure will be revised on receipt of this additional information and included in the Q4 report.
	Outcome Indicator 1.3		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%	90%	
		Achieved	100%	100%	
	Outcome Indicator 1.4		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%	75%	
		Achieved	76%	100%	Please note: as above, based on feedback for 25 out of the 29 completed deployments.
Output 2	Output Indicator 2.1		Year 2	Year 1	Comments/risks
Processes and procedures set up	Percentage of completed assignments where MA deployment	Planned	95%	90%	

and function	processes meet agreed schedules and policies	Achieved	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 departments, do not count towards this rating.
	Output Indicator 2.2		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%	
		Achieved	83%	75%	Please note: the percentage for Year 2 is based on feedback from 17 deployments (out of 25 completed deployments) as the other eight are repeat assignments or knowledge sharing events.
	Output Indicator 2.3		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%	90%	
		Achieved	85%	94%	Please note: the percentage for Year 2 is based on feedback received from 25 of the 29 completed deployments. This figure will be revised as further feedback is received.
Output 3	Output Indicator 3.1		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 effective institutional engagement relationships	Planned	60%	50%	
		Achieved	28%	43%	Please note: as above, based on feedback for 25 out of the 29 completed deployments.
	Output Indicator 3.2		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%	
		Achieved	41%	10%	Please note: as above, based on feedback for 25 out of the 29 completed deployments.
Output Indicator 3.3			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	35%	15%	
		Achieved	41%	48%	Please note: at the time of writing, a number of deployments have been completed which are likely to lead to a follow-up deployment, but for which it is too early to confirm. These will be reported on more fully in Q4.

4. Lessons learned

Below is a summary of some of the key lessons drawn from Q3 of Year 2:

- **We can do more to help participating departments improve internal marketing of iFUSE:** We need participating departments to let us know how iFUSE can help them implement their internal business plans in accordance with their priorities – particularly where there are thematic or geographical overlaps with iFUSE. Personnel development has been a strong argument for participating departments signing up to iFUSE, but other reasons need to be advanced to win support across the organisation.
- **More can be done to increase direct requests for assistance to iFUSE from beneficiary country governments:** for Year 2 the majority of requests originate either from DFID country offices or iFUSE participating departments, with a small number – three - being made directly to the facility from potential beneficiaries as opposed to 21 from DFID and participating departments combined. This does not indicate a lack of demand, but rather a need to provide tangible illustrations of iFUSE support to DFID partner country governments so that they can have a better understanding of benefits. For this reason, alongside our other demand-generation activities we will address this issue by making adjustments to our marketing approach.
- **Feedback indicates that experts want more information from DFID country offices on their current programmes:** in addition to the DFID in-country briefings experts have underlined the value of receiving information on current DFID programmes. Whilst we ask the DFID country office, at the time of them reviewing the ToRs, for information on DFID programmes that might provide useful background to the deployment, it is not always forthcoming or available. We will continue to use best efforts with DFID country offices to obtain details of DFID programmes where this is likely to enhance the delivery of a deployment. As MA we also continue to provide experts with our own tailored briefings prior to deployments, including up-to-date information on a country or region's political and economic situation.
- **The nature of the pre-deployment briefing should be made clearer in advance to experts:** The purpose of the briefing is to clarify the expectations for deployment, make sure the expert is satisfied with logistical arrangements, and identify ways in which the expert can contribute to an assessment of the outcomes of the deployment and eventual impact on the investment climate. Our experience during the last quarter is that this could be made clearer in advance, resulting in a briefing more tailored to the expert's requirements.

5. Financial reporting

5.1. 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 to date	£695,561	£457,343	£238,219

These financials include the total MA fee and the managed fund costs to date. The variance in Year 2 results from a lower than projected number of deployments and that the average expenses incurred by deployment are lower than initially budgeted for (reasons for this include savings on flights, accommodation etc.).

Quarterly forecasting

The table below provides an overview of forecasted expenditure for the iFUSE programme for the month of October 2013 to March 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 which, for the month of February 2014, equate to £9,141 per deployment (excluding the MA deployment fee). Expenses for each deployment are summarised in the month following the deployment to ease forecasting.

	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
Deployments delivered (actual)	3	3.5	1	3	1	4		
Deployments forecasted							5	5
Monthly management fee (£)	£6,913	£6,913	£6,913	£6,913	£6,913	£6,913	£6,913	£6,913
Deployment fee (£)	£10,125	£11,813	£3,375	£10,125	£3,375	£13,500	£20,250	£20,250
Managing agent monthly cost (£)	£17,038	£18,726	£10,288	£17,038	£10,288	£20,413	£27,163	£27,163
Managed fund cost (£)	£70,000	£37,658	£61,067	£14,158	£22,537	£9,473	£47,130	£47,130
Other expenses e.g. printing, communication and travel costs	£378	£378	£378	£378	£378	£378	£378	£378
Annual audit								£5,000
Monthly cost (£)	£87,416	£56,762	£71,733	£31,574	£33,203	£30,264	£74,671	£79,671
Key:	Actual (invoiced to DFID)							
	Combination of actual and forecasted expenses (wait for outstanding invoices from participating departments)							
	Forecasted							

Breakdown of financial information for the year to date

Year to date			
	Planned	Actual	Planned vs actual
MA total costs	£187,092	£161,780	£25,312
Managed fund total costs	£508,469	£295,563	£212,906
Total	£695,561	£457,343	£238,218

6. Summary of activities planned for next reporting period

6.1. 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 which are intended to drive forward the iFUSE strategy. These are structured by theme: governance, communications and engagement and monitoring and evaluation.

Key activities planned for next period	Timing	Who responsible	Comments
Annual Review			
Address recommendations of 2013 Annual Review	As set out in recommendations to review; first actions for end March 2014	MA and DFID	
Governance			
Hold Oversight Committee meeting	April 2014	MA	Date to be confirmed by DFID and MA
Communications and engagement			
Implement revised communications and engagement strategy	Ongoing	MA with DFID and participating departments' input	Building on previous strategy approved in March 2013 and updated in November 2013
Publish iFUSE article in <i>Civil Service Quarterly</i> (https://www.gov.uk/government/collections/civil-service-quarterly-publications)	Early 2014	MA and DFID	Subject to editorial approval by the Cabinet Office and CSQ team.
Monitoring and evaluation			
Implement first round of in-depth evaluations. ⁴	End of April 2014	MA, participating departments and beneficiaries	
Arrange sample of deployments to monitor and evaluate outcomes over a longer period, according to agreed criteria.	On a rolling basis	DFID, MA and participating departments	

⁴ For Q3, five deployments were shortlisted according to the approved criteria. Evaluations will typically take place six months after completion of the relevant deployment(s) and focus on (1) producing outcome-level data, and (2) evaluating the degree to which iFUSE gives 'additionality' over other forms of technical assistance.

Annexes

Annex 1: Pending requests for technical assistance

This table sets out the requests for technical assistance, in reverse chronological order that were pending at the end of the reporting period.

Country	Requestor (institution)	Target participating department	IC issue	Type of support	Status at end of reporting period	Target deployment date
Kyrgyzstan	The Inspectorate of Environmental and Technical Safety	BRDO	Regulatory reform	Third deployment: Providing advice and training on practical methodologies for risk assessment and inspection practice	Finalise ToRs	27-31 January 2014
Tajikistan	The State Committee on Investments and State Property Management	BRDO	Regulatory reform	Second deployment: support to implementation of inspection law.	Pre-deployment	20-24 January 2014
Rwanda	OECD and RRA	HMRC	Transfer pricing	Supporting the Rwanda Revenue Authority (RRA) to increase its capability in the tax discipline of transfer pricing.	Confirm demand and supply	January 2014
Zambia	Cabinet Office of Zambia	BRDO	Regulatory impact assessment	Second deployment: implementation of strategy and regulatory impact assessment	Confirm demand and supply	February 2014
Jordan	Ministry of Industry & Trade Jordan	UKTI and HMRC	Investment law	Providing direct support to the Government of Jordan on its investment law	Confirm demand and supply	January 2014
Africa - regional	African Union (as political lead) and various African countries	GAD	Actuarial advice	Critically assess the ongoing performance of the African Risk Capacity risk pool	Confirm resources and workplan	Middle of January 2014
Africa, Asia and Caribbean	DFID	GAD	Risk financing and insurance	Advisory support for Phase 1 of the project: 'Impact Appraisal for Sovereign Disaster Risk Financing and Insurance'	Confirm resources and workplan	Early 2014
Bangladesh	Government of Bangladesh	GAD	Insurance penetration	Advisory support for the 'Political Champions' initiative. Partnership for stimulating insurance penetration in lower income countries	Finalise ToRs	February 2014
Kenya	Government of Kenya	GAD	Insurance penetration	Advisory support for the 'Political Champions' initiative (linked to Bangladesh deployment)	Finalise ToRs	February 2014
South Africa	Independent Communications Authority of South Africa	Office of Communications (Ofcom)	Internet access for the poor and marginalised	Promoting last-mile internet connectivity: TV White Space Knowledge Share in South and Southern Africa	Finalise ToRs	January 2014
Malawi	Ministry for Industry & Trade	Land Registry	Land legislation, registration	Design of a land development support	Confirm demand and	TBC

Country	Requestor (institution)	Target participating department	IC issue	Type of support	Status at end of reporting period	Target deployment date
			or title transfers	programme for Malawi	supply	
Nigeria	Growth & Employment in States 3 (GEMS 3)	UKTI	Various	The establishment of staple crop processing zones to drive development in key agricultural sectors	Confirm demand and supply	TBC
Pakistan	DFID Pakistan	IUK	PPPs	Capacity assessment of the government of Pakistan's PPP unit	Confirm demand and supply	TBC
Tanzania	International Finance Corporation (IFC)	IUK	PPPs	Provide ministry of finance PPP unit with practical guidance and support in implementing guidelines	Confirm demand and supply	TBC
Kenya	IFC	BRDO	Industry specific regulations / law	Regulatory reform advice	Confirm demand and supply	TBC
Kenya	IFC	BRDO	Industry specific regulations / law	Second deployment to support the city council of Nairobi build - improving implementation procedures for risk assessment	Finalise ToRs	On hold because of government restructuring

Annex 2: Sources of requests

The table below details the source of TA requests received by the MA since the start of IFUSE implementation, broken down by implementation year.

Source of TA requests	Total number Year 1	Total number Year 2 to date
DFID	19	14
IFUSE participating department	16	7
DFID partner country government	7	3
Foreign & Commonwealth Office (FCO)	2	1
Total	44	25

One clarification is necessary: given the multi-stage nature of some of the TA requests (i.e. single requests made up of two or more deployments) the overall total should be read as 90 (of which six follow up deployments were requested in Q3).

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

Country / region	Total no. of TA requests Year 1	Total no. of TA requests Year 2	Total deployments completed	Country / region	Total no. of TA requests Year 1	Total no. of TA requests Year 2	Total no. of deployments completed
Afghanistan	1 ⁵	1 ⁵	0	Malawi	0	4	2
Africa (regional)	0	3	1	Mozambique	2 ⁵	0	2 ⁵
Bangladesh	2	3 ⁵	3	Nepal	0	2 ⁵	2
Botswana	1	0	0	Nigeria	4 ⁵	0	0
Burma	3	0	2	Pakistan	5	2	3
Burundi	1	0	0	Palestinian Territories	0	1	0
Cambodia	0	1	0	Rwanda	4	3	5
DR Congo	0	1 ⁵	0	Somalia	0	1	0
Ethiopia	2	0	2	South Africa ⁶	1	1	1
Ghana	2	1	4	Tajikistan	3 ⁵	3 ⁵	3 ⁵
Jordan	0	1	0	Tanzania	3 ⁵	5	12 ⁵
Kenya	3 ⁵	1	3 ⁵	Turks &	1	0	0

⁵ This number is based on requests/deployments for support which cover multiple countries simultaneously (e.g. in the context of knowledge sharing events or international conferences).

⁶ Whilst originating from DFID South Africa, both these requests cover the Southern Africa region.

				Caicos Islands			
Kyrgyzstan	3 ⁵	2 ⁵	3 ⁵	Uganda	2	1	3 ⁵
Liberia	1	1	2	Vietnam	1	0	1
Montserrat	1	0	0	Zambia	1	2	1

Annex 3: iFUSE deployments in Year 2

iFUSE deployments in Q3 Year 2								
Dates of deployment	Country / region	Requestor	Target participating department	Beneficiary	Type of deployment	IC issue	Type of support	Follow up deployment? (Y/N)
1-6 December 2013	Nepal	BRDO	BRDO	Ministry of Industry, Commerce and Supplies, the Department of Food Technology and Quality Control and the Ministry of Culture, Tourism and Civil Aviation	In-country deployment	Regulatory reform	Working with both the public and private sector the experts will help to progress the key work that Nepal is doing around effective inspection reforms and will then offer clear recommendations for action	-
6-22 November 2013	Tanzania	DFID	HMRC	Tanzania Revenue Authority (TRA)	In-country deployment	Customs and excise	Supporting the TRA project team in ensuring that the new customs system is fully operational by the target date of 1st March 2014	Yes
18-22 November 2012	Malawi	DFID	OFT	Ministry for Industry & Trade	In-country deployment	Competition and fair trading	Review of the Competition and Fair Trading Regulations and provision of advisory and technical support for enforcement of the Competition and Fair Trading Act.	-
16-22 November 2013	Pakistan	Competition Commission of Pakistan	OFT	Competition Commission of Pakistan	In-country deployment	Competition	Technical capacity building of the professional staff of the Competition Commission of Pakistan - advanced economic analysis and merger techniques	-
28 October – 8 November 2013	Malawi	DFID	HMRC	Ministry for Industry & Trade	In-country deployment	Taxation	Design of a training programme on tax education for micro, small and medium-sized enterprises (MSMEs) in Malawi	-

iFUSE deployments in Q2 Year 2								
Dates of deployment	Country / region	Requestor	Target participating department	Beneficiary	Type of deployment	IC issue	Type of support	Follow up (Y/N)
13-21 September 2013	Bangladesh	DFID Bangladesh	BRDO and RICS	RAJUK's (Capital Development Authority of Bangladesh)	In-country deployment	Regulation and buildings standards	Support to Government of Bangladesh to assess the challenges and gaps around building standards compliance, recommend possible areas of improvement that fall within RAJUK's (Capital Development Authority of Bangladesh) jurisdiction, and identify areas for support.	Pending
31 August – 14 September 2013	Tanzania	DFID Tanzania	HMRC	DFID Tanzania and Tanzania Revenue Authority	In-country deployment	Taxation	Supporting DFID Tanzania develop the business case for a five year programme of support tied to TRA's 4th Corporate Plan (CP4), involving substantial technical advice and support from HMRC and £20 million of financial aid over five years	This was the second of two deployments
August – September 2013	Bangladesh and Ghana	DFID	Government Actuary's Department (GAD)	DFID + various donors	Desk-based review	Insurance	Advisory support for the Political Champions initiative: Partnership for stimulating insurance penetration in lower income countries.	Yes
17-25 August 2013	Liberia	BRDO	BRDO	Ministry of Commerce and Industry	In-country deployment	Regulatory reform	Supporting inspection reforms in the Republic of Liberia through cross-governmental workshop focussed on an analysis of the key hazards facing the Liberian economy which better inspection could address	This was the second of two deployments
10-24 August 2013	Tanzania	DFID Tanzania	HMRC	Tanzania Revenue Authority	In-country deployment	Taxation	Set out proposals for the high level design and an implementation roadmap for TRA alongside measurements of success (monitoring and review) and recommendations for resourcing and risk management	This was the third of three deployments

iFUSE deployments in Q2 Year 2								
Dates of deployment	Country / region	Requestor	Target participating department	Beneficiary	Type of deployment	IC issue	Type of support	Follow up (Y/N)
6-9 August 2013	Zambia	DFID Zambia	BRDO	Cabinet Office, Ministry of Commerce, Trade & Industry Bank of Zambia, Ministry of Justice, and Ministry of Finance	Inward visit	Regulation	To provide a practical example and experience of a functioning business regulator system from which Zambia can draw lessons and good practice	-
July-August 2013	Africa Union	DFID Africa Regional Department	GAD	Africa Risk Capacity (ARC)	Desk-based review	Financial analysis	Critically review and assess the financing proposal developed by the ARC Secretariat and its accompanying dynamic financial analysis, and provide advice to DFID in relation to its proposed contribution to ARC	-
1-15 July 2013	Ethiopia	DFID Ethiopia	DECC	Ethiopian Ministry of Water and Energy	In-country deployment	Natural resources	Support to the finalisation of Ethiopia's Energy Policy	-
1-10 July 2013	Tanzania	DFID Tanzania	HMRC	DFID Tanzania and Tanzania Revenue Authority	In-country deployment	Taxation	Help define details of a successor programme and provide material for a draft Business Case for DFID Tanzania	Yes – second deployment
1-5 July 2013	Nepal	BRDO	BRDO	The Ministry of Industry, Commerce and Supplies along with the Department of Food Technology and Quality Control and the Ministry of Culture, Tourism and Civil Aviation	In-country deployment	Regulatory reform	Promoting the value of business inspection reform with Government counterparts, providing practical support to improve the effectiveness of the inspection process	Yes – currently scoping second deployment
1-5 July 2013	Kenya	OFT	OFT	Competition Authority of Kenya	In-country deployment	Competition policy	To support the development of guidelines on unfair pricing, abuse of intellectual property rights (IPRs) and consumer protection in terms of 'unconscionable conduct'	Yes – beneficiary currently drafting ToRs

iFUSE deployments in Q2 Year 2								
Dates of deployment	Country / region	Requestor	Target participating department	Beneficiary	Type of deployment	IC issue	Type of support	Follow up (Y/N)
29 June – 5 July 2013	Ghana	GAD	GAD	National Insurance Commission (NIC) of Ghana	In-country deployment	Microinsurance	Support the NIC to build capacity with respect to microinsurance both in the microinsurance industry itself and within the NIC	No – this was the second of two deployments
iFUSE deployments in Q1 Year 2								
18-22 June 2013	Rwanda	National Bank of Rwanda	GAD	National Bank of Rwanda	In-country deployment	Insurance	Providing training to insurance regulators within the national bank to assist with their insurance regulation role.	-
10-15 June 2013	Uganda	Uganda Revenue Authority (URA)	SOCA	Uganda Revenue Authority	In-country deployment	Taxation	To review the current proposal for the URA tax investigation training curriculum with particular focus on tax fraud investigations	Yes – URA has asked expert to do a repeat visit, but declined as HMRC didn't have resource available
2-7 June 2013	Tanzania	DFID Tanzania	HMRC	Tanzania Revenue Authority	Inward visit	Taxation	Second deployment: HMRC officials will use the experience of deployment one to plan a programme of visits and meetings aimed at enabling TRA officials to explore the UK disputes system	Yes – third deployment scheduled for August 2013
2-7 June 2013	Ghana	DFID and World Trade Organisation	HMRC	Ghanaian government	In-country deployment	Trade policy	Assignment under the WTO Trade Facilitation national needs assessment project	-

IFUSE deployments in Q1 Year 2

Dates of deployment	Country / region	Requestor	Target participating department	Beneficiary	Type of deployment	IC issue	Type of support	Follow up (Y/N)
27-31 May 2013	Ethiopia	DFID Ethiopia	OFT	Ethiopian Trade Practice and Consumer Protection Authority (TPCPA)	In-country deployment	Competition and consumer protection	To carry out an assessment of the TPCPA's enforcement capacity and make appropriate recommendations	-
12-22 May 2013	Bangladesh	DFID Bangladesh	BIS	DFID Bangladesh	In-country deployment	Investment climate improvement	Support to the annual review of the DFID- and World-Bank sponsored Investment Climate Facility.	-
29 April – 3 May 2013	Tajikistan	Ministry of Commerce Tajikistan	BRDO	Ministry of Commerce Tajikistan	In-country deployment	Regulatory reform	To promote the value of business inspection reform with government counterparts and recommend next steps for driving the implementation of the inspection reforms	Yes – second deployment pending
29 April – 3 May 2013	Burma	DFID Burma	OFT	Population Services International as the implementing partner to a joint DFID and Gates Foundation programme	In-country deployment	Competition policy	Review possible anticompetitive implications of antimalarial drug programme and mitigating actions.	No
23 April - 1 May 2013	Tanzania	DFID Tanzania	HMRC	Tanzania Revenue Authority	In-country deployment	Taxation	Fifth deployment to finalise content of the TRA website, address the outcomes identified in the action plan in order to prepare for the formal launch the TRA website on 30 April 2013.	-
22-25 April 2013	South Africa	HMRC	HMRC	South African Revenue Service (SARS)	In-country deployment	Taxation	Scoping mission to explore the possibility of establishing a partnership between HMRC and the SARS to assist SARS develop its role as a regional capacity builder in Southern Africa. This deployment forms part of DFID's tax capacity building initiative.	-



IFUSE deployments in Q1 Year 2

Dates of deployment	Country / region	Requestor	Target participating department	Beneficiary	Type of deployment	IC issue	Type of support	Follow up (Y/N)
8-18 April 2013	Tanzania	DFID Tanzania	HMRC	Tanzania Revenue Authority (TRA)	In-country deployment	Taxation	To conduct a scoping study and a feasibility study for establishing a taxpayer advocate service in the Tanzania Revenue Authority	Yes – second deployment inward visit
8-12 April 2013	Rwanda	Rwanda Revenue Authority	HMRC	Rwanda Revenue Authority	Inward visit	Taxation	Design of an audit skills training course for two-four tax auditors from the Rwanda Revenue Authority (RRA) and a 'train the trainer' exercise to deliver this course on their return to Rwanda	-

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.