

Annual Review - Summary Sheet

PROGRAMME TITLE: Nigeria Countering Organised Crime and Corruption		
Country/Region:	Nigeria	
HMG Partners (LEAD in bold)	National Crime Agency (NCA)	
Total Budget:	ODA: £4.4m	Non-ODA: £0
Start Date: April 2015	End Date: March 2019	
Outputs		Score
Joint Border Task Force (JBTF): Creating multi-agency units which are capable of conducting effective serious and organised crime (SOC) investigations, acting in compliance with human rights standards and prosecuting offenders promptly and effectively in compliance with domestic legislation.		A
NCA Project INSTINCT: Increase probability of recovering hostage/s in kidnap investigations safely by providing capacity-building training and mentoring to specialist units in accordance with the UN Guidance Manual on Countering Kidnap and Extortion.		A
Outcome: Increase Nigerian law enforcement capacity to prevent, disrupt and counter SOC and reduce the threat to the United Kingdom's interests.		
Outcome Score: A		Risk: Medium

Summary of Programme Performance

Year	2015/16	2016/17						
Programme Score	B	A						
Risk Rating	Medium	Medium						

What support is the UK providing?

The Countering Organised Crime and Corruption programme for Nigeria aims to improve the capacity and capability of target units in Nigerian organised crime institutions. It has combined pre-existing CSSF projects with new activity. Projects in this period were delivered by the NCA, in a programme planned until 2019. The projects that make up the programme deal with corruption and borders (output one) and kidnapping (output two).

1. Joint Border Task Force (JBTF)

The UK provided assistance to Nigeria in strengthening border integrity by continuing to support the development of the Joint Border Task Force (JBTF), a specialist unit capable of conducting complex investigations into serious and organised crime impacting on Nigeria's borders.

2. Project INSTINCT – Anti Kidnap Capacity Building

The project is enhancing Nigerian law enforcement capacity to manage kidnap cases. It is establishing a Kidnap Coordination Unit within those Nigerian authorities with responsibility in this area.

Summary of progress and lessons learnt/actions taken since last review

Since the 2015/16 review there has been significant progress across the programme. The refocussing of the programme, removing some projects (Association of Chief Police Officer Criminal Records Office (ACRO), Forensics) and transferring others to other programmes (Prisons), leaves just the NCA Serious and Organised Crime (SOC) projects in the programme. Although the NCA projects are focused at the tactical and operational level, they can be coordinated with other UK government programmes to leverage strategic impact to the Nigerian law enforcement community. A good example is the combination of effort of NCA

mentored operations combined with close cooperation with the Home Office and the Department for International Development on modern slavery. The combination of access and influence in multiple agencies, at multiple levels gives some hope for sustainability and eventual Nigerian ownership of the projects.

Lessons learned

- **Programme management and governance:** There has been improvement in this area in 2016/17 with cross UK government systems identifying opportunities for collaboration and risks and a much improved results framework. Other lessons learned this year involve clarifying financial management channels, the importance of using proven contractors for building work and a need for increased focus at budgeting stage to meet CSSF programme management requirements.
- **Operational Delivery:** The JBTF building is now nearing completion but a contractor more experienced in managing a complex multiphase project may have avoided some early delays in the project.

Gender considerations should be kept to the forefront at recruitment stage.

Summary of recommendations for the next year

The main recommendations are to ensure mentoring is appropriately targeted at all levels of the implementing partner organisations, while looking for and utilising complementarity between CSSF and other programmes through existing or improved UK internal mechanisms at Post. Building components should be closely managed after initial opening as should further building work and appropriate support for expansion into other countries should be carefully considered based on the strategic impact expected for Nigeria. Programme documentation should be improved including clearer articulation of the impact of all projects.

It is also recommended that financial procedures in a challenging operating environment are reviewed as well as ensuring risk registers account for a broad range of issues. Staff should complete relevant training courses or workshops on monitoring and evaluation and theory of change. Gender analysis and sensitivity and ensuring human rights compliance remain important.