

November 2010

## **FINAL EVALUATION**

**NGA S08**

**“Support to the Economic and Financial Crimes Commission (EFCC) and the Nigerian Judiciary”**

### **Thematic area**

Prevention, treatment and reintegration, and alternative development

**Result:** Corruption prevention - Enhancing the capacity of Member States in establishing and strengthening effective independent anti-corruption bodies in compliance with the United Nations Convention Against Corruption.

**Country: Nigeria**

### **Report of the Independent Evaluation Team**

<b>Pieter du Plessis</b>	-	<b>Team Leader</b>
<b>Chijioke Iwuamadi</b>	-	<b>National Evaluation Specialist</b>
<b>Bolanle Omotoso</b>	-	<b>National IT Specialist</b>

# CONTENTS

<i>Paragraphs</i>	<i>Page</i>
Abbreviations and acronyms	
Summary matrix of findings, supporting evidences and recommendations	
Executive summary	
<b>I. <u>Introduction</u></b>	<b>20</b>
A. Background and context of the programme or project	20
B. Purpose and scope of the evaluation.	22
C. Executing modalities of the programme or project	25
D. Evaluation methodology	26
E. Limitations to the evaluation	26
<b>II. <u>Major findings and analysis</u></b>	<b>26</b>
A. Evaluability	26
B. Relevance of the programme or project	29
C. Attainment of the programme or project objectives	31
D. Achievement of the programme or project outputs	33
E. Institutional and management arrangements and constraints	37
<b>III. <u>Outcomes, impact and sustainability.</u></b>	<b>40</b>
A. Outcomes	40
B. Impact	41
C. Sustainability	48
D. Partnership and Coordination	49
<b>IV. <u>Lessons learned and best practices</u></b>	<b>52</b>
A. Lessons learned	52
B. Best practices	53
C. Comments on Recommendation made by Mid-Term Reviews	53
<b>V. <u>Recommendations</u></b>	<b>56</b>
A. Issues resolved during the evaluation	56
B. Actions recommended	56
<b>VI. <u>Conclusions</u></b>	<b>60</b>
<b>Appendix's</b>	
Appendix A:	Assessment Review Matrix
Appendix B:	Literature Review
Appendix C:	Beneficiaries Interviewed
Appendix D:	Questionnaire (IT-managers)
Appendix E:	Questionnaire (IT-users)
Appendix F:	Attendance Register: Debriefing meeting, 11 November 2010
Appendix G:	Achievements against Logical Framework
Appendix H:	Handover strategy (EFCC)
Appendix I:	Expenditure against Objectives
Appendix J:	Paris Declaration on Aid Effectiveness
Appendix K:	International Good Practice Principles for Country-Led Division of Labour and Complementarity

## **Abbreviations and acronyms**

<b>ADR</b>	<b>Alternative Dispute Resolution</b>
<b>ANCOR</b>	<b>Anti Corruption Revolution</b>
<b>CBi</b>	<b>The Convention on Business Integrity</b>
<b>CBN</b>	<b>Central Bank of Nigeria</b>
<b>CCB</b>	<b>Code of Conductor Bureau</b>
<b>CCWG</b>	<b>Cyber Crime Working Group</b>
<b>DFID</b>	<b>Department for International Development (UK)</b>
<b>EFCC</b>	<b>Economic and Financial Crimes Commission</b>
<b>ERU</b>	<b>External Relations Unit (EFCC)</b>
<b>EU</b>	<b>European Union</b>
<b>FGN</b>	<b>Federal Government of Nigeria</b>
<b>FSL</b>	<b>Forensic Science Laboratory</b>
<b>GoAML</b>	<b>Government Office anti-money laundering software</b>
<b>GoCASE</b>	<b>Government Office case management system</b>
<b>HQ</b>	<b>Head Quarters</b>
<b>ICPC</b>	<b>Independent Corrupt Practices and other Related Offences Commission</b>
<b>IT</b>	<b>Information Technology</b>
<b>ITS</b>	<b>Information Technology Services, UNODC, Vienna</b>
<b>ICT</b>	<b>Information Communication Technology</b>
<b>JSDCG</b>	<b>Justice Sector Donor Coordination Group</b>
<b>JRC</b>	<b>Judiciary Research Centre</b>
<b>MDG's</b>	<b>Millennium Development Goals</b>
<b>NAO</b>	<b>National Authorizing Officer</b>
<b>NEEDS</b>	<b>National Economic Empowerment Development Strategy</b>
<b>NDLEA</b>	<b>Nigeria Drug Law Enforcement Agency</b>
<b>NFIU</b>	<b>Nigerian Financial Intelligence Unit</b>
<b>NGA</b>	<b>Nigerian Government Agency</b>
<b>NIA</b>	<b>National Intelligence Agency</b>
<b>NIP</b>	<b>National Indicative Programme</b>
<b>NJI</b>	<b>Nigeria Justice Institute</b>
<b>NPC</b>	<b>National Planning Commission</b>
<b>ODA</b>	<b>Official Development Assistance</b>
<b>PSC</b>	<b>Project Steering Committee</b>

<b>Profi</b>	<b>Programme and Financial Information Management System</b>
<b>PMU</b>	<b>Programme Management Unit</b>
<b>TA</b>	<b>Technical Assistance</b>
<b>TEFLE</b>	<b>Training Capacity on Economic and Financial Law Enforcement</b>
<b>TRI</b>	<b>Training and Research Institute</b>
<b>TUGAR</b>	<b>Technical Unit on</b>
<b>UN</b>	<b>United Nations</b>
<b>UNODC</b>	<b>United Nations Office on Drugs and Crime</b>
<b>US</b>	<b>United States</b>
<b>ZCC</b>	<b>Zero Corruption Coalition</b>

#### Disclaimer

Independent Project Evaluations are scheduled and managed by the project managers and conducted by external independent evaluators. The role of the Independent Evaluation Unit (IEU) in relation to independent project evaluations is one of quality assurance and support throughout the evaluation process , but IEU does not directly participate in or undertake independent project evaluations. It is, however, the responsibility of IEU to respond to the commitment of the United Nations Evaluation Group (UNEG) in professionalizing the evaluation function and promoting a culture of evaluation within UNODC for the purposes of accountability and continuous learning and improvement.

Due to the disbandment of the Independent Evaluation Unit (IEU) and the shortage of resources following its reinstatement, the IEU has been limited in its capacity to perform these functions for independent project evaluations to the degree anticipated. As a result, some independent evaluation reports posted may not be in full compliance with all IEU or UNEG guidelines. However, in order to support a transparent and learning environment, all evaluations received during this period have been posted and as an on-going process, IEU has begun re-implementing quality assurance processes and instituting guidelines for independent project evaluations as of January 2011.

### Summary matrix of findings, supporting evidences and recommendations

Findings	Supporting Evidence	Recommendation
<b>Project Design</b>		
The original logical framework did not provide a solid framework for monitoring and evaluation	The outputs in the original logical framework were ambiguously defined and the indicators and means of verification were defined in general and vague terms	Outcomes, targets, performance indicators and sources of verification for future projects should be realistic and clearly defined in the logical framework. Specific attention should be given to monitoring capacity and sources that can produce reliable management information in the format required
Principles as contained in the Paris Declaration were not sufficiently considered when implementing modalities were defined or adapted during implementation	The Paris Declaration on Aid Effectiveness was agreed upon in 2005, but partner country did not have full ownership; partner country systems and procedures were not used or developed during implementation. Accra Agenda for Action was adopted in 2008 and these principles were not adopted during project implementation.	Future project designs should take development principles in consideration and implementation modalities should support these principles as far as possible
The absence of a clear strategy and/or organizational development plan for the EFCC was not conducive for determining priorities	No clearly defined anti-corruption strategy of the FGN was available when the programme was designed. The EFCC was newly established and did not have a strategic plan or organizational development plan that could provide guidance for priority setting.	It will be advisable for development partners to assist beneficiary institutions with development of their own strategy or development plan as a first step if no policy, strategy or plan is in place. Interventions can become building blocks in the longer term development plan or strategy and will have better chance of being sustainable
The Judiciary and EFCC are dependent on other key stakeholders to be effective in addressing corruption.	The judiciary and EFCC are only two of various institutions that form the value chain in addressing corruption. The total justice sector is relevant, so is the banking industry, private sector and civil society organizations who were actively involved during this project implementation	While the focused approach was the appropriate one at the stage of the development of the programme, it is recommended that future programme designs include total sector dealing with corruption to ensure a comprehensive approach is followed and to ensure all key stakeholders are involved in developing capacity and designing solutions.
The initially planned project duration (3 years) was not realistic.	Request for extension was required twice (the project was extended for a total of 24 months)	Ensure during design phase that planned interventions and timeframes are realistic taking in consideration local conditions and capacities

Local conditions were not always fully considered that resulted in some of the solutions not being fully utilized	Regular power-cuts has negative impact on computer-based and other electricity dependent solutions; low level of computer literacy implies a period of time for users to get used to new technologies; availability of some critical components for equipment procured are not readily available locally	Project design and planning of specific interventions should take local conditions in consideration and also make sure the supporting environment is in place to ensure optimal utilization.
<b>Project Implementation</b>		
The annual work plans were practical and very realistic	Annual work plans developed take changes in environment into consideration and adapted well within the parameters of the FA. Risks were considered and planned for as far as possible	Similar approach can be followed in future projects
While this was not among the main objectives and outcomes of the project, the project could have contributed more towards improving project management capacities in the EFCC	<p>Roles and responsibilities regarding project management and implementation were covered in project documentation but were not fully applied in practice and the ERU was not part of day-to-day project management. It has a negative influence efficiency and sustainability.</p> <p>Planning and design was mostly done by the UNODC and UNODC PMU coordinate directly with nodal points in specific departments and units in the EFCC. Communication was mainly between focal points and the UNODC PMU and not through the institution's management structures and lines of communication. The project implementation structure did not make provision for dedicated project managers within the beneficiary institutions responsible for overseeing and reporting on implementation within the various departments and units.</p>	<p>It is advisable that large-scale projects include specific objectives and outcomes aimed to enhance the project management capacities in beneficiary institutions.</p> <p>It is advisable that beneficiary institutions be represented in the PMU from the start of project implementation and co-responsible for all day-to-day project management functions in future projects.</p> <p>The PCS should play a more active role in ensuring conditions of agreements are complied with. This is relevant for future projects as well as during the closure phase of this project</p> <p>Future project designs should make provision for a joint project management structure (Operational management committee) on a level lower than the PSC but fully represented by beneficiary institutions and the UNODC; and secondly, dedicated project managers to be appointed in the beneficiary institutions to take responsibility for managing implementation and to report to the joint operational project management structure on a monthly/quarterly basis. Ensure joint decision-making on all levels (PSC, Operational Management and PMU</p>
Quarterly reporting, including detailed financial reporting was done internally within UNODC structures and not to beneficiary	Beyond the semi-annual progress reports against the workplan and the regular informal updates provided on a bi-weekly basis,	Reporting formats and reporting channels should be clearly defined up front. Define targets, indicators and sources of verification for

institutions as well	beneficiary institutions did not receive progress reporting (including financial reporting) against project objectives on a monthly or quarterly basis. Reporting was done to the PSC on a semi-annual basis.	evaluation and monitoring purposes clearly and ensure capacity is available to produce reliable information
The financial system (ProFi) did not provide financial information according to the project structure (objectives, outputs, activities) that makes it difficult to monitor actual expenses against planned expenses and the project logical framework	Financial reporting was done internally within UNODC structures and according to UNODC reporting format. ProFi is a powerful financial system but is not conducive for reporting against the project design. Separate Excel spreadsheets were kept to provide the necessary management information. Despite the training provided to selected beneficiaries, they did not make use of ProFi for the purpose of obtaining financial information on the project.	It is recommended that financial information against programme design (programme objectives, outcomes and activities) are made available in future projects to allow project managers to manage actual expenditure against planned costs per objective. Financial reporting should also be made available on regular basis to the beneficiary institutions
The impact of the oversight function of the NAO was not really felt and the role the NPC played was minimal, even though it was growing towards the end of the project	The NPC played a very limited role during project implementation, specifically as a member of the PSC and their responsibility as NAO to monitor implementation. It is recommended that the NPC should be more active in playing the role of NAO during the closing phase of the project as well as for future projects.	It is advisable that the NPC plays a more active role and fulfil all the functions as NAO in coordinating on behalf of the FGN. Specific attention should be given to development of a donor Coordination Policy for FGN and establishment an effective reporting, monitoring and evaluation system from beneficiary institutions to the NPC.
The UNODC PMU coordinated well with other development partners involved in providing support to the FGN related to corruption and to ensure duplication is prevented as far as possible	Active participation in the Justice Sector Donor Coordination Group and on a one-to one basis with development partners active in providing support to address corruption ensure a level of synergy and efforts were made to prevent duplication	It is recommended that these efforts continue and that the FGN become actively involved in improving donor coordination to the FGN
Counterpart contributions from the EFCC as defined in the Project document were not all provided in time and therefore some deliverables provided through the project could not be utilized to their full potential	Some of the EFCC counterpart contributions as defined in the Project were not provided in time and as per agreements reached. Lack of sufficient accommodation (print shop), missing components and consumables (FSL) and additional equipment (hardware to ensure software programmes developed are utilized) resulted in some resources not optimally utilized) Some issues related to counterpart contribution were discussed at bi-weekly meetings	PSC should play a more active role in addressing issues that affect project results (specifically related to efficient utilization of outputs delivered and sustainability) during the closure phase of the project.  It is advisable that counterpart contribution be included in project deliverables and is managed as part of overall project implementation for future projects. It is recommended that the EFCC ensure efficient utilization of deliverables by providing necessary support environment as part of future sustainability (accommodation, supplies, additional equipment and

		resources) as planned. Counterpart contributions should also be covered during monthly, quarterly and bi-annual reporting during closer phase
Local staff employed at UNODC PMU developed valuable capacity, but risks to be lost for the beneficiaries after project end date.	Local staff employed at the UNODC PMU is not likely to be employed or accept offers from the beneficiary institutions after the implementation phase of the project. These skills and experiences will therefore be lost for the beneficiary institutions.	Active participation of staff from beneficiary institutions in the PMU of future projects will be more efficient than to appoint local staff and contribute towards capacity development if beneficiary institutions
Beneficiary institutions not familiar with UNODC systems and procedures that created some level of confusion and uncertainty	UNODC financial, procurement and reporting systems, procedures and rules of the UNODC were used during project implementation. Inputs from beneficiary institution towards procurement process were sometimes very slow and not detailed enough for UNODC standards. Some delays in implementation (as a result of procurement procedures and uncertainty about roles and responsibilities) could have been prevented	Provision should be made during start-up phase for all stakeholders to be orientated in implementation modalities, roles and responsibilities.
	<b>Project Results and Impact</b>	
Required IT-knowledge was transferred to counterparts but risks to be lost especially at EFCC due staff mobility	Mainly IT-personnel that were trained and developed skills and practical experience through this project easily find other jobs or sometime being transferred to other functions.	It is recommended that EFCC management develop plans to maintain capacities and minimize transferring skilled people to functions not related to skills they have developed through this project
Transfer of ownership is work in progress regarding EFCC component. Sustainability plan only implemented in final year of project implementation in accordance with Contribution agreement.	The sustainability plan was implemented in the final year of project implementation. Handover of deliverables to the EFCC also took place during final year of implementation.	Future project designs should make provision for ownership and addressing sustainability from planning and design phase and not wait until final year of implementation. Follow PP and AAA guidelines.  It is recommended that the EFCC ensure sustainability are covered and prioritized in future budgets and resource allocations.
Project results as planned and amended over time were achieved with high levels of effectiveness	Notwithstanding constraints during implementation, all outputs were achieved as indicated in Appendix G. UNODC PMU were very effective in achieving results	Dedication and effectiveness of UNODC personnel can be regarded as best practice to be replicated in other PMU's and within beneficiary institutions
Impact of project was much wider than defined in original logical framework	Project impacted much wider than only beneficiary institutions defined in logical framework and has already proof to have international impact through	Can be regarded as best practices that can be replicated in future projects

	software solutions designed; involvement of civil society through awareness programmes; increased communication in the justice sector; removal from international lists of countries classified as “non-cooperative” in fight against corruption	
<b>Delivery by Objectives and Outputs</b>		
High level of outputs was achieved comparing to the logical framework (original and updated).	The UNODC PMU was very effective in delivering on outputs defined in the logical framework	It is recommended that future project designs make provision for transfer of those skills to beneficiary institutions
Communication between Judiciary component and the PMU was effective and contributed towards high level of ownership, effectiveness and impact.	This may be the result of (1) a full-time project coordinator in the PMU responsible for the Judiciary component, (2) clearly defined plans of action for strengthening justice sector integrity and capacity guiding project implementation, (3) project design complying with principles of “participatory project planning and implementation”, holistic (sector-wide) approach, evidence-based planning.	Lessons can be learnt for future projects
Impact of the project was on a much broader base as target beneficiaries defined in the original design	Project also impacted on civil society through structures such as ANCOR and ZCC; it improves interaction and dialogue in the Justice sector through Judiciary component; systems develop such as goCASE, goAML and goIDM are also in demand by the international community; and admission of NFIU into Egmont group, to name a few.	Beneficiary institutions can increase impact by sustaining interventions
There is a quite significant backlog of crucial legislation in the National Assembly that will make meaningful contribution if being adopted as soon as possible.	The following are some of the legislation in the National Assembly still awaiting adoption: Witness and Whistleblower Protection Bill, Freedom of Information Bill, Amendment to the Evidence Act, the ICPC and EFCC Act, the Money Laundering Act, the Non-Conviction Based Asset Forfeiture Bill	It is recommended that the FGN prioritize adoption of crucial legislation in the fight against corruption through the National Assembly

## EXECUTIVE SUMMARY

Successive regimes and governments have shown considerable concern for the prevalence of corruption and economic and financial crimes in Nigeria and their consequences for the economy and the country's international image. In 2000 the Corrupt Practices and Other Related Offences Act was passed into law, the Independent Corrupt Practices and Other Offences Commission (ICPC) was established, with full powers to investigate, prosecute and punish offenders under the law. The Economic and Financial Crime Commission (EFCC) was established through the Economic and Financial Crimes Commission Establishment act (2004) and mandated to combat financial and economic crimes. In 2003, the Federal Government of Nigeria [FGN] launched the National Empowerment and Economic Development Strategy [NEEDS], which now constitutes Nigeria's Poverty Reduction and Good Governance policy. In fact, the first stated objective of this reform policy is *"to fight corruption, ensure greater transparency, promote the rule of law and strengthen the enforcement of civil contracts"*.

The European Union entered into negotiations with the Federal Government of Nigeria (FGN), as part of their Country Strategy Paper (CSP). The financing agreement, No 9356/UNI, "EU Support to Law Enforcement against Economic and Financial Crimes" was entered into between the European Commission and the Federal Government of Nigeria (FGN) during October 2005. As agreed between the FGN and the EU, the UNODC was appointed to implement the project on behalf of the European Union.

A Contribution Agreement was signed between the EU and UNODC during November 2005. A detailed Project Document NGA/S08, titled "Support to the Economic and Financial Crimes Commission and the Nigerian Judiciary" was compiled between the UNODC and the EFCC, on behalf of the FGN and implementation started during March 2006 with the arrival of the Senior Project Coordinator. The period of execution was divided into the operational implementation phase for UNODC, originally scheduled to end in 2008, and a 2 years closure phase for EU, as of end implementation phase. During project implementation, 2 riders of the CA were developed and approved, which extended the original implementation phase of 3 years to 5 years, ending November 2010.

The 24.9 Million Euro project (excluding Project Support Cost, PSC) has four objectives:

- To enhance the operational capacity of the EFCC including the NFIU and Training Centre;
- To upgrade the knowledge and substantive capacity of the EFCC including the NFIU and Training and Research Institute (TRI) of the EFCC;
- To increase public awareness about the EFCC, NFIU and their efforts to reduce corruption through the prevention of economic and financial crimes; and
- To develop and pilot the implementation of a comprehensive framework to strengthen judicial integrity and capacity in Nigeria and (selected) state levels.

Three independent consultants were contracted by the UNODC to conduct the assessment. The purpose of this End-of-Project Evaluation is to assess the evaluability, relevance, efficiency, effectiveness, impact, sustainability partnership and coordination of the project.

The methodology used by the consultants was based on an Evaluation Assessment Matrix that was designed at the beginning of the assessment and which covers data collection, synthesis and report writing phases. Provision is made for a debriefing session with all stakeholders to share initial findings before commencing with the report drafting phases.

The major observations of the evaluation is summarized per evaluation criteria used during the assessment

### **Evaluability**

- Formal monitoring and evaluation/compliance mechanism as defined in Counterpart Contribution and Project Plan was implemented.
- The beneficiaries were clearly identified in Counterpart Contribution and Project document
- The annual work plans were practical and very realistic
- External institutional relationships were identified in the project document
- Assumptions and risks were not well specified up front, but were sufficiently covered in the annual work plans
- Planned duration was not realistic taking in consideration the complexity and magnitude of the project. Requests for extension were therefore the proper corrective action.

### **Relevance**

- No clearly defined anti-corruption strategy of the FGN was available when programme was designed. Different sets of legislation and commitments made by the FGN were used as basis. It became, however, difficult to determine priorities in the absence of a clear strategy and/or an organizational development plan for the beneficiary institutions.
- The beneficiary institutions saw many changes in leadership and direction as the project was implemented.
- The programme objectives were clearly in line with the UN convention against corruption, and the Government priorities of 2005.
- Project objectives and outputs in general were very relevant to the work of the beneficiaries
- Local conditions were not always fully considered which resulted in some of the solutions not fully utilized
- Objectives of this project were supported by interventions of other development partners and organizations, such as the World Bank, DFID (British Council), UNDP, TUGAR, ZCC, etc and efforts were made to harmonize interventions.
- Project adjusted well over time with changing environment and stayed within parameters of EU FA
- The management and implementation approach adopted were appropriate at the time
- There is a need for comprehensive support programme that include all key stakeholders involved in fighting corruption
- Service providers used did not always have local presence and impact negatively on delivery timeframes and after sales service

### **Effectiveness**

- The project contributed positively by improving capacity of direct beneficiaries (EFCC and NJI), and the objectives of original and adjusted logical framework(s) were well achieved
- Beneficiary institutions were consulted during project design phase and were involved in development of the Project document.
- The PMU, NPC, ERU and NJI have roles to play in coordination, although in reality the UNODC perform most of the coordination functions.
- The relationship between the UNODC and ERU regarding joint responsibilities as the PMU remained too limited throughout the project implementation, possibly also as a result of many changes in both teams, EFCC and UNODC. Clearly, the assumption prevailing during project design that joint premises for UNODC and EFCC/ERU, and a hand-

over/sustainability phase in the last project year only, would guarantee close cooperation and joint ownership, did not prove true.

- The NPC as NAO played a limited role and only towards the end of the implementation period attends meetings. The NPC does not have its own reporting and monitoring system (between beneficiary institutions to the NPC), but is dependent on what the project provides in terms of progress reporting to the PSC.
- Communication and working relationships between PMU and ERU were not fully effective, despite strong efforts during the last 2 years to strengthen the role of ERU in project management, and in coordination between different EFCC entities/units.
- Communication between Judiciary component and the PMU was effective, maybe because of a full-time project coordinator in the PMU responsible for the Judiciary component and previous interventions of the UNODC where plans of action for strengthening justice sector integrity and capacity were developed in 4 out of the 10 states in 2001-2003
- Overall project implementation was very effective and the UNODC PMU was the critical success factor for results achieved.

### **Efficiency**

- Sufficient funds were available for execution of the project.
- The relationships between management counterparts (UNODC and EFCC) were planned but not effectively implemented. Contributions from the beneficiaries as defined in the Project document were not managed effectively and therefore some deliverables are not utilized to their full potential.
- Additional and sustainable counterpart support from FGN is needed to ensure efficient use of resources provided by project (EFCC FSL, IT systems, print shop; Judiciary dependent on State Governors)
- Required knowledge was transferred to counterparts but might be lost within EFCC, due to staff mobility, unless EFCC ensures internal transfer of knowledge before staff moves on.
- Local staff employed at UNODC PMU developed valuable capacity regarding project implementation, admin and financial procedures, whereas this knowledge remained quite limited within beneficiary agencies. UNODC will retain some knowledgeable staff from PMU for several months after project end, from UNODC resources, and stay in EFCC premises. The UNODC will keep very close cooperation with the ERU in the final project reporting and closure phase that might correct this weakness, but any future PMU's should clearly utilize staff from beneficiary agencies throughout project implementation, and ensure that these also train more people in their own agencies on programme management and financial reporting principles.
- Funding was timely allocated and available for project implementation, but procurement process (IT related equipment excluded) was time consuming and causes some delays. Appointment of vendors with no footprint in Nigeria create after-sales service and maintenance constraints
- The UNODC financial management system needs to be adjusted to be a better match for the project design – and to ensure provision of regular financial information against project structure (objectives, outputs, activities) without long matching and comparison of financial data/spreadsheets.
- Quarterly progress reporting was only done internally within UNODC structures and not to beneficiary institutions.

### **Impact**

- Transfer of ownership is still work in progress regarding EFCC; ownership in Judiciary has already started during implementation of activities.
- Impact of the project was on a much broader base as target beneficiaries defined in the original design and also impacted on
  - Awareness to civil society through structures such as ANCOR and ZCC
  - Improves interaction and dialogue in the Justice sector through Judiciary component, facilitated by UNODC
  - Systems develop such as goCASE, goAML and goIDM are also in demand by the international community
  - IT-solutions brought into the EFCC and Judiciary component (JRC's) provide access to international counterparts and access to international information
  - Study tours create platform to establish international networking with international counterparts
  - Nigeria has been removed from the list of countries categorised as 'non-cooperative' in the global fight against money laundering and terrorists financing by various agencies and governments such as the Financial Action Task Force (FATF) list of non-co-operating countries and territories and the United States Financial Crimes Enforcement Network (FinCEN)
- There was a gradual increase in public awareness of incidents of corruption and how the justice systems can work effectively.
- The EFCC profile increased and a sense of professionalism among EFCC investigators was established
- The EFCC and NFIU increased their operational and institutional capacity.
- The goCASE and goAML applications have had a great impact on case management and AML/international cooperation. All major banks in Nigeria also use goAML for reporting purpose to the NFIU
- The capacities of the TRI and the NJI were improved and the potential is there to provide quality training to their respective constituencies
- The Judiciary is more effective in dealing with cases and improved justice
- Unintended impact:
  - Sector coordination and communication established and improved
  - Admission of NFIU into Egmont group
  - Appreciation by beneficiaries to improve support environment
  - Awareness for comprehensive approach to address corruption
  - Impact on civil society and other key institutions through awareness programmes

### **Sustainability**

- Constant increase of EFCC budget over past years will make it possible for EFCC to maintain project outputs
- Necessary skills were transferred to ensure sustainability regarding outputs of the project.
- ERU did not benefit as much as it could have from practical experience of managing projects of this magnitude, as they were not involved in day-to-day activities of the PMU
- Personnel mobility in IT component of EFCC may have negative effect
- Future sustainability is dependent on prioritizing by EFCC to provide necessary consumables and additional components for equipment (FSL), IT hardware in support of software developed.
- Accommodation for print shop; office space for FSL; office space, furniture for investigators needs urgent attention by national counterparts

- Judiciary component indicate high level of sustainability due to high level of ownership of the Action plans developed per State, but they are depending on support from State governments
- Training of trainers ensure training will continue
- Handover to EFCC was planned, is still under implementation and to be continued by UNODC at UNODC cost.
- Institutional memory is problematic due to high turnover of key personnel in beneficiary institutions

### **Partnerships and Coordination**

- Engagements with EFCC, NJI, TUGAR, ZCC, CBi, etc were effective and ensure that project results were achieved
- Consultation and coordination with:
  - Judiciary was effective
  - EFCC was not as effective - several issues discussed at bi-weekly meetings are long outstanding
  - IT component was effective – monthly meetings with beneficiaries where planned activities for next month and performance of the past month were discussed, kept all parties updated and involved
  - Civil society was effective
  - Other development partners such as the Worldbank, UNDP, Dfid, USAID and EU was strong and is still ongoing
- Direct beneficiaries (EFCC) as members of the PMU could have enhanced partnership and coordination
- No clear project management approach was established in beneficiary institutions
- Proactive exchange/communication took place on regular basis, although results of these communications were not always effective
- Partnership with EFCC was not equal as most operational decisions were taken by UNODC. EFCC received not enough formal communication regarding procurement and financial issues. Detailed reporting was only done internally within UNODC structures. Members of ERU were trained in PolFi system and could retrieve information themselves, but did not make use of the system.
- The need for a joint project management structure below the PSC was identified
- Partnership with Judiciary was equal as decisions and implementation were done jointly.

### **Lessons learned**

- a. Development principles (PP and later AAA) were not considered during project design
- b. An additional project oversight structure, below the PSC could have been useful
- c. Comprehensive planning and effective management processes in beneficiary institutions is needed to ensure optimal utilization of equipment and systems
- d. Counterpart Contributions from beneficiary institutions as agreed upon should be managed as part of the project and through the same management structures
- e. Plan upfront how to retain institutional memory and maintain human capacities that were developed in the beneficiary institutions during project implementation
- f. Do not use development aid to purchase vehicles or pay for software licenses.

### **Best practices**

- a. Software applications goAML, goIDM and goCASE are already regarded as best practices for international use
- b. The manner in which the Judiciary Component of project were managed
- c. Town-hall meetings conducted under the Judiciary Component
- d. The Judicial Research Centres provide the Judiciary with access to international legal references and create a platform for dissemination of information, and discussions between Judiciaries
- e. The effectiveness and dedication of UNODC PMU

## Recommendations

### **For the European Union:**

- i) Various role-players are involved in the value chain to address corruption and these institutions are dependent on each other to make real impact. It is recommended that future programme/project designs should include total sector involved with dealing with corruption.
- ii) The Paris Declaration on Aid Effectiveness was agreed upon in 2005. The principles were not considered when implementing modalities were defined and UNODC was identified as implementing agency. Ownership by partner country was therefore not sufficient and partner country systems and procedures were not used or developed. Accra Agenda for Action was adopted in 2008 and these principles were not adopted during project implementation. It is recommended that these development principles be applied in future implementation modalities.
- iii) Although the FA and Counterpart agreement make provision for the ERU to be fully incorporated in the PMU with the focus on transfer of skills to beneficiary institutions, it never materialized. The PSC also did not address this issue. It is therefore recommended that transfer of skills regarding project management and implementation should be conditional when an implementation agency is appointed as PMU.
- iv) Outcomes, targets, performance indicators and sources of verification in the original logical framework were not well defined. This should provide the basis for future reviews, evaluations and assessments. It is recommended that future outcomes, targets, performance indicators and sources of verification be realistic and clearly defined in the logical framework. Specific attention should be given to monitoring capacity and sources of reliable management information in the format required for the project.
- v) Results of the baseline study envisaged in the project design were only formally available during the final year of implementation and was therefore not very useful as management tool during implementation. It is recommended that sequence of activities are well planned to ensure baseline studies are done in time to provide baseline information in time to be used as project management information
- vi) Financial, procurement and reporting systems, procedures and rules of the UNODC were used during project implementation. The beneficiary institutions were not familiar with these and it creates some level of confusion and uncertainty. Roles and responsibilities regarding project management and implementation were covered in project documentation but were not fully applied in practice. It has a negative influence on project implementation, mainly related to efficiency and sustainability. Although effectiveness of the project is rated very high, most activities could have been implemented much sooner if these issues were addressed upfront. It is recommended that provision be made during start-up phase for orientation on implementing modalities, roles and responsibilities to all stakeholders.
- vii) Beneficiary institutions (mainly the EFCC) have very little ownership over implementation of activities. Planning and design was mostly done by the UNODC and

- UNODC PMU coordinate directly with focal points in specific components in the EFCC. Communication was mainly between focal points and the UNODC PMU and not through the institution's management structures and lines of communication. The EFCC therefore did not develop strong enough ownership and responsibility for project implementation, reporting and managing issues as they arise during implementation. It is therefore recommended that future project designs make provision for dedicated project managers to be appointed in the beneficiary institutions to take responsibility to manage implementation and to report to an operational project management structure (jointly represented by UNODC and beneficiary institutions) to be established below the PSC, on a monthly/quarterly basis.
- viii) Vehicles and IT software license fees have huge recurrent cost implications and most of the times the registration of the licenses or vehicles create problems. Lessons learnt from other development projects internationally also indicated that vehicles are most of the time not being utilized or managed effectively. It is recommended that these items should be regard as counterpart contributions from the beneficiary country/institution in future projects.

#### **For the UNODC**

- i) Financial and procurement processes and procedures followed by UNODC are effective and suit their needs when they manage their own projects. These processes and procedures however do not comply or make provision for flexibility to accommodate development principles as defined in the PP and AAA when conducting project management services to a beneficiary country. It is therefore recommended that UNODC HQ should adjust their implementation approach and procedures when performing PMU functions on behalf of another donor or recipient country to take PP and AAA principles in consideration.
- ii) The financial system (ProFi) did not provide financial information according to the project structure (planned vs actual expenses against outcomes and activities per objectives). It is recommended that financial information against programme design (programme objectives, outcomes and activities) are made available in future projects to allow project managers to manage actual expenditure against planned costs per objective.
- iii) Although it was envisaged in the Project document, the main beneficiary (EFCC) was not fully involved in the day-to-day operations of the PMU. Local staff was appointed in the UNODC PMU that will not be absorbed in the beneficiary institutions at the end of project implementation. These skills and knowledge will therefore be lost for the beneficiary institutions. It is recommended that future PMU's should include personnel from beneficiary institutions to allow for transfer of skills and capacity development to beneficiary institutions. This recommendation goes together with recommendation (i) above.
- iv) The project management structure made provision for a PSC that met twice per year. From there the UNODC PMU managed the project, prepared progress reports, communicated directly with departments and units in beneficiary institutions and not following management and communication channels of the beneficiary institutions. To enhance ownership, full participation and acceptance of responsibility by the beneficiary institutions, it is recommended that the project management structure should make provision for a management level between the PSC and implementation level (operational management) with dedicated programme and project managers from the beneficiary institutions. (Also see recommendation (vii) to the European Union, above)
- v) Quarterly reporting that also include financial reporting (in UNODC) format) were only done internally within UNODC structures and not to a joint project structure or the

beneficiary institutions. It is recommended that future projects make provision for monthly and quarterly progress reporting from project managers (appointed by the beneficiary institutions) to a joint operational project management structure (as recommended in iv above). This could enhance ownership and acceptance of responsibility by beneficiary institutions and will also provide reporting on financial and procurement matters to beneficiaries. Representatives from beneficiary institutions on the operational management structure could also take responsibility to address internal management issues, such as slow communication or outstanding decision-making within beneficiary institutions. This will also contribute towards strengthening internal management systems of the beneficiary institutions.

### **For the EFCC**

- i) The EFCC did not participate fully through the ERU in the day-to-day activities of the PMU. Communication and management structures and processes were not used during implementation and dedicated project managers were not appointed in the relevant components to monitor and report on a regular basis on project implementation. The EFCC counterpart contribution as defined per outcome in the Project plan was not managed as part of project implementation and reported on. The principle of development aid is that it should be in support of government policies and strategies. Ownership of the policies and strategies is with the beneficiary. The beneficiary should therefore take full ownership and responsibility for successful implementation of interventions and play an active role in all aspects of project management. It is therefore recommended that the EFCC accept ownership and responsibility of development programmes in future projects. This could be achieved by making staff on full-time basis available to share responsibilities in the PMU; appoint project managers in departments and units to take responsibility for overseeing implementation per department/unit; and provide monthly and quarterly progress reports to management per institution as well as to project management structures (operational project management, PSC, PMU).
- ii) Some issues raised during various meetings, where decisions and feedback from EFCC senior management were required, remained on the minutes of meetings for months without being resolved. This has a negative impact on successful implementation. It is recommended that EFCC management ensure management processes in EFCC being reviewed and improved to be more effective and able to respond in time to issues raised through PMU/ERU. Recommendation (i) above is also relevant.
- iii) UNODC procedures and processes were followed during implementation. Beneficiary institutions are not familiar with these processes and procedures and that uncertainty leads to unnecessary delays during implementation. Project management roles and responsibilities were defined in project documentation, but it was not effectively implemented as described. Misunderstandings or different interpretations create unnecessary communication gaps. It is recommended that roles and responsibilities of EFCC and other stakeholders are well defined in project documentation and steps being taken to ensure a common understanding before a new project start.
- vi) The ERU is responsible for coordinating related development support to the EFCC and will also be responsible to ensure current outputs delivered through the project will continue with own resources after the lifespan of the project. It is therefore recommended that the capacity in ERU is improved and maintained for future development projects.
- vii) The sustainability plan was implemented in the final year of implementation and with that also handover of deliverables that were developed and procured through the project to the EFCC. It is recommended that the EFCC ensure sustainability by future budget

- allocations and prioritizing resources towards deliverables.
- viii) Some of the resources provided through the project are not fully utilized due to lack of accommodation (print shop), missing components and consumables (FSL) and additional equipment (hardware to ensure software programmes developed are utilized). As part of future sustainability it is recommended that the EFCC ensure efficient utilization of deliverables by providing necessary support environment (accommodation, supplies, additional equipment and resources) as planned.
  - ix) High personnel turn over was identified as one of the risks for future sustainability. Mainly IT-personnel that were trained and developed skills and practical experience through this project easily find other jobs in the private sector. Some instances were observed where someone is transferred to other functions where his/her skills developed through his project will not be utilized or someone from another unit is transferred to head a technical unit and he/she does not have the technical skills. It is recommended that EFCC management develop plans to maintain capacities and minimize transferring skilled people to functions not related to the skills developed through this project.
  - x) The NPC, also fulfilling the role as NAO, is responsible for donor coordination on behalf of the FGN. The EFCC put in efforts to coordinate donors and potential donors to the EFCC. It is therefore recommended that the EFCC establish an effective working relationship with NPC and insist on donor coordination policy framework for FGN. This will provide a guideline for the EFCC within which they can develop their own donor coordination capability.

### **General recommendations**

- i) Fighting corruption is a sensitive issue and need to operate objectively and independently from any influence, even political influence. The FGN should allow political independence for the EFCC and similar institutions to ensure objectiveness and effectiveness.
- ii) There is a high level of commitment from State Judiciaries to sustain project deliverables, but they are dependent on the State governments for budget allocations. The Judiciary is also a very critical component in addressing corruption and it is recommended that they receive support from State Governors and FGN to be able to sustain and expand current initiatives for strengthening the justice sector integrity and capacity
- iii) The NPC played a very limited role during project implementation, specifically related to their responsibility as NAO to monitor implementation. It is recommended that the NPC be more active in playing the role of NAO during the closing phase of the project as well as for future projects. Specific attention should be given to development of a donor Coordination Policy for FGN and establishing an effective reporting, monitoring and evaluation system from beneficiary institutions to the NPC on interventions implemented through ODA.
- iv) There is quite a significant backlog of crucial legislation in the National Assembly (e.g. Witness and Whistleblower Protection Bill, Freedom of Information Bill, Amendment to the Evidence Act, the ICPC and EFCC Act, the Money Laundering Act, the Non-Conviction Based Asset Forfeiture Bill, just to name a view) that will make meaningful contribution if being adopted as soon as possible.

### **Conclusions**

This project was part of a broader development programme between the EU and the FGN and funding allocated towards this project was part of the EU contribution to the FGN.

The UNODC played basically two different roles during project implementation, namely as Project Management Unit, providing project management services and secondly as service provider during implementation.

Although the Paris Declaration on Aid Effectiveness (2005) was already in place, these principles were not considered when the implementing modalities were defined.

The main beneficiary did not have ownership of the project from the beginning and most of the decision-making was done by the UNODC

The overall impression is that the project objectives were relevant at the time of the design and remained relevant for the duration of implementation.

The project performed well in terms of effectiveness and all outputs as planned (and revised with time) were delivered before the end date for implementation.

Due to high level of effectiveness and relevancy to the key functions of the EFCC and the Judiciary, the project also shows high levels of impact, even beyond the original scope as indicated in the findings.

In terms of efficiency, the project performed less satisfactory and more emphasis should be placed on building capacity in beneficiary institutions to improve their management systems, mechanisms and procedures.

Sustainability look optimistic but is dependent on variables such as:

- The ability of EFCC to maintain critical human resources that has been trained and capacitated through this project (IT expertise developed to maintain IT-Component in the EFCC; trainers being trained to continue providing training);
- EFCC management to prioritize resources (consumables, additional IT hardware and additional accommodation) towards outputs delivered through the project (IT software and systems, renewal of licenses, maintenance of vehicles and FSL equipment).
- The State Judiciary is dependent on State budget allocations that are a challenge in some States.

The outputs delivered through this project are the beginning of building capacity in some Nigerian institutions to deal with corruption. It is up to management of these institutions to build on this foundation and harmonize with other key stakeholders and development partners, with political support from the FGN, to effectively address corruption in Nigeria.

## I. INTRODUCTION

### A. Background and context

Nigeria is one of the countries that experienced high incidence of corruption and economic and financial crimes in the past. Corruption as we observed, includes the deliberate looting of the public treasury while economic and financial crimes come in the form of advance fee fraud (popularly known as '419'), money laundering, drug-related crime and human trafficking.

Successive regimes and governments have shown considerable concern for the prevalence of corruption and economic and financial crimes in Nigeria and their consequences for the economy and the country's international image. The following tools and mechanisms were enacted to deal with corruption and related activities:

- Enactment of the Code of Conduct Bureau and Tribunal Act in 1989 to set codes and standards of conduct for public servants in Nigeria.
- Section 419 of the Criminal Code of Nigeria prohibits and prescribes punishment for offences related to receiving any benefits under false pretences. The inadequacies of this Code led to the 1995 enactment of the Advance Fee Fraud and Other Related Offences Act.
- In 1994, the Failed Banks (Recovery of Debts) and Malpractice Act was enacted.
- The Anti-Money Laundering Act of 1995 originated from the UN Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

In 2000 the Corrupt Practices and Other Related Offences Act was passed into law, the Independent Corrupt Practices and Other Offences Commission (ICPC) was established, with full powers to investigate, prosecute and punish offenders under the law. In 2003, the Federal Government of Nigeria [FGN] launched the National Empowerment and Economic Development Strategy [NEEDS], which now constitutes Nigeria's Poverty Reduction and Good Governance policy. In fact, the first stated objective of this reform policy is "*to fight corruption, ensure greater transparency, promote the rule of law and strengthen the enforcement of civil contracts*". Implementation of NEEDS has begun in earnest and will require continuous support and commitment.

During Nigeria's 46<sup>th</sup> year of independence in 2006 there was a clarion call from both the government, civil society and the international community expressing the need to enhance the functional capacity of state institutions. Among the state institutions that needed reform(s) were the activities of the Economic and Financial Crimes Commission and that of the Nigerian Judiciary.

The project was conceived and implemented against the background of the ineffectiveness of the above legislations. The European Union entered into negotiations with the Federal Government of Nigeria (FGN), as part of their Country Strategy Paper (CSP). The financing agreement, No 9356/UNI, "EU Support to Law Enforcement against Economic and Financial Crimes" was entered into between the European Commission and the Federal Government of Nigeria (FGN) during October 2005. As agreed between the FGN and the EU, the UNODC was appointed to implement the project on behalf of the European Union. A Contribution Agreement was signed between the EU and UNODC during November 2005. A detailed Project Document NGA/S08, titled "Support to the Economic and Financial Crimes Commission and the Nigerian Judiciary" was compiled between the UNODC and the EFCC, on behalf of the FGN and implementation started during March 2006 with the arrival of the Senior Project Coordinator. According to the

Financing Agreement, project execution will end at 31 December 2012. The period of execution was divided into the operational implementation phase for UNODC, originally scheduled to end in 2008, and a 2 years closure phase for EU, as of end implementation phase. During project implementation, 2 riders of the CA were developed and approved, which extended the original implementation phase of 3 years to 5 years, ending November 2010.

The 24.9 Million Euro (excluding PSC), project support costs) project has the following objectives:

- To enhance the operational capacity of the EFCC including the FIU and Training Centre;
- To upgrade the knowledge and substantive capacity of the EFCC including the FIU and Training Centre;
- To increase public awareness about the EFCC, FIU and their efforts to reduce corruption through the prevention of economic and financial crimes; and
- To develop and pilot the implementation of a comprehensive framework to strengthen judicial integrity and capacity in Nigeria and (selected) state levels.

Specific project interventions include the strengthening of the operational capacities of the agency, provision of specialized training for staff and management, the delivery of basic operational equipment, the building of the EFCC's Training and Research Institute, as well as the creation of a forensic laboratory and the mentoring of its staff. The project has also provided the EFCC with a state-of-the-art IT system and helped in developing and implementing custom-made specialized database applications including - goAML, goIDM and goCASE as well as ADAMN used in case-management, financial intelligence analysis and donor coordination respectively. Moreover, the project assisted the agency in policy, advocacy and outreach through the conduct of several assessments of corruption; the development of a national anticorruption strategy; the establishment of a national network of civil society organisations advocating for the fight against corruption and governance reforms; and the development of specialized non-conviction based asset forfeiture legislation aimed to further enhance the effectiveness of law enforcement action against corruption.

The project also assisted the Nigerian Judiciary and other justice sector stakeholders in the strengthening of integrity and capacity of the justice system at the Federal level and within 10 Nigerian States. Working in cooperation with the National Judicial Institute (NJI) in this regard, the project has helped to prepare the ground for several reform policies primarily focusing on improving governance, accountability and transparency of justice sector institutions. Although the baseline study foreseen as part of this project was not completed in time, a large-scale assessment of justice sector integrity and capacity was carried out providing baseline data allowing for the measuring of progress in the various areas of reform. The data was also used in the development of action plans at state level, aimed to enhance access to justice, in particular by prisoners awaiting trial, to improve speed and quality of justice delivery, and to build the confidence of court users by increasing accountability, integrity, impartiality and independence of the courts. Subsequently, the implementation of these action plans was supported through policy and technical advisory services, training, and the provision of equipment. The project has also helped build the operational capacity, efficiency and performance of the justice sector by jointly funding Judicial Research Centres (JRC) with the pilot state governments. Four years into implementation, the project has been able to aid national counterpart institutions in making significant achievements.

## **B. Purpose and scope of the evaluation**

The purpose of this End-of-Project Evaluation is to assess the **evaluability, relevance, efficiency, effectiveness, impact, sustainability partnership and coordination** of the project and to identify lessons learnt and best practices from the implementation. The evaluation also assessed unintended impacts that were not foreseen in the original logical framework but have been achieved through as a result of the project revisions and related adjustments in the course of implementation.

Some findings and recommendations of this assessment may be useful during the closure phase of the project, specifically related to future sustainability. Other findings and recommendations may be more useful and practical for future projects.

In actualizing this, an independent evaluation team was commissioned by the UNODC Country Office in Nigeria to carry out this task. The team comprise of an international evaluation expert, a national evaluation expert, and an IT Expert.

The scope of work according to the terms of reference was to assess the:

### **a) Evaluability of the project**

- Has a project/programme monitoring system been set up, including a baseline survey, to allow a proper monitoring throughout the project/programme?
- Are targets well specified in the Project Document, including clear and concise performance indicators?

### **b) Overall relevance of the project to national development priorities and needs.**

- Were the needs properly identified?
- To what extent is the project/programme aligned with the policies/strategies/priorities of Nigeria?
- Is the project/programme the appropriate solution to the problems it aims to address?
- Are any other stakeholders/ projects offering the same type of assistance?
- What is the particular value-added of this project?

### **c) Clarity, quality and appropriateness of the following aspects of development and design of the Project Document and subsequent revisions.**

- Is there a clear and logical consistency between the objectives, inputs, activities, outputs in terms of quality, quantity, timeframe and cost-efficiency?
- Are the beneficiaries well identified in the project document?
- Are prior obligations and prerequisites (assumptions and risks) well-specified and met?
- Is the managerial and institutional framework for implementation well spelled out?
- Is the work plan practical, logical, and cohesive?
- Is the planned project duration realistic?
- Are all external institutional relationships correctly identified?

In this part, the consultant should consider both the initial document and the revised one – to analyse the changes brought in.

d) Effectiveness, efficiency and adequacy of project implementation in view of identifying bottlenecks. Practical recommendations and lessons learned. The following aspects should be analysed in detail:

- Sufficient availability of funds as compared with project budget;
- Full and systematic assessment of outputs produced to date (quantity and quality as compared with immediate objectives and work plan);
- Effectiveness of outputs delivered, in particular the technical quality of the various materials, documents and tools produced under the project, such as training materials, assessment reports, studies, etc.
- Quality and effectiveness of training events in particular, including number of trainees, relevance of training, evaluation of training by trainees, sustainability of training;
- Timeliness of project implementation;
- organizational and managerial arrangements;
- Execution modalities, including eventual handover of project deliverables, and more importantly actual transfer of knowledge and ownership (specific institutions to be mentioned).
- Work and cost effectiveness;
- Extent of national support and commitment;
- Quality of administrative and technical support by UNODC HQ/FO;
- Adequacy of monitoring and reporting as described in the project document well Implemented and functioning; and
- Usefulness of project results in meeting the needs of Nigeria.
- Partnerships, cooperation and coordination

e) Level of **coordination, cooperation, and partnerships with national counterparts and relevant international development partners**

- Level and quality of partnerships established with direct project counterparts;
- Level and quality of partnerships established with other relevant national stakeholders (beyond the EFCC and the Nigerian Judiciary), including non-state-actors;
- Level and quality of coordination and cooperation with UN agencies and other international developments partners assisting the Nigerian Government in areas relevant to the objectives of the project
- Mechanisms put into place to ensure donor coordination and cooperation and avoid overlaps and duplications of assistance.

f) Analysis of the **impact(s) made by the project** so far:

- What difference has the project/programme made to beneficiaries?
- Which of the following outcomes did the project successfully contribute to?
  - Increased internal capacity of target agencies to include adequately trained and equipped staff to detect and manage successful investigations and prosecutions.

- Improved capacity of NFIU to provide EFCC and other law enforcement agencies with relevant information
- Enhanced capacity of EFCC and judicial institutions to effectively address interdiction and prosecution of corruption, financial and economic crimes.
- Improved capacity of the judiciary to dispose of cases in a timely fashion
- Enhanced civil society awareness and capacity to work with relevant institutions in the fight against corruption.
- Improved capacities of the TRI and the NJI to provide quality training to their respective constituencies.
- Are there other intended or unintended, positive or negative (long-term) effects on individuals, communities, and institutions (on a micro- or macro-level)? E.g.
  - Increased access to justice provided in the 10 pilot states
  - Increased integrity, accountability and transparency of the courts
  - Reduced incidence of financial and economic crime and corruption.
  - Improved public trust and confidence in the EFCC and the Judiciary.
  - Improvements against available global and regional indices measuring corruption.
  - Increase of successful law enforcement action against financial crimes and corruption. (increased prosecution and conviction rates, increases in the recovery of assets, complexity of cases, politically sensitive nature of cases).
  - Improved integrity and capacity of the Judiciary in the 10 pilot states, including increased access to justice, timeliness and quality of justice delivery, integrity and accountability, and coordination across justice sector institutions.

**g) Analysis of the prospects for sustaining the project's overall results and impacts by the beneficiaries and the host institutions after the completion of the technical assistance**

- Have the prospects for sustainability been considered and addressed during the development of the project concept and related strategies? What measures were put in place to ensure sustainability?
- To what extent will the benefits generated through the programme / project be sustained after the end of donor funding?
- Have the beneficiaries taken ownership of the objectives to be achieved by the project/programme? Are they committed to continue working towards these objectives once the programme / project has ended?
- Is their engagement likely to continue, be scaled up, replicated or institutionalized after external funding ceases?
- Is the host institution developing the capacity and motivation to efficiently administer tools, equipment, infrastructure and software provided under the project?

Based on the above analysis, the mission draws specific conclusions and make proposals for any necessary further action by UNODC and/or Government to ensure sustainable development. The final evaluation also comments on the degree of implementation of recommendations made by the mid-term evaluations of UNODC and EU, and the overall impact of corrective action taken after the mid-term evaluations.

To do justice to the project, it is important to understand the conditions of the environment in context in which the project was conceived and implemented.

No coherent anti-corruption strategy for the FGN was in place at the time of project design. Various institutions were responsible for different aspects of addressing corruption, but work in isolation of each other without clear role clarifications. Most of the institutions were not effective and the FGN established the EFCC in 2003. The EFCC was therefore a very young institution, with very limited resources, capacities, no clearly defined strategy and no organizational development plan.

Due to the lack of clear strategies and organizational development programmes, assessment of the project objectives in support of government strategies and priorities was not so obvious. Due to the fact that the EFCC was such a young institution, any assistance could be regarded as important and a priority. A clearly defined organizational development plan up front could make design of the programme and prioritizing areas for development assistance much more practical, relevant and constructive.

High level of personnel turn-over, especially at senior level, in the UNODC, EFCC and Judiciary had an impact on continuity and could led to different understanding of the original vision for the project.

The FGN request the EU to appoint an independent, reputable institution to assist with project implementation for the sake of transparency and objectivity. It was therefore jointly agreed between the EU and the FGN to appoint the UNODC as implementing agency, due to their profile and expertise in the field of organized crime and corruption.

### **C. Executing Modalities of project**

The following institutional arrangements were established as were prescribed in the Project Document.

The United Nations Office for Drugs and Crime (UNODC) implemented the project on behalf of the European Commission. The Contribution Agreement between the EC and the UN outlined the arrangements. The subsequent Project document provide more detail and spells out the roles and the responsibilities of the UNODC and describe the detail and roles and responsibilities between the UNODC and EFCC as counterpart.

The UNODC provided the following advisory and technical services:

- Supervision of the project;
- Monitoring of implementation;
- Coordination of activities
- Substantive backstopping;
- Ensure mid-term evaluation and assessments
- Technical expertise in IT-software development and hardware/infrastructure installation
- Technical expertise for capacity building, policy and legal development and advocacy.

Financial reporting was done by UNODC through a fund replenishment system, based on an approved yearly work plan.

The UNODC office in Abuja has full financial responsibility, accountability and custody over the project funds, with the International Project Coordinator discharging the duties of a certifying

officer; the International Project Operations Manager as alternate certifying officer and the Project Financial Assistant as approving officer.

UNODC HQ was responsible for the administration of the international project staff, i.e. experts and consultants, as well as for the procurement activities under this project. The project management team set up by UNODC as implementing agency consisted of nine staff members, including three international staff members, namely a Senior Project Coordinator, IT Coordinator and a Project Coordinator. The project team was based at the offices of the EFCC in Abuja. The UNODC Nigeria office provided appropriate support as was required by the Project Coordinator. The Project Coordinator reports on bi-annual basis to the Project Management Steering Committee.

The Project Steering Committee (PSC) membership was made up of a representative of the NPC, EFCC, EC Delegations, two state representatives, a representative of the NJI on behalf of the judiciary and UNODC (as organizer and secretary). The PSC monitors progress and provides advice to the project management team.

#### **D. Methodology**

The methodology used during the final assessment cover the following steps:

- Develop Assessment Review Matrix, in consultation with IEU (see Appendix A) to guide the assessment
- Data collection through the following actions:
  - Literature review (see Appendix B)
  - Interviews with direct and indirect beneficiaries (see Appendix C)
  - Questionnaires developed to assess IT capacity of EFCC IT staff (see Appendix D and E)
  - Site Visits (see Appendix C)
  - Internet Research (see Appendix B)
- Synthesis
- Debriefing meetings (internal with UNODC staff and external with all key stakeholders – (see attendance register as Appendix F))
- Report writing (Draft Final and Final Report)

#### **E. Limitations to the evaluation**

The major limitation on the evaluation process was limited time. The evaluation mission started 18 October and the final report needs to be submitted before 30 November. There was limited time for site visits in the States and also limited time for key stakeholders to comment on final draft report. Limited comments were received that may have an influence on the final report.

## **II. MAJOR FINDINGS and ANALYSIS**

### **A Evaluability**

#### **a. Programme Design**

The project was designed as a response mechanism to the ineffectiveness of the various institutional and legislative efforts that the Nigerian government has made. The creation of the EFCC was a step forward but it was obvious that the capacity of the EFCC to deter, detect, investigate and prosecute economic and financial crimes was inadequate. Similarly the Judiciary was not able to perform its duties as effectively as desired. Due to huge needs in basic infrastructure, mainly in the EFCC, 61.5% of the budget is allocated to equipment whereas 12.4% was allocated to training [and 4.0% to Awareness, 7.9% to NJI/Judiciary]. The EFCC was the

main beneficiary with about Euro 19.4 million (77.9%) and the Judiciary/NJI about Euro 1.9 million (7.9%) [note: this does not include the IT JRC cost) of the budget. Project administration and oversight will be Euro 3.55 million (14.3%), according to Rider 2 financial breakdown. (The Euro 3.55 million for PMU include approx Euro 550,000 of UNODC’s contribution - therefore EU funds used for PMU account for 12.1%.)

The broad objective is to enhance good governance and financial accountability, and to reduce the incidence of fraud, waste and corruption in Nigeria through support to the EFCC and the Judiciary/NJI, and to other relevant institutions. The project is aimed at enhancing operational and knowledge capacity of the EFCC and the judiciary/NJI and the public’s awareness of the damaging effects of corruption. Its expected outcomes are reduced corruption and other economic and financial crimes, more efficient use of Nigerian resources, a better image of Nigeria abroad, increased investments and in the long run economic growth.

The main objectives and **planned** outputs of the project are (budget allocations indicated):

Objective 1: To enhance the operational capacity of EFCC including the NFIU and Training Centre. [figures in Euro]

Contribution Agreement	Rider 1	Reallocation	Rider 2	Contingency and accrued interest	Total Rider 2
14 677 105	14 780 670	-402 229	14 378 441	911 265	15 289 706

- 1.1 Investigation unit equipped with a forensic facility. (6 activities)
- 1.2 Media and publicity unit equipped. (4 activities)
- 1.3 Legal and prosecution unit equipped with a research library. (3 activities)
- 1.4 Training Centre equipped with teaching aids and furnishings for classrooms and student residence. (5 activities)
- 1.5 Adequate Security system for all staff and premises of EFCC, NFIU and Training Centre. (4 activities)
- 1.6 EFCC capacity for transportation enhanced. (7 activities)
- 1.7 EFCC information technology capacity enhanced. (8 activities)

Objective 2: To upgrade the knowledge and substantive capacity of EFCC including the NFIU staff and other related institutions. [figures in Euro]

Contribution Agreement	Rider 1	Reallocation	Rider 2	Contingency and accrued interest	Total rider 2
2 900 810	2 491 690	283 372	2 775 062	306 211	3 082 749

- 2.1 General management capacity and administrative skills for EFCC staff including NFIU and Training Centre, enhanced. (8 activities)
- 2.2 Computer literacy and skills at the elementary advanced and specialized level established and enhanced. (13 activities)
- 2.3 Specialized skills for personnel in investigation, media and publicity, legal and prosecution of EFCC established and enhanced. (5 activities)
- 2.4 Capacity of the EFCC Training Centre to deliver training established and enhanced. (17 activities)

Objective 3: To increase public awareness about the NFIU and EFCC and their efforts to reduce corruption through the prevention of economic and financial crimes. [figures in Euro]

Contribution agreement	Rider 1	Reallocation	Rider 2	Contingency and accrued interest	Total Rider 2
1 083 495	1 226 490	-234 977	991 513	0	991 513

- 3.1 Public Awareness about the NFIU enhanced. (5 activities)
- 3.2 Public awareness about corruption and role of EFCC enhanced. (4 activities)
- 3.3 Surveys on public attitudes to corruption and economic crime conducted at the beginning and end of project. (5 activities)

Objective 4: Develop and pilot the implementation of a comprehensive framework to strengthen judicial integrity and capacity in Nigeria at federal and selected state levels. [figures in Euro]

Contribution agreement	Rider 1	Reallocation	Rider 2	Contingency and accrued interest	Total rider 2
1 609 695	1 850 570	11 550	1 862 120	71 100	1 953 498

- 4.1 National Strategic Framework for Strengthening Judicial Integrity and Capacity developed. (4 activities)
- 4.2 Two Assessment Reports on Justice Sector Integrity and Capacity prepared. (4 activities)
- 4.3 Action Plans for Strengthening Judicial Integrity and Capacity developed. (2 activities – review and revision of 4 action plans and development of 6 new action plans)
- 4.4 Completion of Action Plans implemented in the four original pilot States and action plan implementation launched in the six additional States. (10 activities)
- 4.5 Public trust in the justice system enhanced. (4 activities)
- 4.6 Professional capacity of Designated Judges and Prosecutors enhanced. (2 activities)

Allocation for UNODC project administration and oversight was budgeted as follows:

Contribution Agreement	Rider 1	Reallocation	Rider 2	Contingency and accrued interest	Total Rider 2
2,316,886	2,338,573	342,281	2,680,854	228,992	3,556,666

TOTAL in Euro (excl. 4.7% PSC)

Contribution Agreement	Rider 1	Reallocation	Rider 2	Contingency and accrued interest	Total Rider 2
22,587,991	22,687,993	-3	22,687,990	1,517,568	24,874,135

A survey of corruption in Nigeria was supposed to take place prior to the commencement of this project and the results of such a survey would have constituted the baseline data. Unfortunately this survey was not completed in time. Data from other sources, such as standing surveys provided considerable insight into public attitudes both to corruption and to EFCC. The initial planned survey was therefore replaced by a “Business Survey on Crime, Corruption Awareness of EFCC in Nigeria, 2006/2007” that has been conducted by the National Bureau of Statistics. Results of this survey however were only available during 2009 that was very late in the lifespan of the project to be used as baseline during implementation. The results of the CBI corruption

perception survey will officially be made available towards the end of 2010 and the results of these two surveys will be useful to make comparisons for future programmes and projects.

The absence of a comprehensive government strategy to deal with corruption and an EFCC strategy and organizational/capacity development programme, did not provide a solid basis for programme/project design. Any activity can be seen as a need or priority in the absence of some concrete policy or strategy. Prioritizing and sequencing of activities therefore also become difficult and can easily be questioned. This was also the observation by the Mid-term review team who raised the following statements: *“The project document offered very little by way of explanation why the mode of intervention it chose was the ideal one. For example, what is the balance between enforcement, prevention and awareness or between transparency, accountability and integrity? While project emphasis on accountability and integrity is in line with good practice, a preventative element should have been considered, turning the EFCC into a more proactive organisation.*

A very comprehensive assessment of the Judiciaries of three States was conducted in 2002, which has been very useful for the design of the judicial component.

The original logical framework designed and attached to the Financing Agreement spelt out the overall project objective, the expected outputs and verifiable indicators and means of verification. The outputs were ambiguously defined and the indicators and means of verification were defined in very general and vague terms. It did therefore not provide a solid framework for development of a monitoring and evaluation framework.

The project document did specify counterpart funding and other contributions expected from the Nigerian government per output, but these contributions, such as provision of office, accommodation for some equipment such as the Print-shop, was not in all cases provided in time. The process to manage beneficiary contributions as specified in the Project document was not effective that strengthen the observation of the evaluators that not sufficient attention was given during project implementation to strengthen management system in the beneficiary institutions as part of capacity development and transfer of skills.

Some supporting requirements were not sufficiently foreseen in the original design and planning phases, such as bandwidth for internet connections (not available in most locations at project start and currently still too slow for some applications), electricity power cuts, tremendous growth in EFCC personnel (from 250 members at the start of the project to over 1,600 at 2010). The implication of it was that some solutions presented could not be utilized optimally and the support environment needs urgent attention from the beneficiary institution. Power cuts were addressed by provision of generators at critical places (servers). Specifically the growth rate of the EFCC poses challenges for the project as original planning was done on needs for a staff component of 250 members and during implementation the needs increased drastically.

## **B. Relevance of the project**

For many years Nigeria has been stigmatised as one of the countries where corruption, economic and financial crime are rampant and for several years was deemed by Transparency International to be among the five most corrupt countries in the world.

The FGN has put various pieces of legislation, such as The Money Laundering (Prohibition) Act 2004; The Advance Fee Fraud (and Other Fraud Related) Offences Act 1995; The Failed Banks (Recovery of Debts) and Financial Malpractices in Banks Act 1994; The Banks and Other Financial Institutions Act 1991; and Miscellaneous Offences Act, 1983 in place and a number of

institutions were established to address elements of corruption. These institutions function in isolation from each other and with different levels of success. At the time of project design, there was no comprehensive, well-defined anti-corruption strategy for the FGN. The EFCC was just established (2003) to address some gaps in the government's fight against corruption, economic and financial crimes and the project design were focussed on potential needs of the EFCC. The establishment of the Nigerian Financial Intelligence Unit (NFIU) as an affiliate of the EFCC was in response to the listing of Nigeria as a 'non-cooperative nation' by the FATF in 2001. The second objective of the project focuses on developing sustainable state of the art IT infrastructure and substantive and Administrative IT solutions (such as GoAML and GoCASE) and training for the EFCC, NNFIU and TRI to enhance national, regional and international co-operation. The objectives were relevant to build some capacity in the beneficiary institutions that could form a sound foundation for future developments in the fight against financial and economic crimes and corruption.

The awareness component of the project (third objective) was very relevant to promote awareness amongst the broader society, including financial institutions, and mobilise action from all sectors as part of the fight against corruption.

The fourth objective, the 'strengthening of judicial integrity and capacity' responds to the present government's commitment to the respect of rule of law and due process in its fight against corruption and financial crimes in Nigeria. The activities implemented were very relevant and were identified, planned and implemented jointly with the judiciary.

A clearly defined, comprehensive government strategy would provide guidance for determining the focus and scope of the project and could also provide a sound basis to prioritise interventions. The lack of a strategic plan, organisational development programme and a human resource strategy for the EFCC at the time of project design created a vacuum within which objectives, outcomes and outputs were defined and basically anything could be regarded as a priority.

The approach followed was appropriate at the time and the decision to appoint the UNODC as implementing agency was done on request from the FGN to ensure transparency and also for the technical expertise they could provide.

Project identification and formulation was a participatory process between key stakeholders and the EU that led to the signing of the Financing Agreement in 2005. Design of the Project document again was a participatory process, this time between the UNODC, as implementing agency and the EFCC, on behalf of the recipient country.

The project adapted well to changes in the environment and needs over time of implementation, but remain within the parameters of the original FA. Adjustments were made in annual work plans to address these changes.

Objectives of the project are still relevant, although it become very clear that a much broader approach is needed to address corruption, financial and economic crimes in Nigeria. The comprehensive strategy currently in an advance stage of development will hopefully provide a better basis for future project designs. It will also be critical to include all key stakeholders and to ensure solutions are focussed on addressing a total value chain and not only some individual components.

Other development partners, such as UK DfID, World Bank, UNDP provide similar assistance and this project followed on some of the work done by the World Bank and DfID. There is healthy communication and coordination between the development partners to prevent duplication. More discussion on focus areas and coordination with other development partners follow in paragraph IV, D, e below.

The support to the EFCC and the Judiciary is therefore relevant when assessing it against the context in Nigeria at the time of design of the project. It is also in line with the United Nations Convention Against Corruption (UNCAC).

### **C. Attainment of the project objectives**

The Project contributed positively by improving capacity of direct beneficiaries (EFCC and Judiciary), and the objectives of original and adjusted logical frameworks were achieved. See Appendix G, Achievements against Logical Framework.

The PMU did exceptionally well to deliver such a high number and high quality outputs in such a short space of time, under sometimes difficult conditions with plenty of changes to senior personnel in both the UNODC and beneficiary institutions, time delays due to waiting for feedback from beneficiaries and UNODC HQ on occasions and managing between different sets of bureaucracies (UNODC, EU, EFCC, Judiciary). The dedication and leadership of the UNODC PMU was the critical success factor for the high level of effectiveness of the project.

Delivery on all four objectives were very effective and specifically the manner in which the IT and Judiciary components were managed deserve special mentioning.

The following are special accomplishments that need to be highlighted:

- Development and deployment of the Government Office Infrastructure and Data Centre Model (goIDM) has been developed to 1) assist EFCC and the Nigerian Judiciary to make informed and rational decisions regarding information technology (IT) infrastructure requirements, 2) provide a practical model for the utilization of well designed and tested infrastructure allowing for efficient and where necessary decentralized electronic communications, 3) provide EFCC and the Nigerian Judiciary with the capacity to manage all types of information ranging from basic human resources data to highly confidential information, and 4) monitor and manage performance and quality control of IT services deployed.
- Development and deployment of the Government Office Anti-Money Laundering System (goAML). The goAML system constitutes an integrated database and intelligent analysis system to track money laundering and terrorist financing for use by NFIU. It provides the ability to the NFIU to input suspicious transactions reports (STRs) and to receive live currency transactions reports (CTRs) data from Nigerian banks into goAML. With the technical support of UNODC and CBN, EFCC ensured that all 24 local banks improve on data quality by updating their customer databases and also provide with weekly submissions of these CTRs in pursuant to Sections 2, 6, and 10 of the Money Laundering Prohibition Act 2004.
- Introduction of IT solutions to the EFCC and judiciary that increased productivity and provide access to national and international information sharing

- Introduction of forensic technology in the investigation process of the EFCC and it provides additional sources of evidence in the judiciary process.
- Development of training capacity within the TRI and NJI to be able to deliver general and specialized training on issues relating to the corruption, economic and financial crimes, judicial integrity and Alternative Dispute Resolution (ADR).
- Development of State Action-Plans on Strengthening Judicial Integrity and Capacity in 10 pilot States
- Design and deployment of Judicial Research Centres (JRCs). A Judicial Research Centre is an IT facility that provides access to legal research tools, the Internet, and some specialized IT applications such as the Complaints Management System.
- Town-hall meetings that bring together all key stakeholders of the criminal justice system with the private sector and civil society where open discussion and sharing of information take place. It provides a platform for criminal justice sector institutions to understand each other's role better and it provides platform for community consultation, information sharing and clarifying issues raised by community members.

The following were areas of least accomplishments:

- The procurement process through UNODC HQ was very cumbersome and not effective (except for the IT component). It was addressed to some extent during the second half of project implementation when the UNODC granted its Nigeria Representative the power to procure materials locally to the limit of \$30,000. This improved delivery time of materials procured directly from Vienna Office. However, beneficiaries still argue that such items as computers and vehicles for which reputable representatives of the manufacturers are available in Nigeria should be procured locally, as it would be delivered more rapidly. According to the UNODC part of the delay is due to the inability of the EFCC to produce generic specifications in a timely manner.
- Although co-ordination between UNODC and other development partners seems to be effective related to this project, no sustainable process of donor coordination is yet in place and it is still work in progress. The EFCC coordinate with development partners as part of FGN donor coordination initiatives; within the Justice Sector Donor Coordination Group, partners such as EU, DFID, UNODC, USAID, Worldbank, UNDP and UNICEF are coordinating their activities in absence of FGN participation. No clearly defined, sustainable process is established where FGN and development partners harmonize and manage division of labour according to OECD DAC principles (see Appendix K)

## **D. Achievement of the project outputs**

### **a. Project Implementation**

The arrangement spelled out in the Counterpart Contribution and Project document for the UNODC PMU to gradually incorporate staff members and management of the EFCC (ERU) into the daily operations and decision-making relating to the programme, never fully materialized. Although the UNODC PMU and EFCC ERU shared offices next to each other, they worked as two parallel structures.

As programme implementation continued, various attempts were made by the UNODC PMU to incorporate EFCC (ERU) staff in the PMU and share functions (based on pairing functions to ensure capacity development and transfer of skills, knowledge and understanding of overall programme management). These were for some reason never successful. The UNODC PMU conducted all programme management functions related to administration, finance, procurement, monitoring, evaluation, reporting and day-to-day decision-making and managing implementation.

Although roles and responsibilities of the ERU were defined in the Project document, the ERU only plays a limited role in terms of managing project implementation in the EFCC components. The ERU also plays a limited role in facilitating communication between the UNODC PMU and the EFCC entities as the UNODC PMU communicated directly with EFCC components. The ERU was invited to bi-weekly working group meetings with the UNODC PMU, but played a rather inactive role. Some issues stayed on the minutes of these working group meetings for months without being resolved. Ownership by the ERU in terms of managing implementation of the project was therefore limited.

Local staff was appointed in the UNODC PMU that will most probably not be incorporated in the EFCC and skills developed at cost will therefore be lost for the beneficiary institutions.

Training invested in the ERU staff was only applied to a limited extent, for instance training provided in Vienna in the ProFi system to two of the ERU staff members were not being utilized afterwards. Due to the fact that ERU staff was not day-to-day part of the project management activities of the project, they did not benefit optimally in skills transfer that can be applied internally in the EFCC to strengthen their own project management capacities.

A different approach was followed regarding managing implementation of the IT component of the programme. To put it in context, one must take in consideration that when programme implementation started in October 2005, the EFCC has a very small staff component and limited IT capacity was available. The UNODC ITS provided skilled UNODC resources locally, with strong backup from the Vienna ITS office. Some staff from the EFCC IT component was seconded to the project and they worked together with the UNODC ITS staff on the implementation of IT solutions provided by this project. This arrangement proved to be very successful in terms of transfer of skills, ownership, future sustainability and efficiency. This was however limited to implementation of IT solution and not with regards to development of IT systems.

UNODC ITS unit in Vienna did the development of systems themselves, such as goAML and goCase, and EFCC staff was not involved in development of software. Limited transfer of skills took place in this regard.

According to Rider 2 documentation, planned costs for the UNODC to performed project administration and oversight was EUR 3,556,666, and planned costs for implementation of all four objectives were EUR 21,317,467. Project and administration cost is therefore 14,3% of the total budget. Expenditure on UNODC project administration and oversight up to end of 2009 was at EUR 2,920,062 (according to UNODC's certified 2005 – 2009 report) with another year of

expenses that will occur up to end of November 2010. These figures refer to planned and actual expenses of EU and UNODC funds.

UNODC procurement procedures (except for the IT component) was cumbersome, very time consuming and items such as furniture, vehicles and office equipment were purchased through international vendors and imported that was both time consuming and could possibly be purchased at lower costs locally.

A special arrangement with UNODC IT service providers proved to be very effective and large quantities were purchased and delivered in a short space of time.

Overall, the implementation modality was partially efficient.

b. EFCC Component (excluding the IT component)

Although there was frequent communication between ERU and PMU (bi-weekly meetings), issues that were raised at meetings were not dealt with effectively and stayed in the minutes of meetings for months without being addressed. This had a negative impact on the efficiency specifically regarding the EFCC component of the project. Various examples can be mentioned of equipment purchased and delivered, but not being utilized due to insufficient office space, missing components to some of the FSL equipment and the equipment end up in cupboards and not being utilized. The print shop was purchased and delivered at very high costs, but is still not installed and utilized due to no facility to accommodate the equipment.

Training provided through this project was generally appropriate to mandates and functions of beneficiaries and course material developed was appropriate. The beneficiary institution provides counterpart contributions in terms of personnel, accommodation and physical resources through their normal budget allocations. Costs for the UNODC expert employed for this component were reasonable and quality of presenters in general was also rated as excellent and professional by the beneficiaries. It has contributed towards increase of productivity and sense of professionalism amongst EFCC investigators.

A detailed handover strategy for the EFCC component was planned and implemented during the last year of implementation of the programme (See Appendix H)

c. Judiciary Component

The Judiciary component of the project was managed through the Chief Justice of Nigeria, the National Judicial Institute (NJI) and implementation committees of the Judiciary in the 10 States covered by this project. A dedicated project manager was appointed in the UNODC PMU responsible for the Judiciary component of the project. Judiciary of the 10 states work very closely with the UNODC staff in developing their own Action Plans (per State) and accept full responsibility for implementing these plans. UNODC played a very active support role in building capacity that will ensure future implementation after the lifetime of this project. Managing implementation of the Judiciary component of this project was very efficiently done and handover of responsibilities was actually done from day one of implementation as beneficiaries took ownership of implementation of State Action plans. Training provided by the project was relevant and efficiently applied.

Equipment and resources received are utilized. Computer literacy levels in general are low in the judiciary and it is understandable if utilization of some systems takes some time for users to get used to new technology.

The Judiciary were involved in planning, decision-making and implementation of activities from the beginning of project implementation and also benefitted from plans of action for

strengthening justice sector integrity and capacity already developed in 4 out of the 10 states under a UNODC project implemented in 2001-2003

The State judiciaries are however dependent on budget allocations through the State Governments. In some states where there is good relationship between the Judiciary and the Governor, excellent support is provided in terms of budget allocations, resources and accommodation. In some States, budget allocations are made, but actual transfer of the full allocation does not always materialize.

Implementation of the Judiciary component was efficiently done.

#### d. National Support

National support for the project was not sufficient. Although the original Financing Agreement between the EU and the FGN stipulate no counterpart contribution from the FGN, various aspects of implementation were dependent on support from national government, specifically regarding the EFCC component of the project. These requirements were defined in the Project document that was jointly compiled between the UNODC and ERU. It seems however that this arrangement was not effectively managed during project implementation.

Although it is accepted that the EFCC has grown as institution over the period of implementation (establishment grow from approximately 250 to 1,600), various components of the project was dependent on the national government to provide supporting environment. In some case it was done, but it was not the case regarding the following instances:

- No available accommodation for print shop that was purchased at high costs but not being utilized
- Sufficient office space and furniture for IT equipment – some equipment could not be installed after being purchased due to lack of office space
- Additional IT equipment for investigators using goCase software – some instances were found with many investigators sharing few workstations and desks
- Consumables and some additional components for FSL equipment were not made available and were therefore not fully functional and in some instances not functional at all.
- There is a need to increase Internet bandwidth to optimize utilization of go-Case access in zonal offices and to support Lotus – beneficiaries rather use yahoo, gmail or other service providers to be able to access internet and emails

This will also impact negatively on future sustainability of certain components of the project. A formal project management structure and an effective project management process within the EFCC could resolve this.

The NPC also assumes the role of NAO and have specific responsibilities regarding development aid to the FGN. One specific role is to perform a monitoring role on behalf of the FGN. Limited monitoring, evaluation and overall coordination were however observed and no formal reporting took place between the beneficiary institutions to the NPC. The NPC also did not provide the EFCC with guidelines on donor coordination.

#### e. Administrative and Technical Support by UNODC

Administrative support provided by the UNODC PMU was of the highest quality and effectiveness. The high level of implementation of activities that contributed to the achievement of objectives was a direct result of high level of dedication and commitment from UNODC staff (international and national).

Technical expertise that was provided by the UNODC in general was rated very high amongst the beneficiaries, with high levels of skills, knowledge and experience that contributed towards substantive impact.

Technical support provided by ITS HQ was rated very high and the IT solutions (goCase & goAML) were of high standard and quality. In most instances, it is regarded as best practices that is already in demand on international level.

Administrative support provided by the finance and procurement sections is of high standard, but due to long response time, it is not conducive for project implementation of this nature where timeframes is a critical success factor. Financial reporting structures followed by the UNODC is also not conducive for project management where break down of costs against specific activities and objectives is needed. Excel spreadsheets were designed to address these shortcomings. Reporting to the EU also proved to be a challenge as the UNODC and EU use different reporting formats. It places an additional administrative burden on financial personnel at the UNODC.

f. Disbursement

Disbursements of funds were done in time and funding was sufficient for planned activities.

Project expenditure over project implementation period is indicated in the table below. Only actual expenditure up to 31 December 2009 is covered. For expenditure per objective, please see Appendix I.

Table 1: Project Expenditure (EU funds only) per year (in USD)

Item	Expenditure 27/10/05 – 31/12/07	Expenditure 01/01/08 - 31/12/08	Expenditure 01/01/09 - 31/12/09
Implementation of activities	9,817,767	8,175,970	5,206,378
Project Administration and Oversight	1,733,862	946,352	494,780
Total(excl. 4.7% PSC)	11,551,629	9,122,322	5,701,158

Total expenditure against project budget was very good and all indications are that total available budget will be spent before end of period of implementation (30 November 2010). Some reserve has been kept aside for fluctuations in currency exchange rates (Euro and USD).

g. Equipment component

UNODC procurement procedures and processes were followed. The reasons for the decision to centralize procurement in 2005/2006 was based on the following:

- Internal problems in the UNODC Country Office which led to the early retirement of the then Country Representative;
- UNDP was assessed to lack local capacity to procure on the scale required by the project;
- EFCC staff were not familiar with UN procurement rules and regulations;
- Much of the IT related procurement would in any event be Vienna based and subject to system contracts with preferred suppliers.

It also became clear in the course of implementation that EFCC struggled to produce generic specifications for required equipment in a timely manner.

As far as local procurement by EFCC is concerned, the following need to be taken into consideration:

- Vehicles and IT are already subject to UN system contracts whereby preferred suppliers have been identified at UN Agency level and can supply quickly and efficiently;
- Vehicles assembled in Kaduna were more expensive than those imported from Japan, even adding in shipping/clearing costs;

Local procurement was also not without its challenges:

- Supply is not always available;
- Aftercare is problematic and refunds on faulty goods impossible;
- Many local suppliers insist upon payment in advance, against UN procurement rules.
- Some companies internationally will not bid for contracts in Nigeria and limiting choice and competition.

Procurement of IT equipment through established system contracts of the UNODC was very effective and efficient. Special attention was given to ensure local after sales services.

Procurement of other equipment and furniture proved to be very cumbersome and time consuming, particularly in the first year of implementation. Implementation timelines was negatively affected and activities had to be carried over from one work plan to the next. The procurement process was not transparent to the beneficiaries

Some of the equipment delivered to the FSL is not utilized at all, mostly because of the inability of the EFCC to procure the required consumables for their effective operation.

The power situation in Nigeria was not fully appreciated and inverters were provided that proved not efficient, as they did not last long and had to be replaced frequently. It was later replaced with UPS.

The procurement procedure was slightly addressed during project implementation, when the Country Rep. was authorized by UNODC HQ to procure up USD30,000 (since April 2010 the procurement authority of the Country Rep has been increased to USD 40,000) through UNDP locally. In general, the UNODC procurement process and procedures are not suitable for project implementation where timeframes are critical and the principle of using local systems and procedures as far as possible is not a priority.

The overall efficiency of project implementation could improve in future projects

Outputs have been delivered within the extended timeframe and with the resources available to the project.

#### **E. Institutional and management arrangements and constraints**

The UNODC project management team, in cooperation with EFCC (ERU) and the Judiciary, were jointly responsible for execution of the project.

The EFCC, headed by the EFCC Chairman, is the designated coordinating enforcement agency for all economic crimes. The EFCC reports to Parliament, but de facto, the Chairman reports directly to the President of the Federation.

The head of the ERU of the EFCC, under the guidance of the Chairman and Executive Secretary, was responsible for the day-to-day coordination and implementation of the project within EFCC, but in practice, the UNODC PMU mainly conducted this role. EFCC staff consisting of a procurement officer, project accountant, internal auditor and two assistant project officers was supposed to work on a function sharing basis with UNODC PMU staff, but this never fully materialised, although the two units shared office direct next to each other.

The Chief Justice of Nigeria was the lead counterpart for the judicial component of the project. The Chief Justice of Nigeria was replaced several times due to normal personnel turnover with a negative impact on continuity of the project in particular as relates to some of the policy objectives at Federal level. The NJI, which was assigned by the Chief Justice of Nigeria to manage the project on behalf of the Nigerian Judiciary, the chief judges of the 9 pilot states and Federal Capital Territory were actively involved in planning and implementation of the judiciary component on Federal level and in the 10 selected States.

Although the PSC played an overall role at the strategic level to oversee the project and provide strategic guidance, there was no formal operational management structure, comprising representatives from the beneficiary institutions and the UNODC to meet on a more frequent basis (quarterly). Such a structure could involve representatives from the beneficiary institutions to coordinate activities per objective, address operational blockages, delays, communications gaps or outstanding issues that stayed on minutes of the bi-weekly team leader meetings without being addressed to satisfaction and in a timely manner. This could also enhance reporting from project managers in the beneficiary institutions to this level. Progress could be monitored jointly between the UNODC and beneficiaries on a quarterly basis on this level.

The choice of UNODC as the executing agency no doubt has added much needed expertise, provided safeguards to the implementation of the project and proved to be very effective. It was however very clear during the assessment that the bureaucracy of the UNODC (mainly procurement and financial system) caused frustration among stakeholders. Separate excel spreadsheets was developed in an effort to overcome some of the shortcomings in the financial system (ProFi) to provide reporting against project objectives and activities. Different financial reporting formats requirements by the EU place an additional administrative burden on UNODC personnel both in CONIG and at UNODC HQ. Financial reporting to the beneficiaries was not done on a regular basis. Financial aspects covered by the work plans were discussed at PSC meetings and reporting in the UNODC structures took place on regular basis, but reporting of actual expenses against planned activities according to the project objectives to the FGN was not done on regular basis. The EU contribution for this project was part of a broader EU contribution towards the FGN, covered by the Country Strategy Paper (CSP) and the National Indicative Programme. The EU contribution is part of the total package of official development aid (ODA) to the FGN and even if the programme implementation was managed through the UNODC, the FGN still needs to receive regular financial reporting to allow them to manage their ODA portfolio. It is also in line with the Paris Principles adopted in 2005. The NPC as NAO played a very limited role. No formal reporting, such as quarterly progress reporting were done from beneficiary institutions to the NPC and as far as the assessment team could established, no formal monitoring system is in place whereby the NPC could monitor progress or identify constraints during implementation in beneficiary institutions. The NPC had a representative at PSC level where they could receive some information, but they were dependent on the UNODC reporting and after the implementation phase of this project, no system will be in place to monitor sustainability and future alignment with related interventions.

The EFCC departments and units played a relatively limited role in terms of planning and design of activities as well as project management responsibilities. Dedicated project managers were not appointed within EFCC departments and units to take responsibility for project implementation

and reporting through EFCC internal management structures. The UNODC PMU followed direct line of communication with EFCC departments and units and was also mainly responsible for monitoring and reporting. Very limited reporting occurs through official EFCC management structures (from departments and units to ERU to EFCC management and back). The EFCC did not benefit from the opportunity to strengthen internal project management, monitoring and reporting systems. Various training courses were presented to ERU staff, but the ERU never played the role of true partner in project management as envisaged in the Project Plan and they did not physically work on a day-to-day basis with UNODC PMU staff. This has a limiting effect on ownership, future sustainability and optimal utilization of resources (equipment, training and IT software) provided through this project.

It was understandable to some extent regarding the IT component of the programme, but it should have been possible to have more responsibility vested with beneficiary institutions without compromising quality or protection of funds. For instance, EFCC staff could have been integrated into the PMU instead of employing local staff for the UNODC PMU, dedicated project managers could have been appointed in the different departments and units of the EFCC, NFIU and Judiciary with reporting structures in place within the beneficiary institutions as well as to the PMU. Such an arrangement would have developed capacity and strengthen management systems within the beneficiary institutions that will support ownership as well as sustainability. This was partly an oversight in the original design not to put in place joint management structures below the PSC level. The issue of the ERU and UNODC PMU not functioning as one unit was never resolved. There were several attempts to overcome this problem including the creation of the regular team leader meetings (as of October 2008), the proposal for the full physical integration of the workplace of ERU and PMU in early 2009, and the twinning arrangement (as of March 2009).

Keeping in mind that this project originated from the Financing Agreement between the EU and the FGN, with the UNODC appointed to provide project administration, one get the feeling that the FGN did not own the project and manage it as part of their own strategies and priorities, but ownership was taken over by the UNODC.

The stipulation in the Counterpart Contribution between the EU and the UNODC to start sustainability planning only in the last year was not conducive for capacity development and ownership. Ownership and transfer of skills is critical elements for sustainability. Beneficiaries should be involved in all planning, needs assessments, interpretation of assessments, decision-making, development and design work as well as implementation to ensure maximum ownership and capacity development. Internal management and reporting structures of beneficiaries should be used as far as possible not to create duplicate structures, but rather address deficiencies in current systems as part of capacity development. Development assistance is not something ad-hoc but should be managed by the recipient government as part of and complementary to own interventions to address government priorities. Ownership of the strategies should remain with the recipient government entities. The role of development partners is to provide support and build capacity.

The Paris Principles and Accra Agenda for Action are not fully followed in the design of this project. Specifically the Paris principles dealing with ownership – “developing countries set their own strategies for poverty reduction, improve their institutions and tackle corruption” together with alignment “donor countries align behind these objectives and use local country systems” as well as harmonisation “donor countries coordinate, simplify procedures and share information to avoid duplication” were not fully adhere to. (See Appendix J – Paris Principles)

High level monitoring was conducted by the PSC twice a year, based on reports provided by the UNODC PMU.

The UNODC PMU conduct continues monitoring during implementation against PMU work plans. In addition, monitoring was also enhanced through the following interventions:

- Needs assessments
- Impact evaluations
- Technical reviews
- Workshop reports
- Project status reports
- Project progress reports
- Project evaluation reports
- PSC minutes
- Minutes of working group meetings

The ERU monitored implementation within the EFCC to some extent through normal management practices of the EFCC and also provide planned activities and progress reports to EFCC and the NPC on a yearly basis. The EFCC was also dependent on information regarding procurement and expenditures from the UNODC but the monitoring and reporting mechanisms in place did not make provision for reporting through the FGN system. Quarterly reporting on progress against objectives, including expenses per objective and procurement planned and conducted per objective could benefit the beneficiaries as well as the UNODC. Quarterly reporting, including financial reporting was done only internally within UNODC structures but not to a joint management structure that also include the beneficiary institutions. The EU funding for this project is part of a broader development aid package from the EU to the FGN (as covered by the CSP and NIP) and the FGN should therefore also received detailed quarterly reports.

Monitoring and reporting systems in the beneficiary institutions is not well developed. They could have benefited from this project if project managers within each departments and units of the beneficiary institutions were appointed to take responsibility for monitoring implementation per component and report on a monthly basis to their managers and the PMU. The PMU, supported by the PSC, could assist with establishing a discipline to respond more effectively.

Issues identified and raised in these reports, minutes of meetings that required management decisions and action by the beneficiaries (mainly EFCC) were not effectively dealt with in a timely manner. It is an indication that communication and management practices within the beneficiary institutions were not effective.

### **III. OUTCOMES, IMPACT AND SUSTAINABILITY**

#### **A. Outcomes**

The outcomes achieved are covered under II C above.

#### **B. Impact**

The overall impression is that the impact of the project was very high. The project has a much wider impact than foreseen in the original project design EU/FGN FA, Counterpart Agreement and project plan). The following are examples of such wider impact:

- Awareness to civil society through structures such as ANCOR and ZCC

- Interaction and dialogue in the Justice sector through Judiciary component, facilitated by UNODC
- Systems developed such as goCASE, goAML and goIDM are also in demand by the international community and will have impact beyond the EFCC and Nigeria
- IT-solutions brought into the EFCC and Judiciary component (JRC's) provide access to international counterparts and access to international information
- Study tours created a platform to establish international networking with international counterparts
- Nigeria has been removed from the list of countries categorised as 'non-cooperative' in the global fight against money laundering and terrorists financing by various agencies and governments. First in 2006 when removed from the Financial Action Task Force (FATF) list of non-co-operating countries and territories; in May 2007 by the United States Financial Crimes Enforcement Network (FinCEN) and in 2007 when the NFIU was admitted to the Egmont Group of Financial Intelligence Units.

a. Impact on the EFCC

Available data shows 91 successfully prosecuted cases in 2006, 84 in 2007, 74 in 2008, and 64 in 2009, including a number of high-level cases (e.g. Bode George case). The EFCC's impressive work includes several ongoing investigations in particular in the banking sector,.. Several high ranking officials are currently standing trial for corrupt practices and these high-profile cases handled by the EFCC send a strong message about the preparedness of Nigeria to fight corruption and restore financial accountability in the country. More than 17,000 petitions were received and there were 400+ convictions (incl. several high level cases); 6.5 Billion \$ was recovered; Nigeria was removed from the list of Non Cooperating Countries and Territories (NCCTs); FATF ended formal monitoring of Nigeria's compliance with FATF 40+9 recommendations and NFIU was admitted to the Egmont Group. According to the TI Corruption Perception Index, Nigeria progressed from 1,9 to 2,5 on a scale from 1 – 10 between 2005 and 2009. According to the World Bank Governance indicator, corruption control improves from 10 to 20 percentile points between 1998 and 2008. Although this project contributed tremendously to successes over the past couple of years, one must keep in mind other interventions also made considerable contributions.

A comparative corruption perception study conducted by CBi, funded by this project, that covers institutions such as EFCC, ICPC and CCB and their perceived performance, shows that EFCC is the most trusted and most successful Anti-Corruption Agency in Nigeria.

The EFCC, NFIU and TRI increased their operational and institutional capacity. The goCASE and goAML applications that have had a great impact on case management and AML/international cooperation are particular worth mentioning provided their full implementation and use by the EFCC.

The capacities of the TRI and the NJI were improved to provide quality training to their respective constituencies

An internal assessment conducted by the PMU on trainees, indicate that 74% of trainees found that course material was appropriate for their functions at the EFCC and that they applied it afterwards. There is a general and growing perception that the investigators become more professional and the project had a positive impact on production and quality of cases brought before court.

The project started a forensic mentorship programme for the Forensic and Science Laboratory which could become model for other mentoring services such as those started for EFCC's investigation unit/s. The project has supported EFCC's Anti Corruption Revolution Campaign and related awareness/advocacy activities that have a huge impact on the private sector and civil society. In particular, the project supported a series of events in commemoration of the Anti-Corruption Day in 2007, 2008 and 2009. In 2009, these events for the first time were planned and implemented jointly by all actors in the anti corruption area, under the umbrella of the Inter-Agency Task Team (IATT). The project also played a crucial role in supporting the conduct of the self assessment checklist under the United Nations Convention against Corruption, and subsequently assisted the IATT in the development, expert consultations and advocacy activities related to the development of a national strategy to combat corruption.

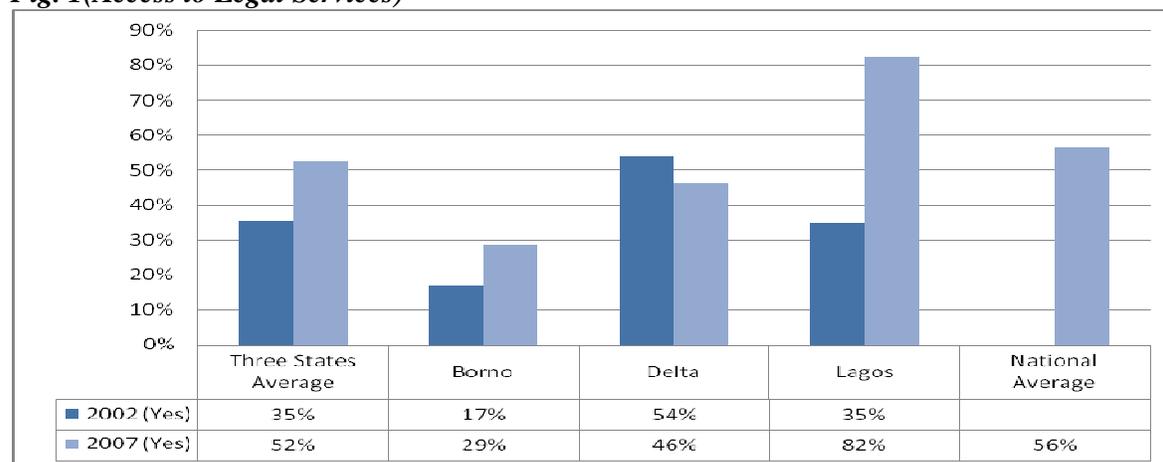
**b Impact on Judiciary**

Training provided to investigators creates a sense of professionalism and contribute towards an increase in productivity according managers and investigators interviewed. This is confirmed by statistics and judges of special courts who indicated that the quality of cases brought before court has increased that contribute to less postponements. Training provided to judges and prosecutors, access to the Judicial Research Centre contributed towards higher productivity, effectiveness and quality of work.

Assessments conducted in 2009 (Public Perception Survey on the Performance of the Anti-Corruption Agencies) confirmed earlier massive improvements made in the period 2002 - 2007. The report will be released shortly. Data collected through the assistance of the project indicate consistent improvements across all aspects of justice delivery, including access to justice, timeliness and quality of justice delivery, integrity, accountability and transparency of the justice system and public confidence in the courts. Two assessments were carried out into the justice sector. A baseline assessment collective data on the justice sector in 10 states, and a progress assessment comparing these findings with the ones made in a similar study carried out in three states in 2002. The following are some of the statistics confirming the impact on the judiciary:

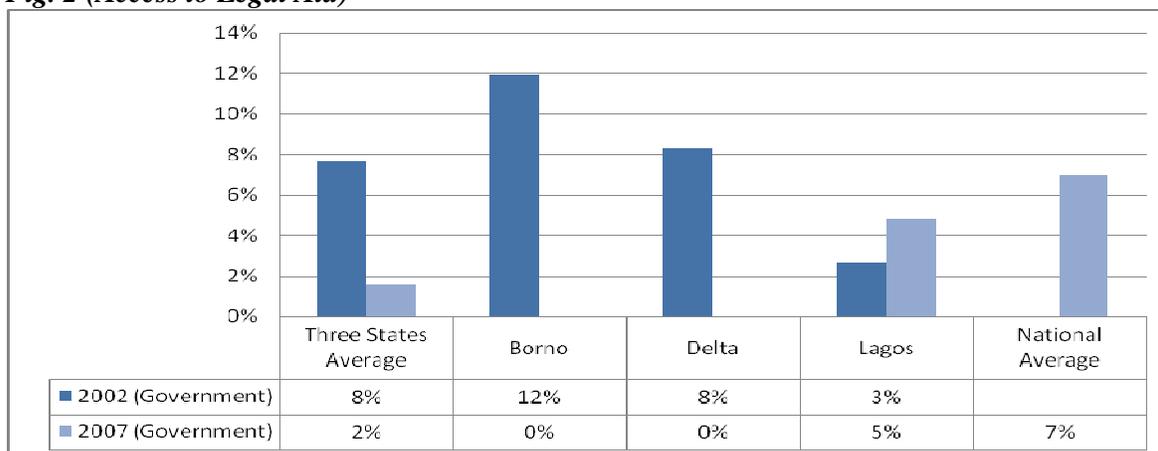
**Access to Legal Services** - As concerns Access to justice some of the most relevant improvements included: Prisoners' access to legal services had improved from only 38 % of the respondents indicating that they were represented by a lawyer in 2002 to 56% having legal representation in 2007.

**Fig. 1(Access to Legal Services)**



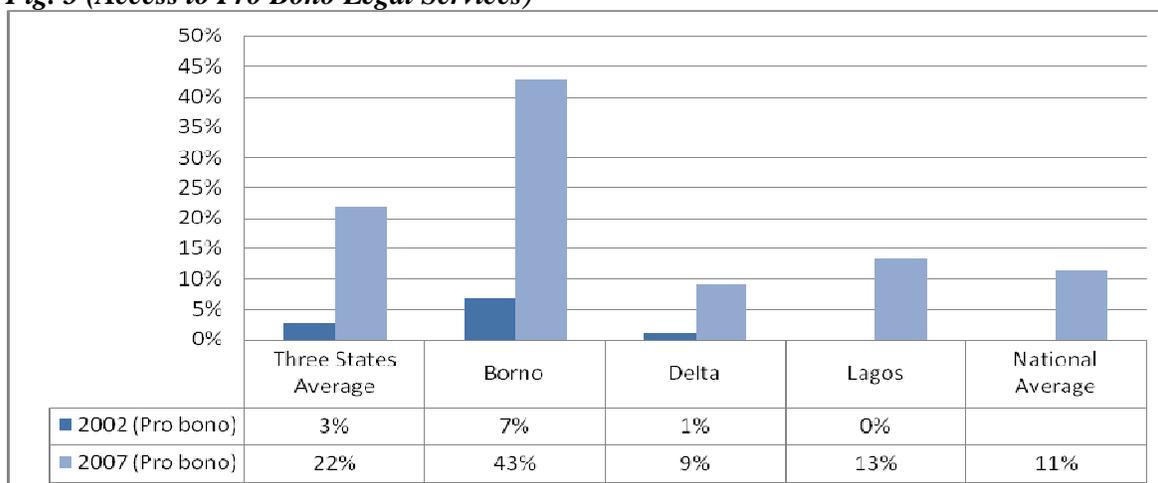
**Access to Legal Aid** - However, improved access to legal services is not due to an improved legal aid system. On the contrary between 2002 and 2007 the availability of Government financed legal aid deteriorated significantly.

**Fig. 2 (Access to Legal Aid)**



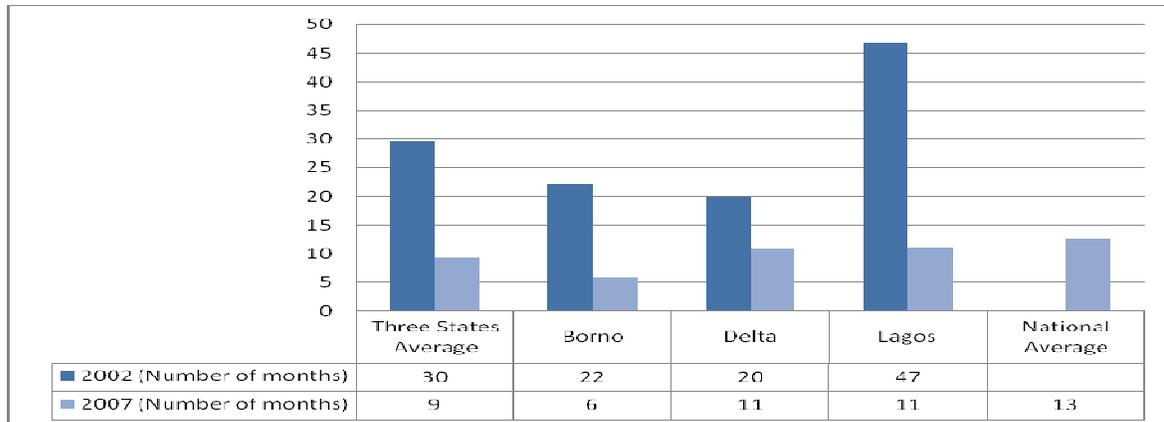
**Access to Pro Bono Legal Services** - As concerns Access to justice some of the most relevant improvements included: Improved access to free legal services appeared rather linked to an increased readiness of lawyers to provide pro bono services; with only 1,4% of the prisoners in 2002 indicating that they were benefitting from pro-bono services to more than 11% in 2007 (Technical Assessment Report).

**Fig. 3 (Access to Pro Bono Legal Services)**



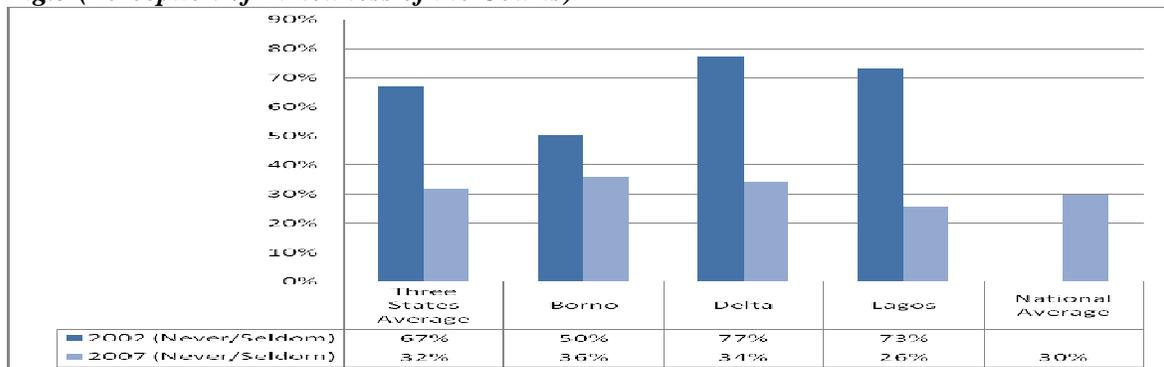
**Access to Justice – Time spent in remand** - The average time prisoners in the three states of Borno, Delta and Lagos had already spent in remand by the time of the interview had reduced from 30 months (2002) to less than 12 months (2007).

**Fig.4 (Access to Justice)**



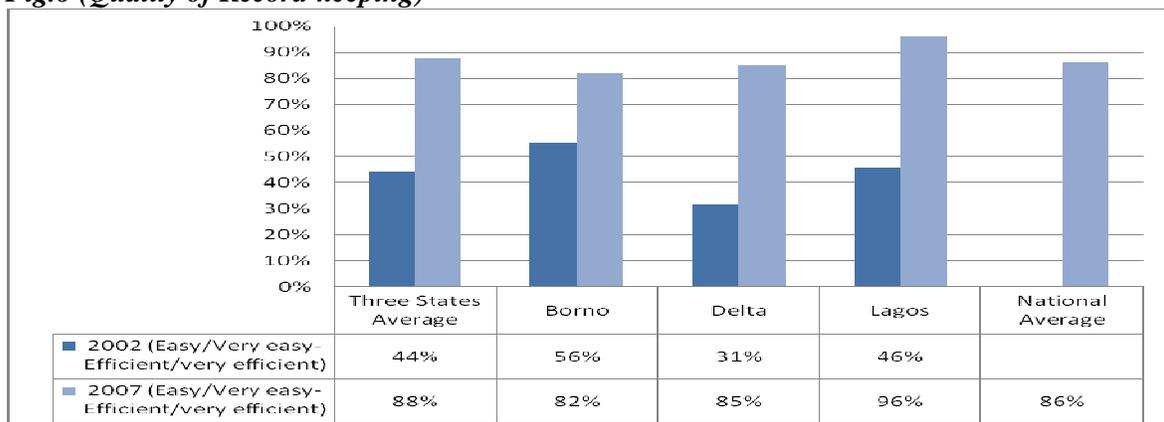
**Perception of Timeliness of the Courts** - Timeliness of justice delivery is a key concern in particular from the users' perspective - justice delayed is justice denied. The slow dispensation of justice remains one of the key reasons for citizens to not access the justice system and rather resolves their respective disputes through other avenues. Over the last years the Nigerian justice system has been able to improve its capacity to deliver justice in a more timely fashion. While a lot remains to be done, the overall trend is encouraging: More specifically: The average percentage of court users in the three States who felt that the courts were never or seldom quick dropped from 67% to 32%.

**Fig.5 (Perception of Timeliness of the Courts)**



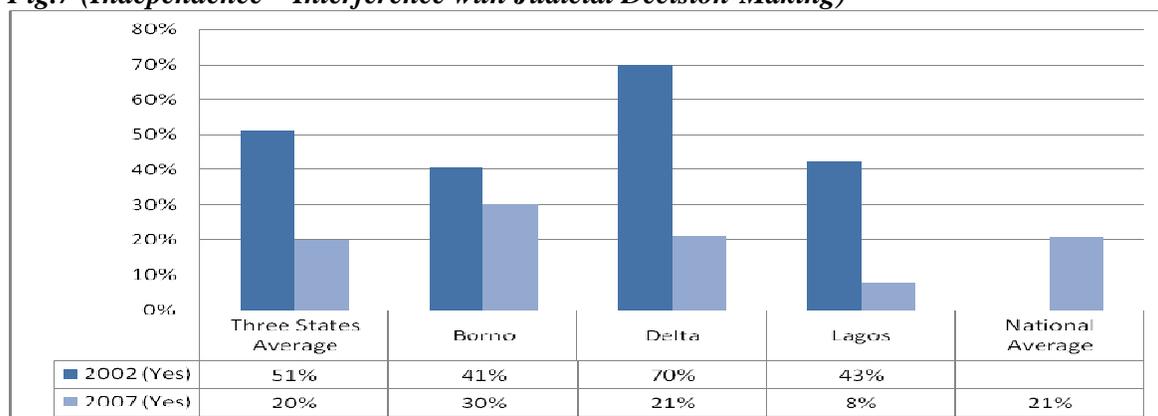
**Quality of Record-keeping** - There has also been quite a number of qualitative improvements. In particular, the record keeping system has consistently improved across all Nigerian states. Thus, it does not surprise that in 2007 an average of 87% of the judicial officers in the three States felt that the record-keeping system in their respective courts was either efficient or very efficient as opposed to only 44% sharing that view in 2002.

**Fig.6 (Quality of Record-keeping)**



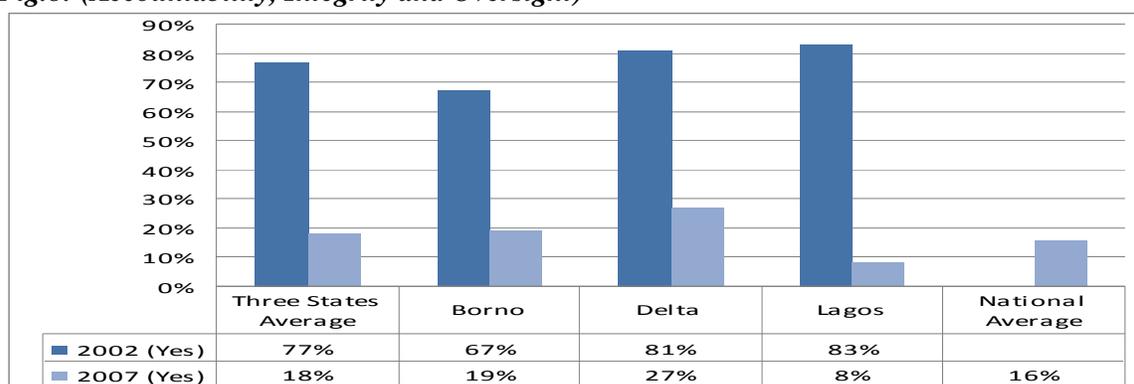
**Independence – Interference with Judicial Appointments:** Judicial officers felt that appointments to the bench were less frequently influenced by non-merit based considerations (19% in 2002 vs. 8% in 2007). The same question was posed to lawyers. In 2007, 22% of the lawyers indicated that they were aware of a judicial appointment during the last 12 months prior to the interview that in their view, had been politically influenced. This compares to 43% of the lawyers in 2002 who had shared such opinion (Technical Assessment Report).

**Fig.7 (Independence – Interference with Judicial Decision-Making)**



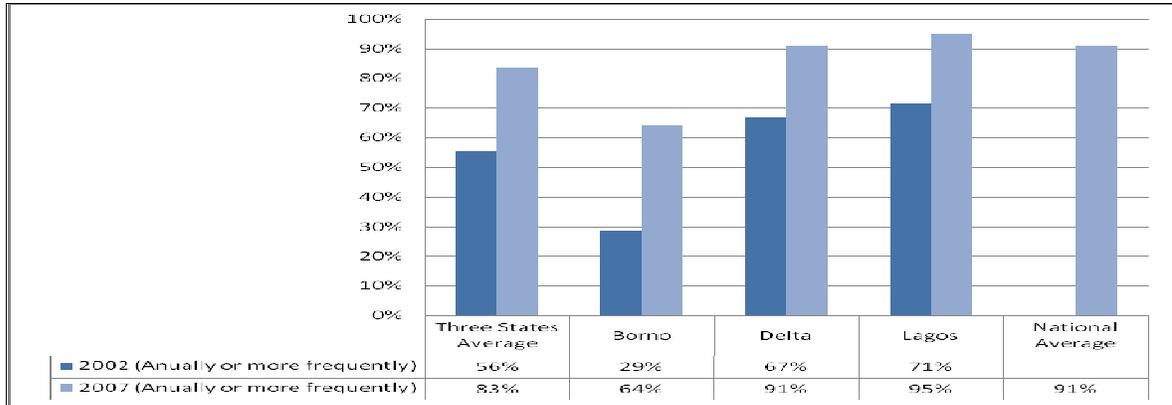
**Accountability, Integrity and Oversight -** Lawyers claiming to having been requested for a bribe during the last 12 months reduced from 77% (2002) to 16% (2007) and Court Users from 43% (2002) to 2% (2007) (Technical Assessment Report).

**Fig.8: (Accountability, Integrity and Oversight)**



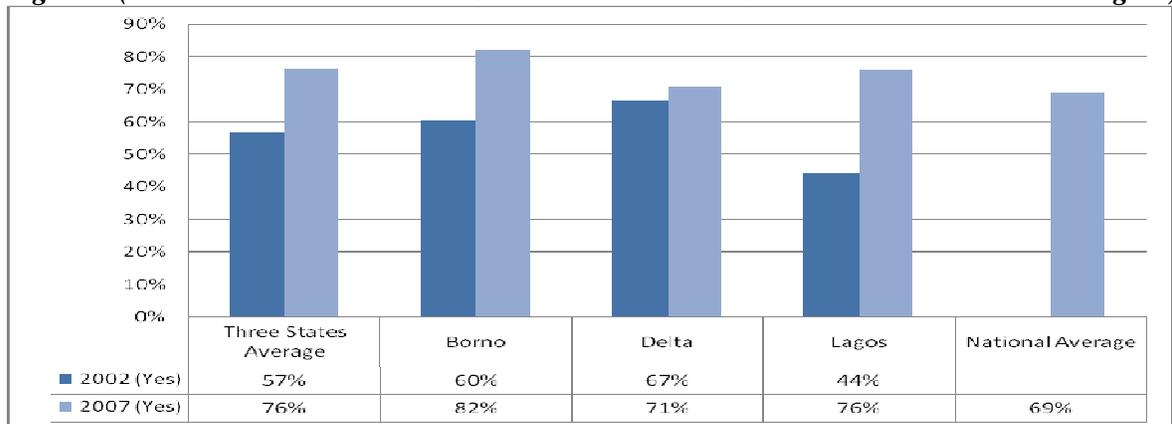
**Regular Performance Evaluation-** In 2007, more than 80% of the judicial officers confirmed that their performance was formally evaluated annually or more frequently, while the percentage of judicial officers who had never been formally evaluated reduced from 32% in 2002 to only 5% in 2007. While the most significant improvements in terms of regular performance evaluation were recorded in Borno state, judicial officers in Delta and Lagos states were evaluated more regularly in 2007.

**Fig.9 (Regular Performance evaluation of Judicial Officers)**



**Public Trust in the Courts – Readiness to use the courts again** - Court users stating that they would use the courts again based on their experience increased from 58% (2002) to 69% (2007). Among business people the readiness to use the courts was even higher, with 85% of respondents indicating that they would use the courts again based on their last experience in using the courts (all of Nigeria).

**Fig.10 (Public Trust in the Courts – Readiness to use the courts again)**



All of these improvements have helped to enhance public confidence in the justice system.

**c. Bank reporting**

A key issue for impact is obtaining full and accurate reporting of transactions by banks and other financial houses. The software goAML is at the heart of efforts to track the movements of funds within the Nigerian financial system. The system is operational and fully supported by the Central Bank of Nigeria (CBN). All of the 24 banks are using goAML for reporting. The NFIU rates the system very highly and it contributed towards increased levels of effectiveness of the NFIU.

**d. Advocacy/Awareness**

Although the advocacy and awareness component had a slow start, it made remarkable impact on visibility of the EFCC, awareness in the banking sector and clients through partnership with CBN, court users are informed about justice process and their rights through leaflets at courts. The biggest impact was made through awareness programmes in conjunction with organisations such as ANCOR and ZCC where anti-corruption groups for the first time in Nigeria work

together on the same campaign. Enhanced civil society awareness and capacity to work with relevant institutions in the fight against corruption.

e. Impact Assessments

Several impact assessments were conducted during the lifespan of the project. In addition to the Annual and Semi-Annual Project Progress Reports, there were two independent project mid-term evaluations (2008); the Progress Assessment of Justice Sector Reform in 3 Nigerian States (2002-2007) and the Report on 10 Years of Justice Sector Reform – a 360 degree review (2009).

f. Unintended Impact (impact outside scope of outputs and activities identified in the logical framework)

The UNODC played an important facilitation role in the judiciary component of the project by bringing different key stakeholders of the justice sector together and open up dialogue between institutions. It facilitated better understanding amongst these institutions and contributes towards resolving issues in the justice system. It also created an awareness to improve justice sector coordination.

The town-hall meetings, where other institutions, private sector and civil society gathered to interact with representatives of the justice sector increased communication with civil society and provide a platform for direct interaction with all citizen groups.

### **C. Sustainability**

a. Ownership of Objectives and Achievements

A critical element to ensure sustainability is the level of ownership taken by beneficiaries to ensure achievement of objectives and activities and an indication of ownership is the level of involvement of the institution in the design and implementation of the project. From the meetings and interviews conducted by the evaluation team, it was a clear that the EFCC, NFIU and NJI were involved in the development of the project and its objectives.

The level of involvement during implementation however, varied between the different institutions. The NFIU and NJI were fully involved and took full ownership of implementation at a very early stage of project implementation. The judiciary developed State Action plans with support from the UNODC and accepted full responsibility for implementation of these plans from the beginning and even beyond the lifespan of this project. Training received was relevant and applied in daily functions. They also take ownership of IT systems developed and capacity was developed to sustain future use of it.

Transfer of ownership of activities related to the EFCC is part of the last year of implementation activities (as outlined in the FA and Project document) and is in process. A better option may have been to establish ownership from the planning phases and prepare for sustainability from the beginning of implementation. Implementation and decision-making during implementation was mainly done by the UNODC. As already indicated, the ERU played a limited role during implementation. EFCC management and reporting structures were not utilized as part of project implementation.

b. Institutional Capacity

i) IT-Component

Although a huge amount of effort was put into training and transfer of skills related to the IT component of the project, the risk is that these highly trained officials may leave for better job offers and may not remain in the beneficiary institutions for long.

Software development was done by UNODC, ITS in Vienna and there is an agreement with the EFCC that the UNODC will continue with support regarding updates to systems on their own costs.

The current status is that sufficient capacity was developed in the beneficiary institutions to sustain project deliverables. IT systems developed during project implementation are well used by beneficiaries and all indications are that they will not only continue using it, but will also expand use of it.

ii) EFCC

The EFCC budget has increased drastically over the past couple of years and sufficient provision is therefore made in budget allocations to sustain the project. It is up to EFCC management to prioritize critical budget lines such as consumables for FSL, accommodation to host equipment purchased through the project, provide additional IT hardware to utilize systems efficiently, etc.

The capacity of the ERU as the interface between the project and the other units, to effectively take over and coordinate the transfer of ownership of results of the project to the other units of the EFCC might be problematic as they were not actively involved in the PMU as planned. Effective project management systems within the EFCC were not established during project implementation and a golden opportunity to benefit from skills transfer is lost. Local staff employed by the UNODC PMU will most likely not be incorporated in beneficiary institutions and valuable capacities developed will be lost. Sufficient handover plans were developed and are in process of implementation regarding the EFCC and the IT-components.

Trainers have been trained to continue with training in course material developed during the lifespan of the project. All indications are that the training component will be sustained.

iii) Judiciary

The judiciary has planned for future sustainability, but is dependent on State governments for real allocation of budgets, that may be a risk in some States.

The judiciary was involved from development phase of Action Plans and handover was done at a much earlier stage of project implementation. The Judiciary is utilizing the equipment purchased through this programme and all indications are that use of IT solutions will just increase as more users get used to it and experience the advantage in terms of saving time and effectiveness. The JRC's are utilized in certain centres more effectively than in others and this is based on management of the centres. The cost implication for renewing licenses might have a negative effect on future sustainability.

## **D. Partnerships and Coordination**

### **a. EFCC**

The PSC was the highest authority for coordination. It meets twice a year and in practical terms it played a very limited coordination role. The UNODC and ERU were, according to the Counterpart Contribution, jointly responsible for coordination with the UNODC for overall project coordination and the ERU responsible for coordinating implementation in the EFCC. In reality the UNODC PMU was responsible for coordination during project implementation and communicated directly with EFCC components. Although ERU insisted that all communication should be channelled through them to EFCC departments and units, the UNODC indicated that some time the response time from the ERU was too long and UNODC, for the sake of

effectiveness, choose to communicate directly with the relevant departments and units in the EFCC. The Senior Project Coordinator, supported by the Project Coordinator was, amongst other PMU responsibilities, also in charge for coordinating activities related to the EFCC.

Coordination at UNODC PMU level was done effectively, but coordination within the EFCC by the ERU was problematic as they were not actively involved in day-to-day activities of the PMU and was not always included in the communication channel between the PMU and EFCC components. The project management structure did not make provision for reporting through EFCC management structures or using EFCC systems or procedures. The partnership between the UNODC and the EFCC was not equal as the EFCC was not equally involved in day-to-day decision-making regarding implementation in the EFCC and the ERU did not play an equal partner role with the UNODC in the PMU as planned.

Although there were sufficient communication opportunities at working group level about activities, issues that were raised stayed on the minutes of the meetings for long periods of time without being resolved. So, although there were proactive communication, the end result of the communication was not satisfactory.

#### b. Judiciary

A full time coordinator was appointed in the PMU responsible for coordinating implementation in the Judiciary. The coordinator worked very closely with NJI at national level and the Chief Judges of the 10 States prioritized for this project. At the national level a working group composed of the NJI and representatives of the 10 pilot jurisdictions was established. At state level Implementation Committees were established for the Judiciary responsible for the implementation of the action plans that functioned well. Communication between the UNODC PMU and the Judiciary component was effective.

#### c. IT component

The IT-component covers both the EFCC and Judiciary and was coordinated by a joint IT project team (UNODC and beneficiaries). There were some initial communication gaps, but it improved over time and the coordination between the UNODC and the beneficiaries was effective. Monthly progress meetings were held that proved to be very effective to keep all key stakeholders fully informed.

#### d. Other Partnerships

Partnerships were also established with other institutions not covered by the original project design. These include organizations such as ANCOR, ZCC, IATT, TUGAR and CBN who proved to be critical partners extending the impact of the project beyond the original scope. ANCOR and ZCC play important roles in advocacy and public awareness. CBN became an active partner in creating the link between the banking sector and NFIU. These relationships were effectively coordinated and strong partnerships have been established that will continue beyond the lifetime of this project.

#### e. Development Partners

There is a need for a FGN policy on Official Development Aid (ODA) that will guide coordination more effectively and to ensure support is directed at government policies, strategies and priorities. The role the NPC play in this regard however is not effective and it creates a vacuum within which the EFCC put in efforts to coordinate development aid to the EFCC. Some initiatives were launched by the EFCC to coordinate development support to the EFCC, but most of the time it was one-on-one discussions with individual partners. No formal system is in place yet. Communication with the UNODC on the use of the ADAM-N software system in support of donor coordination is ongoing.

The UNODC harmonize well with other development partners during implementation of this project to ensure there is no duplication. Development partners coordinate their activities within the framework of the Justice Sector Donor Coordination Group (JSDCG) that has been operational for most of the duration of this project. FGN, however is not active involved in this forum. Considering the guidelines by OECD DAC on principles for harmonization and for country-led division of labour, it is advisable that the beneficiary government plays an active if not a leading role in this regard (See Appendix K).

The following complementary donor initiatives have been implemented in this sector in the last few years.

#### **European Commission**

- EC-EMCAP project designed to enhance the capacity of selected institutions such as the Central Bank of Nigeria, the Federal Office of Statistics and the Federal Ministry of Finance;
- EC's Support to Reforming Institutions Project [SRIP] which assists with promoting transparent financial accounting procedures in the States;
- EC's non-EDF related assistance in support of rule of law related issues primarily implemented by NGOs.

#### **UNODC Country Office Project**

- UNODC implemented in 2001-2003 a project on Strengthening Judicial Integrity and Capacity, which assisted 4 selected state judiciaries to establish anti-corruption task forces and action plans, and to enhance the capacity of judges to render swifter justice in cases involving corruption.
- The UNODC Country Office in Nigeria has developed an integrated and comprehensive country programme focusing on a partnership of key stakeholders to tackle crime and drug-related problems in Nigeria. The UNODC strategy takes into account regional initiatives in drug control, money laundering and trafficking in human beings. It also considers initiatives currently ongoing within the Economic Community of West African States (ECOWAS), the New Partnership for Africa's Development (NEPAD) and the National Economic Empowerment and Development Strategy (NEEDS).
- The UNODC Country Office also developed a project "Promoting Ethics and Transparency in the Business Transactions in Nigeria" (NGA/T10) to complement to Anti Corruption by involving the private sector, as well as project NGA T97 "Partnership in the Bayelsa Expenditure and Income Transparency Initiative (BEITI) and the Judicial Integrity Action Programme (JIA)

#### **World Bank (WB): Federal Republic of Nigeria Economic Reform and Governance Project (ERGP)**

This project is intended to strengthen accountability, transparency and efficiency in key economic management processes for budget, financial management and procurement. It will help modernize selected Federal Government institutions through reforms in the area of organizational structure, human resources, personnel and payroll controls, work processes and training. It will also lay the ground for deeper reforms, and for the rollout of administrative reforms to other parts of the federal civil service.

The project will also contribute to private sector-led growth by promoting sound, predictable and consistent fiscal policy and financial management, and by creating a platform for a systematic

attack on corruption. Within the four project areas of support, under Public Resource Management and Targeted Anti-Corruption Initiatives, there is support to the activities of the EFCC. This support will include:

- (i) Support for the Financial Intelligence Unit, particularly staff training in the use of key IT applications for financial intelligence gathering;
- (ii) Strengthening staff capacity in investigative techniques through development and implementation of a training curriculum and recruitment of experienced investigators to work with and mentor EFCC personnel;
- (iii) Upgrading of IT capacity through implementation of a state-of-the-art case management system, incorporating finger-printing and other technologies; and development of capacity and skills in installed case management applications; and
- (iv) Development of a communications strategy.

This assistance of \$3.6 million complemented the UNODC/EU support to EFCC. The World Bank, the EU and the EFCC have worked together to define and agree to the specific activities in this component.

### **The United States (US)**

In the area of corruption and economic and financial crime, United States Agency for International Development (USAID) is providing support to the ICPC and civil society. The United States Department of Justice provided training on investigation techniques and mutual legal assistance for selected staff of the ICPC and EFCC in 2004. In more recent times, the US did not provide any direct support to the EFCC.

### **Department for International Development (DFID)/British High Commission (BHC)**

In the past few years, the BHC has had several interventions in the area of corruption. The first was for £50,000 to support the establishment of the NFIU in order to satisfy the requirements of FATF. In 2002 a needs assessment with respect to the FATF 40+9 recommendations and an Implementation Plan was developed to get Nigeria off the Non-Cooperative Countries and Territories (NCCTs) list. There was also some basic provision of equipment and ad hoc advice to management of EFCC. In 2004, the Commission provided support in partnership with DFID for £220,000 to refurbish and provide computers to the training facility at Karu. Also in the area of corruption, the BHC has supported the anti-corruption units located in Government Ministries, Departments and Agencies. It has also provided support for one year to the Federal Inland Revenue Service, for an off-site hotline to report tax fraud.

DFID's Security, Justice and Growth Project (SJG) (implemented by the British Council, (BC), with additional financial support from the BHC), provided the services of a Financial Crimes Advisor to a number of Nigerian Government agencies for an initial period of one year. The purpose of this project is to assist the Nigerian authorities by providing mentoring and training in financial investigations to the anti-money laundering, countering of terrorism and anti-corruption institutions of Nigeria.

## **IV. LESSONS LEARNED AND BEST PRACTICES**

### **A. Lessons learned**

- a. Development principles (PP and later AAA) were not considered during project design and establishment of project management modalities and therefore little focus was on

- strengthening beneficiary country/institutions' management and reporting systems and establish ownership at an early stage in beneficiary institutions
- b. An additional project oversight structure, below the PSC and fully represented by senior officials from the beneficiary institutions could have been useful to address issues that were outstanding for long periods of time on minutes of meetings and not being addressed. It could also strengthen ownership in beneficiary institutions and assist with addressing internal communication between components and management structures in the beneficiary institutions.
  - c. Comprehensive planning and effective management processes in beneficiary institutions is needed to ensure optimal utilization of equipment and systems that will be developed through the project. It also means thorough assessment of supporting environment on which the equipment or systems will depend.
  - d. Counterpart Contributions from beneficiary institutions as agreed upon should be managed as part of the project and through the same management structures to ensure it is available on time
  - e. Plan upfront how to build and retain institutional memory; and how to maintain human capacities that were developed in the beneficiary institutions during project implementation
  - f. Do not use development aid to purchase vehicles or pay for software licenses. This should from the start be regarded as counterpart contribution from the beneficiary institutions.

## **B. Best practices**

- a. Software applications goAML, goIDM and goCASE are already regarded as best practices for international use
- b. The manner in which the Judiciary Component of project were managed with full participation, full ownership and joint decision-making by beneficiary institutions can be replicated in future projects
- c. Town-hall meetings conducted under the Judiciary Component open up communication and better understanding between role-players in the justice cluster as well as between government institutions, the private sector and civil society.
- d. The Judicial Research Centre provide the Judiciary with access to international legal references and create a platform for dissemination of information, and discussions between Judiciaries
- e. The effectiveness and dedication of UNODC PMU could serve as model for beneficiary institutions to develop in-house capacity for managing their own organizational development projects with own resources or in conjunction with other development partners.

### C. Comments on Implementation of Recommendations made by Mid-Term Reviews

Recommendations Made	Comments
<b>EC MTR</b>	
Review work plan to move budget lines to support the more concrete and verifiable project Components and Activities	Done
Decentralise the procurement process to ensure local purchase of certain items that could be sourced locally through reputable firms, more rapidly and at a lower cost	Done
EC/Donor funds should not be used to fund procurement of vehicles and office running expenses for government agencies	Still a relevant recommendation. License fees for IT software need to be included in this recommendation. If the government cannot afford it, it will not be sustainable solution
Provide financial support to a transition period, between end of present project and a follow-up project in terms of supplying an expert to continue the management of the whole IT Component at the EFCC and NFIU level	Don't agree Capacity should be developed during project implementation to make it sustainable and not be dependent on external support beyond lifetime of project. Development of recipients capacity should be at the core of development aid project
Establishment of a technical committee within the PSC that would meet quarterly that undertake periodic visit of project sites in order to ensure that work plans are fully implemented and in a timely manner and to hold detailed discussions with the PMU about the project	Not being implemented. Could resolve some issues related to sustainability and efficient utilization of resources produced/provided through this project. Will also increase ownership by recipients.
Include IT and auditing experts in the final project evaluation team	IT expert was included in team. Audit can be done separately.
In future projects, support corruption prevention work of other anticorruption agencies in Nigeria and the work of non-state actors.	In agreement. A comprehensive strategy and approach is needed to address corruption
EC should promote a strong and clear MoU at project design stage with Government Partners, to encourage local responsibility and ownership of the Project and to clarify the activities to be funded by the Donor organisation/s.	Agree. Also ensure at PSC level that those conditions are implemented
Increase technical support and mentoring to the NNFIU to ensure population of the goAML with the required data from Nigerian banks; UNODC should also provide more technical support for the ICT and other modern technology provided across the whole project to ensure their sustainability	Done
Facilitate the organisation of a stakeholders' meeting on the use of goAML involving representatives of the NFIU, CBN, Nigerian banks, EFCC and UNODC as soon as possible, to ensure that banks that have not sent their data to NNFIU do so	Was addressed. All banks report now and CBN took responsibility to address issue with other banks and institutions
Provide a clearly defined role for the EFCC External Co-operation Unit within the PMU towards achieving transfer of ownership, in line with the project document	Not done effectively
Ensure an effective Donor co-ordination mechanism and forum to give Donor initiatives more weight.	Still work in progress. Mandates and roles of UNODC and FGN should be clarified

Allow for a more appropriate level of UNODC project administrative support staff to be able to handle the full project implementation in a more efficient and effective way. This will reduce the administrative pressure on the Project Co-ordinators. EFCC staff from the External Co-operation Unit could perform this role, as recently highlighted by the PMU	Not implemented, but not in agreement with more staff for UNODC, rather use EFCC staff to ensure ownership, capacity development and efficiency.
Sub-contract, as soon as possible, the implementation of the remaining activities under the Judicial Component of the project to NJI, through the proposed grant agreements	Done
Re-design Output 3.4 to reflect the agreement reached between EC and UNODC on the proposed visibility strategy; further, as part of the strategy to engage civil society, the UNODC and the EFCC should examine the possibility of subcontracting the public awareness activities under the project to specific civil society groups in Nigeria, especially those focussing on anti-corruption and financial crimes issues. This will inform and mobilise civil society to support the work of the EFCC and its affiliate institutions and generally increase public confidence in the fight against corruption	Done
The proposed second survey of business attitudes to corruption and economic crime should be re-designed to cover public perception of and attitude to corruption and financial crimes in Nigeria.	Done
Ensure that the NPC is fully informed of the project progress in line with section 9 of Annex I of the Contribution Agreement (Description of Operation). Designated officials in the Multilateral Department of the NPC should be invited to the PSC meetings	NPC representative was invited and was more active towards end of programme. NPC still not fulfilling its role as NOA
Judicial Component: Future programmes should consider extension to other States especially those that are willing to participate in a cost-share arrangement.	Agree
UNODC exit strategy for this project should include a work plan and a budget (developed with beneficiaries) for submission to government to cover the running of the project deliverables	Work in progress
While the UNODC should provide the technical expertise, the EFCC needs to provide the operational and political leadership to ensure NFIU gathers the required data on financial transactions from Nigeria banks and feeding them into the goAML application	Done
Provide adequate office space for the equipment and technologies provided under the project.	Not fully resolved yet
Senior management and the Human Resources unit (EFCC) must find effective ways to ensure that key personnel trained under the project (especially the technical staff in ICT that are sort after in the private sector) are adequately motivated with improved working conditions to remain in the organisation otherwise the sustainability of the project will not be guaranteed.	Agree. Not addressed yet

EFCC needs to maintain some level of stability in the leadership of the external cooperation unit. This is the unit that bears responsibility for coordinating the other units and transfer of project results. A significant level of memory and experience working on the project is required to effectively play this role.	Still relevant
EFCC Use its own funds for advocacy and public enlightenment campaigns and only rely on the project for technical assistance in the planning and deployment of enlightenment programmes	Agree, still relevant
There is need for the EFCC to engage more proactively with the public through more concrete assurances of its commitment in view of public perception of the EFCC	Done to some extent, but still relevant
<b>UNODC MTR</b>	
<b>Recommendations</b>	<b>Comments</b>
The political leadership of Nigeria must ensure that the Commission is removed from political interference	Still relevant
An adequate upfront commitment in form of counterpart funding and other contributions would ensure smooth transfer of the project to the EFCC upon its completion	Relevant for future projects
The overhead cost (17.5 per cent) may seem to be on the high side in view of the magnitude of the project and its huge share of expensive equipment. Future projects should consider alternative modalities of implementation in order to permit a cost-efficient choice of implementation.	At project end the "PMU cost will be 14.3% of the overall budget. If only EC funds are taken into account, the EU budget heading "PMU Cost" comes to 12.1% (as UNODC's contribution covered large parts of PMU and Vienna backstopping and expertise provision in 2010.)
The PMU keeps a firm grip of the implementation. This is not in agreement with the trend to have the beneficiary playing the major role in implementing the activities. Such ownership would not be fully possible in this case, in particular regarding IT, but it should have been possible to have more responsibility vested with beneficiary institutions without compromising quality or protection of funds. The operational units of the EFCC should be more involved and the role of the External Relations Unit should increasingly be to facilitate the transfer of ownership to those units.	Still relevant
Procurement has not only been slow. There are several cases of a variety of suppliers, some of which do not have facilities in Nigeria, which makes maintenance difficult and expensive.	UNODC procurement rules are fine when implementing UNODC projects, but should review their process if they want to perform PMU role on behalf of a beneficiary country. Apply Paris principles.
The high turn-over at management level is a concern. There should be an improvement of the EFCC <i>institutional memory</i> that mitigates effects of senior management changes	Still relevant
There is a need for extensive training of trainers who can assume a leadership role, develop courses, instruct trainers, put material into use, etc.	Done
	The JSDCG coordinate activities amongst

entrusted to deal with all donor funded justice sector and anti-corruption activities in support of the EFCC, the Judiciary/NJI, prosecutors, bailiffs, etc.	development partners, but FGN is not an active role-player. Still a need to establish effective ODA process according to OED DAC principles
There is need for a comprehensive bridging strategy that secures the sustainability of project activities.	Was part of final year activities still work in progress
Replication of the present support in more states and Federal Courts; strengthening the capacity of the NJI; support of the implementation of the ten Action Plans; reform of some key legislation, such as the procedural law; enhancement of users' awareness of courts and their workings; continued computerization; a third judicial assessment, possibly in 2010.	Still relevant

## V. RECOMMENDATIONS

### A. Issues resolved during the evaluation

This is a final assessment of the project and the implementation period has come to an end. Issues identified during the evaluation are covered under lessons learnt and recommendations for future projects.

### B. Actions recommended

#### For the European Union:

- i) Various role-players are involved in the value chain to address corruption and these institutions are dependent on each other to make real impact. It is recommended that future programme/project designs should include total sector involved with dealing with corruption.
- ii) The Paris Declaration on Aid Effectiveness was agreed upon in 2005. The principles were not considered when implementing modalities were defined and UNODC was identified as implementing agency. Ownership by partner country was therefore not sufficient and partner country systems and procedures were not used or developed. Accra Agenda for Action was adopted in 2008 and these principles were not adopted during project implementation. It is recommended that these development principles be applied in future implementation modalities.
- iii) Although the FA and Counterpart agreement make provision for the ERU to be fully incorporated in the PMU with the focus on transfer of skills to beneficiary institutions, it never materialized. The PSC also did not address this issue. It is therefore recommended that transfer of skills regarding project management and implementation should be conditional when an implementation agency is appointed as PMU.
- iv) Outcomes, targets, performance indicators and sources of verification in the original logical framework were not well defined. This should provide the basis for future reviews, evaluations and assessments. It is recommended that future outcomes, targets, performance indicators and sources of verification be realistic and clearly defined in the logical framework. Specific attention should be given to monitoring capacity and sources of reliable management information in the format required for the project.
- v) Results of the baseline study envisaged in the project design were only formally available during the final year of implementation and was therefore not very useful as management tool during implementation. It is recommended that sequence of activities are well planned to ensure baseline studies are done in time to provide baseline information in time to be used as project management information

- vi) Financial, procurement and reporting systems, procedures and rules of the UNODC were used during project implementation. The beneficiary institutions were not familiar with these and it creates some level of confusion and uncertainty. Roles and responsibilities regarding project management and implementation were covered in project documentation but were not fully applied in practice. It has a negative influence on project implementation, mainly related to efficiency and sustainability. Although effectiveness of the project is rated very high, most activities could have been implemented much sooner if these issues were addressed upfront. It is recommended that provision be made during start-up phase for orientation on implementing modalities, roles and responsibilities to all stakeholders.
- vii) Beneficiary institutions (mainly the EFCC) have very little ownership over implementation of activities. Planning and design was mostly done by the UNODC and UNODC PMU coordinate directly with focal points in specific components in the EFCC. Communication was mainly between focal points and the UNODC PMU and not through the institution's management structures and lines of communication. The EFCC therefore did not develop strong enough ownership and responsibility for project implementation, reporting and managing issues as they arise during implementation. It is therefore recommended that future project designs make provision for dedicated project managers to be appointed in the beneficiary institutions to take responsibility to manage implementation and to report to an operational project management structure (jointly represented by UNODC and beneficiary institutions) to be established below the PSC, on a monthly/quarterly basis.
- viii) Vehicles and IT software license fees have huge recurrent cost implications and most of the times the registration of the licenses or vehicles create problems. Lessons learnt from other development projects internationally also indicated that vehicles are most of the time not being utilized or managed effectively. It is recommended that these items should be regard as counterpart contributions from the beneficiary country/institution in future projects.

#### **For the UNODC**

- i) Financial and procurement processes and procedures followed by UNODC are effective and suit their needs when they manage their own projects. These processes and procedures however do not comply or make provision for flexibility to accommodate development principles as defined in the PP and AAA when conducting project management services to a beneficiary country. It is therefore recommended that UNODC HQ should adjust their implementation approach and procedures when performing PMU functions on behalf of another donor or recipient country to take PP and AAA principles in consideration.
- ii) The financial system (ProFi) did not provide financial information according to the project structure (planned vs actual expenses against outcomes and activities per objectives). It is recommended that financial information against programme design (programme objectives, outcomes and activities) are made available in future projects to allow project managers to manage actual expenditure against planned costs per objective.
- iii) Although it was envisaged in the Project document, the main beneficiary (EFCC) was not fully involved in the day-to-day operations of the PMU. Local staff was appointed in the UNODC PMU that will not be absorbed in the beneficiary institutions at the end of project implementation. These skills and knowledge will therefore be lost for the beneficiary institutions. It is recommended that future PMU's should include personnel from beneficiary institutions to allow for transfer of skills and capacity development to beneficiary institutions. This recommendation goes together with recommendation (i) above.

- iv) The project management structure made provision for a PSC that met twice per year. From there the UNODC PMU managed the project, prepared progress reports, communicated directly with departments and units in beneficiary institutions and not following management and communication channels of the beneficiary institutions. To enhance ownership, full participation and acceptance of responsibility by the beneficiary institutions, it is recommended that the project management structure should make provision for a management level between the PSC and implementation level (operational management) with dedicated programme and project managers from the beneficiary institutions. (Also see recommendation (vii) to the European Union, above)
- v) Quarterly reporting that also include financial reporting (in UNODC) format) were only done internally within UNODC structures and not to a joint project structure or the beneficiary institutions. It is recommended that future projects make provision for monthly and quarterly progress reporting from project managers (appointed by the beneficiary institutions) to a joint operational project management structure (as recommended in iv above). This could enhance ownership and acceptance of responsibility by beneficiary institutions and will also provide reporting on financial and procurement matters to beneficiaries. Representatives from beneficiary institutions on the operational management structure could also take responsibility to address internal management issues, such as slow communication or outstanding decision-making within beneficiary institutions. This will also contribute towards strengthening internal management systems of the beneficiary institutions.

#### **For the EFCC**

- i) The EFCC did not participate fully through the ERU in the day-to-day activities of the PMU. Communication and management structures and processes were not used during implementation and dedicated project managers were not appointed in the relevant components to monitor and report on a regular basis on project implementation. The EFCC counterpart contribution as defined per outcome in the Project plan was not managed as part of project implementation and reported on. The principle of development aid is that it should be in support of government policies and strategies. Ownership of the policies and strategies is with the beneficiary. The beneficiary should therefore take full ownership and responsibility for successful implementation of interventions and play an active role in all aspect of project management. It is therefore recommended that the EFCC accept ownership and responsibility of development programmes in future projects. This could be achieved by making staff on full-time basis available to share responsibilities in the PMU; appoint project managers in departments and units to take responsibility for overseeing implementation per department/unit; and provide monthly and quarterly progress reports to management per institution as well as to project management structures (operational project management, PSC, PMU).
- ii) Some issues raised during various meetings, where decisions and feedback from EFCC senior management were required, remained on the minutes of meetings for months without being resolved. This has a negative impact on successful implementation. It is recommended that EFCC management ensure management processes in EFCC being reviewed and improved to be more effective and able to respond in time to issues raised through PMU/ERU. Recommendation (i) above is also relevant.
- iii) UNODC procedures and processes were followed during implementation. Beneficiary institutions are not familiar with these processes and procedures and that uncertainty leads to unnecessary delays during implementation. Project management roles and responsibilities were defined in project documentation, but it was not effectively

- implemented as described. Misunderstandings or different interpretations create unnecessary communication gaps. It is recommended that roles and responsibilities of EFCC and other stakeholders are well defined in project documentation and steps being taken to ensure a common understanding before a new project start.
- vi) The ERU is responsible for coordinating related development support to the EFCC and will also be responsible to ensure current outputs delivered through the project will continue with own resources after the lifespan of the project. It is therefore recommended that the capacity in ERU is improved and maintained for future development projects.
  - vii) The sustainability plan was implemented in the final year of implementation and with that also handover of deliverables that were developed and procured through the project to the EFCC. It is recommended that the EFCC ensure sustainability by future budget allocations and prioritizing resources towards deliverables.
  - viii) Some of the resources provided through the project are not fully utilized due to lack of accommodation (print shop), missing components and consumables (FSL) and additional equipment (hardware to ensure software programmes developed are utilized). As part of future sustainability it is recommended that the EFCC ensure efficient utilization of deliverables by providing necessary support environment (accommodation, supplies, additional equipment and resources) as planned.
  - ix) High personnel turn over was identified as one of the risks for future sustainability. Mainly IT-personnel that were trained and developed skills and practical experience through this project easily find other jobs in the private sector. Some instances were observed where someone is transferred to other functions where his/her skills developed through his project will not be utilized or someone from another unit is transferred to head a technical unit and he/she does not have the technical skills. It is recommended that EFCC management develop plans to maintain capacities and minimize transferring skilled people to functions not related to the skills developed through this project.
  - x) The NPC, also fulfilling the role as NAO, is responsible for donor coordination on behalf of the FGN. The EFCC put in efforts to coordinate donors and potential donors to the EFCC. It is therefore recommended that the EFCC establish an effective working relationship with NPC and insist on donor coordination policy framework for FGN. This will provide a guideline for the EFCC within which they can develop their own donor coordination capability.

### **General recommendations**

- i) Fighting corruption is a sensitive issue and need to operate objectively and independently from any influence, even political influence. The FGN should allow political independence for the EFCC and similar institutions to ensure objectiveness and effectiveness.
- ii) There is a high level of commitment from State Judiciaries to sustain project deliverables, but they are dependent on the State governments for budget allocations. The Judiciary is also a very critical component in addressing corruption and it is recommended that they receive support from State Governors and FGN to be able to sustain and expand current initiatives for strengthening the justice sector integrity and capacity
- iii) The NPC played a very limited role during project implementation, specifically related to their responsibility as NAO to monitor implementation. It is recommended that the NPC be more active in playing the role of NAO during the closing phase of the project as well as for future projects. Specific attention should be given to development of a donor Coordination Policy for FGN and establishing an effective reporting, monitoring and

- evaluation system from beneficiary institutions to the NPC on interventions implemented through ODA.
- iv) There is quite a significant backlog of crucial legislation in the National Assembly (e.g. Witness and Whistleblower Protection Bill, Freedom of Information Bill, Amendment to the Evidence Act, the ICPC and EFCC Act, the Money Laundering Act, the Non-Conviction Based Asset Forfeiture Bill, just to name a view) that will make meaningful contribution if being adopted as soon as possible.

## **VI. OVERALL CONCLUSIONS**

This project was part of a broader development programme between the EU and the FGN and funding allocated towards this project was part of the EU contribution to the FGN. It was a joint decision between the FGN and the EU to appoint the UNODC to implement this project based on their international experience in the field of addressing corruption and related matters, and secondly, because the EFCC, who is the main beneficiary of this project, insisted on a transparent approach during implementation.

The UNODC played basically two different roles during project implementation, namely as Project Management Unit, providing project management services and secondly as service provider during implementation. As service provider the UNODC provide high-level expertise related to anti-corruption policy, advocacy and capacity building, IT systems development and implementation (including hardware implementation), training, mentoring and facilitating development of Action Plans.

As agreed with the EU in the Counterpart Contribution document and the Project plan with the EFCC, UNODC financial and procurement procedures were followed during implementation. Although the Paris Declaration on Aid Effectiveness (2005) was already in place, these principles were not considered when the implementing modalities were defined. More emphasis should be given in future to use beneficiary country systems and procedures as far as possible and make use of the opportunity to strengthen their systems rather than to establish parallel structures. Beneficiary institutions should take ownership from the beginning and be actively involved in project management structures.

Due to the implementing arrangements and the fact that the EFCC through the ERU did not play the role as joint implementer with the UNODC as envisaged in the Project Plan, the main beneficiary did not establish full ownership of the project during the lifespan of the project and while broad guidance was provided jointly through the PSC, the daily decision making processes were mainly driven by UNODC.

The overall impression is that the project objectives were relevant at the time of the design and remains relevant for the duration of implementation, although it was designed when no clearly defined anti corruption strategy for the FGN was in place. It is only during the final phase of implementation and with some support from this project that such a comprehensive strategy is now being developed. The objectives, outcomes and outputs were focussed on key functional responsibilities of the EFCC and the Judiciary.

In terms of effectiveness, the project performed very well and all outputs as planned (and revised with time) were delivered before the end date for implementation, notwithstanding some delays. The effectiveness is mainly as a result of the competence and effectiveness of the UNODC PMU.

Due to high level of effectiveness and relevancy to the key functions of the EFCC and the Judiciary, the project also shows high levels of impact, even beyond the original scope as indicated in the findings.

In terms of efficiency, the project performs less satisfactory mainly due to unsatisfactory management of counterpart support from beneficiary institutions; issues raised at different meetings not being address effectively and in time that lead to some equipment not being utilized and some others not utilized at optimal levels. This also highlighted the point made by the assessment team that more emphasis should be placed on building capacity in beneficiary institutions to improve their management systems, mechanisms and procedures. It will also become relevant for future sustainability as beneficiary institutions will be responsible to manage expansion and maintenance of what has being put in place during the project lifetime.

Sustainability looks optimistic but is dependent on variables such as ability of EFCC to maintain critical human resources that has been trained and capacitated through this project. Optimal utilization and expanding of systems developed, and equipment procured will depend on effectiveness and priorities of management of the beneficiary institutions. The State Judiciaries are dependent on State budget allocations that are a challenge in some States.

The outputs delivered through this project are the beginning of building capacity in some Nigerian institutions to deal with corruption. It is up to management of these institutions to build on this foundation and harmonize with other key stakeholders and development partners, with political support from the FGN, to effectively address corruption in Nigeria.

|

## **EVALUATION DESIGN MATRIX**

NGA/S08: "Support to the Economic and Financial Crimes Commission (EFCC) and the Nigerian Judiciary"

**OCTOBER 2010**

TEAM: PIETER DU PLESSIS

BOLANLE OMOTOSO

CHIJOKE IWUAMADI

## 1. METHODOLOGY

The Evaluation will follow a systematic, but participatory approach and the intention is to move towards a shared understanding of the implementation elements of the programme, which will in turn facilitate drawing conclusions and making recommendations across the focus areas.

The evaluation and the general assessment of the relevance and impact of the NGA/SO8 project on its beneficiary and on national development can be presumably ascertained through capturing the perceptions of a sample group drawn from the direct and indirect beneficiaries. The direct beneficiaries are the EFCC and NJI while indirect beneficiaries are the CSOs, private sectors, and the citizenry. To cover the scope of the various components of the project, the evaluation team will ensure that the respondents constitute the mentioned target beneficiaries.

The approach will cover the following steps:

- Describing the evaluation criteria
  - Relevance
  - Effectiveness
  - Efficiency
  - Impact
  - Sustainability
- Developing Evaluation Questions
- Apply the questions and criteria on the programme focus areas
  - Reinforce Economic and Financial Crime Commission (EFCC)
    - Power Supply and Backup Systems
    - Investigation unit equipped with a forensic facility. (6 activities)
    - Media and publicity unit equipped. (4 activities)
    - Adequate Security system for all staff and premises of EFCC, FIU and Training Centre. (4 activities)
    - EFCC capacity for transportation enhanced. (7 activities)
    - EFCC information technology capacity enhanced. (8 activities)
    - Websites
    - goCase
    - goADAM
    - goIDM
    - Interface and Integration with other parties/agencies to aid data extraction and analysis
    - National ID Card
    - Interpol
    - NDLEA
    - Banks
    - Hotels
    - Bureau De Change
    - National Connectivity/Internet Access
    - Organisational Structure
    - ICT Manpower Development
    - Information Security/Disaster Recovery and Business Continuity
    - Information Security Awareness

- User Acceptable Policies
- Information Security Policies
- Business Continuity and Disaster Recovery Policies
- Replication Sites
- Drilling and Testing Of Reliability
- Office Automation
- PC For users
- Mailing Systems
- Workflow and Intranet Capability
- Video Conferencing
- Sustainability/Handover Roadmap
- Budgeting For ITS Operations after Handover
- Recurrent Charges i.e Bandwidth, Depreciation, Replacement
- Software Licenses
- Continuous Training
- External Consultants
- Upgrades
- Hardware Maintenance & Inventory Management
- UNODC ITS support structure in place
- Proper IT Manning provided at all locations
- Localized Infrastructure support in place
- Maintenance and support structure formalized
- Transfer of project ownership to the EFCC ITS staff
- On-going specialized software support by UNODC ITS
- Policies, Standards, Operating Guidelines, Control Specifications
- Storage Area Network
- Establish Centre for Training in Economic and Financial Law Enforcement
  - Training Centre equipped with teaching aids and furnishings for classrooms and student residence. (5 activities)
- Reinforce Financial Intelligence Unit (FIU)
  - goAML
  - Accomplishments on Reporting Entities Compliance
  - i2 Notebook
  - Specialised Training on Intelligence Analysis & Investigation
- Support to Judicial System
  - Websites
  - Legal and prosecution unit equipped with a research library. (3 activities)
  - Establishment of NJI
  - Establishing the extent at which the project expected results in the logframe were achieved
- Findings
- Recommendations
- Conclusions

## 2. CRITERIA

The Terms of Reference have identified relevance, effectiveness, efficiency, impact and sustainability as the evaluation criteria. From there the team developed evaluation questions, i.e. the questions that we want to have answers to through the study. These questions are at several levels (discussed below).

Criteria	Definition
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended
Relevance	The extent to which the objectives of the are consistent with beneficiaries` requirements, country needs, global priorities and partners` and donors` policies
Effectiveness	...an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results

### 3. EVALUATION QUESTIONS

The evaluation questions include those the evaluation team will ask themselves and also those to be asked to the interviewees (the latter more being in the form of an interview guide). They are at different levels from very general to very specific – common to them is that they must be answerable to be useful. Specific questions will be developed for each focus area.

#### 3.1 Questions related to Evaluation Criteria

Criteria	Evaluation Question	Judgement criteria – sub-questions	Qualitative and Quantitative indicators
Evaluability of programme	Assessment of design of programme	<p>Has a project/programme monitoring system been set up, including a baseline survey, to allow a proper monitoring throughout the project/programme?</p> <p>Are targets well specified in the Project Document, including clear and concise performance indicators?</p> <p>Is there a clear and logical consistency between the objectives, inputs, activities, outputs in terms of quality, quantity, time-frame and cost-efficiency?</p> <p>Are the beneficiaries well identified in the project document?</p> <p>Are prior obligations and prerequisites (assumptions and risks) well-specified and met?</p> <p>Is the managerial and institutional framework for implementation well spelled out?</p> <p>Is the work plan practical, logical and cohesive?</p> <p>Is the planned project duration (3 years) realistic?</p> <p>Are all external institutional relationships correctly identified?</p>	<p>Beneficiaries identified in programme document and logframe</p> <p>Workplan clear and logic</p> <p>Risk assessment</p> <p>Monitoring system</p> <p>Baseline studies</p> <p>Performance targets and indicators defined in programme document</p>
Relevance	A brief assessment of the extent to which the programme remains consistent with, and supportive of national strategies and priorities to address corruption and	<p>To what extent do the programme integrated with the government of Nigeria's strategy to tackle corruption and financial and economic crimes? Which are the differences? Why?</p> <p>Is the project/programme the appropriate solution to the problems it aims to address?</p> <p>How participatory has the programme design</p>	<p>Existence of tensions between the programme and the strategies of the Nigerian government</p> <p>Similarities/differences of the strategies at the different levels. Relations and interactions.</p> <p>Degree of awareness of similar</p>

Criteria	Evaluation Question	Judgement criteria – sub-questions	Qualitative and Quantitative indicators
	financial and economic crimes;	<p>been?</p> <p>The evolution of the context over time and how the programme adapt to this</p> <p>Was the project in line with the priority needs of the beneficiaries/ counterparts?</p> <p>Was the project's approach the appropriate solution to achieve the objectives?</p> <p>Did the project address the root causes?</p> <p>Are the project's objectives still relevant to the actual and local situation?</p> <p>Was the project in line with the priority areas for technical cooperation as identified per UNODC strategic programme framework?</p> <p>Are any providers of a similar type of assistance active in the country?</p> <p>What is the project's particular added value in comparison with projects with similar objectives conducted in the area or other providers of a similar type of TA?</p>	<p>programmes.</p> <p>Exchanges between of organizations</p> <p>Differences and similarities of the programmes management, outputs and outcomes.</p> <p>Suitability of logframe and flexibility to adjust over time with changing needs</p> <p>Quality of indicators</p> <p>Availability of information</p>
Sustainability	A thorough assessment of stakeholder participation in the management and implementation of the programme, and the level of ownership at institutional level	<p>To what extent will the benefits generated through the project be sustained after the end of the project?</p> <p>Have the beneficiaries taken ownership of the objectives to be achieved by the project? Are they committed to continue working towards these objectives once the project has ended? Is</p>	<p>Organisation taking initiative to benefit from the programme</p> <p>Number and type of stakeholders involved in decision-making.</p> <p>Number and types of stakeholders that benefitted from the programme.</p>

Criteria	Evaluation Question	Judgement criteria – sub-questions	Qualitative and Quantitative indicators
		<p>their engagement likely to continue, be scaled up, replicated or institutionalized after external funding ceases?</p> <p>Are the host institutions developing the capacity and motivation to efficiently administer the initiative? Can the initiative become financially self-sustaining?</p> <p>Will the established infrastructure be sustainable?</p> <p>Which stakeholders are already using the results of the programme? Extend of handover of project deliverables, and more importantly actual transfer of knowledge and ownership (specific institutions to be mentioned)</p> <p>What measures were put in place to ensure sustainability? Are sustainability plans for each of the four objectives being developed? Is sustainability of activities planned for in budgeting cycle of EFCC, Judiciary, etc? What measures were put in place to ensure institutional memory?</p>	
Efficiency	A critical assessment of programme performance with respect to efficiency (input delivery, cost control and activity management)	<p>Were sufficient funds available compared with project budget?</p> <p>Full and systematic assessment of outputs produced to date (quantity and quality as compared with immediate objectives and workplan);</p>	<p>Type and sizes of the gaps between the objectives and the achievements, globally in terms of expenses and by type of activity taking into account the beneficiaries, expenses, timing?</p> <p>Level of cost efficiency of the activity. Cost per beneficiary.</p>

Criteria	Evaluation Question	Judgement criteria – sub-questions	Qualitative and Quantitative indicators
		<p>Timeliness of project implementation;</p> <p>What organizational and managerial arrangements were put in place and how well did they perform?</p> <p>What execution modalities were followed, including eventual handover of project deliverables, and more importantly <u>actual transfer of knowledge and ownership</u>?</p> <p>What was the extent of national support and commitment?</p> <p>What was the quality of administrative and technical support by UNODC HQ/FO?</p> <p>Was monitoring and reporting as described in the project document well implemented and functioning?</p> <p>Was the project results useful in meeting the needs of Nigeria.</p> <p>Which procedures for procurement was followed? To what extent did they allow for efficiency by clear economic criteria for selection of the providers and to what extent did they hamper the effectiveness of the programme?</p> <p>Has the project funding been properly and timely allocated as well as spent as planned?</p> <p>Has the project staff been selected and recruited in a suitable and timely manner?</p> <p>Compared with alternative approaches that would accomplish the same development</p>	

Criteria	Evaluation Question	Judgement criteria – sub-questions	Qualitative and Quantitative indicators
		<p>objectives, has the project’s progress been made at an acceptable cost? Could more progress have been achieved with the same input? Could the same have been achieved with less input? Would alternative approaches accomplish the same results at a lower cost?</p> <p>What measures have been taken during project planning and implementation to ensure that resources are efficiently used?</p>	
Effectiveness	A thorough assessment of programme management and coordination arrangements, and the extent to which timely and appropriate decisions are being made to support effective implementation and problem resolution (actual and potential delivery of outputs and progress towards achieving the purpose)	<p>What was the institutional set up and contractual agreements? Which were the coordination bodies involved and what were their roles? Where there exchanges between the different components of the programme? To what extent could the management and implementing agencies overcome the challenges of the programme? How? Has the project achieved its foreseen objectives and results (outputs, outcomes, and impact)? If not, has some progress been made towards their achievement?</p> <p>What are the success factors for the achievement or reasons for non-achievement of the project objectives?</p> <p>To what extent is the progress made so far the result of the project's intervention rather than of external factors or other actors?</p> <p>What are the major challenges, opportunities and</p>	<p>Number and type of coordination structures involved Existence of formal coordination mechanisms between the components. Coordination groups/advisory board to which the component were reporting. Objectives achieved against original logframe and updated logframes</p>

Criteria	Evaluation Question	Judgement criteria – sub-questions	Qualitative and Quantitative indicators
		<p>obstacles encountered by the project as a whole?</p> <p>Did the project contribute towards improvement of capacity to deal with corruption and improve the situation in the EFCC, Judiciary and NFIU?</p>	
Impact	An assessment of the effect of the programme on its wider environment, and its contribution to the wider policy or sector objectives.	<p>The extent to which the benefits received by the target beneficiaries had a wider overall effect on larger numbers of people in the region.</p> <p>The extend to which adequately trained and equipped staff contribute to detect and manage successful investigations and prosecutions</p> <p>What difference has the project intervention made among beneficiaries from the different districts/ on the level of beneficiaries?</p> <p>What are the intended or unintended, positive or negative long-term social, economic, technical, environmental, and other effects on individuals, communities, and institutions related to the project's intervention?</p> <p>Has the project pursued the possibility of assessing impact? Which provisions were made, or could have been made, at the planning and implementation stage to assess change?</p> <p>Did the project contribute to the Millennium Development Goals (MDG)?</p>	<p>Increase in awareness</p> <p>Better understanding of the concept of corruption and economic and financial crimes</p> <p>Increase/decrease of prevalence</p>

Criteria	Evaluation Question	Judgement criteria – sub-questions	Qualitative and Quantitative indicators
Partnership and Cooperation	An assessment of extend to which partnerships were established between UNODC implementation unit and beneficiaries, between beneficiaries and also wit external entities to create synergies. Also to assess the level of cooperation established between partners in implementation and also cooperation with other development partners	<p>How consultative / participatory was the programme implementation towards the institutions / civil society?</p> <p>To what extent was proactive discussions / exchanges of experience / communication streams been created?</p> <p>Which coordination structure was established for the programme?</p> <p>How was content of this programme harmonized with related initiatives by other development partners?</p> <p>Where partnerships were established how equal was the relationship?</p> <p>Have coordination mechanisms between the beneficiaries (EFCC, Judiciary) and other relevant development entities been successfully established?</p> <p>What lessons can be drawn from the coordination efforts and working arrangements between the UNODC project team, its counterparts/ beneficiaries, other sections of UNODC (e.g. HQ) and partners organizations/ other providers of similar type TA in the country?</p>	<p>Number/frequency/type of meetings with the stakeholders.</p> <p>Number of joint implementation units</p> <p>Level of decision-making powers of local partners/beneficiaries at joint implementation units.</p>

### 3.2 Questions related to Programme Objectives

During introducing the evaluators to the interviewees, the team will provide a brief description of the purpose of the final assessment and will explain the criteria and specific questions that they will cover during the interview. The interviewee's will be given opportunity to provide the team with their awareness of the programme, functional responsibilities and specific responsibilities related to the programme.

**Question 1: What progress has been made by UNODC/EFCC/NJI in achieving the goals and objectives specified in the project document?**

Objective 1: To enhance the operational capacity of EFCC including the FIU and Training Centre.

- 1.1 Investigation unit equipped with a forensic facility. (6 activities)
- 1.2 Media and publicity unit equipped. (4 activities)
- 1.3 Legal and prosecution unit equipped with a research library. (3 activities)
- 1.4 Training Centre equipped with teaching aids and furnishings for classrooms and student residence. (5 activities)
- 1.5 Adequate Security system for all staff and premises of EFCC, FIU and Training Centre. (4 activities)
- 1.5 EFCC capacity for transportation enhanced. (7 activities)
- 1.7 EFCC information technology capacity enhanced. (8 activities)

Sub- Questions:

How well was supporting environment for equipment being planned for, eg. space, skills and capacity to use equipment effectively?

How was distribution of equipment prioritized?

Who is responsible for record keeping/inventory control?

How was maintenance and recurrent costs planned for?

What is the quality and effectiveness of training events in particular, number of trainees, relevance of training, evaluation of training by trainees and sustainability of training?

Objective 2: To upgrade the **knowledge and substantive capacity** of EFCC including the FIU staff and other related institutions.

- 2.1 General management capacity and administrative skills for EFCC staff including FIU and Training Centre, enhanced. (8 activities)
- 2.2 Computer literacy and skills at the elementary, advanced and specialized level established and enhanced. (13 activities)
- 2.3 Specialized skills for personnel in investigation, media and publicity, legal and prosecution of EFCC established and enhanced. (5 activities)
- 2.4 Capacity of the EFCC Training Centre to deliver training established and enhanced. (17 activities)

Sub-Questions:

What measures were put in place to ensure compliance by the banking sector?

How was training needs determined and how was training interventions implemented during this programme being prioritized?

What training needs still need to be addressed?  
How many managerial courses and how many courses on administrative skills? How many participants per course? Was evaluation of effect of these courses conducted afterwards and if so, what was the feedback?  
What is the current status of computer literacy?  
How many specialized skills courses were presented, how many participants per course. What was the outcome of these courses?  
Any additional specialized skills needs identified?  
How was the capacity of EFCC Training Centre enhanced?  
How many persons were capacitated?  
How successful were these interventions?  
Who provided capacity development interventions?  
How will it be sustained after this programme?

Objective 3: To increase public awareness about the FIU and EFCC and their efforts to reduce corruption through the prevention of economic and financial crimes

- 3.1 Public Awareness about the FIU enhanced. (5 activities)
- 3.2 Public awareness about corruption and role of EFCC enhanced. (4 activities)
- 3.3 Surveys on public attitudes to corruption and economic crime conducted at the beginning and end of project. (5 activities)

Was an awareness strategy developed?

Were the surveys conducted and what was the result of these surveys?

How many interventions were implemented and what was the focus of these interventions? How does it relate to the awareness strategy?

How does this awareness programme support other awareness interventions by government related to corruption?

Objective 4: Develop and pilot the implementation of a comprehensive framework to strengthen judicial integrity and capacity in Nigeria at federal and selected state levels.

- 4.1 National Strategic Framework for Strengthening Judicial Integrity and Capacity developed. (4 activities)
- 4.2 Two Assessment Reports on Justice Sector Integrity and Capacity prepared. (4 activities)
- 4.3 Action Plans for Strengthening Judicial Integrity and Capacity developed. (2 activities)
- 4.4 Completion of Action Plans implemented in the four original pilot States and action plan implementation launched in the six additional States. (10 activities)
- 4.5 Public trust in the justice system enhanced. (4 activities)
- 4.6 Professional capacity of Designated Judges and Prosecutors enhanced. (2 activities)

Sub-Questions:

Was the National Strategic Framework developed, and if so, by whom and what was the level of consultation with key stakeholders?

What is the perception of external stakeholders related to enhancement of public trust and professional capacity of Judiciary officials?

Where was the pilot implemented and what lessons could be learned from it?

What are the prospects of rolling the pilot out and how will it be sustained?

**Question 2: To which specific areas did NGA S08 project activities impacted in the institutions/beneficiary activities? Specific attention to:**

Improved capacity of NFIU to provide EFCC and other law enforcement agencies with relevant information

Enhanced capacity of EFCC and judicial institutions to effectively address interdiction and prosecution of corruption, financial and economic crimes.

Improved capacity of the judiciary to dispose of cases in a timely fashion

Enhanced civil society awareness and capacity to work with relevant institutions in the fight against corruption.

Improved capacities of the TRI and the NJI to provide quality training to their respective constituencies.

Improve capability to monitor suspicious transactions through banking sector (compliance by banking sector and suitability of T software)

**Question 3: Are there other intended or unintended, positive or negative (long-term) effects on individuals, communities, and institutions (on a micro- or macro-level)? E.g.**

Increased access to justice provided in the 10 pilot states

Increased integrity, accountability and transparency of the courts

Reduced incidence of financial and economic crime and corruption.

Improved public trust and confidence in the EFCC and the Judiciary.

Improvements against available global and regional indices measuring corruption.

Increase of successful law enforcement action against financial crimes and corruption.

(increased prosecution and conviction rates, increases in the recovery of assets, complexity of cases, politically sensitive nature of cases).

Improved integrity and capacity of the Judiciary in the 10 pilot states, including increased access to justice, timeliness and quality of justice delivery, integrity and accountability, and coordination across justice sector institutions.

**Question 4: Has the project/programme monitoring system been set up, including a baseline survey, to allow a proper monitoring throughout the project/programme? Are targets well specified in the Project Document, including clear and concise performance indicators?**

**Question 5: Did UNODC partnership with EFCC/NJI/CSOs/Private Sectors achieve the stipulated results?**

**Question 6: What are the synergies established (or not) with other funder's mission activities as well as potential areas of improvement?**

**Question 7: What was the level of improvement related to coordination, establishment of partnerships and synergies, with specific attention to:**

Level of coordination, cooperation, and partnerships with national counterparts and relevant international development partners?

Level and quality of partnerships established with direct project counterparts?  
 Level and quality of partnerships established with other relevant national stakeholders (beyond the EFCC and the Nigerian Judiciary), including non-state-actors?  
 Level and quality of coordination and cooperation with UN agencies and other international developments partners assisting the Nigerian Government in areas relevant to the objectives of the project?

**Question 8: What are the lessons learned?** Lessons learned should cover implementation, management approaches as well as the effectiveness of relationships with partners and inter-relationships.

**Question 9: What was the level and quality of administrative and technical support by UNODC HQ/FO related to overall management support, financial management, procurement, technical skills (training material and courses presented)**

**Question 10: What should be the recommendations for the sustenance of the project outcomes and future related project programming/implementation?**

**Question 11: Questions related to overall Programme Management:**

What programme structure was put in place to manage implementation? Please provide organigram.

What was the involvement of beneficiaries in project implementation, eg appointment of project managers, etc?

Describe communication and reporting channels?

How frequent did the different components meet?

Are minutes of these meetings available?

Describe process followed for progress reporting, monitoring and evaluation.

How was issues raised during progress reporting being dealt with?

How effective were decisions taken at these meetings being implemented?

More funds were used for equipment than initially envisaged in design of programme.

What process was followed for re-prioritizing and re-allocation of funding? Which planned activities were scaled down and what were the implications of these changes?

### 3.3 DATASOURCES

DATASOURCE	SAMPLE SIZE	RELEVANT QUESTIONS
PMU (UNODC and counterparts in EFCC and Judiciary)	3 out of 3 to be interviewed	All questions
Beneficiaries (EFCC Judiciary and NFIU, including sub-components and end users))	3 Main beneficiaries All 3 main beneficiaries and the sub-components will be interviewed. End-users to be interviewed will include users of IT systems and representatives from the 10 Judiciaries	All questions related to criteria Detailed questions related to specific focus/functional area
Development Partners (World Bank, EU, Dfid, US)	3 out of 4	Awareness questions Questions related to

		coordination, harmonisation and synergies
UNODC units involved with implementation (act as service providers)	IT representative in Abuja will be interviewed. Representatives from Finance and Procurement in Vienna will not be interviewed	All questions related to criteria, but relevant to focus area of intervention Detailed questions related to specific focus/functional area

#### 4. EVALUATION INSTRUMENTS

The questions together with the collection methods will constitute the evaluation instruments. These must be suited to each focus area as well as to the areas cutting across and beyond these. These instruments will be likely to include:

- the use of questionnaires for interviewing the beneficiaries,
- participating in stakeholders' review meetings,
- meetings and roundtables with project team members, UNODC country office Nigeria and counterparts across the 10 states under review
- on-sight field visits to project sites, and
- critical desk review of the project related documents and deliverables.

The evaluation instruments will be standardized to ensure uniformity in data collection and analysis.

Source material will include the project progress reports, work-plans, minutes of PSC meetings, mid-term review report, project revisions, EU standard Financial Agreement and Contribution Agreements (FA and CAs) and their revisions, past evaluation/monitoring reports, ProFi, publications generated from the project initiatives, and other related project and assessment documents.

#### 5. STATUS OF THE PROJECT EXPECTED RESULTS AS STATED IN THE PROJECT LOGFRAME

Component I – Equipments		
Result by components (support to EFCC)	Achieved/Partially Achieved/Not Achieved	Analysis of the verifiable indicators
1.1 A well forensics facility in Lagos		
1.2 Media and publicity unit well equipped		
1.3 Legal prosecution unit equipped		
1.4 Training capacity established		
1.5 The premises and staff adequately secured		
1.6 Enhanced transportation system		
1.7 Enhanced EFCC and		

FIU information technology		
<b>Component II – Training</b>		
2.1 Administrative capacity enhanced		
2.2 Staff trained and able to use the IT facilities		
2.3 Legal prosecution unit better prepared to perform their duties		
2.4 Establishment of TEFLE and the achievement of its purpose		
<b>Component III – Awareness</b>		
3.1 The media and publicity unit partners with the civil society		
3.2 Specified target groups like banks informed on financial crime prevention methods		
<b>Component IV – Support to Judicial System</b>		
Result by components (support to NJI)	Achieved/Partially Achieved/Not Achieved	Analysis of the verifiable indicators
4.1 Expansion of Judicial integrity support programme at the Federal level to speed up determination of financial and economic crimes cases		
4.2 Judiciary at the state level better equipped to process financial and economic crimes cases		

## 6. KEY INSTITUTIONS/PERSONS TO BE INTERVIEWED

(Names and designation will be completed as meetings are confirmed)

Primary Beneficiaries (EFCC and NJI) of the NGA S08 Project		
Institution	Name/Designation	Location/State
UNODC	Former Senior Project Coordinator	Pretoria
UNODC	Senior Project Coordinator	Abuja

UNODC	UNODC Country Representative	Abuja
UNODC	Programme Management Unit	Abudja
EC	(DP and AO)	
IEU		
ERU		
SARU		
EFCC	CS	
EFCC	PSO	
EFCC	DOPs	
EFCC	EC	
EFCC	NFIU	
EFCC	TRI	
EFCC	FSL	
NJI		
FCT		
Judiciary		
National Judiciary Institute		

ITS Unit		
National Planning Commission		
Secondary Beneficiaries (EFCC and NJI) of the NGA S08 Project		
Institution	Name/Designation	Location/State
Lawyers		
Financial institutions (Banks)		
Other anti-corruption institutions, etc. TUGAR; ICPC; Code of Conduct Bureau		
CSO's		

<b>S/n</b>	<b>List of Publications/ Documents Reviewed and Websites visited</b>
1	Financing Agreement between The European Commission and the Federal Republic of Nigeria
2	Minutes the first to seventh PSC meetings
3	The Main Project Document
4	Annex IV – Guidelines for the preparation of terms of reference for evaluation
5	Annex V – Standard format and guidelines of UNODC for evaluation reports
6	Annex VI – Self Evaluation report format
7	Annex VII – Evaluation assessment questionnaire
8	Mid-term evaluation report by UNODC
9	Mid-term evaluation report by EU/TRANSTEC
10	Ppt. presentation by Oliver on EFCC support
11	Ppt. presentation on Judiciary component by Ms Ugonna
12	UNODC Independent Evaluation Policy
13	Communiqué from the International Conference on Judicial Performance
14	Communiqué from the Corruption Casework Policy Roundtable by NJI
15	TOR for the Independent End of Project Evaluation NGA SO8
16	Court User Guides 1 – 6
17	Principles for the Ethical Conduct of Business in Nigeria
18	The Presidency IATT Fact Sheet
19	EFCC Establishment Act
20	EFCC Advance Fee Fraud and other Related Offences Act, 2006
21	EFCC Money Laundering Prohibition Act, 2004
22	FRN Code of Conduct for Judicial Officers (poster)
23	Court User Guide 1 (poster)
24	The 10 Pilot States Judiciary Action Plans
25	Ten years of Justice Sector Reform in Nigeria: A 360 Degree Review
26	Judicial Ethics Training Manual for the Nigerian Judiciary
27	Basic Computer Skills for the Nigerian Judiciary (training manual)
28	Commentary on the Bangalore Principles of Judicial Conduct
29	Training Manual on Alternative Dispute Resolution (ADR) and Restorative Justice
30	EU standard Financial Agreement and Contribution Agreements (FA and CAs) and their revisions
31	ITS technical documents, workplans, and visibility materials
32	Annual and Semi Annual Project Progress Reports
33	Financial Reports
34	Other Publications and technical documents produced and or sponsored by the project <ul style="list-style-type: none"> <li>• Baseline Assessment of Justice Sector Integrity and Capacity in 10 Nigerian States</li> <li>• Business Crime and Corruption Survey Report</li> <li>• ANCOR Handbook</li> <li>• ANCOR Code of Conduct</li> <li>• Standard Training Package and other training materials developed for the TRI</li> <li>• goAML</li> <li>• goCASE</li> <li>• goIDM</li> </ul>

	<ul style="list-style-type: none"> <li>• Brochures, newsletters and other information materials on ICT related support provided by the project, in particular on goCASE, goAML, goDM, and the Judicial Training Centre (JTC) and Judicial Research Centres (JRCs).</li> </ul>
35	TUGAR Information Handbook
36	Contribution Agreement between EU and UNODC
37	ERU 2010 Status Report
38	Project NGAS08 IT Component Progress Report
39	ProFi - Project - NGAS08 financial details, 2005 - 2010
40	CONIG Newsletter, October 2010 edition
41	Activity Report for the Implementation Year: 2007
42	Activity Report for the Implementation Year: 2008
43	<b>Strengthening Integrity and Capacity of the Nigerian Judiciary: Progress Report on the Implementation of State Action Plans in Ten Pilot States, 2007 – 2010</b>
44	“Corruption and Governance Challenges” in Nigeria Conference Proceedings CLEAN FOUNDATION Monograph Series, No 7, first published in 2010.
45	Training of Investigator Recruits: Economic and Financial Crimes Commission (EFCC), a publication of DFID and British Council, 2010.
46	Security, Justice and Growth: Programme Achievements and Lessons Learned, publication of DFID and British Council, 2010
47	Report on Visibility for “Support to the EFCC and the Nigerian Judiciary”, November 2010
48	EU / UNODC Project NGA/S08 Visibility Plan 2009 – 2010
49	<a href="http://www.efccnigeria.org">www.efccnigeria.org</a>
50	<a href="http://adamn.unodc.org">http://adamn.unodc.org</a>
51	<a href="http://goaml.unodc.org">http://goaml.unodc.org</a>
52	<a href="http://goidm.unodc.org">http://goidm.unodc.org</a>
53	<a href="http://gocase.unodc.org">http://gocase.unodc.org</a>
54	<a href="http://nji.gov.ng">http://nji.gov.ng</a>
55	<a href="http://ancornng.org">http://ancornng.org</a>

Persons Interviewed

Name	Designation
Anthony Buchingham	Previous Snr Project Manager
HailuDauda	EFCC (ERU) Deputy Project Accountant
Florence Ubi	Project Accountant
RakiyaDalatLadan	Project Procurement Officer
YusufHaruna	Project officer
AbohoTerfa	Ass Project Officer
MedardEhimika	Dep Head: SARU
KalyAja	Programme Officer
Oliver Stolpe	Snr Project Coordinator
2010/10/26 Gabriel Aduda	CS EFCC
Mohammed Wakili	Operational Head: EFCC
BuharilsahAminu	CBN
Femi Babafemi	Head, Media and Publicity: EFCC
Ben Agweye	Acting Head FSL
Geoffrey Okolorie	FSL
Dabi-Gideon Dashong	FSL
Dwane Connors	UNODC Consultant – Capacity development EFCC
Ms Dagmar Thomas	UNODC Country Representative
Dr Alain Nkoyock	ITS Unit
LilianEkeanyanwu	Head: TUGAR
B.O Akpanyung	AG National Planning Commission
EmmanualAliate	NPC: EU programme
Hadiza S. Saeed	NJI
Phoebe M. Ayua	NJI Secretary
Chino Edmund Obiagwu	Legal Defence and Assistance Project (LEPAD)
Auusa Peter Aker	Head: IT unit NJI
Justice MuhammedL.awalUwais	Retired Chief Justice
JulcitDaudu	NJI
Justice Boma G. Diepiri	High Court Judge
Judge RahilaHadea. Cudjoe	Chief Judge Kaduna State
BalaSanga	Principal Staff Officer EFCC
KashimZannah	Chief Justice, Borno
Adam O. Onum	High Court Judge, Chairperson of Implementation Committee
Justice P Kwahar	High Court Judge
UliHaussermann	UNODC
Mr. Emmanuel Akomaye	EFCC CS
BabatundeOluajo	ZCC
Justice Banjoko	Justice of the FCT
ClaudiFerrer	EU Project Officer
SojiApampa	Executive Director, Business Integrity
Justice OlubunmiOyewole	Judiciary: Lagos
M S Hassan	EFCC Lagos: Head of Legal
OkoroChukwunonso	EFCC Lagos: Head IT
Ibrahim Yidi	EFCC Lagos AFF Section
AlhajiKabir A. Shehu	EFCC Lagos: Economic Crime Governance section

Members of the PMU	UNODC PMU
Hilary Ogbonna	UNDP: Anti-corruption and Public Accountability programme
	World Bank
Internal briefing session	UNODC Abuja
Internal briefing	UNODC
Ibrahim Mohammed	Previous Head ERU
Nadia Stauffer	HQ: IPB
Catherine Pirret Sabina Lehner MylaAbila	HQ: Accounts/Finance
Felipe Menjinor	HQ: Procurement
Briefing Session	Key Stakeholders
Dr Bob Arnot	British Council

**ICT Infrastructure Availability & Skills  
Assessment Questionnaire  
(For EFCC IT Unit Support  
Personnel)**

**UNODC NGA/S08  
Independent Evaluators**

(Kindly attend to this important exercise as it will enable us determine how much involved you are with the various ICT accomplishments of the UNODC Team and to identify gaps that need to be addressed)

## Introduction

As part of the efforts to close the above referenced project, we have been engaged to evaluate the relevance, effectiveness, efficiency, and sustainability of the various ICT Deployments/Solutions funded by the donor Agencies.

Please take a few minutes to fill out this readiness assessment on the part of the IT Team to be able to support the users and the infrastructure when the UNODC Team finally departs.

### Part 1: General Knowledge

If you are aware of the following ICT resources/applications deployed during the EU-NGAS08 project to aid EFCC operations, please rate your familiarity with them?

goCase Application	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
goAML Application	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
EFCC Portal Version 2.0	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
I2 Notebook	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
e-Filing	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Inventory System and Asset Tracking;	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Telephone Directory	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Fixed Assets Registry	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Special Messages (messages to all staff)	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User

### Part 2: Description Of Systems Resources and Infrastructure

Please attach a schematic diagram of EFCC ICT Infrastructure covering the Servers, Security Controls, Communication/inter-connectivity, and current departmental organizational chart.

A checklist is attached to aid the affected components.





## Part 4: ICT Project Assessment

When did you become involved with the UNODC funded ICT project?

- |                                       |  |                                      |  |
|---------------------------------------|--|--------------------------------------|--|
| <input type="checkbox"/> At Inception | <input type="checkbox"/> After 2 years or less | <input type="checkbox"/> Last 1 year | <input type="checkbox"/> Not Involved at all |
|---------------------------------------|--|--------------------------------------|--|

Describe your role and level of involvement when you joined the project?

- |  |  |                                    |  |
|--|--|------------------------------------|--|
| <input type="checkbox"/> Actively integrated | <input type="checkbox"/> Fairly integrated | <input type="checkbox"/> Uncertain | <input type="checkbox"/> Not integrated at all |
|--|--|------------------------------------|--|

How will you rate the relevance of the infrastructure as it affects delivery of EFCC mandates?

- |  |  |                                    |  |
|--|--|------------------------------------|--|
| <input type="checkbox"/> Very relevant | <input type="checkbox"/> Fairly relevant | <input type="checkbox"/> Uncertain | <input type="checkbox"/> Not relevant at all |
|--|--|------------------------------------|--|

How adequate has the infrastructure supported EFCC strategic direction?

- |  |  |                                    |  |
|--|--|------------------------------------|--|
| <input type="checkbox"/> Very adequate | <input type="checkbox"/> Fairly adequate | <input type="checkbox"/> Uncertain | <input type="checkbox"/> Not adequate at all |
|--|--|------------------------------------|--|

Are there challenges you will like resolved? List them please: e.g personnel, technical training, hardware/software resources et al.

If given the opportunity, what will you have recommended in the future as it affects the delivery, management, and ownership transfer of the ICT project? List them please:

With regards to future sustainability, how comfortable do you feel in terms of EFCC IT unit capacity to continue to manage the systems and softwares that were developed during the project?

<input type="checkbox"/> Very Comfortable	<input type="checkbox"/> Comfortable	<input type="checkbox"/> Uncertain	<input type="checkbox"/> Not Comfortable
---	--------------------------------------	------------------------------------	--

How much dependent will the EFCC IT Unit be in future on UNODC support in respect of maintenance + updates of systems?

<input type="checkbox"/> Highly dependent	<input type="checkbox"/> Fairly dependent	<input type="checkbox"/> Absolutely dependent	<input type="checkbox"/> Uncertain
---	---	---	------------------------------------

### Part 5: Performance Evaluation Of ICT Resources/Technical Support

Use the keys below to rate the availability and reliability questions on the ICT Resources:

**\*A** Good/Reliable      **\*B** Sometimes      **\*C** Very Unstable      **\*D** Non-Existent

RESOURCE	RATING (A – D)
Internet Access	
Personal PC/Laptop (user allocation ration) 1:1 or 1:2	
Network Based Resource – Printer	
Network Based Resource – Onsite Backup	
goCase Software: Accessibility and Query	
goAML Software: Accessibility and Query	
Lotus Notes/EFCC Portal/Other Collaboration Tools	
HelpDesk Responsiveness To Users When in need	

We thank you for your time.

UNODC NGAS08 Independent Evaluators

# ICT Infrastructure Availability & Skills Assessment Questionnaire For Users

**By**

**UNODC NGAS08  
Independent Evaluators**

(All EFCC personnel nationwide should kindly attend to this important exercise as it will enable us to identify accomplishments of the funded project as well as gaps that need to be addressed)

**EFCC ICT STAFF ARE EXCLUDED FROM THIS**

## Introduction

As part of the efforts to close the above referenced project, we have been engaged to evaluate the relevance, effectiveness, efficiency, and sustainability of the various ICT Developments/Solutions funded by the donor Agencies.

Please take a few minutes to answer the questions; we do not need your name or details, just your assessment of the ICT infrastructure.

Leave out questions you cannot answer or you do not know what to say.

### Part 1: General Knowledge

Are you aware of the following available ICT Resources to aid EFCC operations, answer Yes or No, and please rate your familiarity with these applications?

Microsoft Windows XP	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Microsoft Windows Vista	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Microsoft Word	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Lotus Notes	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Microsoft Excel	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Microsoft PowerPoint	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Microsoft Access	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
goCase Application	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
goAML Application	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
EFCC Portal Version 2.0	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
I2 Notebook	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
e-Filing	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Inventory System and Asset Tracking;	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Telephone Directory	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
Fixed Assets Registry	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User
IT Helpdesk applications (for ICT and Facilities Management Units)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Complete Novice	<input type="checkbox"/> Some Experience	<input type="checkbox"/> Somewhat Proficient	<input type="checkbox"/> Power User

### Part II: Availability Of ICT Resources/Technical Support

Use the keys below to rate the availability and reliability questions on the ICT Resources:

\***A** Good/Reliable      \***B** Sometimes      \***C** Very Unstable      \***D** Non-Existent

<b>RESOURCE</b>	<b>RATING (A – D)</b>
<b>Internet Access</b>	
<b>Personal PC/Laptop</b>	
<b>Network Based Resource – Printer</b>	
<b>Network Based Resource – Onsite Backup</b>	
<b>goCase Software: Accessibility and Query</b>	
<b>goAML Software: Accessibility and Query</b>	
<b>Lotus Notes/EFCC Portal/Other Collaboration Tools</b>	
<b>Technical Support When in need</b>	

### **Part III: Impact Of ICT Resources (just write short remarks)**

1. How useful and relevant are the provided ICT Resources?
  - a. Software
  - b. Hardware
  - c. Training
  
2. How much effective have you become after taking the IT training?
  
3. What is your level of dependence on the technical support unit?
  
4. Are there other technology gaps/needs that you wish were attended to? List them
  
5. Rate the entire support programme in terms of adequacy, funding, implementation, impact, relevance, and sustainability





## Validation Workshop on the EU Funded Project NGAS08 Evaluation Report

**11 November, 2010**

### **ATTENDANCE LIST**

S/N	NAME	DESIGNATION / ORGANISATION	PHONE NUMBER	E-MAIL ADDRESS
1	Tola Salisu	NFIU, EFCC	08069720780	tolasalisu@efccnigeria.org
2	Damisa Peter	NFIU, EFCC	08033499439	dpeter@efccnigeria.org
3	Okolorie, Uzoma Geoffrey	FSL, EFCC	08037113703	okolorieu@yahoo.co.uk
4	Agweye Benedict	FSL, EFCC	08055458309	benagweye@yahoo.com
5	Isah Abdullahi	Head ITS, EFCC	08033421410	ijabdullahi@efccnigeria.org
6	Terwase A. Alabi	TRI, EFCC	08033117930	<a href="mailto:mterwase@yahoo.com">mterwase@yahoo.com</a>
7	Gabriel Aduda	SARU, EFCC	07080281979	gtaduda@hotmail.com
8	Yusuf Haruna	Head, Ext. Coop. Unit, EFCC	08033494599	yharuna@efccnigeria.org
9	Terfa Aboho	Ext. Coop. Unit, EFCC	08057716118	taboho@efccnigeria.org
10	Rakiya Ladan	Ext. Coop. Unit, EFCC	08055525345	rladan@efccnigeria.org
11	Francis A. Idu	Operations Unit, EFCC	08033146390	fcidafidu@yahoo.com
12	Emmanuel Akomaye	CS, EFCC		eakomaye@efccnigeria.org
13	Hadiza Saeed	NJI	08036166584	qdijja@yahoo.com
14	Gilbert Tor	NJI	08053348931	gil_researchfellow@yahoo.com
15	Julcit Dauda	NJI	08037864438	prisjul@yahoo.com
16	Agunbiade Atilola	NPC	08037251169	atiliz2k1@yahoo.com
17	Jane Adidu-	TUGAR	0803115060	jane.adidu@yahoo.com

	Onwumere			
18	Claudi Ferrer	EU Delegation	08138968537	claudi.ferrer-savall@ec.europa.eu
19	Carmen Schuber	Intern, UNODC	08168442630	carmen.schuber@unodc.org
20	Queen Kanu	Admin Associate, UNODC	08085101599	queen.kanu@efccnigeria.org
21	Kehinde Osotimehin	Programme Associate, UNODC		
22	Ukamaka Osigwe	Programme Associate, UNODC	08083132022	ukamaka.osigwe@unodc.org
23	Alain Nkoyock	Head ITS, UNODC	08082085469	<a href="mailto:alain.nkoyock@unodc.org">alain.nkoyock@unodc.org</a>
24	Yusuff R. Olaniyi	ITS, UNODC	08080767725	yusuff.olaniyi@unodc.org
25	Allojoe Ayang	UNODC	08025366175	allojoe.ayang@unodc.org
26	Dagmar Thomas	CR, UNODC	08083132119	dagmar.thomas@unodc.org
27	Oliver Stolpe	Snr. Proj. Officer, UNODC	08082269087	<a href="mailto:oliver.stolpe@unodc.org">oliver.stolpe@unodc.org</a>
28	Okoye Patricia	Admin Associate, UNODC	08083130804	patricia.okoye@unodc.org
29	Ugonna Ezekwem	National Programme Officer, UNODC	08033101718	ugonna.ezekwem@unodc.org
30	Chijioke Iwuamadi	NGA S08 Project Evaluator	08037801303	iwuamadikc@yahoo.com
31	Bolanle Omotosho	NGA S08 Project Evaluator	08035639710	info@nigeriadatarecovery.com
32	Pieter du Plessis	NGA S08 Project Evaluator	08168706445	pcduples@mweb.co.za

Appendix G

<b>Objective 1: To enhance the operational and institutional capacity of EFCC including the FIU and Training Centre</b>			
<b>Outputs and activities Original Logframe (F/A)</b>	<b>Outputs and Planned Activities (according to UNODC Project Plan)</b>	<b>Outputs: Revised Logframe Project Revision 2</b>	<b>Actual Achievement</b>
Expected output 1.1: Investigation unit better equipped to detect and investigate crimes 1.1.1 A well-equipped forensic facility provided in Lagos to enhance analysis and preparation of evidence	<b>OUTPUT 1.1 Investigation unit equipped with a forensic facility (EC 1.3)</b> 1.1.1 Needs assessment to identify equipment needs in relation to existing technology and experience. 1.1.2 Cost and source equipment to be procured. 1.1.3 Procure, install and commission equipment as per assessment. 1.1.4 Operations training on equipment by providers. 1.1.5 Develop operation and maintenance contracts for all equipment. 1.1.6 Evaluate impact of the equipment used within 3 months of equipment	Output 1.1 Investigation unit equipped with a forensic facility.	<ul style="list-style-type: none"> <li>Investigation Unit equipped with Forensic Facility and some equipment procured</li> <li>AFIS system supplied and installed</li> <li>Furniture procured and delivered</li> <li>ITS plan to install and manage IT infrastructure in support of the FSL has been developed and implemented</li> <li>Training provided to staff in use of equipment as well as specialized training</li> <li>3 long term mentors (fingerprints and photography, documents,</li> </ul>

	commissioning and training.		and computer forensics) provided strategic advice and on-the-job training to both the leadership and staff of the unit.
<p>Expected output 1.2: Media and publicity unit equipped</p> <p>1.2.1 Needs assessment</p> <p>1.2.2 Media and publicity unit provided with necessary equipment and appropriate consumables to plan, design and initiate mass public relations campaigns</p>	<p><b>OUTPUT 1.2 Media and publicity unit equipped (EC 1.6)</b></p> <p>1.2.1 Equipment needs assessment to set up production facility for video, radio and print campaigns.</p> <p>1.2.2 Cost and source equipment to be procured.</p> <p>1.2.3 Procure, install and commission equipment.</p> <p>1.2.4 Develop operation and maintenance contracts for all equipment.</p>	Output 1.2 Media and publicity unit equipped.	Print-shop procured and delivered to EFCC in early 2008. PPP between EFCC and NSPM Ltd. Established, printshop, however, not yet installed and operational
<p>Expected output 1.3: Legal prosecutions unit with sufficient research and case preparation facilities and equipped to effectively prosecute offenders</p> <p>1.3.1 well-stocked and complete reference library with on-line research facilities</p> <p>1.3.2 Subscriptions to learned journals and other required publications</p> <p>1.3.3 1 staff member received special training in library management</p> <p>1.3.4 full internet access and</p>	<p><b>OUTPUT 1.3 Legal and prosecution unit equipped with a research library (EC 1.5)</b></p> <p>1.3.1 Needs assessment for equipment and books and on-line subscriptions.</p> <p>1.3.2 Cost and source equipment to be procured.</p> <p>1.3.3 Procure, install and commission equipment and books.</p>	Output 1.3 Legal and prosecution unit equipped with a research library.	<p>32 Books on crime and investigation techniques</p> <p>Research Library -36 months subscription for 15 licenses for on-line Lexus Nexis; 36-months licence for 10 licenses for WESTLAW</p> <ul style="list-style-type: none"> <li>• Users trained</li> </ul>

software to facilitate necessary research and development activities			
<p>Expected output 1.4: Training capacity established</p> <p>1.4.1 Appropriate equipment and teaching aids available</p> <p>1.4.2 Training venue completely computer networked</p>	<p><b><u>OUTPUT 1.4: Training Centre equipped with teaching aids and furnishings for classrooms and student residence (EC 2.1)</u></b></p> <p>1.4.1 Needs assessment for furnishings and teaching aids.</p> <p>1.4.2 Cost and source equipment to be procured.</p> <p>1.4.3 Procure teaching aids.</p> <p>1.4.4 Procure, install and commission furnishings for school.</p> <p>1.4.5 Procure, install and commission furnishings for student residence.</p>	<p>Output 1.4 Adequate Security system and SOP for all staff and premises of EFCC, FIU and Training Centre, and EFCC capacity for transportation enhanced.</p>	<ul style="list-style-type: none"> <li>• EFCC Human resource manual/strategy reviewed and Action Plan produced</li> <li>• Standard Operating Procedure of EFCC reviewed</li> <li>• Training mentor/Advisor supporting TRI in institutional development, course curriculum review and development and training strategy development</li> <li>• Training plan developed and implemented for NFIU, Operations, Media and Publicity, Legal and Prosecution</li> <li>• Course curricula developed for officer safety, general investigations, anti- money laundering and financial crimes</li> <li>• Training in Officer safety, Development and Management of Human Resources, Basic Investigative Techniques, Instructors course</li> <li>• Instructors trained</li> <li>• Training aid, office equipment and furniture procured and delivered</li> <li>• Two buses (not sure – there was some proposals for the internal redeployment)</li> <li>• Equipment for two fitness rooms</li> <li>• IT and audio-visual equipment</li> <li>• Provision of training accommodation</li> <li>• Administrative and management training for ERU staff</li> <li>• Project Management training for ERU staff</li> </ul>

			<ul style="list-style-type: none"> <li>• ProFi training for two ERU staff</li> <li>• Two accommodation facilities (80 students each) constructed and furnished</li> </ul>
<p>Expected output 1.5: The premises and all the staff of EFCC (including NFIU and TEFLE) are adequately secured</p> <p>1.5.1 Adequate telecommunications equipment and GPS systems</p> <p>1.5.2 Metal detectors and surveillance cameras in premises</p> <p>1.5.3 Appropriate equipment available and used effectively</p>	<p><b>OUTPUT 1.5: Adequate Security system for all staff and premises of EFCC, FIU and Training Centre (EC 1.1)</b></p> <p>1.5.1 Needs assessment /safety plan for staff while on or off premises.</p> <p>1.5.2 Cost and source equipment for premises to be procured.</p> <p>1.5.3 Cost and source communications equipment to be procured.</p> <p>1.5.4 Procure, install and EFCC equipment according to safety plan.</p>	<p>Output 1.5 Management, administrative and specialized skills training to EFCC and NFIU provided through the establishment and upgrading of the Training and Research Centre (TRI), including provision of training aids.</p>	<ul style="list-style-type: none"> <li>• Needs assessment conducted on security and communication systems</li> <li>• CCTV specs developed</li> <li>• CCTV procurement contract issued</li> <li>• CCTV installed at three blocks at EFCC HQ (ongoing)</li> </ul>
<p>1.6 EFCC capacity for transportation enhanced</p> <p>1.6.1 Adequate transportation for staff on duty</p> <p>1.6.2 Reinforced vehicles available for vulnerable senior staff</p> <p>1.6.3 Additional vehicles</p> <p>1.6.4 Effective car maintenance and repair facilities</p>	<p><b>OUTPUT 1.6 EFCC capacity for transportation enhanced (EC1.2)</b></p> <p>1.6.1 Needs assessment re service vehicles and to determine if in-house maintenance facility(s) or outside maintenance is recommended.</p> <p>1.6.2 Cost and source two armoured vehicles, 10 vehicles and two service vehicles (tow trucks).</p> <p>1.6.3 Depending on results of 1.6.1, cost and source equipment for in-house vehicle maintenance facilities.</p> <p>1.6.4 Procure vehicles.</p> <p>1.6.5 Develop maintenance contracts for all vehicles.</p> <p>1.6.6 Procure tools for in house</p>		<p>10 Panel vans</p> <p>20 Additional vehicles</p> <p>2 x ambulances</p> <p>An armoured vehicle for the EFCC Chairman</p> <p>250 body armours and 260 ballistic helmets</p> <p>Generator</p>

	<p>maintenance.</p> <p>1.6.7 Maintenance performed in-house on vehicles.</p>		
<p>1.7 EFCC and NFIU information technology capacity enhanced</p> <p>1.7.1 Computers installed and networked throughout by EFCC IT team</p> <p>1.7.2 Records and document management system, Financial crime and fraud database in investigation unit</p> <p>1.7.3 NFIU fully networked, called and operational</p> <p>1.7.4 Secure links to similar databases of other FIU's globally and to external network established</p> <p>1.7.5 IT equipment (hardware, software, licenses, maintenance and servicing agreements) procured</p> <p>1.7.6 Interconnectivity with other sources of information</p> <p>1.7.7 All equipment installed and functioning</p>	<p><b>OUTPUT 1.7 EFCC information technology capacity enhanced</b></p> <p>1.7.1 Comprehensive technical review and IT needs assessment.</p> <p>1.7.2 Analysis of needs assessment.</p> <p>1.7.3 Specifications and requirements for intended IT purchases drafted.</p> <p>1.7.4 Procurement process (tendering).</p> <p>1.7.5 Purchasing and installation of equipment.</p> <p>1.7.6 IT training by providers of equipment.</p> <p>1.7.7 Evaluation of IT capabilities.</p> <p>1.7.8 Operations and maintenance.</p>		
<p><b>Objective 2: To develop sustainable state of the art substantive and administrative IT solutions for EFCC, NFIU and TRI including the provision of IT-training, to enhance national, regional and international cooperation.</b></p>			
<p><b>2.1:Administrative capacity enhanced, so that human resources, premises and equipment are managed efficiently and transparently</b></p> <p>2.1.1 Administrative staff members receive training in basic management</p> <p>2.1.2 Specific training in Accounting, Procurement, Budgeting, Human resources, Property and Security Management, according to staff needs</p> <p>2.1.3 Head of administration Unit</p>	<p><b>OUTPUT 2.1: General management capacity and administrative skills for EFCC staff including FIU and Training Centre, enhanced</b></p> <p>2.1.1 Identify and engage consultants to assess current business practices and training needs.</p> <p>2.1.2 Conduct a full assessment of current business practices to identify management and business process</p>	<p>Output 2.1 IT infrastructure needs assessment/s and equipment provision.</p>	<ul style="list-style-type: none"> <li>• Over 40 tons of IT equipment delivered and installed</li> <li>• Comprehensive IT infrastructure and cabling</li> <li>• Transfer of skills training to EFCC IT staff</li> <li>• Sustainability and handover plan implemented</li> <li>• 15 servers installed</li> </ul>

<p>briefed at similar administrative operations overseas</p> <p>2.1.4 Accounts system strengthened to fulfil its control function and provide timely budgetary advice for planning</p> <p>2.1.5 Procurement procedures strengthened in line with “due process” regulations and their application monitored</p> <p>2.1.6 Clear guidelines for staff behaviour issued and monitoring and disciplinary measures developed and instituted</p> <p>2.1.7 Reduction of vacant posts in ECC less than 20%</p>	<p>weaknesses and identify training needs.</p> <p>2.1.3 Assist the EFCC and FIU management, to develop a corporate and strategic plan.</p> <p>2.1.4 Implement Plan and monitor management’s progress in implementation.</p> <p>2.1.5 Assist EFCC and FIU to set up an oversight committee within the administration and a plan of action for the committee.</p> <p>2.1.6 Monitor ongoing implementation of the action plan by the committee.</p> <p>2.1.7 Identify and engage consultants to assess training needs and develop curriculum.</p> <p>2.1.8 Develop curriculum courses in, but not limited to, basic management, accounting procurement, budgeting, Human Resources, and property and security management. In conjunction with 2.4.6.</p>		
<p><b>2.2. EFCC Staff trained to support a fully computerized EFCC and NFIU</b></p> <p>2.2.1 All staff members given training in basic office applications</p> <p>2.2.2 Specialized training provided to specialist staff members</p> <p>2.2.3 Staff members trained in the use of technology, maintenance, and in intelligence gathering and analysis</p> <p>2.2.4 Staff members fully trained in the management and utilization of the financial and fraud database by international experts</p> <p>2.2.5 Head of NFIU visits selected foreign operations to assess</p>	<p><b><i>OUTPUT 2.2. Computer literacy and skills at the elementary, advanced and specialized level established and enhanced.</i></b></p> <p>2.2.1 Conduct training needs assessment for all staff at basic level and in particular advanced needs of the investigation unit and the FIU taking into account the training to be provided by providers of IT equipment.</p> <p>2.2.2 Identify and engage experts to develop curriculum.</p> <p>2.2.3 Identify and engage mentors to</p>	<p>Output 2.2 Development of substantive software tools goCASE and goAML.</p>	<ul style="list-style-type: none"> <li>• GoAML developed, installed and operational at the NFIU</li> <li>• GoCASE developed, installed, and operational (yet some challenges in the effective and agency wide use persist</li> <li>• Users and IT support staff trained</li> </ul>

<p>operational requirements and be briefed by counterparts  2.2.6 Permanent in-house IT specialists for necessary support  2.2.7 IT backstopping team present and operational in all 3 locations</p>	<p>provide “on the job” assistance and training to selected units and staff.  2.2.4 Identify staff to be trained and establish the level of training to be delivered to which staff.  2.2.5 Identify staff to be trained as IT administrators and data input operators for investigation and FIU units.  2.2.6 Identify courses or possible training attachments outside Nigeria that will contribute to the enhancement of skills and develop a deployment plan.  2.2.7 Develop guidelines concerning the assignment of officers to overseas courses, attachments and study tours.  2.2.8 Develop plan for mentor deployment and activities.  2.2.9 Train-the-trainers if decided to be appropriate.  2.2.10 Deliver training.  2.2.11 Deploy mentors – “on the job” training.  2.2.12 Send identified key personnel to training courses or training attachments outside Nigeria.  2.2.13 Measure results at three months, six months and one year.</p>		
<p><b>2.3 Legal prosecution unit, investigation unit better prepared to perform their functions</b>  2.3.1. Staff members provided with training to enhance knowledge and capacity to prepare and prosecute cases in court  2.3.2 Staff members trained in specialist skills  2.3.3 Selected staff members go on</p>	<p><b><i>OUTPUT 2.3 Specialized skills for personnel in investigation, media and publicity, legal and prosecution of EFCC established and enhanced</i></b>  2.3.1 Consultant(s) identified and engaged to carry out assessment of the training needs of the investigation, media and publicity, legal and</p>	<p>Output 2.3 Provision of Lotus Notes-based administrative support applications.</p>	<p>Lotus Notes-based application provided and users trained</p>

<p>attachment, secondment or exchange programmes</p>	<p>2.3.2 prosecution, units of EFCC. Conduct training needs assessment for those units.</p> <p>2.3.3 Consultants for developing curriculum, training manuals and train-the-trainers identified and engaged.</p> <p>2.3.4 Develop training curriculums according to the needs of units identified above and in conjunction with 2.4.6.</p> <p>2.3.5 Organize training in investigation and prosecution for selected EFCC officials, in internationally recognized training centres.</p>		
<p><b>2.4 A training capacity on economic and financial law enforcement (TEFLE) is established serving primarily EFCC but also sister organisations and selected civil society representatives, includes specialised training exchanges programmes, attachments, secondments and mentoring as well as basic training for new staff of EFCC</b></p> <p>2.4.1 Coherent strategy to manage training centre and ensure sustainability</p> <p>2.4.2 Full training needs assessment providing basis for developing training curricula and manuals</p> <p>2.4.3 Trainers selected and trained in teaching methodology and specific content</p> <p>2.4.4 Training implemented according to strategy, maximising use of facilities</p>	<p><b><i>OUTPUT 2.4: Capacity of the EFCC Training Center to deliver training established and enhanced.</i></b></p> <p>2.4.1 Management and administration structure established.</p> <p>2.4.2 Consultants identified and engaged to carry out a comprehensive assessment of the training needs of the entire EFCC.</p> <p>2.4.3 Assessment of all the training needs conducted, taking into account needs assessments done in 2.1.2, 2.2.2, 2.3.2.</p> <p>2.4.4 Range and content of courses and other training activities identified.</p> <p>2.4.5 Consultants for developing curriculum, training manuals and train-the-trainers identified and engaged.</p> <p>2.4.6 Develop curriculums, training materials and manuals, in particular</p>	<p>Output 2.4 IT capacity building through basic and specialized focused training programs.</p>	<ul style="list-style-type: none"> <li>• It training provided in basic and specialized ITS</li> <li>• Computer coach training for senior executive of the Commission</li> <li>• Heads of EFCC and NFIU IT departments training in Vienna</li> <li>• EFCC IT managers sponsored to attend specialized international IT training</li> <li>• On-site training for administrators</li> <li>• Dedicated training room acquired and equipped in TRI</li> <li>• Training room for operational staff set up and equipped</li> </ul>

<p>2.4.5 Selected FIU officers receive French language training</p>	<p>those set out in assessments in 2.1.2, 2.2.2, 2.3.2, and 2.4.3.</p> <p>2.4.7 Identify staff and units that will benefit from training and mentoring.</p> <p>2.4.8 Develop plan for mentor deployment and activities.</p> <p>2.4.9 Identify courses or possible training attachments outside Nigeria and develop a deployment plan.</p> <p>2.4.10 Develop guidelines concerning the assignment of officers to overseas courses, attachments and study tours.</p> <p>2.4.11 Train-the-trainers.</p> <p>2.4.12 Deliver training courses throughout the duration of the project.</p> <p>2.4.13 Deploy mentors.</p> <p>2.4.14 Send identified key personnel to training courses or training attachments outside Nigeria.</p> <p>2.4.15 Deliver specific project management training to EFCC officers who will take over management of the EC project.</p> <p>2.4.16 Training activities appraised, course content amended as required, further training activities identified and developed.</p> <p>2.4.17 Measure results.</p>		
		<p>Output 2.5 Forensic Lab needs assessment &amp; equipment provided/maintained.</p>	<ul style="list-style-type: none"> <li>• Local assessment conducted and 5-year plan for FSL developed</li> <li>• Training and mentoring – photography, questioned documents, fingerprint, computer forensic</li> </ul>
<p><b>Objective 3: To support advocacy and increase public awareness about the EFCC, FIU and their efforts to reduce economic and financial crimes including corruption.</b></p>			
<p><b>3.1 The Media and Publicity Unit continuously and effectively raise awareness among civil society</b></p>	<p><b><i>OUTPUT 3.1 Public Awareness</i></b></p>	<p>Output 3.1 Public Awareness about the EFCC and FIU enhanced.</p>	<ul style="list-style-type: none"> <li>• Public awareness campaigns about EFCC, FIU launched – in particular design, launch and</li> </ul>

<p><b>and the wider public about the realities of financial and economic crime, terrorism and corruption</b></p> <p>3.1.1 Unit receives training in conception and realization of media campaigns and organising workshops</p> <p>3.1.2 Unit draws up and advertise a calendar of public hearings by the concerned Senate Committee and inform stakeholders accordingly</p> <p>3.1.3 Unit develops and implements mechanisms to consult with wider public and aensures outcomes feed into EFCC policy making</p>	<p><b>about the FIU enhanced</b></p> <p>3.1 Public relations plan developed.</p> <p>3.2 Workshops for stakeholders and public meetings developed.</p> <p>3.3 Workshops for stakeholders held.</p> <p>3.4 Public awareness events about FIU held.</p> <p>3.5 Measure results.</p>		<p>establishment of civil society platform ANCOR at Federal level and within all states.</p> <ul style="list-style-type: none"> <li>• Anti-corruption campaigns launched, including NFIU on bank customer awareness (TV and Radio jingles produced)</li> <li>• Business Crime and Corruption Survey, 2007 (in cooperation with the NBS)</li> <li>• Public Perception Survey on the Preformance of the Anti-Corruption Agencies (EFCC, ICPC and CCB) conducted, 2009 pending for publication</li> <li>• AC Day 2008, ANCOR launch</li> <li>• AC Day 2009, one week programme commemorating Anti-Corruption Day in cooperation with all ACAs under the framework of the Inter Agency Task Team</li> <li>• A 30 minute TV documentary on the project prepared</li> </ul>
<p><b>3.2 Specified target groups, such as banking industry, are informed and consulted o financial crime prevention methods</b></p> <p>3.2.1 Unit identifies specific target groups among civil society, private sector, etc.</p> <p>3.2.2 Unit established cooperation and synergies with existing anti-corruption initiatives among civil society and private sector</p> <p>3.2.3 EFCC strengthens cooperation with similar institutions internationally</p>	<p><b>OUTPUT 3.2: Public awareness about corruption and role of EFCC enhanced</b></p> <p>3.2.1 Choose public campaigns from communication strategy.</p> <p>3.2.2 Develop public campaigns.</p> <p>3.2.3 Execute public campaigns including radio, TV and print media and publications.</p> <p>3.2.4 Staff to devise plan to deal with response to campaigns.</p>	<p>Output 3.2 Surveys on business attitudes to corruption and economic crime conducted at the beginning and end of project.</p>	<ul style="list-style-type: none"> <li>• Business Crime and Corruption Survey, 2007 (in cooperation with the NBS)</li> <li>• Public Perception Survey on the Preformance of the Anti-Corruption Agencies (EFCC, ICPC and CCB) conducted, 2009 pending for publication</li> <li>• Advocacy activities for intensified fight against corruption</li> <li>• Visibility for EU</li> <li>• Regular Press Releases to mass media</li> <li>• Dissemination of project</li> </ul>

			<p>publications</p> <ul style="list-style-type: none"> <li>• Websites of national counterparts supported and upgraded (EFCC, NFIU, NJI and State Judiciaries)</li> <li>• UNODC News letter with extensive coverage of project activities</li> </ul>
	<p><b>OUTPUT 3.3 Surveys on public attitudes to corruption and economic crime conducted at the beginning and end of project</b></p> <p>3.3.1 Determine if survey should be designed and implemented in-house or contracted out.</p> <p>3.3.2 Design or approve design of survey.</p> <p>3.3.3 Conduct or oversee administration of survey.</p> <p>3.3.4 Compile findings of survey into a report.</p> <p>3.3.5 Publish and disseminate report of survey findings.</p>	<p>Output 3.3 Non-conviction based assess recovery forfeiture expert round table organized.</p>	<ul style="list-style-type: none"> <li>• 2-day expert roundtable on non-conviction based asset forfeiture</li> <li>• International expert providing drafting support to the development of a Non-Conviction Based Asset Forfeiture Bill</li> <li>• Stakeholder meetings with members of the Senate the House of Reps, the Media and Civils Society familiarizing them with the purpose, rationale, scope and key legal provisions covered by the Bill</li> </ul>
		<p>Output 3.4 Workshop on fighting economic and financial crimes, involving other African countries held, and other EC visibility.</p>	
		<p>Output 3.5 Activities carried out on 9 December (Anti-Corruption Day).</p>	<ul style="list-style-type: none"> <li>• AC Day 2008, ANCOR launch (including launching event attended by the President, roadshow and public rally attended by roughly 3000-5000 members of public sector institutions and civil society)</li> <li>• AC Day 2009, one week programme commemorating Anti-Corruption Day in cooperation with all ACAs under the framework of the Inter Agency Task Team</li> </ul>

<b>Objective 4: To develop and pilot the implementation of a comprehensive framework to strengthen judicial integrity and capacity in Nigeria at federal and (selected) state levels.</b>			
<p><b>4.1 At Federal level, a higher number of courts designated to financial and economic crimes exists and is equipped to dispense justice within acceptable time limits. Expansion of judicial integrity support programmes to speed up determination of cases related to economic and financial crimes and increase number of convictions</b></p> <p>4.1.1 Comprehensive Federal anti-Corruption Action Plan drafted 4.1.2 Judges and other court personnel receive training and courts equipped with computerised registry and other technology to speed up processing cases 4.1.3 Increase convictions resulting from EFCC cases</p>	<p><b>Output 4.1: National Strategic Framework for Strengthening Judicial Integrity and Capacity developed</b></p> <p>4.1.1 Preparation of draft National Strategic Framework for Strengthening Judicial Integrity and Capacity. 4.1.2 Conduct the Third Federal Integrity Meeting to review and adopt a comprehensive National Strategic Framework. 4.1.3 Publication and dissemination of the Report of the Third Federal Integrity Meeting and National Strategic Framework. 4.1.4 Submit National Strategic Framework to the Ministry of Finance, the National Planning EFCC, and the National Assembly for inclusion in the budget.</p>	<p>Output 4.1 National Strategic Framework for Strengthening Judicial Integrity and Capacity developed.</p>	<p>Support rendered to Federal level to develop national strategic framework to strengthen judicial capacity and integrity, including the conduct of a Baseline Assessment of Justice Sector Integrity and Capacity in 10 Nigerian States, a Progress Assessment of the Impact of Justice Sector Reforms in three Nigerian States, and the conduct of the 3<sup>rd</sup> Federal Integrity Meeting for the Judiciary taking stock of the impact of ten years of justice sector reform, including the publication of the report of the main discussions, findings, conclusions and recommendations emanating from the meeting.</p>
<p><b>4.2 At state level, the judiciary is better equipped to process financial and economic crimes cases and as a result, disposes of a greater number of cases</b></p> <p>4.2.1 States that have already an Action Plan will be assisted with implementation with due regard to incidence of economic and financial crimes and the importance state authorities accord to it 4.2.2 Up to six more states (including FCT) will be assessed for the integrity and capacity of their justice systems and may develop own Action plans 4.2.3 Training members of the judiciary at state level and selected</p>	<p><b>Output 4.2: Two Assessment Reports on Justice Sector Integrity and Capacity prepared.</b></p> <p>4.2.1 Conduct Assessment on progress in Delta, Lagos and Borno State. 4.2.2 Publication and dissemination of the Progress Assessment Report. 4.2.3 Conduct Baseline Assessment in Katsina and new states 4.2.4 Publication and dissemination of the Baseline Assessment Report.</p>	<p>Output 4.2 Assessment Reports on Justice Sector Integrity and Capacity prepared.</p>	<ul style="list-style-type: none"> <li>• Assessment reports prepared (Baseline and Progress Assessment – see above)</li> <li>• 6 State Integrity Meetings conducted and brought together all relevant stakeholders in the criminal justice sector. Resulting in the development of action plans for justice sector reform in 6 States</li> <li>• 4 meetings conducted with the implementation committees to review and revise the existing 4 action plans</li> <li>• Participation in the All Nigerian Judges Conference - 600 copies of publications, including training manuals on restorative justice,</li> </ul>

Federal High Courts to assist implementation of Action Plans			Code of Conduct for Legal Practitioners, Commentary on the Bangalore Principles of Judicial Conduct, were distributed <ul style="list-style-type: none"> <li>• Campaign enhancing legal education of citizens, empowering court users and prisoners awaiting trial on their basic rights</li> <li>• Town-hall meetings conducted in 10 states for citizens to raise concerns and democratic exchanges</li> </ul>
<p><b>4.3 Target judiciaries equipped with standard office equipment</b></p> <p>4.3.1 Standard office equipment procured on needs basis</p>	<p><b>Output 4.3: Action Plans for Strengthening Judicial Integrity and Capacity in eight States developed</b></p> <p>4.3.1 Conduct State Integrity Meetings in 8 new states and to develop Action Plans to enhance (i) access to justice, (ii) timeliness and quality of justice, (iii) the public confidence in the courts, (iv) efficiency, effectiveness and credibility of the complaints system, and (v) coordination across the criminal justice system.</p> <p>4.3.2 Establish Implementation Committees and Sub-Committees to be responsible for the action plan implementation in each state.</p>	Output 4.3 Action Plans for Strengthening Judicial Integrity and Capacity in the ten pilot states (6 new states) developed, and AP implementation in the four original pilot States completed, and launched in the six additional States.	Action plans in 10 States developed and implementation is underway – average implementation rate 61% across all ten states
<p><b>4.4 Public trust in justice system is enhanced</b></p> <p>4.4.1 A public awareness campaign developed, taking into account activities of other donors in this area</p> <p>4.4.2 Targeted awareness campaign, including town hall</p>	<p><b>Output 4.4: Completion of Action Plans implemented in the four original pilot States and action plan</b></p>	Output 4.4 Public trust in the justice system enhanced.	Findings of comparative surveys prove access to justice, timeliness of justice delivery, quality of justice delivery, independence, impartiality, integrity, accountability and transparency as well as public trust in justice system is enhanced .

meetings will be realised	<p><b>implementation launched in the eight additional States</b></p> <p>4.4.1 Provide policy advice, technical expertise, organisational and financial support to the implementation committees.</p> <p>4.4.2 Establish an effective complaints system in new States and Katsina.</p> <p>4.4.3 Develop and install complaints management software.</p> <p>4.4.4 Enhance the Information Technology infrastructure of selected pilot courts in Katsina and new states</p> <p>4.4.5 Training of staff in basic computer literacy.</p> <p>4.4.6 Develop an introductory training on Alternative Dispute Resolution techniques and structures.</p> <p>4.4.7 Conduct two-day introductory training on ADR inviting representatives from the 12 pilot States.</p> <p>4.4.8 Design training curriculum on judicial ethics</p> <p>4.4.9 Train all judges and magistrates in the 12 Pilot States on professional ethics.</p> <p>4.4.10 Conduct three progress review meetings</p>		<p>Action plans in 10 States under implementation – average implementation rate 61% across all ten states, including</p> <ul style="list-style-type: none"> <li>• Advisory services, including support in M&amp;E to implementation committees</li> <li>• Complaints Committees established</li> <li>• IT infrastructure enhanced through the establishment of JRC in all 10 states</li> <li>• 22 sets of Court recording equipment procured and distributed to 10 pilot states</li> <li>• Research Library -36 months subscription for 15 licenses for on-line Lexus Nexis; 36-months licence for 10 licenses for WESTLAW</li> <li>• Users trained</li> <li>• Complaints software developed and installed in the JRCs</li> <li>• Basic computer training delivered</li> <li>• ADR training developed and delivered, including ADR training manual, TOT, and training delivery</li> <li>• Judicial ethics training developed and delivered, including ADR training manual, TOT, and training delivery</li> </ul>
<p><b>4.5 Professional capacity of anti-corruption judges and prosecutors enhanced</b></p> <p>4.5.1 Standard and tailor-made</p>	<p><b>Output 4.5: Public trust in the justice system enhanced</b></p> <p>4.5.1 Development of a court user charter in simple language.</p>	Output 4.5 Professional capacity of judicial staff enhanced.	<ul style="list-style-type: none"> <li>• 6 court user guides developed on (1) arrest detention and bail, (2) basic criminal procedure, (3) witness and victims, (4) basic civil</li> </ul>

<p>courses provided to selected judges and prosecutors</p> <p>4.5.2 Expert on prevention of corruption and financial crime provides mentoring and training</p> <p>4.5.3 Increase quality of proceedings</p>	<p>4.5.2 Disseminate court user charter to all courts in the 12 States</p> <p>4.5.3. Launch awareness-raising campaign on judicial reform.</p> <p>4.5.4 Conduct town hall meetings.</p>		<p>procedure, (5) ADR, and (6) contacts for court users.</p> <ul style="list-style-type: none"> <li>• 85000 copies of above guide disseminated, including in Haus, Igbo and Yoruba</li> <li>• 10 Townhall meetings conducted</li> <li>• Training of judicial information officers on effective communication</li> <li>• Stakeholder workshop with newspaper editors on judicial reform</li> <li>• Professional support to media relations on the occasion of the conduct of the townhall meetings</li> </ul>
	<p><b>Output 4.6: Professional capacity of Designated Judges and Prosecutors enhanced</b></p> <p>4.6.1 Develop a one-week training curriculum for the designated judges with NJI</p> <p>4.6.2 Train between 70-80 Anti-Corruption Judges and Prosecutors in handling corruption cases.</p>	<p>Output 4.6 Increase judicial operational capacity through the provision of equipment and research tools for judiciary, including training.</p>	<ul style="list-style-type: none"> <li>• One-week Corruption Casework training course developed</li> <li>• One TOT workshop conducted</li> <li>• 5 training workshops conducted with increasing responsibilities taken over by the local trainers</li> </ul>

**Handover Framework Document Project NGA S08.**

<b>Task</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Update</b>
Judiciary			
<b>NJI Grant</b> <ul style="list-style-type: none"> <li>• Submission of final substantive report to UNODC</li> <li>• Meeting Financial Teams UNODC/NJI</li> <li>• Submission of final financial report to UNODC</li> </ul>	2 November 26 October 5 November	JD EO & GT GT	completed Ongoing
<b>LEDAP</b> <ul style="list-style-type: none"> <li>• Progress Report –delivery of 900 copies to UNODC</li> <li>• Baseline Report – delivery of 2100 copies to UNODC</li> </ul>	31 October 5 November	UO/ CO / PI UO/ CO/ J	
<b>Transfer of Ownership of Equipment for the Judiciary</b> <ul style="list-style-type: none"> <li>• Confirmation of Inventory UNODC/ NJI</li> <li>• Submission of inventory to PSB</li> <li>• Transfer of Ownership of Equipment to NJI (court recording equipment)</li> <li>• Transfer of Ownership of IT Equipment to NJI               <ul style="list-style-type: none"> <li>○ Confirm that IT equipment purchased for the judiciary is part of the inventory</li> </ul> </li> </ul>	25 October 27 October 4 November  18 October	QK & JD QK QK & PA AN & PA JD	Pending with ITS
<b>Transfer of Ownership of PMU equipment to NJI (partial)</b> <ul style="list-style-type: none"> <li>• Divide inventory according to project component</li> <li>• Submission to PSB</li> <li>• Transfer of Ownership of PMU equipment to NJI, as appropriate</li> </ul>	28 October 1 November 15 November	QK & OS QK & PA QK & PA	
<b>Task</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Update</b>
<b>JRCs</b> <ul style="list-style-type: none"> <li>• Finalize Lagos and Rivers State</li> </ul>	25 October		

<ul style="list-style-type: none"> <li>Commissioning of JRC Enugu</li> <li>Commission of JRC Borno</li> </ul>	15 November	AN & PO AN & PO	Completed Ongoing
Documentation handover <ul style="list-style-type: none"> <li>Create Judicial Database</li> <li>Handover Judicial Database</li> </ul>	5 November 5 November	OS / UE JD & UE	
7 <sup>th</sup> WG meeting <ul style="list-style-type: none"> <li>Meeting preparations</li> </ul>	29/30 October	DP / UE / UO	Ongoing
Monitoring Mission <ul style="list-style-type: none"> <li>Finalise report on Kaduna</li> <li>Prepare Final Report on Monitoring Missions</li> </ul>	25 October	OS CS	Completed Completed
Judicial Closure Event <ul style="list-style-type: none"> <li>Preparation of event</li> <li>Nomination and selection of recognition</li> <li>Plaques and certificates</li> </ul>	1 November 22 October 28 October	DP & SY/UO SY SY	Ongoing Completed Ongoing
EFCC			
PSC <ul style="list-style-type: none"> <li>Drafting of minutes</li> <li>Circulation to management</li> </ul>	20 October 3 November	FO & SY, KO	Ongoing
Forensic <ul style="list-style-type: none"> <li>Mission LD</li> <li>Overview of maintenance and operating costs (equipment, mentoring)</li> <li>Final report and payment of LD</li> </ul>	17-22 October 18 October 31 October	QK & TA KO OS/ NS	Completed Ongoing
<b>Task</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Update</b>

Lexis Nexis & Westlaw <ul style="list-style-type: none"> <li>Summary of costs, contacts and licence reference numbers.</li> </ul>	21 October	KO / HD	completed
CCTV <ul style="list-style-type: none"> <li>Contract implementation monitoring (as of immediately)</li> <li>Handover of equipment, codes, etc</li> </ul>	29 November 29 November	QK & TA QK & TA	ongoing
Sn Invest Adv. <ul style="list-style-type: none"> <li>Training on criminal intelligence analysis</li> <li>Interim report</li> <li>Debriefing</li> <li>Final report</li> </ul>	20-21 October 26 October 28 November 7 November	DC, QK & HD, FB OS & YH DC, QK, YH OS, YH	Completed
Training Plan <ul style="list-style-type: none"> <li>Retirements</li> </ul>	29 October	QK & HD	ongoing
Training Grant <ul style="list-style-type: none"> <li>Completed by 28 October</li> <li>Substantive report</li> <li>Financial report</li> <li>Approval or comments</li> </ul>	28 October 5 November 5 November 12 November	QK, RE & FU FU FU OS / EO	ongoing ongoing
NFIU/CBN Campaign <ul style="list-style-type: none"> <li>Preview available</li> <li>Review meeting</li> <li>Final jingle</li> <li>Press conference</li> </ul>	22 October 26 October 5 November 15 November	SY, FU SY, FBF, BI, DPI, FU SY, FU SY, FBF, BI, FU	Completed Completed
<b>Task</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Update</b>

IATT <ul style="list-style-type: none"> <li>• Consultant to deliver final draft national strategy (16 October first draft)</li> <li>• Support UNCAC review workshop</li> </ul>	7 November 25-27 October	OS, SA, CS, LE CS, LE, OS	Ongoing Ongoing
Study tour report submit to ERU	18 October	KO, YH, CS	Completed
CBI Survey <ul style="list-style-type: none"> <li>• Receive final print version</li> <li>• Delivery of 500 copies to UNODC</li> </ul>	15 October 31 October	OS QK FU	pending
EFCC Project closure event <ul style="list-style-type: none"> <li>• Concept note to be prepared</li> <li>• Date for closure event to be confirmed</li> <li>• Preparation for closure event (ASAP – event)</li> </ul>	20 October 20 October 29 November	YH YH, CS YH, SY	Completed
Transfer of Ownership <ul style="list-style-type: none"> <li>• Confirmation of Inventory UNODC/ EFCC</li> <li>• Submission of inventory to PSB</li> <li>• Transfer of Ownership of Equipment to EFCC</li> <li>• Divide PMU inventory according to project component</li> <li>• Submission to PSB</li> <li>• Transfer of Ownership of PMU equipment to EFCC, as appropriate</li> </ul>	22 October 29 October 10 November 16 November 28 October 1 November	QK & FU QK QK & FU QK, OS & FU QK QK, FU	Almost completed
Documentation handover <ul style="list-style-type: none"> <li>• Confirm access to KO</li> <li>• Update Database</li> </ul>	18 October 12 November	All ERU OS	tbc
Proposal on target dates for vacation of EFCC premises by PMU	15 November	YH & OS	

**Appendix I – Expenditure in US Dollar [excluding Direct Cost, excl. PSC]**

<b>Output</b>	<b>Expenditure 27/10/05 – 31/12/07</b>	<b>Expenditure 01/01/08 – 31/12/08</b>	<b>Expenditure 01/01/09 – 31/12/09</b>	<b>Total Expenditure up to end 2009</b>
Output 1.1 Investigation unit equipped with FSL	161,354	1,426,552	130,888	1,718,794
Output 1.2 Media and Publicity unit equipped	851,814	99,922	39,215	990,951
Output 1.3 Legal and prosecution unit equipped with research library	247,508	-16,482	68,439	299,465
Output 1.4 Training facility equipped	195,009	24,893	5,275	225,177
Output 1.5 Adequate security system for all staff and premises of EFCC	490,683	25,691	252	516,626
Output 1.6 EFCC capacity for transportation enhanced	302,733	576,533	8,997	888,263
Output 1.7 EFCC IT capacity enhanced	5,707,430	4,001,886	2,783,454	12,492,770
<b>Total Objective 1</b>	<b>7,956,531</b>	<b>6,088,995</b>	<b>3,036,520</b>	<b>17,082,046</b>
Output 2.1 Management capacity and Admin skills of EFCC, FIU and TRI enhanced	129,347	444,691	129,035	703,073
Output 2.2 Computer literacy and skills enhanced	331,658	120,068	21,850	473,576
Output 2.3 Specialized skills of legal and prosecution, media and publicity, investigation staff enhanced	106,176	930,807	704,025	1,635,736
Output 2.4 Capacity of EFCC Training centre enhanced	0	180,970	151,647	332,617
<b>Total Output 2</b>	<b>567,181</b>	<b>1,676,536</b>	<b>1,006,556</b>	<b>3,252,020</b>
Output 3.1 Public awareness about FIU enhanced	22,961	846	302,189	444,845
Output 3.2 Public awareness campaign on corruption and financial crimes produced ant EFCC	40,094	24,194	203,293	267,581
<b>Total Output 3</b>	<b>63,055</b>	<b>143,889</b>	<b>505,482</b>	<b>712,426</b>
Output 4.1 A National strategic framework and action plans for strengthening judicial integrity and capacity developed	491,619	-85,989	224,210	629,840
Output 4.2 Action plans in the 4 original pilot states	381,262	192,453	298,908	896,623
Output 4.3 Target judiciaries provided with standard office and specialized equipment	149,423	182,467	17,754	349,644
Output 4.4 Public trust in justice system enhanced	3,051	0	0	3,051
Output 4.5 Professional capacity of anti-corruption judges and prosecutors enhanced	205,645	-22,381	116,947	300,211
<b>Total Output 4</b>	<b>1,231,000</b>	<b>266,550</b>	<b>657,820</b>	<b>2,179,370</b>
<b>Total</b>	<b>9,817,767</b>	<b>8,175,890</b>	<b>5,206,378</b>	<b>23,200,035</b>

Total project expenditure until 31 Dec 2009: US\$ 26,802,144 (excl. PSC) and US\$ 28,061,845 (incl. PSC).