Building the capacity of Anti-Corruption Agencies

IMPROVING STRATEGIC AND OPERATIONAL CAPACITY (INVESTIGATION, PROSECUTION AND ASSET RECOVERY)

J4A Justice for All Nigeria
MONITORING IMPACT
August 2012
Building the capacity of anti-corruption agencies to improve operational and strategic capacity

We aim to:

- Increase the numbers of successful investigations and prosecutions
- Reduce impunity for high level corruption
- Reduce low level corruption
- Increase the availability of public funds for poverty reducing social services
- Contribute to economic growth through increased national and foreign direct investment
- Increase the understanding of gender issues within/outside anti-corruption organisations
- Increase public trust and confidence in the rule of law in anti-corruption efforts

Why:

- 63% of Nigerians reported paying a bribe within the last year for some public service (Global Corruption Barometer 2010)
- The majority of Nigerians consider high level corruption as being destructive for the country (Nigerian Poverty Assessment 2007, Global Corruption Barometer 2010)

We are working to:

- Improve the leadership in anti-corruption agencies
- Strengthen the capacity in anti-corruption agencies in the areas of strategic planning, coordination, implementation, monitoring and evaluation
- Increase skills and capacity to manage and conduct investigations and prosecutions
- Improve data management and analysis of cases, reports, etc.
- Strengthen institutions so that they meet international standards of legislative and regulatory development (drafting, implementation and monitoring)

How:

- Strategic and organisational development plans
- Training: Change management and leadership, investigation, prosecution, data gathering and management and analytical skills
- Law review and implementation
- Coordination mechanisms across ACAs
- Lesson learning and replication

Who we work with

- Anti-Corruption Agencies (ACAs)
  - EFCC (Economic Financial Crimes Commission)
  - ICPC (Independent Corrupt Practices Commission)
  - CCB & T (Code of Conduct Bureau and Tribunal)
  - NFIU (Nigerian Financial Intelligence Unit)
  - SCUMIL (Special Control Unit on Money Laundering)
  - TUGAR (Technical Unit on Governance and Research)
  - IATT (Inter-Agency Task Team)

- ACA supervisory and regulatory bodies
  - Federal Ministry of Justice (FMOJ)

- Civil Society (CSOs)
  - African Network on Environment and Economic Justice (ANEE)
  - Civil Society Legislative Advocacy Centre (CISLAC)
  - Zero Corruption Coalition (ZCC)

How we engaged them

- Facilitated improved operational cooperation and coordination between the ACAs
- Supported change readiness assessments for CCB, ICPC and EFCC
- Supported strategic plan development
- Facilitated civil society input into the draft National Anti-Corruption Strategy
- Supported investigation and prosecution capacity building and provided technical assistance
- Facilitated improved oversight/relationship between the ACAs and the FMOJ
- Provided technical assistance on developing legal drafting skills and prosecution skills
- Assisted to revise/draft anti-corruption legislation and the National Anti-Corruption Strategy
- Supported FMOJ’s departments in the strategic planning process and in developing operational policies, goals and objectives
- Held workshops / meetings to review the National Anti-Corruption Strategy
- Supported increased participation in the development of a draft Integrity Charter and an action plan on prevention of corruption
- Facilitated increased ACAs and civil society support and partnership to identify areas of collaboration
Getting Results

More effective and strengthened anti-corruption agencies

What they experienced/learned
- Senior level buy-in to the overall reform approach and approval to proceed
- Identification and access to designated individuals with responsibility for supporting core aspects of the activity
- How to develop a strategic plan
- Improved capacity of investigators to investigate financial crimes
- Exchange of ideas, priorities and plans
- Senior level buy-in to the overall approach and approval to proceed
- Sharing of ideas and providing a voice for the Nigerian people on anti-corruption reforms
- Empowered to be part of the change process

What they did as a result
- Established improved communication mechanisms between ACAs, including the creation of the “Heads of Agencies” Interactive Forum
- CCB: Strategic plan adopted
- EFCC and ICPC: Plans formulated, changes to organisational structures as a result of training
- ICPC: Taking on more financial crimes investigations and asset recovery
- NFIU: Draft national strategy—anti-money laundering and combating the financing of terrorism strategy
- Reviewed strategic plan to ensure a more ‘ministry-wide’ focus
- Established a drafting working group; Seven new bills drafted and stakeholder consultation sessions are being held
- Change management team established to lead the department’s strategy
- Asset recovery mechanisms now in place
- Partnering with anti-corruption agencies in the fight against corruption: ANEEJ (African Network for Environment and Economic Justice) supporting EFCC in the on-going petroleum subsidy probe
- Developed the “End Impunity Campaign” to hold government accountable on fuel subsidy

Facts and Figures
Number of strategic plans formulated and adopted (cumulative figures)

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What they said

“A lot has changed in the way we work now. For example, ...the process for awarding contracts is more open.” John Sheshi, Code of Conduct Bureau

“We would welcome civil society organisation at any stage to support us with any information that will enrich the job we are doing.” Ibrahim Lamorde, EFCC Executive Chairman

“…we (ANEEJ) would need to work together; …That is why we are here to partner with you (beneficiaries).” David Ugolar, ANEEJ Executive Director

Making Headlines
The fight against official corruption is not for the CCB or other anti-corruption agencies alone, it is a national crusade” – CCB Chairman, Sam Saba, at the opening of the 3 day workshop on organisational strategy, Vanguard Newspaper (June 29, 2011)

“CCB is in the process of reorganising itself for effective and efficient performance” – Daily Independent, Lagos (June 28, 2011)

“ICPC – Notice of seizure of movable and immovable properties pursuant to section 45 (4) (a)-(b) of the corrupt practices and other related offences act 2000” – notice of asset recovery by ICPC - Daily Trust Newspaper (May 31, 2012)

Highlights to date
- Strategy adopted and IT change plan approved: CCB
- Strategy adopted: ICPC
- 81 staff at the CCB (12 female/69 male) engaged in strategic planning workshops
- Strategic plans formulated: EFCC and ICPC
- Six strategic planning workshops held with ICPC staff

More effective and strengthened anti-corruption agencies
**Justice for All: Making a difference**

**Building the capacity of anti-corruption agencies**

**Name:** Sam Saba, Chairman, Code of Conduct Bureau (CCB)

**Profile:** As head of the CCB, Sam is leading the strategic planning process for the organisation, supported by the Justice for All Programme.

**The story so far:**

The CCB is charged with setting out a code of conduct for public officers and receiving and maintaining the details of public officials’ asset declarations. The Bureau not only enforces standards of accountability but also provides intelligence to law enforcement agencies seeking to trace stolen assets.

Justice for All is working with the CCB to develop and implement an organisational strategy. A number of workshops have been held for CCB staff and with other anti-corruption agencies.

According to Sam Saba, “This is the first time we have received support to develop a strategic plan. The process was participatory – all staff, senior and middle management and the Board were involved. Everyone was very enthusiastic about the process. During one of the workshops, I felt that the atmosphere was charged (positively) and there was so much energy in the interactions.”

He furthered, “In today’s world every organisation needs a strategic plan. Without one, an organisation risks doing the same old things and to grow, change and improve. I believe that the future for the CCB is bright as this strategic plan helps to fulfil the mandate of the establishment.”

**What happens next?**

Justice for All will support the CCB in the implementation of its strategic plan with the design of a detailed work plan. It will also support a new information and computer technology system to better enable the organisation to respond efficiently to cases of corruption.

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**Name:** Okoro J. Ulu, Liaison Officer, State Offices, Independent Corrupt Practices Commission

**Profile:** Currently participating in the strategic planning process organised by the Justice For All Programme

**The story so far:**

The Independent Corrupt Practices Commission (ICPC) deals with the investigation and prosecution of corruption and fraud in the public sector and has a remit to undertake asset recovery.

Under the guidance of Justice for All, ICPC is currently drafting an organisational strategy that will aim to encourage linkages with other anti-corruptions agencies.

“Through the strategic planning process, we realised that in order to be credible and get other agencies to join us, we need to purge ourselves of corruption,” said Okoro Ulu.

He furthered, “An impressive thing about the way J4A works is that it does not impose ideas, rather it encourages the sharing of ideas and the best approach is chosen. It has been a process where the ‘local solution’ is considered rather than a ‘foreign’ or ‘developed’ solution imposed.”

As a result of the strategic planning process, ICPC is now actively working with the Judiciary, other anti-corruption agencies, civil society organisations and the Nigeria Police Force to complement their efforts in the fight against corruption.

**What happens next?**

Once adopted, Justice for All will support the ICPC to implement the strategic plan. Justice for All will also work with other anti-corruption agencies to replicate the strategic planning process.