



**ECONOMIC AND FINANCIAL  
CRIMES COMMISSION**

**STRATEGIC PLAN  
2021 – 2025**

### **Our Vision**

A Nigeria free of economic and financial crimes

### **Our Mission**

To eradicate economic and financial crimes through prevention, enforcement and coordination



Prepared by the Department of Planning, Research and Statistics (DPRS) of the Economic and Financial Crimes Commission (EFCC) with the Support of British Council (BC)/ European Union (EU) through the Rule of Law and Anti-Corruption (RoLAC) Programme.



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**Chairman,  
Strategic Plan Working Group**



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## FOREWORD FROM THE EXECUTIVE CHAIRMAN

Economic and Financial Crimes constitute a major impediment to economic growth and development in Nigeria. In response to the devastating effects of economic and financial crimes in Nigeria, the Federal Government established the Economic and Financial Crimes Commission (EFCC) in 2003 to curb the menace. The Commission has, over the years, recorded significant achievements in its mandate to fight economic and financial crimes including corruption.

In order to sustain the momentum and to continually improve efficiency and effectiveness of the Commission, it is imperative to develop a Strategic Plan to serve as a road map for the attainment of the mission of the Commission. Consequently, the Commission developed its first Strategic Plan in 2013, which covered the period 2013 - 2018, to guide its activities. Upon the expiration of the 2013 - 2018 Plan, the Commission embarked on a comprehensive review of the Plan to identify successes and challenges, as well as to map out new strategies to improve performance.

The review was also carried out to align the EFCC Strategic Plan with the National Anti-Corruption Strategy (NACS) 2017 - 2021, which was launched in July 2017. The review process resulted in the development of the EFCC Strategic Plan 2021-2025.

The EFCC Strategic Plan 2021 - 2025 is anchored on five (5) strategic objectives which also reflects the five (5) technical objectives of the NACS 2017 - 2021. The five (5) Strategic Objectives are:

- i. To increase public engagement in the fight against economic and financial crimes;
- ii. To improve systems and processes for the prevention of economic and financial crimes;

- iii. To improve intelligence driven investigation, prosecution and, asset recovery and management;
- iv. To improve law enforcement coordination and collaboration with relevant stakeholders;
- v. To enhance institutional capacity and human capital development.

The Commission recognises the importance of partnership with the public in achieving its mandate. We therefore remain committed to strengthening cooperation with all our stakeholders to effectively discharge our mandate. Furthermore, while improving on our corruption prevention framework, we shall also continue to place emphasis on intelligence-driven investigation, prosecution and asset recovery.

We shall continue to place emphasis in upholding high ethical standards in discharging our functions and to ensure that our staff exhibit the Commission's core values of integrity, courage, professionalism and collaboration at all times. This will be achieved through continuous training and retraining, effective mentorship and adequate staff welfare. Our internal control systems and disciplinary processes and procedures will be enhanced to ensure compliance with extant rules and regulations.

I have gone through this document and I am confident that effective implementation of the strategy will enable the Commission achieve its mandate as well as its responsibilities under the National Anti-Corruption Strategy (NACS) 2017-2021. On this note, I am pleased to present to you the EFCC Strategic Plan 2021 – 2025.



**Abdulsheed Bawa CFE, CAMS**  
**Executive Chairman**

## INTRODUCTION

The Economic and Financial Crimes Commission (EFCC), was established in 2003 with the mandate to fight economic and financial crimes including corruption in Nigeria. In order to achieve this mandate, it is necessary to develop an elaborate framework that will define how the Commission will achieve its mission within a specified period. In realisation of this, the Commission developed its first Strategic Plan in 2013. The Plan covered the period 2013 – 2018 and offered the Commission the first opportunity to subject its activities to the guidance of a written Strategy Document.

Following the successful implementation of the first Strategic Plan, a comprehensive review of the Plan was carried out with the aim of improving on its achievements and addressing challenges. Arising from the result of the review and the need for the Commission to fully align its Strategic Plan with the National Anti-corruption Strategy (NACS) 2017 – 2021, a new Strategic Plan 2021 – 2025 was developed. The Plan also outlines expected outcomes and outputs that indicate success in the attainment of stated objectives.

A major departure in the Plan from that of 2013 – 2018 is the emphasis on rigorous implementation of the prevention mandate of the Commission especially in the area of public engagement, risk assessment and system review as well as research activities. Also, detailed action plan that set out the activities to be undertaken, responsible persons and performance indicators to determine attainment set targets over a specified period has been provided in the Strategic Plan 2021 - 2025.

The EFCC Strategic Plan 2021 - 2025 is anchored on five (5) Strategic Objectives as follows:

- i. To increase public engagement in the fight against economic and financial crimes;

- ii. To improve systems and processes for the prevention of economic and financial crime;
- iii. To improve intelligence driven investigation, prosecution and asset recovery;
- iv. To improve law enforcement coordination and collaboration with relevant stakeholders;
- v. To enhance institutional capacity and human capital development.

The Strategic Plan 2021 - 2025 is built on certain assumptions that will facilitate its implementation. In view of the fact that assumptions and priorities could change during the implementation process, an inbuilt monitoring mechanism has been put in place to ensure that set objectives are achieved.

## **2. BACKGROUND**

### **2.1 Establishment**

The Economic and Financial Crimes Commission (EFCC) was established in 2003 under the Economic and Financial Crimes Commission (Establishment) Act 2002, which was repealed and re-enacted in 2004. The Act mandates the Commission to combat economic and financial crimes in Nigeria, including corruption. The Commission is also charged with the responsibility of enforcing the provisions of the following legislations:

- i. The Money Laundering (Prohibition) Act, 2011, as amended;
- ii. The Advance Fee Fraud (and Other Fraud Related Offences) Act, 2006;
- iii. The Failed Banks (Recovery of Debts) and Financial

Malpractices in Banks Act 1994 , as amended;

- iv. The Banks and other Financial Institutions Act, 2020;
- v. Miscellaneous Offences Act, 1983;
- vi. Any other law or regulation relating to economic and financial crimes, including the Criminal Code and Penal Code.

Section 46 of the Economic and Financial Crimes Commission (Establishment) Act, 2004 defines Economic and Financial Crimes as: “the non-violent criminal and illicit activity committed with the objectives of earning wealth illegally either individually or in a group or organized manner thereby violating existing legislation governing the economic activities of government and its administration and includes any form of fraud, narcotic drug trafficking, money laundering, embezzlement, bribery, looting and any form of corrupt malpractices, illegal arms deal, smuggling, human trafficking and child labour, illegal oil bunkering and illegal mining, tax evasion, foreign exchange malpractices including counterfeiting of currency, theft of intellectual property and piracy, open market abuse, dumping of toxic wastes and prohibited goods, etc.”

## **2.2 Functions of the EFCC**

The Commission shall be responsible for:

- i. The investigation and prosecution of all economic and financial crimes;
- ii. The co-ordination and enforcement of all economic and financial crimes laws and enforcement functions conferred on any other person or authority;

financial crimes laws and enforcement functions conferred on any other person or authority;

- iii. The adoption of measures to identify, trace, freeze, confiscate or seize proceeds derived from terrorist activities, economic and financial crimes;
- iv. The prevention and eradication of economic and financial crimes;
- v. Exchange of scientific and technical information and the conduct of joint operations geared towards the eradication of economic and financial crimes;
- vi. The examination and investigation of all reported cases of economic and financial crimes with a view to identifying individuals, corporate bodies or groups involved;
- vii. Collaborating with government bodies both within and outside Nigeria;
- viii. Undertaking research, maintaining data, statistics, records and reports;
- ix. Dealing with matters connected with the extradition, deportation and mutual legal or other assistance between Nigeria and other countries;
- x. The coordination of all existing economic and financial crimes, investigating units in Nigeria;
- xi. Maintaining a liaison with all government security and law enforcement agencies and financial supervisory institutions in the eradication of economic and financial crimes;
- xii. Carrying out and sustaining rigorous public and enlightenment campaign against economic and financial crimes.



The complete list of functions of the Commission is provided in Annexure A.

### **2.3 Membership of the Commission**

The Commission consists of the following members:

- I. A Chairman, who is the Chief Executive and Accounting Officer of the Commission and also the Chairman of the Board;
- ii. The Governor of the Central Bank or his representative;
- iii. A representative each of the following Federal Ministries - Foreign Affairs, Finance, and Justice;
- iv. The Chairman, National Drug Law Enforcement Agency or his representative;
- v. The Director-General of the National Intelligence Agency or his representative;
- vi. The Director-General, Department of State Security Services or his representative;
- vii. The Registrar-General of the Corporate Affairs Commission or his Representative;
- viii. The Director-General, Securities and Exchange Commission or his representative;
- ix. The Managing-Director, Nigeria Deposit Insurance Corporation or his representative;
- x. The Commissioner for Insurance or his representative;
- xi. The Postmaster-General of the Nigerian Postal Services or his representative;
- xii. The Chairman, Nigerian Communications Commission or

his representative;

- xiii. The Comptroller-General, Nigeria Customs Services or his representative;
- xiv. The Comptroller-General, Nigeria Immigration Services or his representative
- xv. The Inspector General of Police or his representative;
- xvi. Four eminent Nigerians with cognate experience in any of the following, that is finance, banking or accounting; and;
- xvii. The Secretary to the Commission who shall be the head of administration.

The Chairman and members of the Commission other than the ex-officio members shall be appointed by the President and their appointment shall be subject to the confirmation of the Senate. These members, except the Secretary to the Commission, shall hold office for a period of four years and may be re-appointed for another term of four years. The Secretary to the Commission shall hold office for a period of five years and may be appointed for a further term of five years.

## **2.4 Structure of the EFCC**

The Commission is headed by an Executive Chairman (EC) who is the Chief Accounting Officer and responsible for the effective running of the Commission towards achieving the mission of the Commission. The Secretary to the Commission is the Head of administration and responsible for keeping of the books of the Commission.

The Commission has 14 Departments viz: Administration and Human Resources; Operations; Legal and Prosecution; Planning, Research

and Statistics; Forensics and Crime Laboratory Services; Asset Forfeiture, Recovery and Management; Public Affairs; Finance and Accounts; Internal Affairs; Intelligence; Internal Audit; Information and Communication Technology; Procurement and Staff Welfare Services. The Commission also has strategic units viz: External Cooperation, Freedom of Information (FOI) and SERVICOM. The Commission also has a Training Academy (EFCC Academy) responsible for training of staff and other stakeholders.

The Commission also supervises the activities of the Special Control Unit against Money Laundering (SCUML) which is an independent regulator for the Designated Non Financial Institutions (DNFIs) operationally domiciled in the EFCC. The EFCC provides financial and technical support to SCUML. The structure of the commission is represented in its organogram in Annexure B.

## **2.5 The Strategic Plan Development Process**

The process for the development of the new strategic plan commenced in 2018 with a meeting to review the extent of success of the implementation of the previous plan (2013-2018). The product of that meeting was extensively considered at the Strategic Management Retreat (SMR) held in September 2018 which articulated priority areas for the Commission going forward.

Furthermore, using the Continuous Improvement Self Assessment Matrix (CI-SAM) tool, the Commission assessed itself across various thematic areas of leadership, engagement, methodology, sustainability and rigour. Feedback from this survey was used to generate important outputs and outcomes for the 2021 – 2025 Strategic Plan.

The Commission in collaboration with the Rule of Law and Anti-Corruption (RoLAC) programme also organised a 5-day Strategic

Plan Development Workshop with participants selected from various departments and units of the Commission. During the workshop, participants brainstormed and extensively deliberated on the reports of the 2013-2018 Strategic Plan Review Committee, the recommendations from the Strategic Management Retreat held in September 2018 as well as the recommendations of the CI-SAM survey carried out in the first quarter of 2018. During the workshop, participants also used information obtained from open sources, which include the United Nations Convention Against Corruption (UNCAC), National Anti-Corruption Strategy (NACS) and Action Plan, National AML/CFT Strategy, Court Judgements, etc as guides in developing this plan.

During the workshop, a PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analysis was carried out to analyse the operating environment of the Commission. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was also carried out to identify the Strengths, Weaknesses, Opportunities and Threats of the Commission. The risks in the internal and external environments within which the Commission operates were factored in developing assumptions and strategies to achieve the objectives of the Commission. The outcome of these intensive sessions produced a draft Strategy which was closely reviewed and finally adopted by Management of the Commission. The Department of Planning, Research and Statistics was responsible for the development of the Strategic Plan Narrative as well as the Operational Plan.

### **3. Strategy Review**

The strategy review process covered a wide range of issues that are critical to the realisation of the mission of the Commission.

The following assumptions which are regarded as central to the successful implementation of the plan were made during the planning process:

ASSUMPTIONS
<ol style="list-style-type: none"> <li>1. Strong management commitment to staff welfare issues</li> <li>2. Effective engagement of staff in decision making process</li> <li>3. Effective internal communication</li> <li>4. Adequate funding through budgetary provisions and support from Donor partners.</li> <li>5. Strong political will in support of the mandate of the Commission</li> <li>6. Strong Public support and cooperation</li> <li>7. Improved national security situation</li> <li>8. Support of the Judiciary to adjudicate on cases in a timely and impartial manner</li> </ol>

The following measures were identified as critical to the success of the operation of the EFCC:

- i. **Prevention:** The Commission has the mandate to undertake actions to prevent and eradicate economic and financial crimes in Nigeria. In the course of the implementation of this Plan, the EFCC will improve its systems and processes to detect, disrupt and expose economic and financial crimes. The Commission intends to broaden its preventive measures to complement its enforcement functions. To this end, the EFCC will be investing more in economic and financial crimes prevention measures to achieve this objective.
- ii. **Enlightenment and Public Education:** Outreach programmes to enlighten the public on the effects of economic and financial crimes on the society and the need for ethical re-

orientation of citizens against economic and financial crimes will be emphasised in line with Section 6(p) of the EFCC (Establishment) Act, 2004. The enforcement function has rightly been predominant in the formative years of the EFCC. Nevertheless, active public education has increasingly formed part of our priorities over the years. To fully implement our mandate, it is important that public education be emphasised within the anti-corruption efforts of the EFCC. One of the ways to achieve this is through the integration of public education into the wider prevention work stream and through the establishment of the appropriate structures to facilitate its implementation.

The EFCC will be collaborating with stakeholders including National Orientation Agency (NOA) and the Federal Ministry of Education to effectively implement the Anti-Corruption studies introduced in the educational curriculum of Primary, Secondary and Tertiary Institutions. The Commission will also continue to work with Faith Based Organisations (FBOs) and Civil Society Organisations (CSOs) to increase public awareness and reduce public apathy to the fight against economic and financial crimes. Working alongside CSOs, the Commission hopes to prevent economic and financial crimes by improving transparency and accountability in governance.

- iii. **Research:** Research is one of the key functions of the Commission as stated under Section 6(j)(vi) of the EFCC (Establishment) Act, 2004 viz “undertaking research and similar works with a view to determining the manifestation, extent, magnitude and effects of economic and financial crimes and advising government on appropriate intervention measures for combating same”. The

Commission plans to increase its research activities into the causes, effects, demographics, typologies, etc of economic and financial crimes in Nigeria with a view to better understand the phenomenon of economic and financial crimes in Nigeria and devise appropriate preventive and enforcement measures to curb economic and financial crimes. The emphasis will be on actionable research that will directly support and give greater focus to improved prevention and enforcement activities.

- iv. **Enforcement:** Over the years, the Commission has effectively carried out its enforcement functions in line with extant laws and regulations. We however seek to continuously improve our processes and procedures for investigation and prosecution, as well as the recovery of proceeds of crime and management of seized and forfeited assets.

The Commission's strict adherence to the rule of law and best practices in the recovery and management of assets will be sustained. Our assets tracing, recovery and management framework has improved over the years in terms of methods of assets tracing, record keeping practices, and management of recovered assets. However, the Commission will continue to work with relevant stakeholders to strengthen the legal and institutional framework for asset recovery and management.

- v. **Effective Judicial System:** An efficient and effective judicial system is fundamental to the fight against economic and financial crimes. The enactment of the Administration of Criminal Justice Act (ACJA), 2015 is a positive intervention towards the quick and efficient dispensation of justice.

The Commission will continue to take advantage of the provisions of the ACJA, 2015 and will continue to engage the

Judiciary through the National Judicial Institute to improve the capacity of judicial officers for the effective dispensation of justice in matters relating to economic and financial crimes.

- vi. **Coordination:** The Commission is responsible for the coordination and enforcement of all economic and financial crimes laws in Nigeria in line with Section 6(c) and 7(2) of the EFCC (Establishment) Act, 2004. The EFCC will continue to carry out this function in a manner that recognises and respects the distinct roles of sister agencies in that regard. The coordination function will be carried out with the active cooperation and collaboration of all relevant agencies. The Commission has the advantage of having many of its key stakeholders represented on its Board and will leverage on the Board and the platforms provided by the National Anti-Corruption Strategy for such cooperation, coordination and mutual support.

- vii. **Effective Implementation of Anti-Money Laundering/ Combating the Financing of Terrorism (AML/CFT) measures:**

The Commission was established in 2003 as part of institutional measures for the implementation of AML/CFT requirements in Nigeria. The Financial Action Task Force (FATF) requires countries to implement 40 Recommendations which are considered as international standards for combating money laundering, terrorist financing and financing the proliferation of weapons of mass destruction.

The Commission has the responsibility for implementing most of the 40 Recommendations. The FATF, as the global standard setting body for AML/CFT monitors implementation of these Recommendations by Countries through a Mutual Evaluation process.



The Mutual Evaluation exercise conducted in Nigeria in 2008 revealed some strategic deficiencies in the Nigerian AML/CFT system consequent upon which some legislations were subsequently enacted as part of measures to cure such deficiencies. However, the AML/CFT National Risk Assessment (NRA) conducted in Nigeria in 2016 revealed that considerable gaps still exist in the Nigerian AML/CFT system and recommendations were made on how such gaps can be closed. A National AML/CFT Strategy 2018- 2020 was developed for the implementation of the National Risk Assessment (NRA) Report. The Strategic Plan is aimed at addressing the identified deficiencies in the Nigerian AML/CFT system.

The Commission, being one of the key agencies in Nigeria responsible for the implementation of the National AML/CFT Strategy Document, has incorporated relevant aspects of the document into this Strategic Plan to ensure effective implementation of the AML/CFT measures in Nigeria.

- viii. **Whistleblowing:** The Federal Government of Nigeria in 2016, introduced a Whistleblower Policy aimed at encouraging people to voluntarily disclose information about corruption and proceeds of corrupt act. Since the inception of the policy, billions of Naira and other foreign denominated currencies worth billions of Naira were recovered. In order to strengthen the whistle bower policy, an Executive Bill on Whistleblower and Witness protection was sent to the National Assembly for legislative action.

The Commission will continue to carry out advocacy to fast track the process of passing the Bill into law. However, the EFCC have an internal mechanism for encouraging staff and general public to provide information/intelligence on

economic and financial crimes.

- ix. **Accountability:** As a reputable law enforcement agency, the Commission recognises its responsibility to be accountable and transparent in carrying out its mandate. Section 37 of the EFCC (Establishment) Act, 2004 mandates the Commission to submit an Annual Report of its activities including an Audited Financial Statement of its accounts for the preceding year to the National Assembly not later than 30th September of the following year. The Commission does this in fulfilment of its responsibility to be accountable to the Nigerian public as required by law.

Furthermore, the Commission will continue to provide timely and accurate information on its activities to the public as well as feedback to all complainants. The integrity of the Commission's officers is also critical to achievement of the Commission's mandate. The Commission shall continue to train and retrain its officers to effectively discharge their functions in line with the core values of the Commission. We shall also continue to refine our processes and procedures to ensure adherence to all applicable laws, ethical standards and international best practices.

- x. **International Cooperation:** Economic and financial crimes are borderless by nature due to the movement of the proceeds of crime across international borders. The advancement and ease of access to technology has also facilitated the commission and concealment of crimes and proceeds of crime across borders. The desire to hide illicit assets often results in a complex web of financial transactions, use of various financial instruments and the deliberate concealment of beneficial ownership of physical assets. The result of this is that the tracing of the proceeds of

crime can be enormously complex and time consuming. International cooperation is therefore essential for tracing, identification, recovery and repatriation of stolen assets as well as prosecution of offenders. The Commission will continue to strengthen its international collaboration and prioritize building and maintaining formal and informal linkages in destinations of interest.

- xi. **Political Will:** Political leadership and commitment to the fight against economic and financial crimes at the highest level is pivotal to the success of the EFCC. The Commission looks forward to continuous support of the Executive and Legislative branch of government particularly in the enactments and effective implementation of relevant laws and reforms; as well as the provision of adequate funding to support the activities of the Commission.
- xii. **Staff Welfare:** The Commission considers its human capital as its greatest asset and their patriotic commitment as its greatest strength. The Commission will continue to develop and widely implement welfare schemes that will improve staff motivation and performance to enhance organisational productivity.
- xiii. **Organisational Culture:** The values of the Commission are manifested in the behaviour of its employees as they interface with partners, stakeholders and the general public. The Commission uses its culture to inspire the entire Nigerian society to believe in the fight against economic and financial crimes. In this way, a shared culture helps to create a shared identity that will improve on-the-job effectiveness. As part of this process, the Commission will continue to review and update the organisational structures and strengthen internal communication and coordination to further increase

productivity. The Core Values of the Commission are well embedded in its organisational culture.

#### **4. Vision, Mission and Values**

##### **4.1 Vision**

Our Vision Statement is a long term view of what the Commission aspires to achieve. It represents an ambitious, yet achievable goal of the Commission and its attainment will require continuous improvement of our operations and effective collaboration with relevant stakeholders.

***Our Vision Statement is:***

**A Nigeria free of Economic and Financial Crimes**

##### **4.2 Mission**

Our Mission Statement sets out our purpose and our reason for existence. It captures what we want to achieve and how we plan to achieve it.

***Our Mission Statement is:***

**To eradicate economic and financial crimes through prevention, enforcement and effective coordination**

##### **4.3 Values**

Fundamental to the achievement of the Commission's vision and mission statements are the values that represent the core beliefs of the EFCC. These values will be translated into policies, procedures and practices to be adhered to by all staff of the Commission.

The Core Values of the EFCC are:

**Integrity:** The Commission has set high ethical standards that it demands from all staff and this forms an essential element in building public confidence and participation in its activities.

**Professionalism:** The officers of the EFCC are expected to display high professional standards, taking pride in their competence at work, personal appearance and consistent appropriate conduct.

**Courage:** The Commission must show bravery in the performance of its functions. The work of the EFCC shall be driven by commitment to perseverance in the face of uncertainty and standing resolute for what is right.

**Collaboration:** The fight against economic and financial crimes requires active participation of all stakeholders. The Commission will work together with relevant stakeholders both within and outside the country to combat economic and financial crimes.

## **5 Strategic Objectives**

The Strategic Objectives describe how the Commission wishes to fulfil its Mission and move towards reaching its Vision. The objectives were derived from the analysis of the Commission's mandate, past performance and opportunities that exist to make the organisation more professional and more successful.

The Commission will strive to fulfil its objectives by effectively discharging its mandate in an independent, impartial and

professional manner. We will continuously review our processes to facilitate the achievement of our mandate, which is to prevent, investigate and prosecute economic and financial crimes as well as the recovery of proceeds of crime.

The Commission priorities under each Strategic Objective, the expected outcomes and the outputs and, the performance measures shall be monitored to ensure effective implementation of the Plan. Further planning at the Departmental level will be made to define how to realise the objectives in the course of the implementation process.

The Commission has five strategic objectives it intends to pursue in the next five (5) years, to fulfil its mission. These objectives are:

- i. To increase public engagement in the fight against economic and financial crimes
- ii. To improve systems and processes for the prevention of economic and financial crimes
- iii. To improve intelligence driven investigation, prosecution and asset recovery
- iv. To improve law enforcement coordination and collaboration with relevant stakeholders
- v. To enhance institutional capacity and human capital development

### **5.1 Strategic Objective 1: To Increase Public Engagement in the fight against economic and financial crimes**

The first strategic objective is focused on increasing the level of public engagement in the fight against economic and financial crimes through outreach programmes. Our public engagement

programmes will be centred on education, enlightenment and value re-orientation. The public will only support the fight against economic and financial crimes if they are aware and well informed about the ills of economic and financial crimes. The EFCC will be more accessible to the public to report economic and financial crimes in a confidential and non-attributive manner by improving our systems for receiving and processing information.

<b>Strategic Objective 1:</b> <b>To increase Public Engagement in the fight against economic and financial crimes</b>	
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>i. Increased public awareness and activism</li> <li>ii. Improved confidentiality in case management processes</li> <li>iii. Enhanced accountability and transparency of the EFCC</li> <li>iv. Increased public participation in activities against economic and financial crimes and other anti-corruption efforts</li> </ul>
<b>Outputs designed to meet our objectives</b>	<ul style="list-style-type: none"> <li>i. Improved public education programmes on the fight against economic and financial crimes</li> <li>ii. Improved ease of reporting economic and financial crimes by the public</li> <li>iii. Creation of legal and institutional structures and mechanisms for whistle blowers' protection and anonymous reporting of crimes</li> <li>iv. Improved systems and procedures to enhance internal and external accountability</li> </ul>

<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>i. Number of economic and financial crimes cases reported by the public</li> <li>ii. Number of hits, likes, subscribers, followers and feedback on EFCC website and new media platforms (including social media).</li> <li>iii. Number of outreach programmes conducted by the EFCC.</li> <li>iv. Number of cases reported to the EFCC on staff handling of cases where confidentiality is breached</li> <li>v. Milestones achieved in the development and implementation of a confidentiality code of practice</li> </ul>
	<ul style="list-style-type: none"> <li>vi. Progress made on an Action Plan by EFCC in the development and implementation of an internal EFCC Whistle Blowers policy</li> <li>vii. Number of reports and publications by the EFCC</li> <li>viii. Number of cases that meet case tracking standards of acknowledgement, investigation and determination</li> <li>ix. Number of cases reported and investigated by the Department of Internal Affairs</li> <li>x. Number of cases reported to SERVICOM and feedbacks received</li> <li>xi. Number of anti-corruption advocacy programmes carried out by the Commission in collaboration with stakeholders</li> </ul>



## 5.2 Strategic Objective 2: To improve Systems and Processes for the Prevention of economic and financial crimes

The second strategic objective is aimed at improving systems and processes for the prevention of economic and financial crimes in Nigeria. The Commission recognises that successful prevention is potentially more cost effective than enforcement by reducing the opportunities for perpetrators of economic and financial crime and building resistance to corruption in the society. It is therefore imperative to strengthen the preventive mechanisms of the Commission through the establishment of new systems and processes or the improvement of the existing ones, to curtail economic and financial crimes.

<b>Strategic Objective 2:</b> <b>To improve Systems and Processes for Prevention of economic and financial crimes</b>	
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>i. Improved systems to detect, disrupt, and expose economic and financial crimes</li> <li>ii. Increased research to enhance the prevention functions</li> </ul>
<b>Outputs designed to meet our objectives</b>	<ul style="list-style-type: none"> <li>i. Corruption prevention strategy developed and operational</li> <li>ii. Research strategy developed and operational</li> <li>iii. Improved systems for filing of statutory reports (CBTRs/CTRs) by DNFI</li> <li>iv. Increased partnership with the private sector, Trade Associations (TA), Self-Regulatory Organisations (SROs) and Professional Associations (PAs)</li> <li>v. Establishment of Legal status and operational structure of SCUML</li> <li>vi. Enhanced systems and processes for effective internal control</li> </ul>

<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>i. Milestone achieved in completing and implementing a prevention strategy</li> <li>ii. Number of CBTRs/CTRs filed by DNFI</li> <li>iii. Number of intelligence packages received from NFIU that lead to successful investigation/ prosecution/asset recoveries</li> <li>iv. Number of new DNFI registered with SCUML and compliant with reporting requirements</li> <li>v. Number of DNFI, SROs and TAs that establish AML/CFT compliance programmes</li> <li>vi. Number of rejected CBTRs/CTRs by SCUML.</li> <li>vii. Milestone achieved in developing a research strategy</li> <li>viii. Number of research activities completed</li> <li>ix. Number of research products that led to improved systems and processes</li> </ul>
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### **5.3 Strategic Objective 3: To improve Intelligence-driven Investigation, Prosecution and, Asset Recovery and Management.**

The third strategic objective is on improvement of the enforcement activities of the Commission. This will be achieved through intelligence driven investigation, prosecution and, assets recovery and management. Our investigation and prosecution activities will be strengthened through continuous improvement of our systems and procedures for intelligence gathering, processing and dissemination to relevant departments/ sections. We will continue to advocate for legislation on whistleblower and witness protection. Technical capacity will be strengthened through capacity development in the use of forensic services to support investigation and prosecution. The Commission will continue to encourage use of intelligence in asset tracing and recovery while employing international best practices in asset management.

<b>Strategic Objective 3:</b> <b>To improve Intelligence-driven Investigation, Prosecution and, Asset Recovery and Management.</b>	
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>i. Improved investigation and prosecution</li> <li>ii. Improved intelligence gathering process</li> <li>iii. Improved assets tracing, recovery and management</li> </ul>
<b>Output designed to meet our objectives</b>	<ul style="list-style-type: none"> <li>i. Improved systems and processes for investigation</li> <li>ii. Improved systems and processes for prosecution</li> <li>iii. Established systems for witness protection</li> <li>iv. Strengthened legal and regulatory framework for investigation and prosecution of economic and financial crimes</li> <li>v. Strengthened Forensics services and capacity</li> <li>vi. Effective and efficient implementation of case management system (goCase)</li> <li>vii. Strengthened operational capacity for intelligence gathering</li> <li>viii. Improved effectiveness of intelligence sources</li> <li>ix. Enhanced mechanism for asset tracing, recovery and management</li> <li>x. Enhanced intelligence sharing with domestic and international stakeholders</li> <li>xi. Enhanced Advocacy for civil asset forfeiture legislation</li> <li>xii. Enhanced advocacy for legislation on whistleblower and witness protection</li> <li>xiii. Enhanced advocacy for the establishment of special courts for trial of economic and financial crimes in all the States of the Federation</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>i. Convictions as a proportion of cases charged to court</li> <li>ii. Cases concluded as a proportion of total number of petitions received</li> <li>iii. Average time for conclusion of investigation of cases</li> </ul>

	<ul style="list-style-type: none"> <li>iv. Average time for vetting of case sent to Legal and Prosecution Department</li> <li>v. Number of cases filed in court as a proportion of cases sent to legal</li> <li>vi. Number of cases lost as a proportion of cases filed</li> <li>vii. Number of convictions secured</li> <li>viii. Number of cases successfully investigated</li> <li>ix. Number of intelligence that led to successful investigation</li> <li>x. Number of intelligence that led to successful prosecution</li> <li>xi. Number of intelligence that led to successful asset recovery</li> <li>xii. Type, number and value of assets recovered</li> <li>xiii. Convictions resulting to the forfeiture of Assets</li> <li>xiv. Value of recovered assets outside Nigeria that were successfully repatriated</li> <li>xv. Number/ value of assets under Final Forfeiture to the Federal Government of Nigeria</li> <li>xvi. Number of EFCC staff that undergo specialised asset recovery training and exposure programmes</li> <li>xvii. Number of assets under Interim Forfeiture order being managed by the Commission</li> <li>xviii. Milestone achieved in advocacy for Whistle Blower and Witness Protection legislations</li> </ul>
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#### **5.4 Strategic Objective 4: To improve Law Enforcement Coordination and Collaboration with relevant Stakeholders**

Our fourth strategic objective is centred on our coordination function. This will entail developing mechanisms for joint investigation, training with ACAs and LEAs in addition to engagement with other strategic partners within and outside Nigeria in combating economic and financial crimes. We will continue to collaborate with AML/CFT stakeholders in our efforts to meet our obligations in implementing AML/CFT measures in Nigeria.

<b>Strategic Objective 4:</b> <b>To improve Law Enforcement Coordination and Collaboration with relevant Stakeholders</b>	
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>i. Strengthened inter-agency cooperation</li> <li>ii. Increased stakeholder's participation</li> </ul>
<b>Outputs designed to meet our objectives</b>	<ul style="list-style-type: none"> <li>i. Improved mechanisms for the coordination and enforcement of economic and financial crimes Laws</li> <li>ii. Enhanced systems and processes for Collaboration/ Partnership and mutual exchange of information and expertise with LEAs &amp; other relevant Stakeholders</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>i. Joint investigations undertaken with LEAs, ACAs</li> <li>ii. Number of Partnership actions/initiatives undertaken in collaboration with LEAs, ACAs, SROs and CSOs,</li> <li>iii. Number of Information exchange that led to successful Investigations, prosecutions and assets recoveries</li> <li>iv. Number of Information and Expertise exchanged with stakeholders</li> <li>v. Number of MoUs entered with Stakeholders/ Partners</li> <li>vi. Number of MLATs implemented with foreign jurisdictions</li> <li>vii. Number of technical support/ funding received from Donor Agencies</li> <li>viii. Number of the External Stakeholder's assessment/feedbacks on their engagement with the EFCC</li> </ul>

### 5.5 Strategic Objective 5:

Our fifth objective is targeted at improving the organisational structure and human capital to continuously enhance the efficiency and effectiveness of the Commission. The implementation of the strategic plan requires re-alignment of the EFCC operational structures and its operational strategy. Our vision of a Nigeria free of economic and financial crimes require concerted efforts towards building an organisation that can effectively respond to evolving challenges in the fight against economic and financial crimes.

We will enhance our administrative processes and systems, human resource and training policies and practices. We will enhance our performance management systems to ensure all staff know and understand what is expected of them. We will continue the process of investment in physical infrastructure and our ICT. We will continue to develop and implement robust welfare policies for our staff to motivate our workforce to accomplish our mission.

<b>Strategic Objective 5:</b> <b>Enhanced Institutional Capacity and Human Capital</b>	
<b>Outcome</b>	i. Enhanced organisational and operational efficiency ii. Effective and responsive human resources system iii. Enhanced staff welfare
<b>Outputs designed to meet our objectives</b>	i. Improved organizational Structure ii. Improved productivity and reduced bureaucracy iii. Improved clarity and consistency in management of key operational

<b>Outputs designed to meet our objectives</b>	<p>processes and procedures</p> <ul style="list-style-type: none"> <li>iv. Enhanced ICT infrastructural systems and capacity</li> <li>v. Budget and financing proposals for the implementation of the strategic plan covering its full duration</li> <li>vi. Developed systems for policy and planning functions</li> <li>vii. Enhanced human resource policy and systems</li> <li>viii. Enhanced training policy and practices to meet the developmental needs of staff</li> <li>ix. Improved systems for Employee Performance Management (EPM)</li> <li>x. Improved communication channels between Staff and Management</li> <li>xi. Improved Staff Integrity and Ethics Framework</li> <li>xii. Improved capacity of DIA and SERVICOM Unit for efficiency and effectiveness</li> <li>xiii. Enhanced synergy between Investigators and Prosecutors for effectiveness</li> <li>xiv. Improved physical structures and facilities</li> <li>xv. Improved internal control mechanisms</li> <li>xvi. Enhanced mechanism for confidentiality and security</li> <li>xvii. Creation and implementation of specific security protocols for staff</li> <li>xviii. Enhanced conditions of service meeting the yearnings and aspirations of staff</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>i. Milestones achieved in the implementation of SOPs Commission-wide</li> <li>ii. Number of corruption and service failure</li> </ul>

<b>Performance Measures</b>	<p>allegations against staff of the Commission</p> <ul style="list-style-type: none"> <li>iii. Number of staff security matters filed</li> <li>iv. Milestones achieved in the implementation of performance management system for personnel and departmental performance management</li> <li>v. Handling of staff disciplinary cases</li> <li>vi. Staff job satisfaction</li> <li>vii. Staff turnover</li> <li>viii. Extent of internal coordination as evidenced through staff feedback</li> <li>ix. Staff training policy and programme</li> <li>x. Quality and scope of staff training provided</li> <li>xi. Number of investigators and prosecutors trained in investigation and case management techniques</li> <li>xii. Number of EFCC staff that complete ethics and integrity training</li> <li>xiii. Milestones achieved towards the implementation of employee assistance programs</li> <li>xiv. Milestone achieved in developing and implementing a comprehensive staff welfare programmes for Commission staff</li> <li>xv. Number of staff that benefit from welfare programmes</li> <li>xvi. Milestone achieved towards timely promotion of staff</li> </ul>
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## **6. Strategy Implementation**

As we move forward from the planning stage to the implementation stage of the new Plan, we must optimise use of resources by identifying our priorities and channelling our resources to them. This will involve giving greater priority to tasks and initiatives that are essential to the attainment of our mission. In addition, we will strengthen our collaboration with our stakeholders towards achieving our outlined objectives.

### **6.1 Managing our People**

The EFCC requires a wide range of skills to support the continuous development of the organisation. Consequently, the Department of Administration and Human Resources will continue to identify the right skill-mix required by the Commission and take appropriate action through effective recruitment and training to ensure that the required skills are secured.

The Department of Administration and Human Resource will continue to play a key role in providing workforce planning services, career management and capacity building, employee relations, performance management and critical policies such as staff security, transfer and promotions. In terms of capacity development, a close working relationship will be required in particular between HRU, External Cooperation Unit (ECU) and the EFCC Academy to ensure that the full range of training and development needs are met.

### **6.2 Resources for the implementation of the Plan**

The EFCC will develop a budget for the implementation of the Plan based on the following assumptions:

- i. All activities emerging from the objectives will be adequately captured in the Annual Budget Proposals;
- ii. Government will continue to provide funding to support the activities of the Commission which include:
  - a) Remodelling and upgrading of EFCC zonal Offices.
  - b) Upgrading the EFCC Academy to deliver relevant training programmes to staff and stakeholders.
  - c) The development of proper storage facilities for our physical and electronic records (including offshore storage facilities with shorter disaster recovery time); and
  - d) Procurement of additional vehicles to meet the operational requirements of the Commission.
  - e) Improvement of facilities and adequate office equipments in all locations.
- iii. The EFCC will leverage on its positive working relationship with external donors and their support for areas of capacity development and capital investment in ICT and state of the art investigative tools.

The EFCC will develop a five year Capital Expenditure Programme to enable the Commission to take a long term view and be more effective in planning its resource allocation. The Capital Expenditure Plan will be reviewed each year and take into account new developments and exigencies.

### **6.3 Knowledge Development**

The implementation of this Strategic Plan is part of the process of institutional development to strengthen the Commission. A key



element of this process is knowledge development through learning, documentation, and application of lessons learnt from our experiences to improve performance. The Department of Planning, Research and Statistics is responsible for the coordination of the process of knowledge development based on the results from the Monitoring and Evaluation reports from the previous Plan, the implementation of the National Anti-Corruption Strategy (NACS) 2017-2021 and from the results of the research work carried out by the department. The Commission will continue to develop appropriate records management scheme and improve our existing case management system to improve performance. Our strategy is to continuously strive to acquire technical capabilities and skills required for effective delivery of our Mandate.

#### **6.4 Communication Strategy**

Effective communication of the Strategic Plan to the Stakeholders is critical to the achievement of the objectives of the plan. We shall therefore leverage on our existing communication platforms to effectively communicate the Plan to Stakeholders. We will provide up-to-date information about our activities in a timely manner so that all our stakeholders including the general public will understand what we aim to achieve, and ensure our channels for feedback remain open and responsive.

We also aim to establish systems and processes to promote public engagement in terms of economic and financial crimes reporting and feedback. To facilitate this, we have established reporting channels including telephone hotlines, e-mails and user-friendly web based portal, which can be used for crime reporting and feedback. In addition, the Commission will also work with sister ACAs, LEAs and other stakeholders to build stronger ties towards an

effective working relationship. We will also be strengthening our international communication networks to strengthen our relationship with relevant international Law Enforcement Agencies to enhance our performance.

### **6.5 Monitoring & Evaluation (M&E)**

Our M & E framework is designed to mirror the framework from the previous Plan and that of NACS 2017-2021 to ensure continuity, uniformity and consistency in measuring the extent of achievement of the strategic objectives. Consequently, the M&E framework will serve as a tool and a desk reference to guide the Commission in the implementation of the Plan. It also supports performance monitoring by providing measurable indicators that can be tracked over time and used for monitoring, evaluation and reporting of progress to Management of the Commission and relevant stakeholders.

As with the M&E framework from the previous Strategic Plan, this M&E framework has three (3) key components namely; the Results Framework, the Performance Monitoring Matrix and the M&E Operational Plan. The Results Framework, described in Annexure C, captures the overall results logic, showing the causal linkage between the Mission, the Objectives and expected impact on the Commission. The Result Framework further provides details information on how progress will be defined and measured.

The Performance Monitoring Matrix describes key performance measures (indicators) for each level of expected result, defines the indicator to be used and unit of measurement as well as the plan for data collection and regular reports on performance. The M&E Operational Plan lays out specific outputs to be delivered and key activities/actions required for improving performance. It also

captures the contribution of the departments and offices of the Commission to the achievement of the Strategic Objectives.

The M&E planning framework is a living document and a constant desk reference for all the operational units of the Commission. Periodic updates will be made as necessary to effectively reflect the Commission's changing reality and provide useful managerial resource for the Commission's staff and stakeholders.

The M&E Operational Plan describes the linkage between high-level Objectives and Outcomes and the day-to-day Activities and Outputs of the functional Units of the Commission. It lays out the key activities and outputs that are necessary for the achievement of these higher-level outcomes and key objectives. While the Commission reports at the Impact and Outcome levels, each department of the Commission is expected to report on the Activities and Output level results under its responsibility on the M&E Operational Plan.

## **6.6 Short-Term Priorities**

The implementation of the Strategic Plan requires identification of priority actions and steps need to be taken to initiate and sustain momentum that will carry the process forward. Our Short-term priorities highlight the specific results to be achieved in the first 0-12 months under this Plan. The following are the activities that will be carried out to achieve the Short-term results:

**6.6.1 Communication** - The leadership of the Commission will assume responsibility of ensuring that the Vision, Mission and other contents of the Strategic Plan are well communicated to staff at all levels and in all offices of the Commission to ensure the building of a common purpose and ownership.

Department of Planning, Research and Statistics (DPRS) will work with relevant Departments to organise relevant training programmes for effective implementation of the Plan. This process will continue throughout the implementation period.

**6.6.2 Budget** - The DPRS in collaboration with the Finance and Accounts Departments will develop a comprehensive budget estimate for the implementation of the Plan. We will also ensure that the priority activities for each year are included in the Commission's annual budget.

**6.6.3 Approval and implementation of Priorities** - The DPRS will forward a high-level action plan identifying the immediate priorities with timelines, targets and the resources needed to the EFCC Management for approval. Upon approval, the responsible departments will undertake the required actions in line with the agreed timelines for implementation of the Plan.

**6.6.4 Departmental Work Plan** - Each Department will submit, starting from the first year and on an annual basis, their work plan indicating the activities that will be undertaken to arrive at the targets/goals as set out in the Plan. There should be detailed planning at departmental level to ensure that the priorities set out in the plan are fully reflected in departmental priorities and action plans on an annual basis.

**6.6.5 Training Needs Assessment (TNA)** - Training Needs Assessment (TNA) will be carried out to identify skills gap that may hamper the successful implementation of the Plan in each Department. The Commission will take necessary steps to close identified gaps.

## 7.0 REPORTING OF ECONOMIC AND FINANCIAL CRIMES

The EFCC welcomes reports made in good faith concerning suspected incidences of economic and financial crimes. The Commission encourages members of the public, to identify themselves and make reports in person. However, where this is not possible, members of the public may make such reports anonymously. Reports can be made through the following channels:

i. ***By written petition addressed to:***

The Executive Chairman,  
Economic and Financial Crimes Commission (EFCC)

**Headquarters**

Plot 301/302 Institutions and Research District,  
Jabi, Abuja.

ii. ***By e-mail to:*** [info@efcc.gov.ng](mailto:info@efcc.gov.ng)

iii. Reports can be made through any of our Social Media platforms on our website

iv. Reports can also be made to any of the EFCC Offices listed in Annexure D.

v. Eagle eye App: on Apple store and Google play

## **ANNEXURE A: FUNCTIONS OF THE EFCC**

### **ECONOMIC AND FINANCIAL CRIMES COMMISSION (ESTABLISHMENT) ACT 2004**

#### **PART II - FUNCTIONS OF THE COMMISSION**

6. The Commission shall be responsible for:

- (a) the enforcement and the due administration of the provisions of this Act;
- (b) the investigation of all economic and financial crimes including advance fee fraud, money laundering, counterfeiting, illegal charge transfers, futures market fraud, fraudulent encashment of negotiable instruments, computer credit card fraud, contract scam, etc.;
- (c) the co-ordination and enforcement of all economic and financial crimes laws and enforcement functions conferred on any other person or authority;
- (d) the adoption of measures to identify, trace, freeze, confiscate or seize proceeds derived from terrorist activities, economic and financial crimes related offences or the properties the value of which corresponds to such proceeds;
- (e) the adoption of measures to eradicate the commission of economic and financial crimes;
- (f) the adoption of measures which includes coordinated preventive and regulatory actions, introduction and maintenance of investigative and control techniques on the prevention of economic and financial related crimes;
- (g) the facilitation of rapid exchange of scientific and technical information and the conduct of joint operations



geared towards the eradication of economic and financial crimes;

- (h) the examination and investigation of all reported cases of economic and financial crimes with a view to identifying individuals, corporate bodies or groups involved;
- (i) the determination of the extent of financial loss and such other losses by government, private individuals or organizations;
- (j) collaborating with government bodies both within and outside Nigeria carrying on functions wholly or in part analogous with those of the Commission concerning -
  - (i) the identification, determination, of the whereabouts and activities of persons suspected of being involved in economic and financial crimes,
  - (ii) the movement of proceeds or properties derived from the commission of economic and financial and other related crimes;
  - (iii) the exchange of personnel or other experts,
  - (iv) the establishment and maintenance of a system for monitoring international economic and financial crimes in order to identify suspicious transactions and persons involved,
  - (v) maintaining data, statistics, records and reports on person, organizations, proceeds, properties, documents or other items or assets involved in economic and financial crimes;
  - (vi) undertaking research and similar works with a view to determining the manifestation, extent, magnitude, and effects of economic and financial crimes and

advising government on appropriate intervention measures for combating same

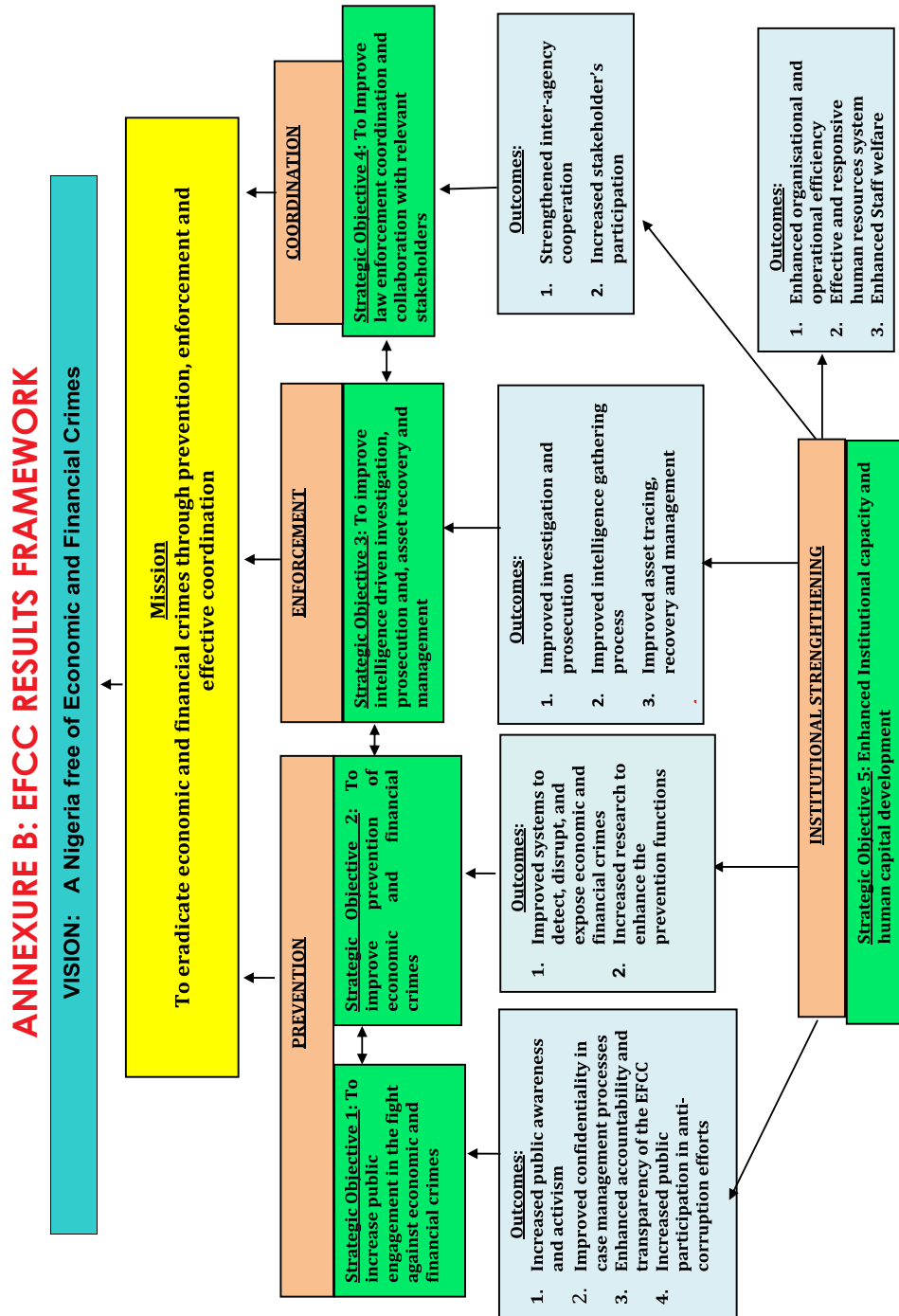
- (k) dealing with matters connected with the extradition, deportation and mutual legal or other assistance between Nigeria and any other country involving Economic and Financial Crimes;
- (l) taking charge of, supervising, controlling, coordinating all the responsibilities, functions and activities relating to the current investigation and prosecution of all offenses connected with or relating to economic and financial crimes;
- (m) the coordination of all existing economic and financial crimes, investigating units in Nigeria;
- (n) maintaining a liaison with office of the Attorney-General of the Federation, the Nigerian Customs Service, the Immigration and Prison Service Board, the Central Bank of Nigeria, the Nigeria Deposit Insurance Corporation, the National Drug Law Enforcement Agency, all government security and law enforcement agencies and such other financial supervisory institutions in the eradication of economic and financial crimes;
- (o) carrying out and sustaining rigorous public and enlightenment campaign against economic and financial crimes within and outside Nigeria and;
- (p) carrying out such other activities as are necessary or expedient for the full discharge of all or any of the functions conferred on it under this Act.

7. (1) The Commission has power to:-

- (a.) cause investigation to be conducted as to whether any person, corporate body or organisation has committed any offence under this Act or other law relating to economic and financial crimes
- (b) cause investigations to be conducted into the properties of any person if it appears to the commission that the person's lifestyle and extent of the properties are not justified by his source of income;

(2) The Commission is charged with the responsibility of enforcing the provisions of :-

- (a) the Money Laundering Act, 2011 (as amended)
- (b) the Advance Fee Fraud and Other Fraud Related Offences Act, 2006;
- (c) the Failed Banks (Recovery of Debts) and Financial Malpractices in Banks Act, 1994, as amended;
- (d) The Banks and other Financial Institutions Act, 2020,
- (e) Miscellaneous Offences Act, 1983
- (f) Any other law or regulations relating to economic and financial crimes, including the Criminal code of penal code.



## ANNEXURE B: RESULTS FRAMEWORK

Strategic Objective 1 – (Prevention): To increase public engagement in the fight against economic and financial crimes					
Impact Indicator	Indicator Definition and Unit of Measurement	Data Source, Method and Responsibility	Collection Frequency	Baseline & Target	Comments (Constraints, Data Use, Budget Implications etc)
<b>Outcome 1.1: Increased public awareness and activism</b>					
<b>KPI 1.1.1:</b> Number of economic and financial crimes cases reported by the public	<p><b>Definition:</b> This is a count of cases of economic and financial crimes independently reported by members of the public</p> <p><b>Unit of Measurement:</b> Number count</p>	EFCC Records Operations (P)	Ongoing	<p>Baseline 2020:</p> <p>Target +10% annually</p> <p>Insert annual target</p>	<p>Increased public reportage of financial crimes reflects public empowerment and participation.</p> <p>*Baseline figure reflects only those petitions received and approved for investigation and not those rejected. Non-petition based cases included</p>
<b>KPI 1.1.1.2:</b> Number of hits, likes, subscribers, followers and feedback on EFCC website	<b>Definition:</b> The frequency of interaction on the EFCC website and new media pages is an	ICT records DICT(P)	Quarterly	<p>Baseline 2020:</p> <p>Target +10% annually</p>	

and new media platforms (including social media)	indication of the level of public awareness and desire to connect with the Commission. <b>Unit of Measurement:</b> Number of hits, likes, subscribers, followers as per ICT records of EFCC.	PAD (P)	Quarterly	Baseline 2020: Target +10% annually	These are Commission initiated and conducted outreach programmes.
<b>KPI 1.1.3:</b> Number of outreach programmes conducted by the EFCC	<b>Definition:</b> This measures the number of sensitisation or public enlightenment programmes conducted by the EFCC. <b>Unit of Measurement:</b> Number count				

Outcome 1.2: Improved confidentiality in case management system					
<b>KPI 1.1.2.1:</b> Number of cases reported to the EFCC on staff handling of cases where confidentiality is breached	<p><b>Definition:</b> This is a measure of the number of cases reported to the EFCC on staff handling of cases where confidentiality is breached</p> <p><b>Unit of Measurement:</b></p>	<p>EFCC Records</p> <p>DIA (P)</p> <p>Operations (S)</p> <p>DA&amp;HR (S)</p>	Annually	<p>Baseline: 2020</p> <p>Target: -10% annually</p>	Represents increased public participation. Decrease in these numbers year-on-year suggests increased confidentiality in staff handling cases
<b>KPI 1.1.2.2:</b> Milestones achieved in the development and implementation of a confidentiality code of practice	<p><b>Definition:</b> This is a measure of progress made in the development and implementation of a confidential code of practice in the Commission.</p> <p><b>Unit of Measurement:</b> Progress on milestone</p>	PRS (P)	Annually		This becomes standard across Commission for Commission staff handling cases where confidentiality is necessary
<b>KPI 1.1.2.3:</b> Progress made on an action plan by EFCC in the	<p><b>Definition:</b> This is a measure of progress on an action plan with</p>	<p>EFCC records</p> <p>PRS (P)</p>	Ongoing		This KPI should lead to increased confidence in the case management

development and implementation of an internal EFCC Whistle Blowers policy.	pre-defined milestones supported by outputs and performance benchmarks. <b>Unit of Measurement:</b> % of total achievable milestones achieved in the period under review.				system of the Commission
<b>Outcome 1.3: Enhanced accountability and transparency of the EFCC</b>					
<b>KPI 1.3.1:</b> Number of reports and publications by the EFCC	<b>Definition:</b> This is a measure of the number of published reports and publications produced by the EFCC <b>Unit of Measurement:</b> Number	EFCC records PRS / Public Affairs?	Annually	2020 Target: 10% annually	Reports include press statements and written information put out by the EFCC on its various platforms.
<b>KPI 1.3.1:</b> Number of cases that meet case tracking	<b>Definition:</b> This is a measure of the consistent treatment of	EFCC records Operations	Annually	2020	The case management path in the Commission to be documented and



standards of acknowledgment, investigation and determination	petitions <b>Unit of Measurement:</b> % of cases meeting case tracking standards	(P)			communicated to relevant staff
<b>KPI 1.3.2:</b> Status of Cases investigated by Department of Internal Affairs	<b>Definition:</b> This is a measure of the total number of internal disciplinary cases annually and their results <b>Unit of Measurement:</b> The number of cases investigated, by category and by result (disciplinary action)	EFCC records Internal Affairs (P) Servicem	Annually		This KPI should lead to regular reporting on the number, nature and result of cases. Important that the internal system for the conduct of disciplinary cases is documented and reported on at least annually to offer assurance of the fairness of the system.
<b>Outcome 1.4: Increased public participation in anti-corruption efforts</b>					
<b>KPI 1.4.1:</b> Number of anti-corruption advocacy programs carried	<b>Definition:</b> This is a measure of the number of advocacy	PAD (P)	Annually	Baseline 2020: Target +10%	Greater collaboration with stakeholders reflect greater public uptake, acceptance

out by the Commission in collaboration with stakeholders	programmes carried out by the Commission in collaboration with stakeholder <b>Unit of Measurement:</b> Number count			annually	and involvement in the fight against corruption.
<b>Strategic Objective 2 – (Prevention): To Improve prevention of economic and financial crime</b>					
<b>Impact Indicator</b>	<b>Indicator Definition and Unit of Measurement</b>	<b>Data Source and Method</b>	<b>Collection Frequency</b>	<b>Baseline &amp; Target</b>	<b>Comments (Constraints, Data Use, Budget Implications etc)</b>
<b>Outcome 2.1: Improved systems to detect, disrupt and expose economic and financial crime</b>					
<b>KPI 2.1.1:</b> Milestone achieved in completing and implementing a prevention strategy	<b>Definition:</b> This is a measure of progress achieved on a pre-established path towards the development and delivery of a prevention strategy  <b>Unit of Measurement:</b> % of achieved milestone	EFCC records PAD (P)	Quarterly	Baseline: 2020	This KPI shows progress made in achieving output

	compared with total milestone compared with total milestone identified					
<b>KPI 2.1.2:</b> Number of CBTRs/CTRs filed by DNFI	<b>Definition:</b> This is the number of CBTRs /CTRs submitted to SCUML  <b>Unit of Measurement:</b> Number	SCUML records SCUML (P)	Quarterly	2020 Target: +10% annually	Baseline data shown in SCUML office as receipts from DNFI following sensitization and other interventions.	
<b>KPI 2.1.3:</b> Number of intelligence that led to successful investigation /prosecution /assets recovery	<b>Definition:</b> This is the number of intelligence packages that: 1. Are received, and, 2. Are investigated 3. Are Prosecuted 4. Are directly linked to Asset forfeiture	EFCC records Operations (P) D-INT	Annually	2020 Target: +10% annually	Intelligence packages to be disaggregated accordingly received, investigated, prosecution and asset recovered	
<b>KPI 2.1.4:</b> Number of new DNFI registered with	<b>Definition:</b> This is a measure of the extent and	SCUML records SCUML (P)	Annually	Baseline 2020:	It will measure the additional number of compliant reporting	

SCUML and compliant with reporting requirements	quality of compliance by DNFI's. <b>Unit of Measurement:</b> number verified annually by SCUML	SCUML records SCUML (P)	Annually	Target +10% annually	entities registered and subject to compliance checks
<b>KPI 2.1.5:</b> Number of DNFI's, SROs and TAs that establish AML / CFT compliance programmes	<b>Definition:</b> Number of AML/CFT compliance programmes established and approved by SCUML under partnership agreements with SROs and PAs <b>Unit of Measurement:</b> Count of compliance programmes established under partnership agreements and verified annually by SCUML			Baseline 2020: Target +10% annually	10% of all registered DNFI's, SROs, TAs should establish AML/CFT compliance & verified by SCUML

<b>KPI 2.1.6:</b> Number of customer identification checks and customer due diligence reports completed by reporting entities	<b>Definition:</b> This measures the extent to which reporting entities comply with reporting requirements <b>Unit of Measurement:</b> Number of checks	SCUML records SCUML (P)	Quarterly	Baseline 2020: Target : Full compliance	
<b>Outcome 2.2: Increased research to enhance the prevention functions</b>					
<b>KPI 2.2.1:</b> Milestone achieved in developing a corruption prevention research strategy	<b>Definition:</b> This is a measure of progress achieved on a pre-established path towards the development and delivery of a prevention research strategy <b>Unit of Measurement:</b> On time achievement milestone targets	EFCC records PRS (P)	Quarterly	Baseline year: 2020 Target: on time achievement in report year	On time achievement of milestones will result in a comprehensive corruption prevention research strategy for the Commission in the reporting period

<b>KPI 2.2.2:</b> Number of research activities completed	<b>Definition:</b> This is a number count of research conducted <b>Unit of Measurement:</b> Number	PRS (P)	Annually		This report will show current status of research product
<b>KPI 2.2.3:</b> Number of research products that led to improved systems and processes	<b>Definition:</b> This is the number of researches activities completed that informed development and implementation of policies. <b>Unit of Measurement:</b> Number	PRS (P)	Annually	Baseline 2020: Target + 10% annually	Showing research product form the basis for policy reform

<b>Strategic Objective 3- (Enforcement): To improve intelligence driven investigation, prosecution and, asset recovery and management.</b>					
Impact Indicator	Indicator Definition and Unit of Measurement	Data Source and Method	Collection Frequency	Baseline & Target	Comments (Constraints, Data Use, Budget Implications etc)
<b>Outcome 3.1: Improved Investigation and Prosecution</b>					
<b>KPI 3.1.1:</b> Convictions as a proportion of cases charged to court	<b>Definition:</b> This is the proportion of cases in a given period that were charged to court and resulted in conviction  <b>Unit of Measurement:</b> Percentage in a given period	EFCC records Legal (P)	Annually	Baseline 2020: Target +10% annually	Adjusted to reflect dates of inception of case in court and dates of conviction.
<b>KPI 3.1.2:</b> Convictions arising from use of forensic services	<b>Definition:</b> This is the number of concluded cases in a given period were period where EFCC relied on nits Forensic Services	Forensics (P)	Annually	Baseline 2020: Target +10% annually	Data shall be generated from number count and shall show case out come

	<b>Unit of Measurement:</b> Percentage in a given period			Annually	Baseline 2020: Target +10% annually	*Concluded = case file closed after completion of investigation because: 1. Passed to Legal for prosecution 2. Closed – no case to answer 3. Investigation completed but insufficient evidence 4. Passed to another LEA
<b>KPI 3.1.3:</b> Cases concluded as a proportion of total number of petitions received	<b>Definition:</b> This is the number of cases in a given period that were concluded* as a proportion on total number of petitions received.  <b>Unit of Measurement:</b> Percentage in a given period	EFCC records Operations (P)				
<b>KPI 3.1.4:</b> Average time for conclusion of investigation	<b>Definition:</b> This is the average time spent from the receipt of petition to the charging of the case to court  <b>Unit of Measurement:</b> Number of Months	EFCC Operations records Operations (P)		Annually	Baseline 2020: Target +10% annually	Improvements in investigation case handling should contribute to improved efficiency in operations



<b>KPI 3.1.5:</b> Average cost of investigation	<p><b>Definition:</b> This is a measure of the average cost of an investigation from start to finish</p> <p><b>Unit of Measure:</b> Unit cost</p>	EFCC records Operations (P)	Annually	Baseline 2020:	This will be descriptive stating nature of cost incurred and aims to improve cost effectiveness in case investigation
<b>KPI 3.1.6:</b> Average time for vetting of a case file before prosecution	<p><b>Definition:</b> This is the average time spent from the receipt of case file to the laying of charges before court</p> <p><b>Unit of Measurement:</b> Number of Months</p>	EFCC legal records Legal (P)	Annually	Baseline 2020:	Improvements in prosecution case handling should lead to more effective use of scarce legal resources
<b>KPI 3.1.7:</b> Average cost of prosecution	<p><b>Definition:</b> This is a measure of the average cost of a prosecution from receipt of case file to the completion of the prosecution</p> <p><b>Unit of Measure:</b> Unit cost</p>	EFCC records Legal (P)	Annually	Baseline 2020: Target	This result will show the differences in cost of prosecution across zonal offices and then the average of this amount.

<b>KPI 3.1.8:</b> Number of Convictions secured.	<b>Definition:</b> This is the number of convictions secured by the EFCC <b>Unit of Measurement:</b> Number count	EFCC records Operations (P)	Quarterly	Baseline : 2020	Adjusted to show number of such cases on appeal and result of appeal (if available)
<b>KPI 3.1.9:</b> Number of cases successfully investigated	<b>Definition:</b> This is the number of cases successfully investigated by the EFCC <b>Unit of Measurement:</b> Number count	EFCC records Operations (P)	Quarterly	Baseline: 2020	Showing current status of matter after successful investigation
<b>Outcome 3.2: Improved Intelligence gathering process</b>					
<b>KPI 3.2.1:</b> Non-petition, intelligence-led investigations undertaken	<b>Definition:</b> This is a count of cases investigated by EFCC occasioned by EFCC's intelligence gathering operations <b>Unit of Measurement:</b> Count	EFCC records Operations (P)	Annually.	Baseline 2020: Target +10% annually	Improves capacity of the Commission to generate and improve its intelligence sources and its capacity to utilise them.

<b>KPI 3.2.2:</b> Non-petition intelligence led cases that result in charges filed to court	<b>Definition:</b> This is the number of cases that result in charges being laid for a given period which were driven by EFCC intelligence. <b>Unit of Measurement:</b> Count	EFCC records Operations (P)	Annually	Baseline 2020: Target +10% annually	
<b>Outcome 3.3: Improved assets tracing, recovery and management</b>					
<b>KPI 3.3.1:</b> Convictions resulting in the confiscation of assets	<b>Definition:</b> This is a measure of the number of cases resulting in convictions that also result in the confiscation of assets <b>Unit of Measurement:</b> Number and amount	EFCC records (P)	Quarterly		This dis-aggregation is important to show not only conviction but the amount of assets confiscated from that conviction
<b>KPI 3.3.2:</b> Total value of assets confiscated	<b>Definition:</b> This is a measure of the total value (in	EFCC records Operations (P)	Quarterly		Important to put in place mechanisms for the accurate and

	Naira) of assets confiscated as a result of the proceeds of crime					consistent measurement and valuation of confiscated assets
	<p><b>Unit of Measurement:</b> Amount</p> <p><b>Definition:</b> This is a measure of the effectiveness of the asset tracing and confiscation process off shore</p>	EFCC records Legal (P)	Annually	Baseline 2020: Target +10% annually	Documentation of parties and processes deployed, MOUs signed etc to effect asset repatriation	
	<p><b>Unit of Measurement:</b> Amount of assets confiscated and repatriated to Nigeria in a given period</p> <p><b>Definition:</b> This is a measure of the EFCC capacity developed in the asset recovery and confiscation process</p>	EFCC records DA&HR / Academy (P)	Annually	Baseline 2020: Target +10% annually	Including best practice Asset Management trainings	
	<p><b>KPI 3.3.3:</b> Value of confiscated assets from sources outside of Nigeria and successfully repatriated</p>					
	<p><b>KPI 3.3.4:</b> Number of EFCC staff that undergo specialised asset recovery training and exposure programmes</p>					

	<b>Unit of Measurement:</b> Number of EFCC staff attending accredited training				
<b>KPI 3.3.5:</b> Number of assets under management	<b>Definition:</b> This is the measure of the number of assets under management of the EFCC	EFCC records AFRM (P)	Annually	Baseline: 2020 Target: 10%	This is a count of properties that are placed under professional managers
	<b>Unit of Measurement:</b> Number count				
<b>KPI 3.3.6:</b> Milestone achieved in advocacy for Whistle Blower and Witness Protection legislations	<b>Definition:</b> Progress made on agreed milestone for Whistle Blower and Witness Protection legislations	EFCC records Legal (P)	Quarterly	Baseline: 2020 Target: 10%	Highlight on time achievement of milestone or reasons why not
	<b>Unit of Measurement:</b> % of achieved milestone versus total number of set milestones				

Strategic Objective 4: To improve law enforcement coordination and collaboration with relevant stakeholders					
Impact Indicator	Indicator Definition and Unit of Measurement	Data Source and Method	Collection Frequency	Baseline & Target	Comments (Constraints, Data Use, Budget Implications etc)
Outcome 4.1: Strengthened inter-agency cooperation					
<b>KPI 4.1.1.1:</b> Joint investigations i.e. operations undertaken collaboratively with LEAs and ACAs	<b>Definition:</b> Number of investigations and operations undertaken jointly with LEAs and or ACAs <b>Unit of Measurement:</b> Number	EFCC records Operations (P)	Annually	Baseline 2020: Target +10% annually	Increases cost savings to government and improves interagency collaboration
<b>KPI 4.1.1.2:</b> Number of Partnership actions/ initiatives undertaken in collaboration with LEAs, ACAs, SROs and CSOs	<b>Definition:</b> This is the number of partnership actions or initiatives undertaken in collaboration with stakeholders <b>Unit of Measurement:</b> Number	EFCC records SCUML (P) PAD	Annually	Baseline 2020: Target +10% annually	This shows the number of activities undertaken. It will show the collaborating parties

<b>KPI 4.1.3:</b> Number of Information Exchange that led to successful Investigations/ Prosecutions and assets recoveries	<b>Definition:</b> This is the number of information exchange that led to successful investigation/ prosecution/ asset recoveries.  <b>Unit of Measurement:</b> Number count	EFCC records Operations (P)	Annually	Baseline: 2020 Target: 10%	This should describe the nature of information exchanged and with who
<b>KPI 4.1.5:</b> Number of MoUs entered with stakeholders	<b>Definition:</b> This is the number of MoUs entered with relevant stakeholders  <b>Unit of Measurement:</b> Number	SC (P) Ext. Cooperation	Annually	Baseline: 2020	Improved inter agency synergy to ensure increased results in the effort of ACAs
<b>KPI 4.1.6:</b> Number of MLATs entered with foreign jurisdictions	<b>Definition:</b> This is the number MLAT entered with parties in foreign jurisdictions  <b>Unit of Measurement:</b> Number	SC (P) DOPs	Annually	Baseline: 2020	Reporting shows LEA that sent information, name and nature of case, and status.

<b>KPI 4.1.9:</b> Number of technical support/ funding received from donor	<p><b>Definition:</b> Number disaggregated into technical and funding support</p> <p><b>Unit of Measurement:</b> Number</p> <p>This is the number of NFU intelligence packages that are:</p>	Ext Coop (P)	Annually	Baseline: 2020	This should be descriptive showing nature of support and funding from donors
<b>Outcome 4.2: Increased stakeholder's participation</b>					
<b>KPI 4.2.1:</b> Stakeholder (external) assessment of extent and quality of interaction with EFCC	<p><b>Definition:</b> This is a measure of the EFCC's relationship with external stakeholders</p> <p><b>Unit of Measurement:</b> % of stakeholders that are satisfied with their interaction with the EFCC</p>	Survey PAD (P) Ext. Coop	Annually	ongoing	Annual survey of stakeholders. This should provide qualitative information for the EFCC to improve its relationships e.g. with organisations represented on the Board, Donors, and other partner relations.



<b>Strategic Objective 5: To enhance Institutional capacity and human capital development</b>						
<b>Outcome 5.1: Enhanced organisational and operational efficiency</b>						
<b>KPI 5.1.1.1:</b> Milestones achieved towards the implementation of SOPs Commission-wide	<b>Definition:</b> This is a measure of progress on a pre-established milestone path towards the approval and roll out across the organisation of the SOPs that have already been developed plus the completion of all outstanding areas that remain to be addressed	EFCC records PRS (P)	Quarterly	Baseline: 2020  Target: Full implementation	Milestone to be SMART. Data on extend of knowledge of and reference to SOP	
<b>KPI 5.1.1.3:</b> Number of corruption allegations against	<b>Unit of Measurement:</b> On time achievement of milestone targets	EFCC Records DIA (P)	Annually	Baseline 2020: Target	A reduction in this number year-on-year may indicate improved awareness	

Commission staff	allegation against Commission staff. <b>Unit of Measurement:</b> Number count				-10% annually	of CoC
<b>KPI 5.1.4:</b> Number of staff security matters filed	<b>Definition:</b> This is the measure of staff security matters reported and/ or resolved. <b>Unit of Measurement:</b> Number	EFCC Records DA&HR	Annually	Target is full resolution of all such matters in report period	Security refers to risks posed to staff, family dependants as a result of carrying out their work.	
<b>Outcome 5.2: Effective and responsive human resource system</b>						
<b>KPI 5.2.1:</b> Milestone achieved towards implementation of performance management system for personnel and departmental performance management	<b>Definition:</b> This is a measure of progress on pre-established milestone path towards the development and delivery of a performance management system	EFCC / HR records DA&HR (P)	Quarterly	Baseline: 2020 Target: full implementation		

	<p><b>Unit of Measurement:</b> On time achievement of milestone targets</p> <p><b>Definition:</b> This is a measure of the total number of staff disciplinary cases that are processed in line with established administrative standards</p>	EFCC records Internal Affairs / DA&HR (P)	Annually	Baseline 2020: Target +10% annually	Will require SOPs to be established in keeping with the Code of Conduct  To be audited annually by Internal Audit	
<b>KPI 5.2.2:</b> Handling of staff disciplinary cases						
	<p><b>Unit of Measurement:</b> Cases judged by case handling standards</p> <p><b>Definition:</b> % of staff expressing positive job satisfaction</p> <p><b>Unit of Measurement:</b> Staff survey</p>	DA&HR (P)	Annually	Baseline: 2020 Target: Execution of staff job satisfaction survey	This is following a survey conducted across Commission offices	
<b>KPI 5.2.3:</b> Staff job satisfaction						

<b>KPI 5.2.4:</b> Staff turnover	<b>Definition:</b> This is a measure of EFCC staff turnover <b>Unit of Measurement:</b> Number count	HR records DA&HR (P)	Annually	Baseline 2020: Target : to know number and reason for turnover	Reason for turnover on time capture in a disaggregated manner across zones and establishment. Defect trend (if any)
<b>KPI 5.2.5:</b> Extent of internal coordination as evidenced through staff feedback	<b>Definition:</b> This is a measure of staff approval of the effectiveness of internal coordination mechanisms <b>Unit of Measurement:</b> Staff survey	HR records DA&HR (P)	Annually	Baseline 2020: Target +10% annually	As related to and impacting on staff job satisfaction
<b>KPI 5.2.6:</b> Staff training policy and programme	<b>Definition:</b> This is a measure of progress on pre-established milestone path towards the development, internal publication and delivery of a staff training policy	Academy (P) HR records	Annually	Baseline 2020:	Related to but different from 3.3.4 to show roles of all Departments and Units involved in the training function; streamlining identified processes and improving efficiency

	and programme					
	<b>Unit of Measurement:</b> On time achievement of milestone targets					
<b>KPI 5.2.7:</b> Quality and scope of staff training provided	<b>Definition:</b> This is a measure of the staff training provided and published internally, providing the details of the cost, training courses and beneficiaries	HR records DA&HR (P) Academy	Annually	Baseline 2020:	Improving certainty and confidence in the training ecosystem of the Commission	
	<b>Unit of Measurement:</b> On time achievement of agreed milestones					
<b>KPI 5.2.8:</b> Number of investigators and prosecutors trained in investigation and	<b>Definition:</b> This is a measure of numbers of overall personnel been trained is	Academy (P)	Annually	Baseline 2020: Target +10%	Also looks at joint trainings between investigators and operatives on best practice	

case management techniques	subject area <b>Unit of Measurement:</b> Number			annually	investigation, prosecution and case management techniques
<b>KPI 5.2.9:</b> Number of EFCC staff that complete ethics and integrity training	<b>Definition:</b> This measures awareness and knowledge of the projects of ethics and integrity <b>Unit of Measurement:</b> Number	DA&HR	Annually	Baseline 2020: Target +10% annually	This covers initial and refresher courses on this project
<b>Outcome 5.3: Enhanced staff welfare</b>					
<b>KPI 5.3.1:</b> Milestones achieved towards the implementation of employee assistance programme	<b>Definition:</b> This is a measure of progress on pre-established milestone path towards the development and delivery of an employee assistance programme	EFCC / HR records DA&HR (P)	Annual	Baseline 2020:	Nature and scope of Employee assistance Program clarified

	<b>Unit of Measurement:</b> On time achievement of milestone targets				
<b>KPI 5.3.2:</b> Milestone achieved in developing and implementing a comprehensive staff welfare programmes for Commission staff	<b>Definition:</b> This is a measure of progress on developing and implementing comprehensive welfare programmes for Commission staff.	EFCC / HR records DA&HR (P)	Annual	Baseline: 2020 Target:	Welfare programmes includes provisions such as retirement benefits, staff loans, car schemes, regular promotion, health insurance schemes etc
<b>KPI 5.3.3:</b> Number of Staff that benefit from welfare programmes	<b>Definition:</b> This is a measure of number of staff that benefits from welfare programmes	EFCC / HR records Staff Welfare Dept	Annual	Baseline 2020: Target + 10% annually	Defines nature of welfare programme
	<b>Unit of Measurement:</b> Number count				

**ANNEXURE C: EFCC OFFICES**

S/N	LOCATION	ADDRESS	E-MAIL ADDRESS
1.	HEADQUARTERS	PLOT 301/302, INSTITUTIONS AND RESEARCH CADASTRAL DISTRICT, JABI, ABUJA.	info@efcc.gov.ng
2.	ABUJA	NO.5, FOMELLA STREET, OFF ADETOKUNBO ADEMOLA CRESCENT, WUSE 2, ABUJA.  PMB 166 GARKI, ABUJA.  TEL: +234-9-464 1001, 460-4637	abuja@efcc.gov.ng
3.	BENIN	NO. 1, COURT ROAD G.R.A., BENIN CITY, EDO STATE	benin@efcc.gov.ng
4.	ENUGU	PLOT 106, FEDERAL GOVERNMENT COLLEGE ROAD INDEPENDENCE LAYOUT, ENUGU, ENUGU STATE  TEL: +234-42-453984	enugu@efcc.gov.ng
5.	GOMBE	NO. 4, EFCC STREET, NEW G.R.A., GOMBE, GOMBE STATE	gombe@efcc.gov.ng
6.	IBADAN	NO. 16A, REVEREND OYEBODE CRESCENT, IYAGANKU, IBADAN, OYO STATE	ibadan@efcc.gov.ng
7.	ILORIN	NO. 1, CATCHMENT ROAD, OFF FOREST ROAD, G.R.A., ILORIN, KWARA STATE	ilorin@efcc.gov.ng
8.	KADUNA	NO. 4, WURNO ROAD, BADARAWA G.R.A, KADUNA, KADUNA STATE	kaduna@efcc.gov.ng
9.	KANO	NO. 2 HAJJ CAMP, AIRPORT ROAD, KANO, KANO STATE	kano@efcc.gov.ng
10.	LAGOS	NO. 15A AWOLOWO ROAD IKOYI, LAGOS, LAGOS STATE.  TEL: +234-1-474-9419  FAX: 234-1-262-4187	lagos@efcc.gov.ng
11.	MAIDUGURI	PLOT NO. 80, BABA SHEHU LAMIN STREET, OPPOSITE EL-KANEMI COLLEGE, TUDUN WADA LAYOUT, MAIDUGURI, BORNO STATE	maiduguri@efcc.gov.ng



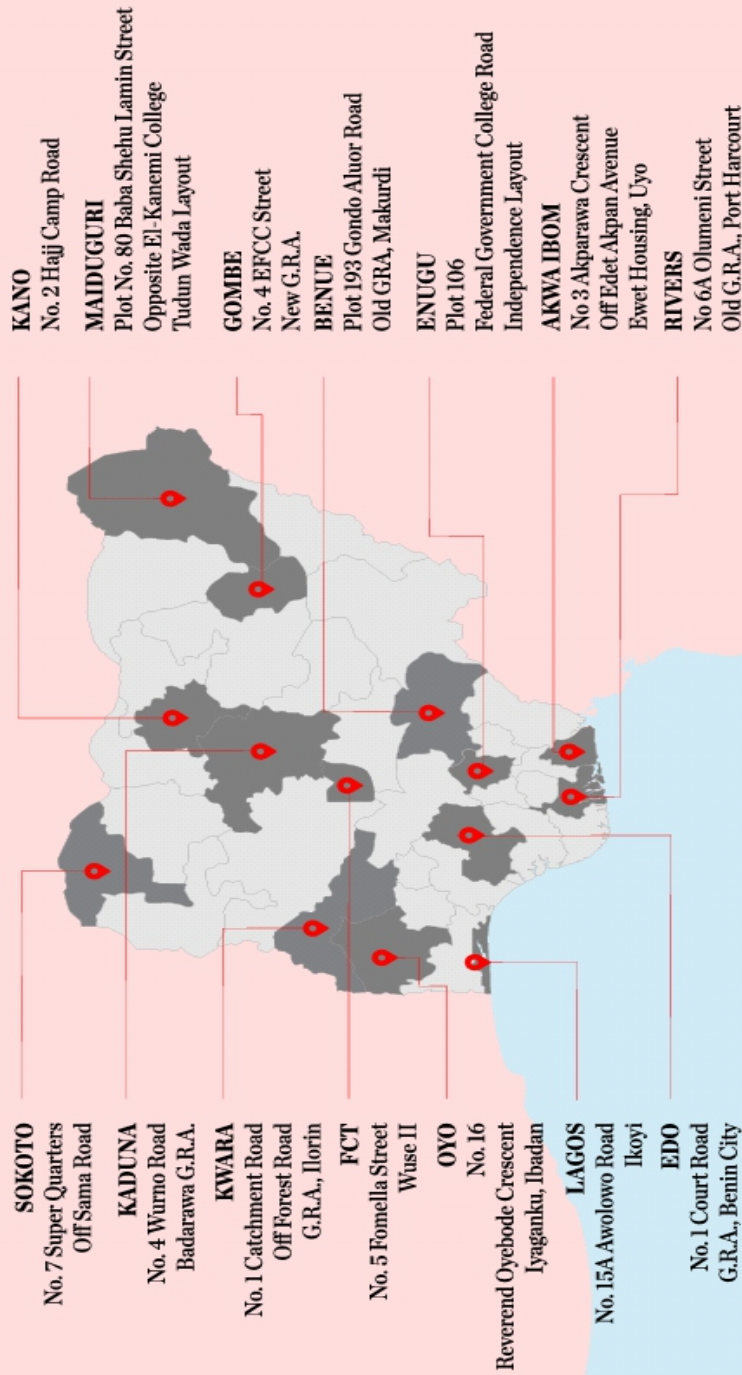
S/N	LOCATION	ADDRESS	E-MAIL ADDRESS
12.	MAKURDI	PLOT 193, GONDO ALUOR ROAD, OLD GRA, MAKURDI, BENUE STATE	makurdi@efcc.gov.ng
13.	PORT HARCOURT	NO. 6A, OLUMINI STREET, OLD G.R.A., PORT HARCOURT, RIVERS STATE TEL: +234-84-230529	portharcourt@efcc.gov.ng
14.	SOKOTO	NO. 7, SUPER QUARTERS, OFF SAMA ROAD, SOKOTO, SOKOTO STATE	sokoto@efcc.gov.ng
15.	UYO	NO. 3, AKPARAWA CRESCENT OFF EDET AKPAN AVENUE EWET HOUSING, UYO, AKWA IBOM STATE	uyo@efcc.gov.ng

**ANNEXURE D: PICTORIAL REPRESENTATION OF EFCC OFFICE**

**#EFCCNearYou**

*Enquiries, Petitions or Whistleblowing?  
Reach the Commission at a zonal command close to you.*

**HEADQUARTERS:** Plot 301/302, Institutions and Research Cadastral District, Jabi, Abuja



## Members of the Strategic Plan Working Group

- |                             |                         |
|-----------------------------|-------------------------|
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| 3. Adejoké Liman            | 20. Onwochei Stephen    |
| 4. Felicia Bot Timothy      | 21. Sambo Mayana        |
| 5. Hadiza Gamawa            | 22. Michael Kayang      |
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