**Home Office ODA – Concept Note template**

**20/21 Budget Allocations**

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| **SECTION 1: BASIC INFORMATION ABOUT THE PROPOSED PROJECT** | | | | | | | | | |
| **1.1** | **Project title -** *must be 1 concise sentence (maximum 200 characters including spaces), which includes 3 pieces of information:*  *i) what change the project will make*  *ii) the number of direct beneficiaries*  *iii) the country(ies) in which the project will take place* | | | **Immigration Enforcement International (IEI) - Upstream Border Capacity Building and Capability Training.** The project will deliver specialist training and equipment to host authorities, increasing their ability to better manage their borders and tackle organised crime group (OCG) activity behind immigration abuse, in a long term and sustainable way.  The changes will allow host countries to protect vulnerable people from organised immigration crime; tackle the social and economic effects criminal activity has on society; improve corporation between international partners through recognition of international standards and keep transit routes open and safe promoting economic growth.  The number of direct beneficiaries and specific countries has not been finalised at this stage. In FY18/19 the programme delivered training to over 7000 airline, border and law enforcement agency staff in 39 different countries. We expect this scale of delivery to be replicated. | | | | | |
| **1.4** | **Where will the project be implemented?**  *(List the country(ies). Please check that* ***all*** *named countries are eligible)* | | | Based on delivery over the last two FYs: Nigeria, Ghana, South Africa, Angola, Gambia, Ethiopia, Kenya, Zimbabwe, Botswana, DRC, Rwanda, Bangladesh, Nepal, Sri Lanka, Thailand, Vietnam, China, Malaysia, Indonesia, Philippines, Jordan, Iraq, Lebanon, Pakistan, Jamaica, Haiti, Cuba, Colombia, Venezuela, Mexico, Bolivia, Honduras, Argentina, Peru, Costa Rica, Dominican Republic, St Lucia, Dominica, Grenada, Belize, Albania, Turkey, Ukraine, Macedonia, Uzbekistan, Tunisia.  Other countries may be identified once full planning has been completed in January 2020. | | | | | |
| **1.6** | **What is the likely total cost of the project?** | | | £1.5m | | | | | |
| **1.7** | **If relevant, is this project utilising other funding**  *Total amount and as a % of total project funds* | | | £3m  67%  Source: ODA | | | | | |
| **SECTION 2: Primary Purpose** | | | | | | | | | |
| **2.1** | | | **Which** of the Sustainable Development Goals will your project aim to address?  *(Please identify up to three SDGs in order of priority. Insert '1' for primary MDG focus area; '2' for secondary MDG focus area and; '3' for tertiary MDG focus area)*. | | | SDG5: Achieve gender equality and empower all women and girls | |  | |
| SDG8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all | | 2 | |
| SDG10: Reduce inequality within and among countries | | 3 | |
| SDG16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels | | 1 | |
| **2.2** | | | **Primary Purpose:** Why is this project needed at this time in this location(s)? How does this project address some of the contextual factors of poverty or the welfare of the population in this country(s)? | Acknowledgement must be made of the countries that require the greatest support (as identified through key ODA criteria of Gross National Income (GNI) per capita) with challenging criteria. These include safety concerns, operating from poor or very low-level border security platforms, challenges around language and communications, human rights issues, unaligned and diverse in-country departments and lack of engagement via formal agreements. Similarly, corruption within public services in many target countries is prevalent, which leads to promotion of poor practice and porous borders.  Many of the countries IEI will deliver ODA funded work in are key irregular migration source and transit countries. Due to the issues outlined above, social, economic and political instability provide significant push factors, driving irregular migration flows and providing opportunities for OCGs to exploit vulnerable people and profit from organised immigration crime (OIC).  The ability for some of these countries to tackle OIC and manage their borders effectively is low, with local law enforcement agencies (LEAs) often using old, or not fit for purpose equipment, not having the necessary skills and knowledge to investigate criminality effectively or efficiently and not having sufficient resources to support and protect vulnerable people.  Through delivery of this project, IEI is able to incrementally build the capacity and capability of LEAs, support services, Airline Carriers and Handling Agents by providing training and equipment and sharing best practise from the UK immigration system and wider law enforcement. This improves the host countries’ ability to tackle criminality at source and upstream, therefore, protecting society and vulnerable people from the social and economic impacts of crime.  The work will also allow the tackling of push factors, which will aim to negate the need for people to leave host countries and thus continue to contribute to the social and economic welfare of their nation. The training of Carriers and Handling Agents supports the countries’ development and welfare by raising overall standards of aviation security through expertise transfer; reducing local carrier vulnerability to financial penalties through promotion of UK Approved Gateway Check (AGC) status; supporting economic development by creating an environment in which local carriers can maintain a network of international air routes– including direct flights to the UK/EU – and reducing risk to their businesses.  The project will aim to improve gender inequality by helping raise awareness of vulnerable people who are exploited by OCGs, with a focus on Potential Victims of Trafficking (PVoTs). PVoTs are in the main female; providing support services to help re-integrate PVoTs in to society and stop them being trafficked in the first place will help empower them to find a better way of living. The programme also looks to provide training to female officers from LEAs in countries which are primarily male dominant, for instance the Middle East and Pakistan, therefore promoting gender equality.  The IEI ODA Programme is governed by the overarching ODA objective to promote the economic development and welfare of developing countries. It also meets several overarching general guidelines on what is eligible as ODA in peace and security assistance, as outlined in the DfID publication *“Using Official Development Assistance for peace and security (published January 2018)”,* the main guidelines being:   1. Activities aimed at strengthening the rule of law, supporting democratic control and protection of civilians, are generally eligible. 2. Capacity development of the police and security sector, to prevent and address criminal activity and promote public safety, is generally eligible.   This activity is aligned with Development Assistance Committee (DAC) directive 1.3 112 (DCD/DAC/STAT(2018)9/FINAL)  *“Technical co-operation provided to parliament, government ministries, law enforcement agencies and the judiciary to assist review and reform of the security system to improve good governance and civilian oversight. Eligible assistance is limited to civilian competence/capacity building and strategic planning/advice activities that promote political, institutional and financial transparency, accountability, civilian oversight, as well as respect for human rights and inclusive, gender-sensitive security institutions”* | | | | | |
| **2.3** | | | **What** specific change is this initiative intended to achieve? What is the anticipated impact on the lives of the beneficiaries? What is the likelihood of it generating lasting benefits for the population of the country or countries in relation to which it is provided? | The IEI project has been an established ODA spending project since receiving a settlement in the SR15. This bid is to provide an uplift to the budget to allow the project to increase its reach and provide a greater amount of ODA funded capacity and capability building work to ODA eligible countries. It aims to achieve the following key objectives within the host countries it operates in:   * Improved border and migration management capacity in key irregular migration source countries. * Improved capacity to sustainably re-integrate and rehabilitate returned migrants, including Victims of Trafficking. * Improve upstream co-operation on tackling the push factors that drive irregular migration at source. * Improved security system management through building capability to detect fraudulent documents and prevent inadequately documented passengers from travelling and increased investigation and intelligence skills to tackle the underlying criminality behind immigration crime.   The above will be achieved through the delivery of ODA funded work and it is anticipated that the impact on beneficiaries’ lives will be felt in the short, medium and long term. Although the specific details of the work has yet to be planned, the project will deliver similar work to that of the current IEI ODA project. The beneficiaries will be:   * Vulnerable groups within host countries – work delivered around MSHT will have short term impacts on those who come into direct contact with the IEI ODA project (for instance the delivery of support services to VoTs in China delivered in FY19/20). There will also be longer term impact for vulnerable groups, with staff in LEAs and other authorities in host countries having better training and awareness on the indicators of trafficking and how to assist a PVoT, if encountered. * Local LEAs – through the provision of specialist training and equipment, there will be immediate impacts, with host authorities being upskilled in areas such as forgery detection and investigations, coupled with provision of modern and significantly improved equipment. This will allow LEAs to operate more effectively, to improve their abilities to tackle OIC and achieve their own objectives. In the longer term, training host authorities to international standards enables engagement and agreements for intelligence sharing and cooperative working on a wider social and economic scale, with wider international partners. Also, much of the training provided is to trainers within the host country, allowing them to continue to train their colleagues in a sustainable manner, without the need for support or interventions from other countries. * Carriers and handling agents – through training and equipment provision, Carriers will be able to work towards, or meet, AGC standards. This will support economic development by creating an environment in which local carriers can maintain a network of international air routes– including direct flights to the UK/EU – and reducing risk to their businesses. * Host countries citizens – increased capability and capacity of Government Departments in host countries to tackle OIC and criminality will directly reduce the impact crime has on society and the economy. Also, further benefits will be seen by creating a better environment for vulnerable groups to be supported and re-integrated in to society. Improved cooperation with international partners and maintenance of air routes in and out of the host country will also provide significant larger scale and long-term economic development and welfare. | | | | | |
| **2.4** | | | **How** will the changes above be achieved? Describe briefly the main activities, and how these will lead to the anticipated change. Please describe as outputs, outcomes and impacts. | The project infrastructure is already in place. As this project is live, this bid is looking to uplift the IEI budget to allow delivery of further ODA eligible work. The uplift is based on what IEI has delivered in recent years under the BF Hunter/Chaucer budget.  We have delivery staff, already in post, strategically placed across the world, who have engaged with host authorities, in an ODA capacity, for the previous four years. They have, therefore, built up strong relationships with hosts authorities and we have delivered a significant amount of capacity and capability improvements already, across the project.  Delivery is primarily undertaken by IEI (and National Document Fraud Unit) staff who use their expertise and skills to deliver training directly to host authorities and carriers. Where there is a need to provide specialist equipment, this is identified by IEI and procured through the usual HO/FCO commercial processes. On occasion, there may be a need to bring in a specialist service provider to provide niche training. Again, these contracts are placed through the HO/FCO tendering process, ensuring fair and open competition, and value for money.  The programme of activity for FY20/21 has yet to be defined as the IEI ODA project planning cycle commences in mid December and we are also awaiting clarity on the confirmed budget IEI will be given. Therefore, the specific outputs and outcomes of the project are yet to be defined. However, the actions to achieve the work are as follows:   * Mid Dec 2019 – IEI ODA Programme Project Management Office commission ODA funded delivery staff to gather requirements from host authorities. * January 2020 – Delivery staff review, plan, and locally prioritise, requirements and provide a regional response to the PMO. * February 2020 – PMO collates bids and consults with G7 IEI Deputy Directors, Programme SRO and the Programme Board to confirm what work will be funded – taking into consideration impact, cost, deliverability and strategic alignment. * March 2020 – Confirmation given to delivery staff as to what work is funded and what isn’t, budgets assigned, reporting structures in place and commission for detailed project documentation. * April 2020 – Detailed project documentation provided to PMO and delivery commences throughout the FY.   The Project has a governance structure in place, the PMO receive a monthly dashboard report from each ODA spending post which captures progress, risk and issues, benefits, impact and budgets. This is assured and reviewed by the PMO and G7. There is a quarterly IEI Programme Board, chaired by the SRO, which allows for strategic direction and offers assurance and challenge, to ensure delivery is on track and funding is transparent.  The project feeds in to International Directorate, when required, on budget information, as well as Aid Transparency and other ad hoc requests. | | | | | |
| **2.7** | | | **Why** do you consider the proposed project to offer good value for money in terms of the anticipated results and impact compared to the overall cost of the intervention? | The IEI ODA project has the smallest ODA budget within the HO, at £15.9m over the SR15 period. This is split to around £3m per annum, equates to just 0.7% of the total Home Office ODA budget of £409m in FY19/20 and is 90% lower cost than the most comparable ODA funded project in the HO, that being the Border Force Hunter/Chaucer project.  With this modest budget, IEI have delivered ODA project work in 30+ countries in FY17/18 and 39 countries in FY19/20. The overall impact is fully detailed in the IEI Benefits Realisation Assessment Paper[[1]](#footnote-1) (Annex A). For the purposes of this paper, the headlines from FY19/20 were as follows:   * Over 7000 people trained in host countries. * Work carried out in 39 countries across five regions. * Specialist document forgery training provided by the UK National Document Forgery Unit, across 7 overseas trips. * Study visits hosted in the UK for delegations from India, Nepal, Colombia, Lebanon, Jordan, Vietnam and China. * Training provided in specialist areas such as Open Source, Arrest Training and Investigation skills. * Significant infrastructure improvements to allow host authority immigration units to operate out of a safe and effective environment. * Provision of large pieces of equipment, such as VSC machines, evidential recording equipment, bespoke computer systems and vehicles. * Provision of thousands of pieces of forgery equipment, (including magnifiers, UV torches and forgery manuals) to enhance forgery detection, coupled with the training of carriers and front line operational staff in detection methodology. * Raised awareness of Modern Slavery and Human Trafficking, by providing training and awareness sessions. * Established new relationships with multiple countries with which IEI previously had no reach and enhanced existing relationships with key international partners.   Extra funding, requested in this concept note, would bring the IEI ODA Project budget to £4.5m, which would still account for less than 1% of the HO ODA budget for FY20/21. Utilising HO staff to build key partner capacity through frequent, targeted, responsive and intelligent liaison/expertise transfer will be more cost effective than large scale programming and/or equipment investment and negates the need to place expensive large-scale contracts with external providers. | | | | | |
| **2.8** | | | **How** will the proposed be likely to contribute to reducing inequality between persons of different gender? | The project will aim to improve gender inequality by helping raise awareness of vulnerable people who are exploited by OCGs, with a focus on Potential Victims of Trafficking (PVoTs). PVoTs are, in the main female. Providing support services to help re-integrate PVoTs into society, and stop them being trafficked in the first place, will help empower them to find a better way of living. The programme also looks to provide training to female officers from LEAs in countries which are primarily male dominant, for instance the Middle East and Pakistan, therefore promoting gender equality. | | | | | |
| **SECTION 3: Secondary Benefits** | | | | | | | | |
| **3.1** | | **Which** of the Home Office priorities will your project aim to address?(see HO goals and International Strategy)  *(Please identify up to three Home Office areas in order of priority. Insert '1' for primary HO focus area; '2' for secondary HO focus area and; '3' for tertiary HO focus area)*. | | | Implement the serious and organised crime strategy to disrupt highest-harm serious and organised criminals and networks by working with partners | | **2** | |
| Deliver and monitor the actions laid out in the Violence against Women and Girls Strategy | |  | |
| Secure the border and help upstream capacity building to reduce the threat from illegal goods and people from entering the UK. | | 1 | |
| Identify and safeguard vulnerable people to protect victims of trafficking, modern slavery, detainees and children at risk of abduction | | 3 | |
| Improve returns and reintegration cooperation with priority countries leads to a reduction in the illegal population | |  | |
| Share International policing capability to create prosperous and safe countries. | |  | |
| Closer cooperation with international Communication Service Providers (CSPs) and Internet Service Providers (ISPs) leads to a reduction in online extremist, terrorist, CSE and criminal content. | |  | |
| Fulfil the UK’s humanitarian and international objectives by delivering on committed resettlement schemes and improving provisions to support integration | |  | |
| Implement a system-wide approach to international law enforcement and judicial co-operation | |  | |
| Create an efficient and effective in-country protection system by resolving asylum claims and appeals efficiently and strengthening asylum policy guidance | |  | |
| **3.2** | | **How** does this work contribute or complement wider Home Office or HMG objectives? | | The IEI ODA Project aligns to three of the four goals set out in the Home Office International Strategy 2019 to 2024, those being:   * Goal 1: Reduce crime and the harm that it causes, including cyber-crime and serious and organised crime (SOC) * Goal 2: Reduce the illegal population and the harm that it causes. Secure the border against threats from people and goods * Goal 3: Protect vulnerable people and communities   Specifically, the project directly delivers the following outcomes:   * 1.3 - Overseas partners work with us more often, more collaboratively and more effectively, to target international SOC impacting the UK and its interests. (The IEI Project delivered projects in 39 countries in FY18/19. Through this engagement, IEI are able to build relationships with overseas partners and build capability in host countries to collaboratively work on tackling OCG activity.) * 2.2 – A secure border and upstream capacity building helps to reduce the threat from illegal goods and people entering the UK. (This is the key objective of the IEI ODA project, all of the work delivered under the IEI project is focussed on building the capacity upstream so host authorities can better manage their borders sustainably and mitigate some of the push factors driving illegal migration). * 2.7 – Stronger partnerships with the aviation industry and international partners deliver robust and sustainable aviation security in the UK. (A portion of IEI ODA project focusses on training carriers and handling agents in key transit locations. The training addresses issues such as imposters, MSHT awareness and fraudulent documentation. This upskilling of staff improves their ability in the aviation industry to identify and refer potential security issues to the relevant authorities, thus increasing overall aviation security). * 3.1 – Targeted UK engagement with partner countries enables support and protection of victims of crime and prevention of vulnerable individuals becoming victims of or perpetrators of crime, with a particular focus on priority HO agendas such as CSEA, MSHT and IF. (The IEI ODA project delivers a vast amount of work around MSHT, improving host LEAs awareness and sensitivity to the subject, as well as improving support services in host authorities to help reintegrate victims into society). * 3.2 – Home Office ODA spend delivers high impact projects, essential to building capacity overseas and supporting asylum seekers in the UK, thus contributing to the overall HMG 0.7% target. (The IEI ODA Project has successfully spent their modest £3m annual budget for each of its operational years since 2016. In FY17/18 and FY19/20, the IEI ODA project has been able to increase delivery to additionally spend funding from other HO ODA Projects to ensure they were not underspent, therefore helping the HO deliver on its ODA commitment).   The IEI ODA project also contributes to the following outcomes:   * 1.5 – A new strategy and implementation plan, articulating a joined up, system-wide approach to international law enforcement and judicial co-operation, enabling the delivery of Border Home Office priorities and strategic outcomes. * 2.3 – improved returns and reintegration cooperation, with priority countries, aiming for a reduction in the illegal population. * 2.4 – Improved relationships and agreements with key receiving countries, enabling efficient returns processes and shorter time in detention. * 2.6. – Enhanced Interpol capabilities, increasing identification and arrest of foreign suspects and offenders in the UK.   The work undertaken by the project compliments several other areas within the Home Office, with thematic similarities around migration and upstream prevention. The IEI Project links to other ODA funded projects within the Home Office, those being; the Border Force Hunter/Chaucer programme which also looks to build border security capability upstream (IEI ODA project has spent BF funding in the last two years); and also the Modern Slavery Fund which supports the UK’s goal to reduce Modern Slavery in countries the UK receives a high number of victims from, specifically IEI have undertaken MSHT work in Vietnam and Nigeria two of the MSF priority countries.  There are also synergies between the IEI ODA project and another Immigration Enforcement Concept Note on Reintegration Support for Returnees (RSR) which is looking to provide practical means to help sustainable reintegration in countries of origin. That project aims to deliver phased and tailored sustainable reintegration support to all, easing pressure on states and infrastructures when receiving their nationals, supporting returnees to re-establish their lives, help with access to labour markets and creating livelihoods to help developing economies to grow.  In terms of wider HMG strategies, the IEI ODA Project contributes to two of the four strategic objectives outlined in the Governments UK Aid Strategy (2015):   1. Strengthening global peace, security and governance: the government will invest more to tackle the causes of instability, insecurity and conflict, and to tackle crime and corruption. 2. Promoting global prosperity: the government will use Official Development Assistance (ODA) to promote economic development and prosperity in the developing world. | | | | |
| **3.3** | | **What** specific change is this initiative intended to achieve? What is the anticipated impact to beneficiaries? | | The specific changes are detailed in section 2.3. Through increasing host authorities’ capacity and capability upstream at source, there will be direct secondary benefits to the UK. These are anticipated to be:   * Increased cooperation with host authorities from key source migration countries, allowing greater joint working on tackling OCG activity affecting the UK, as well as allowing longer term more formal agreements to be put in place through MoUs etc. * Confirmed disruptions of OCGs under PREPARE which have been directly attributable to ODA funded project work. * Increased number of Denied Boardings of passengers without the necessary or fraudulent documentation, thus reducing the numbers of inadequately documented arrivals in the UK. * Improved Value for Money – working upstream, at source, to prevent and reduce illegal immigration to the UK will reduce downstream costs to the UK taxpayer | | | | |
| **SECTION 3: Delivery** | | | | | | | | |
| 3.1 | | How will this project be delivered? Do you plan to work with partners to deliver this project?  Who has been involved in the design process so far? Who will implement the project? Which organizations will undertake which work? Why are these organisations (including your own) considered to be the most appropriate to implement this project? | | The project infrastructure is already in place as this project is live. This bid is looking to uplift the IEI budget to allow delivery of further ODA eligible work. The uplift is based on what IEI has delivered in recent years under the BF Hunter/Chaucer budget.  We have delivery staff strategically placed across the world who have been engaging with host authorities in an ODA capacity for the previous four years. They have therefore built up strong relationships with host authorities and we have delivered a significant amount of capacity and capability improvements already across the project. Relationships in many countries have been established far longer than IEI’s ODA project, as IEI have been in place upstream providing their BAU activity for many years. IEI’s unique position of being well established overseas provides them with a solid base to deliver ODA activity and delivery staff are well versed in operating with host authorities, as well as utilising FCO systems and processes to help to deliver work, when needed.  Delivery is primarily undertaken by IEI (and National Document Fraud Unit) staff who use their expertise and skills to deliver training directly to host authorities and carriers. Where there is a need to provide specialist equipment, this is identified by IEI and procured through the usual HO/FCO commercial processes. On occasion, when there may be a need to bring in a specialist service provider to provide niche training, again these contracts are placed through the HO/FCO tendering process ensuring fair and open competition and value for money. By following the correct commercial processes, this allows the assurance that the IEI Project are using the most appropriate suppliers, whilst also offering best value for money. | | | | |
| 3.2 | | Is the project design based on previous experience (if so, what were the results)?  What evidence exists from past experience (yours, your partners’, or other organisations’) to indicate that this approach is likely to be successful? | | The project is based on previous experience, as this is a request for an uplift to the IEI ODA Project. The programme has been delivering successfully since FY16/17, and the full benefits and impact seen are set out in the IEI ODA Programme Benefits Assessment paper.  The IEI ODA project has matured greatly over the past four years and the model of delivery is established. The project has over-delivered in FY18/19 and FY19/20, with a large amount of work being delivered under the BF Hunter/Chaucer project. In FY18/19 the project spent £354k of Hunter/Chaucer funding (equating to a 12% increase on IEI ODA budget) and in FY 19/20, the project is forecasting to spend £1.07m on project work (equating to a 35% increase on IEI ODA budget). This extra funding has been secured through the provision of business cases and IEI’s ability to be trusted to deliver on its commitment. | | | | |
| 3.4 | | What are the key risks to the project’s success and how will these be mitigated? | | Risk: IEI ODA Project doesn’t receive an uplift – The IEI ODA project will be overprogrammed if it only receives its original settlement of £3m. This will limit the impact to the beneficiaries significantly and potentially harm future relationships with host countries, if we are unable to meet their requirements.  Mitigating action: 1) This concept not is approved, 2) IEI seek funding from other areas to undertake work. 3) IEI look at areas that they can save costs in, to fund project work.  Risk: Budget allocations are not clearly defined by International Directorate early enough to allow required planning, in order to deliver maximum amount of activity.  Mitigating actions: 1) this concept note process is completed by end of January to allow enough lead in time to the new FY.  Risk: Unstable political environments affect engagement and delivery.  Mitigating actions: 1) OSJAs are completed for each area of work and continually monitored. 2) Effective project management is in place to assess delivery throughout the year and re-assign ODA funding to work that is more achievable, when necessary. | | | | |
| 3.5 | | How will the project be monitored and evaluated? | | The project has an established governance structure, overseen by the project SRO. IEI holds a quarterly External Funding Programme Board, chaired by the SRO, which holds delivery staff overseas to account. The board offers challenge, strategic direction and is the decision body for project wide issues.  The project is supported by a PMO function which captures, collates and assures project information through a monthly dashboard report. The report captures information on progress, risk and issues, benefits and budgets at a local level and in specific transactional detail. This provides the PMO with enough information to monitor and assess overall project effectiveness.  At local level, delivery is monitored through the IEI management structure. ILOs engage and gather the requirements from host authorities, these are assessed and agreed by the ILM and Regional Managers at post. They are then submitted to the PMO for assessment on value for money and ODA eligibility and are then signed off by the SRO and Grade 7 Assistant Director.  In regard to project evaluation, each deliverable (or smaller project within the wider IEI ODA project) has to complete a Project Overview Document which covers:   * Business Case – why are they doing the work, the primary and secondary benefit, how it will be achieved, risks and budget and resource requirements. * Project Closure – this captures initial benefits and impact seen, lessons learned and final budget picture. * Post implementation – A review point should be put in place after delivery, generally a few months to 6 months in the future, which allows the delivery staff to revisit the beneficiary in order to assess whether the project has been successful and is sustainable.   Longer-term, project--wide evaluation is done through an annual review, which takes place at the end of each delivery year. Benefits are assessed, lessons learnt are captured and impact detailed. The latest review was undertaken in September 2019 (IEI ODA Programme Benefits Assessment). The programme also has a benefits management plan (Annex B) in place, which details how benefits will be captured and impact monitored throughout the project lifecycle. | | | | |
| 3.6 | | What is the scale of the project: length (including start and end date); staffing levels required; and what is the exit strategy? | | Length: April 2020 to March 2021  Staffing levels required: This bid doesn’t include any staffing cost, as that is already funded through the £3m already included in the IEI ODA project. The £3m funds 32FTE, already in post.  Exit strategy: The IEI Project generally provides short term, effective and impactful training, the planning cycle is run on an annual basis due to the fluctuation in budgets. Therefore, delivery is aimed to be achieved within the 12-month window. Equipment provision is gifted to host authorities. This limits any maintenance agreements and conditions are made clear to the host authorities of any after-life support. | | | | |
| **SECTION 4: SCALEABILITY (this section will largely be used to address Scenario 2)** | | | | | | | | |
| 4.1 | | What is likely cost in an uplifted scenario? | | If IEI were to receive an uplift and decided to move BAU ODA eligible work in to the ODA budget then a further £2.6m would be required, thus bringing the total request to £4.1m. | | | | |
| 4.2 | | How would the scope be expanded to accommodate an uplift in funding? | | This bid is to uplift the current IEI ODA project budget of £3m to £4.5m. If IEI were to receive additional funding to this uplift, the project would look to deliver further ODA work in eligible countries. This would primarily have a focus on Carrier and Handling Agents training which is currently funded through IEI’s core HO budget (but £2.6m of this funding was moved in to the Hunter/Chaucer Project in FY19/20 to provide a saving to BICS). In addition to this, IEI would look to engage with countries in which we have yet to provide substantial ODA work. This would be mainly in the EuroMed region, in countries such as Albania, Turkey and Ukraine. | | | | |
| 4.3 | | What would need to be put in place to achieve this uplift? | | The original £1.5m request in this concept note is what we believe IEI ODA project can deliver with its current staffing and infrastructure. If we were to receive an additional uplift to this, then we would most likely need to fund some additional headcount to ensure that delivery, project governance and reporting was maintained at the required levels.  Early sight of any uplift would be paramount to allow the opportunity for IEI overseas staff to engage with host authorities early enough to obtain requirements, plan effectively and deliver in time. It would also require the start of any recruitment campaigns early enough so that staff are in post for the whole of the FY20/21. | | | | |
| 4.4 | | What additional activities would be delivered? | | Full planning has yet to commence in the IEI ODA Project, although any additional activities would align to the project’s objectives. As stated in 4.2, the immediate focus would be on carrier and handling agent training. | | | | |
| 4.5 | | What additional primary purpose impact would be delivered? | | The same impact would be delivered as outlined in section 2.2, with the scope of those impacts just wider in terms of number of countries assisted. Also, the benefit of improving aviation security and keeping transit routes open for host countries, thus improving economic welfare, would be enriched. | | | | |
| 4.6 | | What additional secondary benefits would be delivered? | | Improved relationships and future cooperation to tackle illegal immigration, and the OCG activity behind it, with a greater number of countries.  Funding carrier training through ODA, in the long term, would free up IEI Core HO budget to be utilised by IEI to tackle the OCG threat associated with air abuse. Additional staff could be posted overseas for debriefing and closer working at ports, in order to gather intelligence on OCGs and work with LEAs. | | | | |
| 4.7 | | Would there be sufficient capability and capacity to deliver in an uplifted scenario? If not what would the plan be to put this in place quickly? | | As stated in 4.3 additional staff would be sought for delivery overseas and potentially within the PMO, to help manage and assure delivery. | | | | |

1. Immigration Enforcement International – Benefits assessment Sept 2019 – provides a detailed overview of delivery and outcomes of the programme from 2016 through to close of FY18/19. [↑](#footnote-ref-1)