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Immigration
Enforcement

Immigration Enforcement International ODA Programme Benefits Realisation Management Plan



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Issue	Purpose	Date Issued	Recipients
V1.0	Final Draft for SRO and Regional Director review	Sept-19	DP/SB

1. Introduction

Background

In January 2016, as part of the HM Treasury (HMT) Spending Review 2015 (SR 15), Immigration Enforcement International (IE) secured Official Development Assistance (ODA) funding of £15.9m over 5 years (FY 2016-17 to FY 20-21) for a programme of upstream border capacity building activity in ODA eligible countries. The programme is overseen by the IEI External Funding Programme Board (EFPB), which is chaired by the Senior Responsible Officer.

The EFBP captures, reports and reviews benefits realisation through:

- the original aims of the IEI capacity and capability building programme and;
- the key objectives and outcomes expected from projects within the programme.

All activities within the programme are aligned and geared towards achieving these aims, objectives, outcomes and benefits and providing the greatest value for money.

The majority of IEI ODA activities are directly related to capability enhancement, delivered through projects. To ensure this capability enhancement is delivered and embedded effectively, it is important that the performance of these projects is measured, and they deliver their intended outcomes. Appropriate time must therefore be dedicated to benefits management.

Benefits management is at the heart of delivering projects. It spans the whole lifecycle of a project and review at each stage of the lifecycle provides us with the assurance that the benefits have the best chance of being realised.

This Benefits Realisation Management (BRM) Plan has been produced to ensure that benefits are captured and measured and are reported effectively and reviewed at the appropriate times.

2. Benefits Realisation Management Process

Benefits Realisation Management

Benefits Realisation Management (BRM) is the identification, definition, planning, tracking and realisation of benefits. Within the IEI Programme, benefits are realised through stakeholder engagement, requirements capture and the delivery of projects.

Benefits Realisation at Programme Level

Benefits Realisation at IEI programme level reflect the key objectives of the programme which the original ODA settlement was based on. Engagement with stakeholders and partners in ODA eligible countries drives the strategy as to where IEI will deliver projects which are underpinned by the requirements of those ODA countries.

Benefits Realisation at Project Level

Benefits are considered throughout the project lifecycle from initial high-level business case through to closure and post implementation review. At each stage the benefits are captured, measured and assessed as to whether they have been realised or not. Clear roles, responsibilities, processes and deliverables in relation to benefits realisation is articulated throughout.

Benefits Realisation Reporting and Review

Reports on benefits realisation are captured monthly by Project Managers and forwarded to the SRO through the monthly dashboards. At the end of each Financial Year a formal review of programme delivery is undertaken to assess benefits realisation against the overarching objectives of the IEI ODA Programme and to review impact of previously delivered work.

3. Benefits Management at Programme Level

Process

At programme level, the aims of IEI ODA are its key objectives and outcomes which were set as part of the original Treasury submission as part of SR15. Whilst these are tracked at programme level, evidence of benefits will flow from projects and other IEI business as usual functions.

IEI ODA Aims

The IEI ODA Programme has an overall aim to build capability and capacity in border management in ODA eligible countries. This is achieved through the gathering of requirements which are then built upon to provide specialist and technical training to local law enforcement. The programme is delivered through two main areas:

- Partner Country Capacity Building Training – provision of capability enhancing equipment, supports improved border and migration management capacity in key irregular migration source and transit countries.
- Carrier Capacity Building Training – upstream work to train local airlines, handling agents and airport staff supports improved airport and aviation security in partner countries, supporting their development and welfare by raising overall standards of aviation security through expertise transfer; reducing local carrier vulnerability to financial penalties through promotion of UK 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.

IEI ODA Key Objectives and High-Level Benefits

IEI ODA expressed its key objectives and high-level benefits in the SR15 submission as follows:

1. **Improved border and migration management capacity** in key irregular migration source countries - supporting a reduction in irregular migration flows.
2. **Improved capacity to sustainably re-integrate and rehabilitate returned migrants**, including Victims of Trafficking - improved protection for vulnerable groups.
3. **Improve upstream co-operation on tackling the push factors** that drive irregular migration at source - supporting a reduction in irregular migration flows.
4. **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.
5. **Improved Value for Money** – working upstream, at source, to prevent and reduce illegal immigration. Building capacity of key partners through frequent, targeted, responsive and intelligent liaison/expertise transfer will be more cost effective than large scale programming and/or equipment investment

High Level Benefit	Qualitative	Quantitative	Both
Improved border and migration management capacity			√

Improved capacity to sustainably re-integrate and rehabilitate returned migrants			√
Improve upstream co-operation on tackling the push factors			√
Improved security system management through building capability			√
Improved Value for Money		√	

Annual Review

Benefits realised over each financial year are summarised in an annual report at programme level and measured against the original baseline aims and expected benefits set at programme level.

The annual review clearly demonstrates:

1. the project, country and region
2. the government department (s) that benefited from the capability enhancement
3. the objectives originally set and the expected outcomes
4. the benefit experienced
5. the evidence that the benefits were delivered

4. Benefits Management at Project Level

Process

Benefits are captured at every stage of the project lifecycle; the diagram below shows the flow of benefits management and the key documentation associated to the activity.



Project Sponsorship

The SRO for the IEI ODA Programme has ultimate responsibility for ensuring benefits are realised at project and ultimately programme level, but they are supported by subject matter experts throughout each of the projects and the associated delivery cycle.

Project Bids

IEI staff based overseas make initial engagement with ODA eligible countries to ascertain the level of support a country may need. Some initial scoping work is undertaken to work with the stakeholder to understand their capability and capacity building requirements. This work is then drafted in to a high-level business case and moved through the governance structure in place, gaining approval from the relevant Regional Manager, Regional Director, the Programme Board and finally the SRO.

The Regional Manager assess the business cases through a prioritisation exercise for their region, ensuring they align to ODA principles, the high-level benefits of the IEI ODA programme and the strategic aims of that region.

Project Proposal

Once approved the high-level Business Cases are developed in to Project Proposal documents which provide more detail about the work including a further breakdown of the expected benefits including, a description, baseline position and measurement indicators. It is the role of the appointed project manager to draft these documents and take forward the delivery of the work locally.

Project Closure

During the closure phase of a project the benefits will be assessed against the baseline position using the agreed measurement metrics. Any benefits that have been realised will be recorded as such and any future benefits will be incorporated in to the post implementation review period.

Post Implementation Review

Within the closure process a review period will be identified, this will detail a timeframe post-delivery when the project manager will engage with the stakeholder to arrange an assessment of the impact of the project. This will allow the capture of further known benefits and potential other benefits which were not first captured. This will also allow the gathering of future requirements which will direct further project work.

Monthly Dashboard

A monthly dashboard is completed by IEI delivery staff overseas which captures details on progress, finance, risks and issues and benefits. This will allow a continual dialogue between the Programme Office and the project team and provide clear links between project delivery and the benefits of the IEI ODA programme.