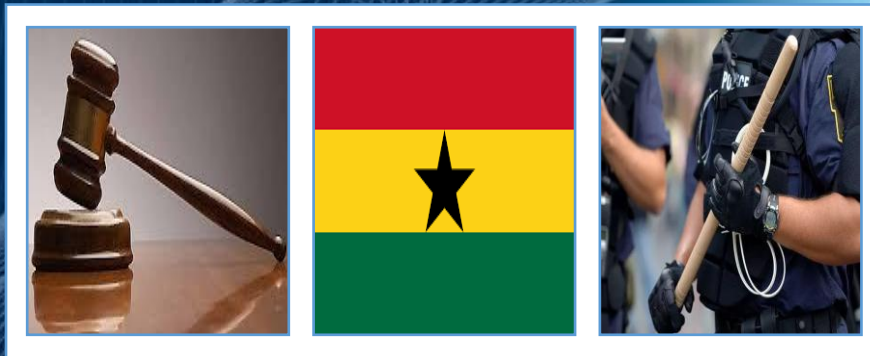


Consultancy Services for the Development of a Training Plan/Curricula for Criminal Justice Institutions



ShawbellConsulting

Final Training Needs Assessment Report: Legal Aid Scheme

July 2016

Table of Contents

INTRODUCTION.....	3
SECTION 1: CURRENT STATE OF TRAINING IN THE LEGAL AID SCHEME.....	4
CURRENT TRAINING PROGRAMMES IN THE LEGAL AID SCHEME.....	5
SECTION 2: FINDINGS, OBSERVATIONS AND GAPS EMERGING.....	9
A. GLOBAL-BEST PRACTICE REVIEWS	12
B. KEY ROLES IN THE LEGAL AID SCHEME OF GHANA.....	15
C. GAPS EMERGING FROM THE TRAINING NEEDS ASSESSMENT.....	16
SECTION 3: RECOMMENDATIONS AND PROPOSED TRAINING PROGRAMMES	18
A. RECOMMENDATIONS ON THE TRAINING NEEDS ASSESSMENT	19
B. PROPOSED TRAINING PROGRAMMES	20

INTRODUCTION

The United Nations Development Program (UNDP) in collaboration with the Ministry of Justice and Attorney General's Department (MoJAGD) engaged the services of ShawbellConsulting to develop a Training Plan for Criminal Justice Institutions of Ghana. The purpose of the Training Plan is to facilitate capacity building in a structured setting within the Criminal Justice Institutions.

An integral component of the Training Plan is a Training Needs Assessment (TNA). A **Training Need** exists when there is a gap between what is required of an individual or an entity to perform competently and what they actually know. Thus, we assessed the **Current State of Training** in the Legal Aid Scheme. We established training benchmarks based on: information from the Stakeholder engagements, expertise of our Institutional Reform and Legal Consultants and a review of global best-practice modules. This was the basis of ascertaining gaps between the Current State and the Desired-state of training for the Legal Aid Scheme. Consequently, we provided our recommendations on the Training Needs Assessment and Proposed Training Programmes for the Legal Aid Scheme.

This Volume II of the Training Needs Assessment Report is structured around three (3) Sections, as follows:

- **Section 1:** Covers the **Current State of Training** in the Legal Aid Scheme.
- **Section 2:** Provides our **Findings, Observations and Gaps** emerging from the Training Needs Assessment. In this Section, we established training benchmarks based on: information from the Stakeholder engagements, expertise of our Institutional Reform and Legal Consultants and a review of global best-practice modules. Consequently, we established gaps between the Current State and the Desired-state, using the Benchmarks stated previously.
- **Section 3:** Provides details of our **Recommendations** on the Training Needs Assessment and **Proposed Training Programmes**.

SECTION 1: CURRENT STATE OF TRAINING IN THE LEGAL AID SCHEME

This Section entails the **Current State of Training** for Legal Aid and Alternate Dispute Resolution (ADR) Officers of the Legal Aid Scheme. The Legal Aid Scheme is a public service organization within the justice delivery system of Ghana. The Scheme is tasked under the Legal Aid Scheme Act 1997 (Act 542) to provide legal assistance to the poor and indigent, as well as to offer legal services for persons that would require assistance in representation at the Court. Typically, a candidate for legal aid would be one who earns a government minimum wage or less and requires legal representation in a criminal or civil matter. Article 294 (1) of the 1992 Constitution of Ghana provides that a person is entitled to legal aid in connection with any proceedings relating to the Constitution if there are reasonable grounds for taking, defending, prosecuting or being a party to the proceedings. The legal aid covers cases in insurance, inheritance, maintenance of children, criminal offences punishable by death or life imprisonment.

Apart from representing those in need, the Legal Aid Scheme also assists applicants to resolve issues outside of Court, develops public awareness about the existence of the Scheme, and provides education on the rights and responsibilities in relation to the law. It is important to note, that the 2012 Baseline Survey of the Justice Sector of Ghana (stated in the Terms of Reference) indicated that out of the estimated 900 people interviewed, 79% were unaware of the existence of a Legal Aid Scheme.

There is a general perception that the Legal Aid Scheme and their associated ADR processes are akin to the Law Courts. Therefore, some users of the Legal Aid Scheme expect judgment to be passed on mediation cases brought to the attention of Legal Aid and ADR Officers. It is noteworthy that ADR forms a very minor section of the work of the Legal Aid Scheme. ADR is only employed in minor domestic issues of a criminal nature, but bordering more on domestic disputes. This could be classified as misdemeanours where no weapons and instruments to cause harm has been used.

To ensure the delivery of criminal justice for the underprivileged, Training Programmes would be developed for the roles of Legal Aid Officers and Alternate Dispute Resolution (ADR) Officers. The Training Programmes would address the mediation roles of officers to ensure that they are well-trained to deal with cases at the arbitration level, to free resources for cases that will go on trial.

CURRENT TRAINING PROGRAMMES IN THE LEGAL AID SCHEME

Under a Scheme of Service for the Legal Aid Scheme, there are proposed Training Programmes for various categories staff. Also, a 2014 Joint UNICEF and UNDP Guide Report for Legal Aid Delivery in Ghana include a Training Plan for the Scheme.

While Training Programmes/Courses are available for various categories of staff of the Legal Aid Scheme, the focus of our review was on roles that were deemed core to the delivery of criminal justice. Specifically, the roles identified to be critical to the administration of the Criminal Justice Process were: Legal Aid Officers and Alternate Dispute Resolution Officers. Therefore, Training Programmes/Courses that relate to these core roles would be factored in our Training Needs Assessment, as well as the Proposed Training Programmes for staff of the Legal Aid Scheme.

On the following pages, we have provided tables that show Position/Ranks or Roles and current courses for the Legal Aid Scheme that are core to the delivery of criminal justice.

TRAINING UNDER THE PROPOSED SCHEME OF SERVICE

Legal Aid Officer	
Position	Training
<i>Executive Director</i>	<ul style="list-style-type: none"> • Continuous Professional development in law, ADR and protection of the indigent • Courses in organizational change and development • Leader courses • Senior management development programmes • Knowledge of legal framework for human rights and constitution enforcement
<i>Deputy-Executive Director</i>	
<i>Regional Director</i>	
<i>Director (DPD/CAB)</i>	
<i>Principal Legal Aid Officer</i>	
<i>Legal Aid Officer</i>	<ul style="list-style-type: none"> • Knowledge of legal framework for human rights and constitution enforcement • Report writing
<i>Assistant Legal Aid Officer</i>	
Alternate Dispute Resolution Officers	
<i>Director, ADR</i>	<ul style="list-style-type: none"> • Continuous Professional development in law, ADR and protection of the indigent • Courses in organizational change and development • Leader courses • Senior management development programmes • Knowledge of legal framework for human rights and constitution enforcement • Report writing
<i>Deputy Director, ADR</i>	
<i>Principal ADR Officer</i>	
<i>Senior ADR Officer</i>	
<i>ADR Officer</i>	
<i>Assistant ADR Officer</i>	<ul style="list-style-type: none"> • Professional development in ADR, law and protection of the indigent • Courses in organizational change and development • Leader courses • Senior management development programmes • Knowledge of legal framework for human rights and constitution enforcement • Report writing
<i>Chief ADR Assistant</i>	
<i>Principal ADR Assistant</i>	
<i>Senior ADR Assistant</i>	

TRAINING UNDER THE UNICEF/UNDP GUIDE FOR LEGAL AID DELIVERY IN GHANA

MODULES	TARGETS	UNITS
Module 5	<i>Legal Capacity Training for Entry Level Staff</i>	<ul style="list-style-type: none"> • Criminal Matters: General Definitional Issues <ul style="list-style-type: none"> - Basic Legal Reference - Basic Required Knowledge • Criminal Matters: Defences • Criminal Matters: Appeals <ul style="list-style-type: none"> - Nature of Appeals - Some Basic Rules to Note in Appeal Proceedings - Powers of the Appellate Court - Summary on Rights of Appeal • Criminal Matters: Labour and Industrial Relations <ul style="list-style-type: none"> - Basic Legal References - Basic Required Knowledge
Module 6	<i>Alternative Dispute Resolution Mechanism for Entry Level Staff</i>	<ul style="list-style-type: none"> • Introduction to Conflict • Various ADR Methods and Mechanism: The ADR Spectrum • The ADR Process • ADR Officer: Duties and Responsibilities • ADR and Children

SECTION 2

FINDINGS, OBSERVATIONS AND GAPS EMERGING

LEGAL AID SCHEME

SECTION 2: FINDINGS, OBSERVATIONS AND GAPS EMERGING

Following our review of the Current State of Training for Attorneys in the Prosecutions Division, in Section 1, we put forward our **Findings, Observations and Gaps** emerging from the Training Needs Assessment (TNA) in this Section. The focus of this TNA is to determine the gap in capabilities of staff in Criminal Justice Institutions, with respect to the delivery of criminal justice in Ghana. Therefore, the results of the TNA would be used to determine what training need exist and if they do, the training required to fill those gaps.

We conducted a Training Needs Assessment of the Staff of the Legal Aid Scheme by reviewing their responsibilities, required skills and training to enhance their performance. This was achieved through stakeholder engagement that focused on the review of the mandate of the Legal Aid Scheme and skills required to effectively implement the mandate. Similarly, we analysed the job and task of staff using job descriptions, work schedules and level of seniority in the Legal Aid Scheme.

The purpose of conducting the TNA was to identify current and desired job performance, as well as existing and desired competencies and skills.

The Training Needs Assessment (TNA) would ensure:

- (a) Diversity in expectation of knowledge, skills and abilities of officials at different levels of the Legal Aid Scheme are considered;
- (b) That there is an objective basis of determining employees who would require specific training to accomplish their assignments; and
- (c) The Development of the Comprehensive Training Plan.

We conducted the Training Needs Assessment on the basis of current observations to ascertain the number of staff to be trained and Roles that are core to the administration of criminal justice. The number of staff to be trained in the Greater Accra Region was segregated from the National total, for the purpose of a Pilot Project in the former. The Key Roles and number of staff to be trained are reported under the Key roles in the Legal Aid Scheme, in Section 2B.

The results reflect the training needs as they can be anticipated for the medium term (0-3 years) under this project.

The Results and Resources Framework for this Project indicates Year 2 and 3 Targets as follows:

- Year 2 Targets: Specialised Training Programme developed and implemented; and 30% of direct beneficiaries trained and applying the knowledge by the end of year 2.
- Year 3 Targets: 50% of direct beneficiaries trained and applying the knowledge by the end of year 3.

It is envisaged that the Training Plan to be developed out of this Project would be applicable in the Post-completion period of the Project.

On the following pages, we have provided our findings, observations and gaps emerging from the Training Needs Assessment of the Legal Aid Scheme.

Our findings, observations and gaps emerging are structured around the following Themes:

- **Global Best Practice Review of Training Programmes in Legal Aid Schemes;**
- **Key Roles in the Legal Aid Scheme that are core to the delivery of criminal justice; and**
- **Gaps Emerging from the Training Needs Assessment.**

A. GLOBAL-BEST PRACTICE REVIEWS

Typically around the world, Legal Aid Schemes are archetypes of legal assistance which is fundamental to the administration of criminal justice. Thus, Legal Aid Officers must understand their roles and be trained appropriately to meet the expectations of their stakeholders.

In this Section, we provided global-best practices in training for Legal Aid Scheme Officers within three (3) Jurisdictions of the Commonwealth of Nations, namely (a) England and Wales (b) Canada and (c) Kenya

A. The Legal Aid Agency - England and Wales

The Legal Aid Agency provides legal aid and advice in civil and criminal matters in England and Wales. The Agency ensures that legal aid services from solicitors, barristers and the not-for-profit sector are made available to the public. Specifically, the Agency publishes evidence on funding decisions and developing legal aid casework. The Legal Aid Agency supports staff development, improvement in the working environment, as well as working with their partners to deliver changes required for the Agency.

Training institutions in England and Wales provide training for Legal Aid Officers in areas relating to Human Rights Protection.

Areas covered in the Training for Legal Aid Officers include:

- Regional Mechanisms for Promoting and Protecting Human Rights
- The International Institutional Framework for Promoting and Protecting Human Rights
- Defending Civil Rights: Prohibiting Torture, Protecting Life and Guaranteeing a Fair Trial.
- Enforcing Economic, Social and Cultural Rights
- Human Rights as Democratic Values: Participatory Rights in Practice.
- The Relationship Between International Human Rights and Rights of Refugees
- Equality and Minority Rights: The Enforcement of Protection from Discrimination
- People's Rights: Indigenous People, the Right to Self-Determination and Third Generation Rights
- Rights in the Private Sphere: Non-State Actors, Paramilitary Organizations, Regulating Business and Other Private Relationships.

Course facilitators are leading human rights practitioners and academics. The Training focuses on: internationally recognized human rights instruments and standards, and their application in practice; international human rights institutions and their relevance to domestic law, development of policy and key issues in contemporary human rights.

B. The Legal Aid Programme - Canada

The Legal Aid Programme is based on a cost-sharing model between the Federal and Provincial/Territorial Governments for economically disadvantaged persons. This Federal-Provincial/Territorial collaboration is based on the shared responsibility for criminal justice by the Federal Government, under its constitutional authority for criminal law and procedures; and the

Provincial/Territorial Government's constitutional authority for the administration of justice, including Legal Aid fosters access to justice for economically disadvantaged persons to ensure that the Canadian justice system is fair, applicable, and accessible. It also ensures that public confidence in the justice system is maintained.

In their bid to constantly equip their officers with up-to-date skills, Training Institutions such as the Alternative Dispute Resolution (ADR) Institute of Ontario offers programmes for both ADR officers and Legal Aid Officers.

The ADR Institute offers the following courses:

- Introduction to the Theory and Practice of Dispute Resolution
- Conflict Management: Negotiation and Mediation
- Family Mediation: Theory and Skills
- Graduate Certificate Programme in ADR
- Certificate in Dispute Resolution
- Collaborative Conflict Resolution and Mediation Skills & Process

The Courses are developed and delivered to ensure that officers are well-equipped to perform at peak levels, as well as provide a regulatory structure that optimizes their professional standards.

C. Legal Aid Service - Kenya

The Legal Aid Service of Kenya is a federal government organization which provides legal aid services at the expense of the state to persons who qualify for legal services with respect to civil, criminal, constitutional and any legal matter of public interest that is approved by the Service.

Training Institutions that specialize in training for Legal Aid officers offer courses in:

Legal Aid Training Course

- General principles of constitutional law and legal systems
- Contract law
- Law of Tort
- Criminal law
- Commercial law

- Family law
- Law of succession
- Law of property in land
- Criminal procedure
- Company law

Paralegal Training Course

Non-legal professionals presently handle a lot of public prosecutions in the country. Given the appropriate training, non-legal professionals could be competent and support their Professional Legal counterparts in discharging legal functions effectively. The Paralegal Course is skills-based and designed to provide an indispensable basic knowledge, skills and attitudes for Legal Aid Officers without a legal background.

B. KEY ROLES IN THE LEGAL AID SCHEME OF GHANA

The Key Roles in the Legal Aid Scheme of Ghana that emerged as core to the delivery of criminal justice are performed by: (a) Legal Aid Officers, and (b) Alternate Dispute Resolution (ADR) Officers.

The Table below depicts the Key Roles and the number of staff to be trained:

Legal Aid and ADR Officers	Number of Staff to be Trained (Approximate)	
	Greater Accra Region	National Total
• <i>Executive Director</i>	1	1
• <i>Deputy Executive Director</i>	1	1
• <i>Regional Director</i>	1	6
• <i>Director (DPD/CAB)</i>	0	0
• <i>Principal Legal Aid Officer</i>	1	1
• <i>Legal Aid Officer</i>	0	4
• <i>Assistant Legal Aid Officer</i>	3	11
• <i>Director, ADR</i>	0	0
• <i>Deputy Director, ADR</i>	0	0
• <i>Principal ADR Officer</i>	0	0
• <i>Senior ADR Officer</i>	0	0
• <i>ADR Officer</i>	0	2
• <i>Assistant ADR Officer</i>	6	36
• <i>Chief ADR Assistant</i>	0	0
• <i>Principal ADR Assistant</i>	0	0
• <i>Senior ADR Assistant</i>	0	4
Total	13	66

C. GAPS EMERGING FROM THE TRAINING NEEDS ASSESSMENT

Under a new Scheme of Service for the Legal Aid Scheme, roles have been created for an Executive and a Deputy Executive Director, Regional Directors, Director, and Deputy Director for (Public Defence and Citizens Advisory Bureau). While the Executive Director and Regional Directors positions are currently functional, the Legal Aid Scheme is yet to obtain clearance from the Ministry of Finance to recruit for the vacant positions. Similarly, roles have been created for Director and Deputy Director of ADR; Principal ADR, Senior ADR, ADR, Assistant ADR Officers, Chief ADR and Senior ADR Assistants. The current functional roles are: Assistant ADR, ADR Officer and ADR Coordinator. While additional ADR Officers would be required to effectively discharge the expectations of envisaged roles, the Legal Aid Scheme would require clearance from the Ministry of Finance, as well as funding and logistical support for recruitment.

Under this Scheme of Service, there are proposed Training Programmes for various categories staff. Additionally, in 2014 the UNICEF and UNDP Joint-sponsored a Guide for Legal Aid Delivery in Ghana. The Guide includes a Training Plan for the Scheme. This suggests that there are Training Plans in place for the Legal Aid Scheme. Nonetheless, training has not been delivered on consistent basis due to financial constraints.

Some Regional Directors have been in their current positions for over ten (10) years and have limited opportunities for career progression. Consequently, the Public Services Commission (PSC) placed the Regional Directors on the same level as High Court Judges with a commensurate compensation package. This arrangement is being contested in Court by the Fair Wages and Salaries Commission, as the equalization of Regional Directors to High Court Judges was perceived to be a distortion in the public sector salaries. The Regional Directors of the Legal Aid Scheme perform both legal and administrative duties. This suggests that their focus would be on general legal matters; and their activities in matters relating to the delivery of criminal justice could be diminished.

It is expected that the training, qualification and work experience of Lawyers would provide the minimum requirements to perform their duties. Nonetheless, we noted some gaps between the core body of knowledge and the expectations of their roles in the delivery of criminal justice.

Logistical constraints were among the key institutional challenges that confront the Legal Aid Scheme. We identified logistical challenges in the areas of: offices for staff, meeting rooms to discuss confidential matters, operational vehicles, office equipment and furniture, and funds to pay for services rendered by private Legal Officers.

SECTION 3

RECOMMENDATIONS AND PROPOSED TRAINING PROGRAMMES

LEGAL AID SCHEME

SECTION 3: RECOMMENDATIONS AND PROPOSED TRAINING PROGRAMMES

Following the Training Needs Assessment, we have proposed Training Programmes and Curricula for the Legal Aid Scheme. The Proposed Programmes were crafted to meet the diverse nature and salient components of the Scheme. It is noteworthy that the findings, observations and gaps emerging from the Training Needs Assessment would be further developed into the Comprehensive Training Plan. This Plan would facilitate structured learning for Legal Aid and ADR Officers. Therefore, the Comprehensive Training Plan would enhance the capacity-building imperative of the Legal Aid Scheme and ensure that officers are equipped with the knowledge and skills required to deliver criminal justice.

In this Section, we present:

- (A) Recommendations on the Training Needs Assessment; and
- (B) Proposed Training Programmes for the Legal Aid Scheme.

A. RECOMMENDATIONS ON THE TRAINING NEEDS ASSESSMENT

Under a Scheme of Service for the Legal Aid Scheme, there are proposed Training Programmes for various categories staff. Additionally, in 2014 the UNICEF and UNDP Joint-sponsored a Guide for Legal Aid Delivery in Ghana. The Guide includes a Training Plan for the Scheme. This suggests that there are Training Plans in place for the Legal Aid Scheme. Nonetheless, training has not been delivered on consistent basis due to financial constraints. **Therefore, a Training Plan would be developed for the Legal Aid Scheme from the perspective of Defence Counsel. They would be equipped with the same body of knowledge as Prosecutors from the Public Prosecution Division and the Ghana Police Service. We recommend that in instances where training scheduling are feasible, Legal Aid Officers and Prosecutors should enrol in the same courses.**

Regional Directors of the Legal Aid Scheme perform both legal and administrative duties. This suggests that their focus would be on general legal matters; and their activities in matters relating to the delivery of criminal justice could be diminished. **Therefore, the Legal Aid Scheme would require additional Legal Officers in the regions to focus primarily on matters relating to delivery of criminal justice. This is particularly important in the representation of the indigent who are accused of more serious offences under the Criminal Act.**

It is expected that the training, qualification and work experience of Lawyers would provide the minimum requirements to perform their duties. Nonetheless, we noted some gaps between the core body of knowledge and the expectations of their roles in the delivery of Criminal Justice. **We recommend that supervisors should evaluate the background and experience of Legal Officers prior to assigning cases. This would ensure that resources are used judiciously in matters relating to criminal justice. Therefore, Legal Officers with a real interest in Criminal Law are assigned to criminal cases by the Scheme and adequately supervised in the conduct of their cases.**

We noted that logistical constraints were among the key institutional challenges that confront the Legal Aid Scheme. We identified logistical challenges in the areas of: offices for staff, meeting rooms to discuss confidential matters, operational vehicles, office equipment and furniture, and funds to pay for services rendered by private Legal Officers. **While a comprehensive Training Programme is developed for the Legal Aid Scheme, Human Resource and logistical challenges would have to be addressed to ensure an efficient delivery of criminal justice. We recommend that the resources required for the Legal Aid Scheme to function effectively must be obtained to ensure optimal benefits from the Training Plan.**

B. PROPOSED TRAINING PROGRAMMES

Following our findings observations from the Training Needs Assessment of Legal Aid and ADR Officers of the Legal Aid Scheme, we propose Training Programmes for their capacity-building needs. The Training Programmes are classified as **Technical or Generic Training Programmes** based on the training requirements of the Legal Aid Scheme in the delivery of criminal justice.

Technical and Generic Training Programmes/Courses

The proposed Training Programmes/ Courses would be categorised as **Technical or Generic**. This categorization is based on the training requirement of a respective institution in the delivery of criminal justice.

Technical Training Programmes/Courses are directly linked to the mandate of an institution in matters relating to criminal justice. **Generic Training Programmes/Courses** may not be directly linked to the mandate of a particular institution. Nonetheless, the inclusion of Generic Training Programmes/Courses would ensure that staff are trained with the skills required to enhance their technical abilities. The delivery of training in this format would ensure that the training needs of all categories of staff are factored in the overarching goal of capacity-building for Criminal Justice Institutions.

A Training Plan for the Criminal Justice Institutions would be developed out of this exercise. It would be based on:

- (a) The knowledge of our Institutional Reform and Legal Consultants,
- (b) A comprehensive assessment of the needs of staff engaged in the Criminal Justice value-chain, and
- (c) Best-global standards to ensure that training for Officers in the Legal Aid Scheme meets international best-practices.

On the following pages, we have provided tables that depict a summary of Courses for Legal Aid and ADR Officers in the Legal Aid Scheme of Ghana.

LEGAL AID SCHEME	
Technical Courses	
Courses	Legal Aid and ADR Officers
<ul style="list-style-type: none"> ➤ Refresher Courses in Emerging Trends ➤ Legal Framework for Human Rights and Enforcement of the Constitution 	<ul style="list-style-type: none"> • Executive Director • Deputy Executive Director • Regional Director • Director (DPD/CAB) • Principal Legal Aid Officer • Legal Aid Officer • Assistant Legal Aid Officer
<ul style="list-style-type: none"> ➤ Evidence ➤ Legal Systems ➤ Trial Advocacy ➤ Constitutional Law ➤ Simulation Courses ➤ Human Trafficking ➤ Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cyber crimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws ➤ Continuous Education for Lawyers 	<ul style="list-style-type: none"> • Director, ADR • Deputy Director, ADR • Principal ADR Officer • Senior ADR Officer • ADR Officer • Assistant ADR Officer
<ul style="list-style-type: none"> ➤ Criminal Procedure ➤ Criminal Law 	<ul style="list-style-type: none"> • Executive Director • Deputy Executive Director • Regional Director • Director (DPD/CAB) • Principal Legal Aid Officer • Legal Aid Officer • Assistant Legal Aid Officer
<ul style="list-style-type: none"> ➤ Alternative Dispute Resolution Mechanisms ➤ Paralegal 	<ul style="list-style-type: none"> • Legal Aid Officer • Assistant Legal Aid Officer
<ul style="list-style-type: none"> ➤ Advanced Level: Legal Capacity Training for Entry Level Staff ➤ Intermediate Level: Legal Capacity Training for Entry Level Staff ➤ Introductory Level: Legal Capacity Training for Entry Level Staff 	<ul style="list-style-type: none"> • Director, ADR • Deputy Director, ADR • Principal ADR Officer • Senior ADR Officer • ADR Officer • Assistant ADR Officer
<ul style="list-style-type: none"> ➤ Director-Level Legal Aid Officers ➤ Director-Level ADR Officers ➤ Principal/Senior Level Legal Aid Officers ➤ Principal/Senior -Level ADR Officers ➤ Assistant/ Legal Aid Officers ➤ Assistant/ ADR Officers 	<ul style="list-style-type: none"> • Director-Level Legal Aid Officers • Director-Level ADR Officers • Principal/Senior Level Legal Aid Officers • Principal/Senior -Level ADR Officers • Assistant/ Legal Aid Officers • Assistant/ ADR Officers

FINAL TRAINING NEEDS ASSESSMENT

LEGAL AID SCHEME	
Generic Courses	
Courses	Legal Aid and ADR Officers
Refresher Courses on: ➤ Report Writing ➤ Labour and Industrial Relations ➤ Computer Skills ➤ Data Collection and Analysis	<ul style="list-style-type: none"> • <i>Executive Director</i> • <i>Deputy Executive Director</i> • <i>Regional Director</i> • <i>Director (DPD/CAB)</i> • <i>Principal Legal Aid Officer</i> • <i>Legal Aid Officer</i> • <i>Assistant Legal Aid Officer</i>
	<ul style="list-style-type: none"> • <i>Director, ADR</i> • <i>Deputy Director, ADR</i> • <i>Principal ADR Officer</i> • <i>Senior ADR Officer</i> • <i>ADR Officer</i> • <i>Assistant ADR Officer</i>

Tables of Proposed Training Programmes for Legal Aid and ADR Officers

From our analysis of the responsibilities, technical competencies, educational levels, years of experience and skills gaps, we have identified areas of training for staff of the Legal Aid Scheme.

Consequently, we have presented Tables on the following pages that highlight:

- **Ranks or Positions;**
- **Expected or Required Duties, Responsibilities, Core Competencies and Skills;**
and
- **Proposed Technical and Generic Training or Courses**

TABLE OF PROPOSED TRAINING/COURSES FOR LEGAL AID OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
Executive Director	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Carries out the day-to-day administration and management of the Scheme. • Coordinates the operations of the Regional Directors and the Divisional Heads of the Scheme. • Initiates and advises the Board on policy matters. • Implements the decisions of the Board. • Develops a sustainable partnership with local, international, government and Non-Governmental Organizations with similar aims and objectives. • Prepares and submits to the Board annual and other relevant reports as well as budget of the Scheme. • Supervises and appraises subordinates. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • Must have been called to the Ghana Bar. • A minimum of fifteen (15) years post call relevant work experience in a private or public institution, five (5) years of which should have been in a senior management position. • Must pass an interview conducted by the PSC in consultation with the Board. <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal system and its operation • Extensive leadership, networking, monitoring and management skill • Negotiating, lobbying and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Advanced Level: Legal Capacity Training for Entry Level Staff • Legal Framework for Human Rights and Enforcement of the Constitution • Evidence • Legal Systems • Trial Advocacy • Constitutional Law • Simulation Courses • Human Trafficking • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Continuous Education for Lawyers <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR LEGAL AID OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Deputy Executive Director</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> Oversees the operations of the Regions and the core divisions of the Scheme. Initiates and advises the Executive Director on policy formulation and review. Coordinates the development of sustainable partnership with local, international, Government and Non-Governmental Organizations with similar aims and objectives. Coordinates the preparation of annual and other reports of the regions and operation divisions. Coordinates the development of a work plan for the operation of the Scheme. Develops and implements standard guidelines for the operation of the Scheme. Coordinates preparation of the budget on the operation of the Scheme. Coordinates the conduct of research on the operation of the Scheme. Supervises and appraises subordinates. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> Must have been called to the Ghana Bar A minimum of twelve (12) years post call relevant work experience in a private or public institution, five (5) years of which should have been in a senior management position Must pass an interview conducted by the PSC in consultation with the Board <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> Good knowledge of Ghana's legal system and its operation Extensive leadership, networking, monitoring and management skill Excellent communication and presentation skill Negotiating, lobbying and conflict resolution skill Capacity to inspire and motivate people around him/her Good knowledge in finance, procurement, budgeting and auditing regulations Good working knowledge of computer applications Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> Continuous professional development in Law, ADR and protection of the indigent Advanced Level: Legal Capacity Training for Entry Level Staff Legal Framework for Human Rights and Enforcement of the Constitution Evidence Legal Systems Trial Advocacy Constitutional Law Simulation Courses Human Trafficking Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws Continuous Education for Lawyers <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> Report Writing Labour and Industrial Relations Computer skills Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR LEGAL AID OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Regional Director</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Carries out the day-to-day administration and management of the Scheme in the Region. • Initiates and advises the Executive Director and the Regional Legal Aid Committee on policy matters. • Serves as Secretary to the Regional Legal Aid Committee. • Implements the decisions of the Board and the Legal Aid Committee in the Region. • Develops a sustainable partnership with local, international, government and Non-Governmental Organizations with similar aims and objectives in the Region. • Prepares and submits to the Executive Director annual and other relevant reports as well as budget of the Scheme. • Supervises and appraises subordinates in the Region. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • Must have been called to the Ghana Bar • A minimum of ten (10) years post call relevant work experience in a private or public institution, five (5) years of which should have been in a senior management position • Must pass a competitive selection interview conducted by the PSC in consultation with the Board <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal system and its operation • Leadership, networking, monitoring and management skill • Excellent communication and presentation skill • Negotiating, lobbying and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Advanced Level: Legal Capacity Training for Entry Level Staff • Legal Framework for Human Rights and Enforcement of the Constitution • Evidence • Legal Systems • Trial Advocacy • Constitutional Law • Simulation Courses • Human Trafficking • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Continuous Education for Lawyers <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR LEGAL AID OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Director(DPD/CAB)</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Reviews cases and makes appropriate recommendations. • Recommends officers to be assigned particular cases for appropriate action. • Represents clients in Court. • Resolves on cases that may not require Court action. • Prepares an annual work plan and budget for Legal Aid service. • Coordinates the compilation of annual and other relevant reports on the operations of the Scheme. • Advises on the formulation and implementation of policies and guidelines on legal aid services. • Supervises and appraises subordinates. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • Must have been called to the Ghana Bar • A minimum of ten (10) years post call relevant work experience in a private or public institution, five (5) years of which should have been in a senior management position • Must pass an interview conducted by the PSC in consultation with the Board <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal system and its operation • Leadership, networking, monitoring and management skill • Excellent communication and presentation skill • Negotiating, lobbying and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Advanced Level: Legal Capacity Training for Entry Level Staff • Legal Framework for Human Rights and Enforcement of the Constitution • Evidence • Legal Systems • Trial Advocacy • Constitutional Law • Simulation Courses • Human Trafficking • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Continuous Education for Lawyers <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR LEGAL AID OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Principal Legal Aid Officer</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Supervise the compilation of cases for consideration and appropriate action. • Represents clients in Court. • Resolves cases that may not require Court action. • Supervises the compilation of data for the preparation of annual work plan and budget for Legal Aid services. • Supervises the compilation of data for the preparation of annual and other relevant. • Reports on the operations of the Scheme. • Provides inputs for the formulation and implementation of policies and guidelines on legal aid services. • Supervises and appraises subordinates. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • Must have been called to the Ghana Bar • A minimum of six (6) years' post call relevant work experience in a private or public institution, three (3) years of which should have been in a management position • Must pass an interview conducted by the LAS in collaboration with the PSC <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal system and its operation • Leadership, networking, monitoring and management skill • Excellent communication and presentation skill • Negotiating, lobbying and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Intermediate Level: Legal Capacity Training for Entry Level Staff • Legal Framework for Human Rights and Enforcement of the Constitution • Evidence • Legal Systems • Trial Advocacy • Constitutional Law • Simulation Courses • Human Trafficking • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Continuous Education for Lawyers <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR LEGAL AID OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Legal Aid Officer</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Compiles cases for consideration and appropriate action. • Represents clients in Court. • Resolves cases that may not require Court action. • Compiles data for the preparation of annual work plan and budget for Legal Aid services. • Compiles data for the preparation of annual and other relevant reports on the operations of the Scheme. • Provides inputs for the formulation and implementation of policies and guidelines on legal aid services. • Supervises and appraises subordinates. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • Must have been called to the Ghana Bar. • A minimum of four (4) years' post call relevant work experience in a private or public institution. • Must pass an interview conducted by the LAS in collaboration with the PSC. <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal systems and its operation • Leadership, networking, monitoring and management skill • Excellent communication and presentation skill • Negotiating, lobbying and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Introductory Level: Legal Capacity Training for Entry Level Staff • Legal Framework for Human Rights and Enforcement of the Constitution • Criminal Procedure • Criminal Law • Evidence • Legal Systems • Trial Advocacy • Constitutional Law • Simulation Courses • Human Trafficking • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Continuous Education for Lawyers <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR LEGAL AID OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Assistant Legal Aid Officer</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Compiles cases for consideration and appropriate action. • Represents clients in Court. • Mediate on cases that may not require Court action. • Supervises the collection of data for the preparation of annual work plan and budget for Legal Aid services. • Supervises the collection data for the preparation of annual and other relevant reports on the operations of the Scheme. • Provides inputs for the formulation and implementation of policies and guideline on legal aid services. • Supervises and appraises subordinate staff. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • Must have been called to the Ghana Bar • A minimum of two (2) years' post call relevant work experience in a private or public institution • Must pass a competitive selection interview conducted by the LAS in collaboration with the PSC <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal systems and its operation • Leadership, networking, monitoring and management skill • Excellent communication and presentation skill • Negotiating, lobbying and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Introductory Level: Legal Capacity Training for Entry Level Staff • Legal Framework for Human Rights and Enforcement of the Constitution • Criminal Procedure • Criminal Law • Evidence • Legal Systems • Trial Advocacy • Constitutional Law • Simulation Courses • Human Trafficking • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Continuous Education for Lawyers <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR ALTERNATE DISPUTE RESOLUTION (ADR) OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Director, ADR</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Reviews cases and makes appropriate recommendations. • Recommends officers to be assigned particular cases for appropriate action. • Provides alternative to litigation of cases. • Prepares an annual work plan and budget for directorate. • Prepares and submits annual and other relevant reports on the operations of the directorate. • Advises on the formulation and implementation of policies and guidelines on legal aid services. • Supervises and appraises subordinates. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • A minimum of a Master’s degree in Social Sciences, preferably, Law, Sociology, Psychology or Social Work from a recognized accredited tertiary institution • A minimum of ten (10) years' post qualification relevant work experience in a reputable institution, five (5) years of which should be in a senior management position • Must pass a competitive selection interview conducted by PSC in consultation with Legal Aid Board <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal systems and its operation • Leadership, networking, monitoring and management skill • Excellent communication and presentation skill • Negotiating, lobbying and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Advanced Level: Legal Capacity Training for Entry Level Staff • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Legal Framework for Human Rights and Enforcement of the Constitution • Alternative Dispute Resolution Mechanisms • Paralegal <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR ALTERNATE DISPUTE RESOLUTION (ADR) OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Deputy Director, ADR</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Reviews cases and makes appropriate recommendation. • Recommends officers to be assigned particular cases for appropriate action. • Provides alternative to litigation of cases. • Coordinates the preparation of the annual work plan and budget for directorate. • Coordinates the preparation of annual and other relevant reports on the operations of the directorate. • Provides inputs for the formulation and implementation of policies and guidelines on legal aid services. • Supervises and appraises subordinate staff. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • A minimum of a Master’s degree in Social Sciences, preferably, Law, Sociology, Psychology and Social Work from a recognized accredited tertiary institution. • A minimum of eight (8) years' post qualification relevant work experience in a reputable institution, five (5) years of which should be in a senior management position. • Must pass a competitive selection interview conducted by Legal Aid Board in collaboration with PSC <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal systems and its operation • Leadership, networking, monitoring and management skill • Excellent communication and presentation skill • Negotiating, lobbying and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Advanced Level: Legal Capacity Training for Entry Level Staff • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Legal Framework for Human Rights and Enforcement of the Constitution • Alternative Dispute Resolution Mechanisms • Paralegal <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR ALTERNATE DISPUTE RESOLUTION (ADR) OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Principal ADR Officer</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Reviews cases and makes appropriate recommendation. • Provides alternative to litigation of cases. • Supervises the preparation of the annual work plan and budget for directorate. • Supervises the preparation of annual and other relevant reports on the operations of the directorate. • Provides inputs for the formulation and implementation of policies and guidelines on legal aid services. • Supervises and appraises subordinate staff. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • A minimum of a Master’s degree in Social Sciences, preferably, Law, Sociology, Psychology and Social Work from a recognized accredited tertiary institution. • A minimum of six (6) years' post qualification relevant work experience in a reputable institution, three (3) years of which should be in a management position. • Must pass a competitive interview conducted by Legal Aid Board in collaboration with PSC <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal systems and its operation • Leadership, networking, monitoring and management skill • Excellent communication and presentation skill • Negotiating, lobbying and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications. • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Intermediate Level: Legal Capacity Training for Entry Level Staff • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Legal Framework for Human Rights and Enforcement of the Constitution • Alternative Dispute Resolution Mechanisms • Paralegal <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR ALTERNATE DISPUTE RESOLUTION (ADR) OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Senior ADR Officer</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Reviews cases and makes appropriate recommendation. • Provides alternative to litigation of cases. • Prepares draft annual work plan and budget for directorate. • Prepares draft annual and other relevant reports on the operations of the directorate. • Provides inputs for the formulation and implementation of policies and guidelines on legal aid services. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • A minimum of a Master’s degree in Social Sciences, preferably, Law, Sociology, Psychology and Social Work from a recognized accredited tertiary institution • A minimum of four (4) year post qualification relevant work experience in a reputable institution • Must pass a competitive interview conducted by Legal Aid Board in collaboration with PSC <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal systems and its operation • Leadership, networking, monitoring and management skill • Good communication and presentation skill • Negotiation and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties. 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Intermediate Level: Legal Capacity Training for Entry Level Staff • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Legal Framework for Human Rights and Enforcement of the Constitution • Alternative Dispute Resolution Mechanisms • Paralegal <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR ALTERNATE DISPUTE RESOLUTION (ADR) OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>ADR Officer</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Compiles cases for consideration and appropriate action. • Provides alternative to litigation of cases. • Supervises the collection of data for the preparation of annual work plan and budget for Legal Aid services. • Supervises the collection of data for the preparation of annual and other relevant. • Reports on the operations of the Scheme. • Provides inputs for the formulation and implementation of policies and guideline on legal aid services. • Supervises and appraises subordinates. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • A minimum of a Master’s degree in Social Sciences, preferably, Law, Sociology, Psychology and Social Work from a recognized accredited tertiary institution • A minimum of one (1) year post qualification relevant work experience in a reputable institution • Must pass a competitive interview conducted by Legal Aid Board in collaboration with PSC <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Knowledge of Ghana's legal systems and its operation • Leadership, networking, monitoring and management skill • Good communication and presentation skill • ADR and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Introductory Level: Legal Capacity Training for Entry Level Staff • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Legal Framework for Human Rights and Enforcement of the Constitution • Alternative Dispute Resolution Mechanisms • Paralegal <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis

TABLE OF PROPOSED TRAINING/COURSES FOR ALTERNATE DISPUTE RESOLUTION (ADR) OFFICERS OF THE LEGAL AID SCHEME

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<i>Assistant ADR Officer</i>	<p>DUTIES AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Compiles cases for consideration and appropriate action. • Provides alternative to litigation of cases. • Collection of data for the preparation of annual work plan and budget for Legal Aid services. • Collection of data for the preparation of annual and other relevant reports on the operations of the Scheme. • Provides inputs for the formulation and implementation of policies and guideline on legal aid services. • Supervises and appraises subordinates. <p>QUALIFICATION AND EXPERIENCE</p> <ul style="list-style-type: none"> • A minimum of a first degree in Social Sciences, preferably, Law, Psychology and Social Work from an accredited tertiary institution • Must have done National Service • Must pass a competitive interview conducted by Legal Aid Board in collaboration with PSC <p>CORE COMPETENCIES AND SKILLS</p> <ul style="list-style-type: none"> • Good knowledge of Ghana's legal systems and its operation • Leadership, networking, monitoring and management skill • Good communication and presentation skill • Negotiation and conflict resolution skill • Capacity to inspire and motivate people around him/her • Good knowledge in finance, procurement, budgeting and auditing regulations • Good working knowledge of computer applications • Good knowledge of international conventions and treaties on human rights and civil liberties 	<p>Technical Courses</p> <ul style="list-style-type: none"> • Continuous professional development in Law, ADR and protection of the indigent • Introductory Level: Legal Capacity Training for Entry Level Staff • Refresher Courses in Emerging trends or Specialised fields, including: Money Laundering; Terrorism; Cybercrimes; Forensics; Financial crimes; Maritime Laws; and Aviation Laws • Legal Framework for Human Rights and Enforcement of the Constitution • Alternative Dispute Resolution Mechanisms • Paralegal <p>Generic Courses</p> <p>Refresher Courses on:</p> <ul style="list-style-type: none"> • Report Writing • Labour and Industrial Relations • Computer skills • Data Collection and Analysis