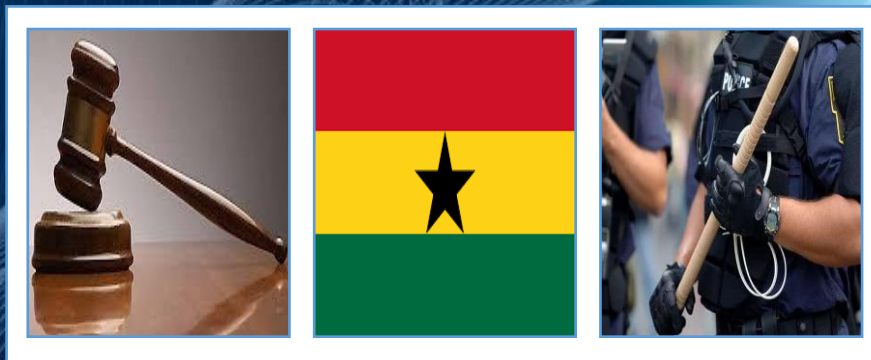


# Consultancy Services for the Development of a Training Plan/Curricula for Criminal Justice Institutions



**ShawbellConsulting**

## **Final Training Plan: Economic and Organised Crime Office**

July 2016

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## 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 Economic and Organised Crime Office (EOCO). 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 EOCO. Consequently, we provided our recommendations on the Training Needs Assessment and Proposed Training Programmes for EOCO.

Following the Training Needs Assessment and curricula review, we developed a **Training Plan** which includes the following components:

### **Course Objectives to meet identified training needs**

- Quantifiable measurements to accomplish the targets of the training programs, such as the percentage of direct beneficiaries trained and applying the knowledge and skills by a specified period.
- The targets provided for the Legal and Justice Sector Reform Programme would be used as the basis of explaining variances in targets and actual results.

### **Training to be delivered for identified positions and subjects or thematic areas**

- Training of staff that are core to the delivery of criminal justice.
- Communication plans to be used before, during and after training.

### **Training schedule**

- Master schedule of all the training programmes and timelines.
- Alternative or makeup schedule for trainees who may not be able to attend scheduled sessions.
- Logical progression for multi-part training ensures that trainees are well-prepared for successive training.

### **Appropriate training methods to meet the needs of staff and their institutions**

- The usage of multiple training formats for each topic or thematic area to meet the needs of staff and their institutions.
- Use formats that are appropriate in delivering the content of training programs, to meet the objectives of the training program.
- A comprehensive list of training programs and delivery format in each session.

### **Implementation Plan, Monitoring and Evaluation Framework**

- M&E Framework based on parameters contained in the Legal and Justice Sector Reform Programme, namely: Intended Outputs – Baseline and Indicators; Output Targets for Year 2 and 3; and Indicative Activities.
- M&E framework that will include: (a) an Implementation Action Plan – Activities, Responsibilities, Timelines and Resource, and (b) Evaluation – Key Indicators and means of Verification.

### **Report on the Final Training Plan**

This Report on the Training Plan for EOCO is structured around four (4) Sections, as follows:

- **Section 1:** The Current-state of the Economic and Organised Crime Office.
- **Section 2:** Training Programmes and Course Profiles.
- **Section 3:** Conclusions on the Training Plan.
- **Section 4:** Implementation, Monitoring and Evaluation Plan

## **SECTION 1: CURRENT STATE OF TRAINING IN THE ECONOMIC AND ORGANISED CRIME OFFICE**

The Economic and Organized Crime Office is a specialized agency established by the Economic and Organised Crime Act 2010, (Act 804). EOCO is an agency under the Ministry of Justice and Attorney General's Department, with an objective to monitor, investigate, prevent and detect economic and organized crime, as well as to facilitate the recovery and confiscation of proceeds from crime.

EOCO collaborates with the Bureau of National Investigation (BNI), National Security, Ghana Police Service, Narcotic Control Board, Ghana Revenue Agency, Financial Intelligence Centre and other international agencies in the fight against corruption and organised crime. The Institution obtains information from the public to aid in the fight against economic and organised crime.

Training programmes, workshops and seminars for Officers of EOCO are typically delivered through collaborative efforts of third parties, including: NGO's, Embassies, High Commissions and Donor Agencies. These capacity building initiatives may be delivered specifically for Officers of EOCO and a wider group of stakeholders within the Law enforcement and Criminal Justice value-chain. Generally, capacity-building initiatives by the Third parties have a global perspective, as economic crimes are not akin to a specific geographical location. While EOCO has benefited from such programmes, there are compelling reasons to provide bespoke capacity-building that reflects security concerns in the Country.

# SECTION 2

## TRAINING PROGRAMMES AND COURSE PROFILES

### ECONOMIC AND ORGANISED CRIME OFFICE

## SECTION 2: TRAINING PROGRAMMES AND COURSE PROFILES

Following our findings and observations from the Training Needs Assessment of Officers in EOCO, 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 EOCO 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 EOCO is aligned the needs and legislations in Ghana, as well as international best-practices.

**On the following pages, we have provided tables that depict a summary of Courses for Officers in EOCO.**

FINAL TRAINING PLAN

ECONOMIC AND ORGANISED CRIME OFFICE (EOCO)	
Technical Courses	
Courses	Officers of EOCO
➤ Intelligence ➤ Intelligence Data Analysis	<ul style="list-style-type: none"> <li>• Chief Staff Officer</li> <li>• Deputy Chief Staff Officer</li> <li>• Principal Staff Officer</li> <li>• Senior Staff Officer</li> <li>• Staff Officer</li> <li>• Deputy Staff Officer</li> <li>• Assistant Staff Officer</li> <li>• Deputy Staff Officer</li> <li>• Assistant Staff Officer</li> <li>• Field Desk Officers (FDO) 1 - 3</li> </ul>
➤ Forensic Data Analysis and Audit ➤ Data Recovery	
➤ Surveillance ➤ Asset Tracing and Recovery	
➤ Terrorism ➤ Terrorism Financing	
➤ Criminal Evidence Gathering and Preservation ➤ Exhibit Handling	
➤ Extradition Proceedings	
➤ Crime Trends and Statistics	
➤ Crime-scene Investigation	
➤ Criminal Procedures	
➤ Drug Trafficking	

ECONOMIC AND ORGANISED CRIME OFFICE (EOCO)	
Generic Courses	
Courses	Officers of EOCO
➤ Money Laundering	<ul style="list-style-type: none"> <li>• Chief Staff Officer</li> <li>• Deputy Chief Staff Officer</li> <li>• Principal Staff Officer</li> <li>• Senior Staff Officer</li> <li>• Staff Officer</li> <li>• Deputy Staff Officer</li> <li>• Assistant Staff Officer</li> <li>• Deputy Staff Officer</li> <li>• Assistant Staff Officer</li> <li>• Field Desk Officers (FDO) 1 - 3</li> </ul>
➤ Public Procurement Policies	
➤ Taxation	
➤ Cyber Crimes	
➤ Database Management	
➤ Capital and Money Markets	
➤ Freight Forwarding	
➤ Insurance	



**On the following pages, we have provided the Profiles of Training Programmes/Courses in the Training Plan for Officers of ECO.**

## TECHNICAL COURSES

### Intelligence Data Analysis

The objectives of the course are to;

- Describe the roles of professional investigators, the knowledge and skills required, and the types of investigations typically conducted
- Discuss and provide examples of a citizen's power of arrest under the Criminal Code

The table below summarizes the course content:

MODULE	UNITS
Intelligence Training Courses	• Introduction to the Investigator's Industry
	• Professionalism and Ethics
	• Law and the Ghanaian Legal
	• System Health and Safety
	• Use of Force
	• Investigations
	• Communications and Report Writing
	• Specialized Investigations
	• The Business of Investigations
	• An Overview of Surveillance
	• Operations
	• A combination of Theory and
	• Practical exercises.
• Interview Techniques and Procedures	

The Module will be delivered in three (3) days. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Crime Trends and Statistics

The objective of the course is for participants to understand:

- Introduction to the basic theoretical areas that comprise the fundamental conceptual paradigms of criminology.
- An examination of the criminal justice system focusing on the application of classical deterrence theory.
- A historical review of the development of criminological theory.
- A critical examination of the primary contemporary criminological perspectives.
- The development of good interpersonal and communication skills.
- To improve legal research skills.
- The development of both oral and written advocacy skills.
- The table below summarizes the course content

MODULE	UNITS
Crime Trends and Statistics	<ul style="list-style-type: none"> <li>• The Role of the Crime Analyst—Navigating within the Law Enforcement Environment</li> </ul>
	<ul style="list-style-type: none"> <li>• Designing Crime Analysis Products for Any Departmental Budget</li> </ul>
	<ul style="list-style-type: none"> <li>• Tactical Analysis—Real Time Analysis</li> </ul>
	<ul style="list-style-type: none"> <li>• Support Using Data-mining Crime</li> </ul>
	<ul style="list-style-type: none"> <li>• Trends, Series and Patterns.</li> </ul>
	<ul style="list-style-type: none"> <li>• Analyzing Data and Linking Crimes</li> </ul>
	<ul style="list-style-type: none"> <li>• Predictive Analysis Skills</li> </ul>
	<ul style="list-style-type: none"> <li>• Forecasting Crimes Based on Statistical Data</li> </ul>
	<ul style="list-style-type: none"> <li>• Social Media for Law Enforcement Analysts</li> </ul>
	<ul style="list-style-type: none"> <li>• Crime Analysts Critical Thinking and Writing Skills</li> </ul>
	<ul style="list-style-type: none"> <li>• Investigative and Data Resources</li> </ul>
	<ul style="list-style-type: none"> <li>• Data-mining for Intelligence</li> </ul>
	<ul style="list-style-type: none"> <li>• Understanding and Defining Threshold Analysis</li> </ul>
	<ul style="list-style-type: none"> <li>• Investigative Case Support—Cell Toll</li> </ul>
<ul style="list-style-type: none"> <li>• Tower Records Analysis</li> </ul>	

The Module will be delivered in two (2) days. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Crime Scene Investigation

The objectives of the course are to:

- Understand the basic principles of forensic science and crime scene investigation;
- Use correct techniques in securing and preserving the crime scene;
- Use correct techniques in collecting and securing evidence; and
- Understand the implication of evidence in relation to the crime scene
- Learning Plan and Content

The table below summarizes the course content:

MODULE	UNITS
Crime-scene Investigation	<ul style="list-style-type: none"> <li>• Biological Screening Workshop</li> </ul>
	<ul style="list-style-type: none"> <li>• DNA Analyst Training</li> </ul>
	<ul style="list-style-type: none"> <li>• Principles of Forensic DNA for Officers of the Court</li> </ul>
	<ul style="list-style-type: none"> <li>• Collecting DNA Evidence at Property Crime Scenes</li> </ul>
	<ul style="list-style-type: none"> <li>• Firearm Examiner Training</li> </ul>
	<ul style="list-style-type: none"> <li>• Medical Examiner Forensic Training</li> </ul>
	<ul style="list-style-type: none"> <li>• Post-Conviction DNA Case Management Symposium</li> </ul>
	<ul style="list-style-type: none"> <li>• Using and Presenting Digital Evidence in the Courtroom</li> </ul>
	<ul style="list-style-type: none"> <li>• The Business of Investigations</li> </ul>
	<ul style="list-style-type: none"> <li>• An Overview of Surveillance Operations.</li> </ul>
	<ul style="list-style-type: none"> <li>• DNA profiling</li> </ul>
	<ul style="list-style-type: none"> <li>• Firearms</li> </ul>

The Module will be delivered in one (1) day. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Criminal Procedures

The objectives of the course are to:

- Introduce participants to criminal procedure.
- You will consider the operations of the criminal justice system in some detail, acquiring knowledge of police powers of investigation, arrest and questioning, bail, criminal trials, sentencing, and appeals against conviction and sentence.
- While the course deals primarily with criminal law and procedure in Ghana, you will also consider criminal procedure under Commonwealth law as well as comparative materials from other jurisdictions

The table below summarizes the course content:

MODULE	UNITS
Criminal Procedures	• Arrest Generally
	• Search Warrants
	• Indictable Offences
	• Bill of Indictment and Charge Sheet
	• Trial on Indictment (Jury Trial)
	• Summary Trail
	• Proceedings after Trial

The Module will be delivered in one (1) week. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Criminal Evidence Gathering and Preservation

The objectives of the course are to:

- Gain an understanding of the constitutional basis for criminal procedure.
- Describe the public order (crime control) and individual rights (due process) perspectives of criminal justice and how criminal procedure balances the two.
- Understand how and why emergency times change the balance between government power and individual liberty.
- Understand the exclusionary rule and the exceptions to it.

The table below summarizes the course content:

MODULE	UNITS
Criminal Evidence Gathering and Preservation	• Evidence Gathering
	• Relevance Of Evidence
	• Admissibility Of Evidence
	• Exclusion Of Evidence
	• Proof Of Crime
	• Burden Of Proof
	• Presumptions
	○ Irrebuttable
	○ Rebuttable
	• Judicial Notice
	• Types Of Evidence
	○ Testimonial
	○ Hearsay
	○ Documentary
	○ Circumstantial
	○ Real
	• Privileges
	• Competence And Compellability Of;
○ Witnesses	
○ Corroboration	
○ Opinion Evidence	
○ Expert Evidence	

The Module will be delivered in two (2) days. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Surveillance

The objective of the course is to enable participants:

- Understand technical issues related to imaging, RF and wireless sensors, communications networks, cyber security, performance, testing, validation, instrumentation, and Systems Engineering (SE) functions.
- Explore challenges issues on interoperability, architecture, data fusion, control systems, and testing of systems and systems of systems (SoS).
- Understand different regulation schemes in place across the globe.
- Understand the ways everyday practices are translated into data used by commercial and government organizations.
- Understand how the performance of identity is shaped through practices of surveillance.
- Understand how the practices of everyday media use are articulated with larger policy and law regimes

The table below summarizes the course content:

MODULE	UNITS
Surveillance	<ul style="list-style-type: none"> <li>• Introduction to Surveillance</li> </ul>
	<ul style="list-style-type: none"> <li>• Practical Introduction</li> </ul>
	<ul style="list-style-type: none"> <li>• Radio Handling</li> </ul>
	<ul style="list-style-type: none"> <li>• Basic Fault Finding</li> </ul>
	<ul style="list-style-type: none"> <li>• Quick Battery Changes</li> </ul>
	<ul style="list-style-type: none"> <li>• Channel Selection</li> </ul>
	<ul style="list-style-type: none"> <li>• Simplex v Repeater</li> </ul>
	<ul style="list-style-type: none"> <li>• Surveillance Radio Terminology</li> </ul>
	<ul style="list-style-type: none"> <li>• Clear Communications</li> </ul>
	<ul style="list-style-type: none"> <li>• Use of multiple Radios</li> </ul>
	<ul style="list-style-type: none"> <li>• Communications and Team Work</li> </ul>
	<ul style="list-style-type: none"> <li>• Foot Surveillance &amp; Transitions</li> </ul>
	<ul style="list-style-type: none"> <li>• Transitions from vehicle to foot</li> </ul>
	<ul style="list-style-type: none"> <li>• Surveillance and vice versa</li> </ul>
	<ul style="list-style-type: none"> <li>• Setup of foot surveillance</li> </ul>
	<ul style="list-style-type: none"> <li>• Communication systems</li> </ul>
	<ul style="list-style-type: none"> <li>• Team management principles</li> </ul>
	<ul style="list-style-type: none"> <li>• Quick pickups and drops</li> </ul>
	<ul style="list-style-type: none"> <li>• Use of clothing to change appearance</li> </ul>
	<ul style="list-style-type: none"> <li>• Body language</li> </ul>
	<ul style="list-style-type: none"> <li>• Correct use of radios in remote areas</li> </ul>
	<ul style="list-style-type: none"> <li>• Preparation of self for long term surveillance</li> </ul>
	<ul style="list-style-type: none"> <li>• Use of the CS – Mini Infra Red</li> </ul>
	<ul style="list-style-type: none"> <li>• Surveillance system to detect movement in a remote area</li> </ul>
	<ul style="list-style-type: none"> <li>• Use of high zoom video cameras</li> </ul>
	<ul style="list-style-type: none"> <li>• Stabilization methods</li> </ul>
	<ul style="list-style-type: none"> <li>• Vehicle selection and use in remote areas</li> </ul>
	<ul style="list-style-type: none"> <li>• Pretexts and their use</li> </ul>
<ul style="list-style-type: none"> <li>• Major Exercise and Assessment</li> </ul>	
<ul style="list-style-type: none"> <li>• A combination of Theory and Practical exercises.</li> </ul>	

The Module will be delivered in two (2) days. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).



## Forensic Data Analysis and Audit

The objective of this course is to enable participants:

- Perform detail and effective document review
- Gain knowledge on common techniques of documentation fraud/ wrongdoing
- Gain insights of common techniques used in data analysis
- Be able to perform effective data analysis for targeted audit test/ scenario

The table below summarizes the course content:

MODULE	UNITS
Forensic Data Analysis and Audit	• Computer Forensics Fundamentals
	• Benefits of Computer Forensics
	• Computer Crimes
	• Computer Forensics Evidence and the Courts
	• Legal Concerns and Privacy Issues
	• Forensics Investigation Process
	• Communications and Report Writing
	• Specialized Investigations
	• Securing the Evidence and Crime Scene
	• Chain of Custody
	• Law Enforcement Methodologies

The Module will be delivered in two (2) days. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Terrorism

The objectives of the course are to:

- Introduce participants to relevant analytical frameworks.
- Introduce participants to relevant analytical theories.
- Introduce participants to relevant analytical frameworks and cases concerning terrorism, insurgency, and related forms of political violence.

The table below summarizes the course content:

MODULE	UNITS
Terrorism	• What are Terrorism and Insurgency
	• Level Causes and Objectives of Terrorism and Insurgency
	• Solidarity, Networks, and Numbers
	• Methods and Mechanisms: Strategies of Terrorism
	• Methods and Mechanisms: Suicide Bombing
	• Media, Suicide Bombing and Weapons of Mass Destruction in Terrorism and Insurgency Morality.
	• Emotions, and the Media in Terrorism and Insurgency
	• The Impact and Effectiveness of Terrorism and Insurgency
	• Individual and Organizational Level
	• Effects: Fear, Casualties, Support
	• Group Strength Strategic Level
	• Effects: Political Concessions, Military Withdrawals, New States

The Module will be delivered in two (2) days. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## **Drug Trafficking**

Upon completion of this course participants will be able to:

- Discuss the nature of the drug problem in Ghana
- Appraise the social cost of drug abuse
- Identify theories of drug abuse and crime
- Discuss the history of drug abuse in Ghana and other selected countries;
- Evaluate the formulation of current drug laws and policies;
- Analyze key topics in Ghanaian drug control policy
- Explain why controlled dangerous substances are so prevalent in the Ghanaian society

The Module will be delivered in one (1) day. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

The table below summarizes the course content:

MODULE	UNITS
Drug Trafficking	<ul style="list-style-type: none"> <li>• Nature of the drug problem in Ghana</li> </ul>
	<ul style="list-style-type: none"> <li>• Overview of the drug crisis – home, school, work</li> </ul>
	<ul style="list-style-type: none"> <li>• Attitudes about drugs, drug abuse trends and social costs of drug abuse</li> </ul>
	<ul style="list-style-type: none"> <li>• Drug abuse and crime – theories</li> </ul>
	<ul style="list-style-type: none"> <li>• History of drug abuse</li> </ul>
	<ul style="list-style-type: none"> <li>• Understanding drugs of abuse                             <ul style="list-style-type: none"> <li>○ Defining drugs</li> <li>○ Impact of drug abuse</li> <li>○ Dependence versus abuse</li> <li>○ Drug categories</li> <li>○ The economics of drug trafficking</li> <li>○ The illicit drug trade</li> <li>○ The business of illegal drugs</li> <li>○ Domestic drug production</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Pharmaceutical drug industry and the drug approval dilemma</li> </ul>
	<ul style="list-style-type: none"> <li>○ Adverse drug reaction</li> <li>○ Domestic marijuana cultivation and clandestine laboratories</li> <li>○ Pharmaceutical diversion</li> </ul>
	<ul style="list-style-type: none"> <li>• Drugs</li> </ul>
	<ul style="list-style-type: none"> <li>• Predatory and violent crime</li> </ul>
	<ul style="list-style-type: none"> <li>• Police corruption and corruption in foreign countries</li> </ul>
	<ul style="list-style-type: none"> <li>• Money laundering</li> </ul>
	<ul style="list-style-type: none"> <li>• Organized crime and the drug trade                             <ul style="list-style-type: none"> <li>○ Defining organized crime</li> <li>○ Drug gangs as organized crime</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Domestic drug trafficking organizations</li> </ul>
	<ul style="list-style-type: none"> <li>• Foreign drug trafficking organizations</li> </ul>
	<ul style="list-style-type: none"> <li>• The drug control initiative                             <ul style="list-style-type: none"> <li>○ Goals of drug control and drug laws</li> <li>○ Federal drug enforcement and interdiction</li> <li>○ Strategies for street-level enforcement</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Critical Strategies                             <ul style="list-style-type: none"> <li>○ Zero tolerance and the war on drugs</li> <li>○ Public policy issues</li> </ul> </li> <li>• Legalizing drugs                             <ul style="list-style-type: none"> <li>○ Arguments for and against legalization</li> <li>○ Experiences in other countries</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Understanding drug control policy                             <ul style="list-style-type: none"> <li>○ Issues related to supply and demand</li> <li>○ Legal issues</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Control through treatment and prevention                             <ul style="list-style-type: none"> <li>○ Treatment programs</li> <li>○ Prevention initiatives</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Impact of controlled dangerous substances on the United</li> </ul>

## Extradition Proceedings

At the end of the course, participants should be able to:

- Understand what extradition entails.
- Explore the importance of extradition treaties

The table below summarizes the course content

MODULE	UNITS
Extradition Proceedings	• What is Extradition
	• What is a Treaty
	• Importance of Extradition Treaties
	• Legal Basis for Extradition
	• Laws that governs Extradition
	• Rules and Procedures for Extradition
	• Situations where Nations do not have Extradition Treaties
	• Examination of State to State Extradition Cases and International Extraditions

The Module will be delivered in one (1) day. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Intelligence Data Analysis

The objectives of the course are to take participants through:

- The stages of identification of data, description of variables, linking data variables to research objectives/questions
- The stages of data analysis; descriptive statistics/univariate analysis
- Theory and practical use of bivariate analysis whereby various statistical tests applicable at bivariate level to answer various hypotheses will be covered in detail.

The table below summarizes the course content:

MODULE	UNITS
Intelligence Data Analysis	<ul style="list-style-type: none"> <li>• Introduction to data analysis using               <ul style="list-style-type: none"> <li>○ SPSS: Description of types of data, variables, use of SPSS Interface, data view, data entry, data cleaning, how to import external data into SPSS.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• How to re-code and data transformation.</li> </ul>
	<ul style="list-style-type: none"> <li>• Univariate analysis:               <ul style="list-style-type: none"> <li>○ Descriptive analysis based on the type of data,</li> <li>○ Appropriate use of frequency</li> <li>○ Distributions, measures of central tendency and variation, measure of relative standing, data presentation, use of box plots, histograms and bar charts.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Bivariate analysis: The process of :               <ul style="list-style-type: none"> <li>○ selecting an appropriate statistical test, hypothesis testing, application of T-tests (One sample t-test, Paired T-test and independent test), use of correlations and chi-square tests and interpretation of results from statistical analysis.</li> </ul> </li> </ul>

The Module will be delivered in there (3) days. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Asset Tracing and Recovery

The objective of the course is to enable each participant:

- Play an important role in recovery as a fraud examiner
- Structure an asset recovery examination
- Recover fraud losses from third parties
- Locate and seize assets internationally

The table below summarizes the course content:

MODULE	UNITS
Asset Tracing and Recovery	• Introduction to asset management concepts.
	• Asset risk management and cost/risk optimization
	• Implementation planning course
	• Asset Recovery Master class
	• Asset management role-play game
	• Asset care and renewal (intelligent maintenance) – Management training
	• Asset care and renewal (intelligent maintenance) for Technical staff
	• Introduction to Tracing and Recovering Fraud Losses
	• Using Financial Records to Locate Hidden Assets
	• Using Data Analytics to Locate Hidden Assets
	• Finding and Seizing Assets Held Abroad
	• Case Studies

The Module will be delivered in one (1) day. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Data Recovery

The objective of the course is to:

- Give participants hands on experience in retrieving important information.

The table below summarizes the course content:

MODULE	UNITS
Data Recovery	• Intermediate Hardware Data
	• Recovery
	• Foundations of Data Recovery and
	• Hardware Data Recovery
	• Data Preservation and Windows
	• Logical Recovery
	• Linux, Mac OS X and RAID Recoveries
	• Advanced Topics in Data Recovery
• Comprehensive data recovery	

Target Participants are:

- Chief Staff Officer
- Deputy Chief Staff Officer
- Principal Staff Officer
- Senior Staff Officer
- Staff Officer
- Deputy Staff Officer
- Assistant Staff Officer
- Deputy Staff Officer
- Assistant Staff Officer
- Field Desk Officers (FDO) 1 – 3

The Module will be delivered in one (1) week. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).



## GENERIC COURSES

### Money Laundering

By the end of this course, participants must be able to:

- Understand the process of Money Laundering, measures against money laundering and initiatives taken by various organizations to combat terrorism
- Comprehend the implications of offshore financial centers and non-cooperative countries on Money Laundering
- Understand the implications and penalties for non-compliance with Anti-Money Laundering legislations

The table below summarizes the course content:

MODULE	UNITS
Money Laundering	• Introduction to the Investigator's Industry
	• Professionalism and Ethics
	• Health and Safety
	• Law and the Canadian Legal System
	• Use of Force
	• Investigations
	• Communications and Report Writing
	• Specialized Investigations
	• The Business of Investigations
	• An Overview of Surveillance Operations.
	• A combination of Theory and Practical exercises.
	• Interview Techniques and Procedures.

The Module will be delivered in one (1) week. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Public Procurement Policies

The objectives of the course are to:

- Understand the characteristics of different contract types and what the consequences may be in adopting each
- Appreciate contract administration especially as it pertains to contract variations
- Understand the main features of a push versus pull based supply chain arrangement. To understand inventory and warehouse management.
- Understand how a functioning market plays a key role in public procurement: how the relationship between the public sector “purchaser” and the private sector “vendor” is crafted by the laws, regulations and the practice of public procurement and how this affects the three “es”: economy, efficiency and effectiveness of public procurement
- Assess how transparent and accountable a public procurement system is using published information and data
- Read an audit of public procurement
- Appreciate basic elements of public disposal and the use of public auctions

The table below summarizes the course content:

MODULE	UNITS
Public Procurement Policies	<ul style="list-style-type: none"> <li>• What is negotiation?               <ul style="list-style-type: none"> <li>○ - Phases of the negotiation process</li> <li>○ - Skill requirements of the negotiator</li> <li>○ - Success criteria of negotiations</li> </ul> </li> <li>• Planning &amp; preparation               <ul style="list-style-type: none"> <li>○ - Additional points</li> <li>○ - Utilizing the Power that you have to maximize benefit</li> <li>○ - Sources of power</li> <li>○ - Needs v Wants</li> </ul> </li> <li>• Negotiation behaviors               <ul style="list-style-type: none"> <li>○ - Types</li> </ul> </li> <li>• Problems / Opportunities / Resolution               <ul style="list-style-type: none"> <li>○ Guidelines</li> <li>○ What is Win / Win</li> <li>○ Team exercise</li> <li>○ Lateral thinking exercise</li> </ul> </li> <li>• Maximizing your negotiation impact               <ul style="list-style-type: none"> <li>○ Volume purchasing</li> </ul> </li> </ul>

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	○ Individual v Cross Functional Teams
	○ - Partnership relationship
	○ Good or Bad
	● Exercise
	○ Role Play
	○ Feedback
	○ Team Preparation

The Module will be delivered in there (3) weeks. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Taxation

The objectives of the course are to:

- Research a tax law topic.
- Identify and describe the determination and administration of Ghanaian taxation.
- Explain special types of taxation such as fringe benefit tax, goods and services tax,
- Identify the taxation of land transactions and the taxation of personal property.
- Identify and analyze domestic legal tax issues.

The table below summarizes the course content:

MODULE	UNITS
Taxation	• Overview of the Ghanaian income tax system
	• Income from employment
	• Employment deductions and credits
	• Dependents
	• Family Tax Cut
	• Calculations of tax and credits
	• Investment income
	• Social benefits and other amounts
	• Taxpayers and health
	• Registered plans
	• Taxation and family situation
	• Students
	• Senior citizens

The Module will be delivered in three (3) weeks. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Cyber Crimes

The objectives of the course are to enable participants;

- Produce an action plan that can be worked on further back in their business or organization
- Be more 'cyber savvy' and confident with IT, email and the Internet
- Pass on their improved 'cyber hygiene' practices and knowledge to their team members

The table below summarizes the course content:

MODULE	UNITS
Cyber Crimes	• Computer Facilitated Crimes
	• Modes of Attacks
	• Examples of Cyber Crime
	• Types of Computer Crimes
	• Cyber Criminals
	• Organized Cyber Crime: Organizational Chart
	• How serious are Different Types of Incidents?
	• Disruptive Incidents to the Business
	• Cost Expenditure Responding to the Security Incident
	• Cyber Crime Investigation
	• Key Steps in Forensics Investigation
	• Rules of Forensics Investigation
	• Need for Forensics Investigator
	• Role of Forensics Investigator
	• Accessing Computer Forensics Resources
	• Role of Digital Evidence

The Module will be delivered in two (2) weeks. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Database Management

The objective of the course is to:

- Provide a managerial understanding and approach to the technical subject of database management.
- Illustrate the important role that database systems play in an organization and provide you with a background to understand the subject, and a foundation upon which to build management decisions.
- Investigate how database management system techniques are used to design, develop, implement and maintain modern database applications in organizations.

The table below summarizes the course content:

MODULE	UNITS
Database Management	<ul style="list-style-type: none"> <li>• The Database Environment               <ul style="list-style-type: none"> <li>– Discuss the environment in which the databases function</li> <li>– Explain why databases continue to grow in number and importance</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Data Modeling               <ul style="list-style-type: none"> <li>– Explain how to write good names and definitions for entities, relationships, and attributes</li> <li>– Distinguish unary, binary, and ternary relationships and give a common example of each</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Objected-Oriented Data Modeling               <ul style="list-style-type: none"> <li>– Describe the activities in the different faces of the object oriented development lifecycle</li> <li>– Explain the properties of relations</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Physical Database Design and Performance               <ul style="list-style-type: none"> <li>– Explain how to select an appropriate file organization by balancing various important design factors</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Distributed Databases               <ul style="list-style-type: none"> <li>– Explain the business conditions that are drivers for the use of distributed databases in organizations</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Relational Databases               <ul style="list-style-type: none"> <li>– Explain relational keys and structures</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Database Administration               <ul style="list-style-type: none"> <li>– Describe the role of data dictionaries and information repository as and how they are used by data administrators</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"><li>• Data Warehouse Architectures<ul style="list-style-type: none"><li>– Explain the basic concepts of data warehouse</li><li>– List reasons most organizations today need data warehousing. Be able to describe the three levels in a data warehouse architecture</li></ul></li></ul>
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The Module will be delivered in two (2) weeks. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

## Capital and Money Markets

The objective of the course is to:

- Offer an overview of what a capital market is and how an investor may use the various capital markets for investment opportunities and to diversify risk.

The table below summarizes the course content:

MODULE	UNITS
Capital and Money Markets	<ul style="list-style-type: none"> <li>• Capital Markets – Explore the basic mechanics of how bonds work (price and yield) and the different types (Gilts, Eurobonds etc.)</li> </ul>
	<ul style="list-style-type: none"> <li>• Capital Markets – An introduction to listed stocks and shares – types, how they are valued and traded; stock market indices – composition and use</li> </ul>
	<ul style="list-style-type: none"> <li>• Derivatives - A review of the basic types of derivatives: futures, options and swaps.</li> </ul>
	<ul style="list-style-type: none"> <li>• The Basic Capital Markets</li> </ul>
	<ul style="list-style-type: none"> <li>• The Stock Market</li> </ul>
	<ul style="list-style-type: none"> <li>• Risks and Rewards of the Stock Market</li> </ul>
	<ul style="list-style-type: none"> <li>• Stock Market Strategies</li> </ul>

The Module will be delivered in two (2) weeks. The training method would comprise modified lecture, role play, simulation exercises and projects (syndicate and/or case study).

Target Participants are:

- Chief Staff Officer
- Deputy Chief Staff Officer
- Principal Staff Officer
- Senior Staff Officer
- Staff Officer
- Deputy Staff Officer
- Assistant Staff Officer
- Deputy Staff Officer
- Assistant Staff Officer
- Field Desk Officers (FDO) 1 - 3



# SECTION 3

## CONCLUSIONS ON THE TRAINING PLAN

### ECONOMIC AND ORGANISED CRIME OFFICE

## SECTION 3: CONCLUSIONS ON THE TRAINING PLAN

We noted EOCO had not implemented a Scheme of Service. Nonetheless, we recommend that a Scheme of Service should be developed due to the benefits of having such a system. The benefits include: the ability to attract, motivate and facilitate the retention of suitably qualified officers; ensuring proper deployment and utilization of officers; and advancement on the basis of qualifications, knowledge, skills, merit and ability as reflected in work performance and results. The Scheme of Service also ensures that officers are placed appropriately in roles, and training programmes delivered to meet criminal justice objectives.

Generally, the job requirements, work experience and training of officers ensure that they are adequately equipped to perform their assigned tasks. However, emerging trends in economic crimes presents opportunities for training and refreshers courses on regular basis. Therefore, officers would be required to train continuously to bridge skill gaps which emanate from sophisticated crimes from a global perspective. Additionally, officers would be required to enrol in refresher courses in specialized areas of economic crimes. On this point, it is imperative that officers of EOCO are provided with training in amendments to new Laws and Regulations that impact their work.

The capacity-building initiatives by third parties such as NGO's, Embassies, High Commissions and Donor Agencies have focused on a global perspective, as economic crimes are not akin to a specific geographical location. While EOCO has benefited from such programmes, there are compelling reasons to provide bespoke capacity-building that reflects security concerns in the Country. Therefore, it is envisaged that the Training Plan under this project would be developed in a comprehensive and integrated manner, to include the skills, training gaps, and support for attitudinal changes.

Training Programmes for Officers of EOCO must be conducted in setting that would not unduly expose the Institution to security risks. Therefore the appropriate approvals and security clearance must be obtained in advance of training delivery.

The Training Plan was developed to meet the diverse training requirements of EOCO, comprising in-class instruction, interactive discussions, skill-based training methodologies, role-plays, simulation exercises, *cold-case* projects and case studies. Under the Training Plan, we propose that course facilitators would be selected based on their Legal knowledge and practical experience as investigators.

# SECTION 4

## IMPLEMENTATION STRATEGY, MONITORING & EVALUATION PLAN

### ECONOMIC AND ORGANISED CRIME OFFICE

## SECTION 4: IMPLEMENTATION STRATEGY, MONITORING & EVALUATION PLAN

### A. IMPLEMENTATION STRATEGY

The Implementation Strategy for this Project was developed to reflect: (a) the timelines to complete the Training Plan for the Criminal Justice Institutions; and (b) the Implementation period indicated in the Results and Resources Framework for 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.

This suggests that the Training Plan would be completed by June 2016 and implemented over two (2) years. Therefore the training will commence in the third quarter of 2016 and will end in the second quarter of 2018. 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.

The Table below depicts the Roles within the Office of Economic and Organised Crimes that are core to the delivery of Criminal Justice, as well as Officers to be trained.

Officers of EOCO
<ul style="list-style-type: none"> <li>• <i>Chief Staff Officer</i></li> <li>• <i>Deputy Chief Staff Officer</i></li> <li>• <i>Principal Staff Officer</i></li> <li>• <i>Senior Staff Officer</i></li> <li>• <i>Staff Officer</i></li> <li>• <i>Deputy Staff Officer</i></li> <li>• <i>Assistant Staff Officer</i></li> <li>• <i>Field Desk Officers (FDO) 1 - 3</i></li> </ul>

**IMPLEMENTATION STRATEGY - OFFICE OF ECONOMIC AND ORGANISED CRIMES**

Proposed Capacity building action	Target Group/Category of Staff	Objective of action and Strategy applied	Content/Focus of action	Timelines for implementation							
				Q3/16	Q3/16	Q3/16	Q3/16	Q3/16	Q3/16	Q3/16	Q3/16
Enhancing the capacity of the staff of the Economic and Organised Crime Office	<ul style="list-style-type: none"> <li>• Chief Staff Officer</li> <li>• Deputy Chief Staff Officer</li> <li>• Principal Staff Officer</li> <li>• Senior Staff Officer</li> <li>• Staff Officer</li> <li>• Deputy Staff Officer</li> <li>• Assistant Staff Officer</li> <li>• Deputy Staff Officer</li> <li>• Assistant Staff Officer</li> <li>• Field Desk Officers (FDO) 1 - 3</li> </ul>	<p><b>Objective:</b> Build the capacity of Staff of the Economic and Organised Crime Office by enhancing their skills and knowledge to effectively carry out the dictates of their roles and responsibilities.</p> <p><b>Strategy:</b></p> <ul style="list-style-type: none"> <li>i. Specialised Training</li> <li>ii. Mentoring</li> </ul>	Specialised technical and generic training courses aimed at improving the delivery of criminal justice in Ghana.	X	X	X	X	X	X	X	X

## B. MONITORING AND EVALUATION PLAN

Based on the indicators set out for Output 5 in the Programme document for the Legal Service and Justice Sector Reform, we present below the Monitoring and Evaluation Plan for the Judicial Service. Output 5 of the Reform focuses on “improved technical capacity, specialized knowledge and skills to deliver on the job” will be measured on the indicator “*number of direct beneficiaries trained*”.

Output targets are based on the number of identified individuals trained in specialized areas of capacity building. Targets as outlined in the document for Output 5 are;

- For Year 2: 30% of total identified individuals trained and applying the knowledge and skills by end of 2015.
- For Year 3: 50% of total identified individuals trained and applying the knowledge and skills by end of 2016.

Below is a monitoring and evaluation matrix to be used in measuring the progress and performance of the implementation. Indicators to be measured are grouped under three (3) broad categories namely: pre-training monitoring, in-training monitoring and post-training monitoring. Descriptions for the categories are provided below:

**Pre-training Monitoring:** Indicators in this category will measure progress and performance made towards implementing the Training Plan. They include the acceptance of the Training Plan by all stakeholders and the procurement of logistics and trainers (where required) needed to undertake the training. This stage of the programme is deemed critical to the success of the entire programme. Monitoring should thus be detailed to ensure that any potential roadblocks are quickly identified and addressed.

**In-training Monitoring:** Indicators in this category will measure the progress and performance of the training itself. This will aim at determining whether the training methodologies and strategies are being effective. Training coordinators, facilitators and the beneficiaries themselves will play a vital role in ensuring that the objectives of the training are achieved. Results from this category will help inform mid-course adjustments and fine-tuning where required. It would also help in making the training programme better in the future.

**Post-training Monitoring:** The main indicator to be measured under output 5 of this programme falls under this category. The indicator seeks to measure the “*number of direct beneficiaries trained*”. Also, given that the aim of the programme is to improve the skills and knowledge of staff of the Judicial Service, we added a “skilled and knowledge acquired” indicator that will be measured through staff appraisals.

The Table below presents the Monitoring and Evaluation Matrix:

**MONITORING AND EVALUATION PLAN – JUDICIAL SERVICE OF GHANA**

<b>Objective:</b> To build the capacity of Officers of the Economic and Organised Crime Office through Specialised Training Programmes. The Objective is to impart the requisite skill and knowledge for effective execution of roles and responsibilities within the Criminal Justice value-chain.						
<b>Indicators</b>	<b>Target</b>	<b>Data Collection Tool</b>	<b>Responsibility</b>	<b>Frequency</b>	<b>Reporting</b>	<b>Means of Verification</b>
<b>Pre-training Monitoring</b>						
Acceptance of Training Plan	All Stakeholders	Meeting Minutes	Project Monitoring Unit (PMU)	Once	Data to be collated by the PMU and submitted to the Head of the Programme	Final Programme Report
Procurement of logistics (where required)	-	Procurement Invoice	Procurement Officer	Recurrent (as and when basis)		Procurement/Auditors Report
Procurement of trainers (where required)	-	Procurement Invoice	Procurement Officer	Recurrent (as and when basis)		Procurement/Auditors Report
<b>In-Training Monitoring</b>						
Training Attendance	30% of direct beneficiaries trained and applying the knowledge by the end of Year 2.	Designed Training Monitoring and Evaluation Toolkit	Training Coordinator	At the end of every training session	Data to be collated by all Department/Unit Heads and submitted to the Director HR	Training Reports
Effectiveness of Training Methodology and Strategy	50% of direct beneficiaries trained and applying the knowledge by the end of Year 3.	Designed Training Monitoring and Evaluation Toolkit	Training Beneficiaries	At the end of every training session	Data to be collated by all Department/Unit Heads and submitted to the Director HR	Training Reports
<b>Post-training Monitoring</b>						
<i>Number of beneficiaries Trained</i>	30% of direct beneficiaries trained and applying the knowledge by the end of Year 2.	Training Monitoring and Evaluation Toolkit	Training Coordinator	Quarterly	Data to be collated by all Department/Unit Heads and submitted to the Director HR	Training Reports
Skilled/knowledge acquired	50% of direct beneficiaries trained and applying the knowledge by the end of Year 3.	Staff Appraisal Tool	HR Department	Mid-term/Annually	Data to be collated by all Department/Unit Heads and submitted to the Director HR	Staff Appraisal Reports