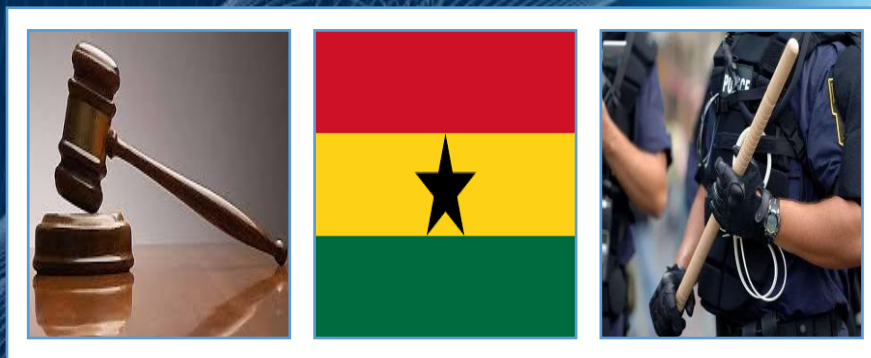


Consultancy Services for the Development of a Training Plan/Curricula for Criminal Justice Institutions



ShawbellConsulting

Final Training Plan Ghana Police Service – Legal and Prosecution Division

June 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 Legal and Prosecution Division of the Ghana Police Service. 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 and Prosecution Division of the Ghana Police Service. Consequently, we provided our recommendations on the Training Needs Assessment and Proposed Training Programmes for the Division.

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 the Legal and Public Prosecution Division of the Ghana Police Service is structured around four (4) Sections, as follows:

- **Section 1:** The Current-state of Training in the Legal and Prosecution Division.
- **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 LEGAL AND PROSECUTION DIVISION

In accordance with the Police Service Act 1970 (Act 350), the Ghana Police Service was established to maintain law and order, apprehend offenders, detect crime and maintain internal peace and security. Complementary to these functions, the Police may prosecute cases at Magistrate and Circuit Courts upon demand from the Attorney General's Department. Therefore, Prosecution is core to the delivery of criminal justice delivery.

Training Programmes, workshops and seminars for Prosecutors in the Ghana Police Service are typically delivered through collaborative participation of Third Parties, including: NGO's, Embassies, High Commissions and Donor Agencies. These capacity building initiatives may be delivered specifically for Prosecutors in the Ghana Police Service or a wider group of stakeholders within the Criminal Justice value-chain.

Some notable courses delivered to Prosecutors include Criminal Law, Criminal Procedure, Advocacy, Legal Systems, Law of Evidence, Constitutional Law and Stimulation Exercises. Facilitators are usually selected from the Ghana School of law, University of Ghana School of law, practicing lawyers; and Principal and Chief State Attorneys from the MOJAGD.

SECTION 2

TRAINING PROGRAMMES AND COURSE PROFILES

GHANA POLICE SERVICE

LEGAL AND PROSECUTION DIVISION

SECTION 2: TRAINING PROGRAMMES AND COURSE PROFILES

Following our findings and observations from the Training Needs Assessment of Prosecutors of the Ghana Police Service, 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 and Prosecution Division 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 criminal prosecutions in Ghana are aligned to criminal legislations in Ghana, as well as international best-practices.

On the following pages, we have provided tables that depict a summary of Courses for Prosecutors in the Ghana Police Service.

FINAL TRAINING PLAN

GHANA POLICE SERVICE – LEGAL AND PROSECUTION DIVISION	
Technical Courses for Prosecutors	
Courses	Prosecutors
Criminal Procedure Criminal Law Law of Evidence Legal Systems Trial Advocacy Constitutional Law Simulation Courses Continuous Education for Lawyers Courses in Emerging trends or Specialised fields (i.e. Cyber Crimes)	<ul style="list-style-type: none"> • <i>Assistant Commissioner of Police (ACP)</i> • <i>Chief Superintendent of Police (C/SUPT)</i> • <i>Superintendent of Police (SUPT)</i> • <i>Deputy Superintendent of Police (DSP)</i> • <i>Assistant Superintendent of Police (ASP)</i> • <i>Chief Inspector</i> • <i>Inspector</i> • <i>Sergeant</i>
Generic Courses for Prosecutors	
Courses	Prosecutors
Report Writing Computer Skills Database Management Psychology Sociology Ethics Communication Skills	<ul style="list-style-type: none"> • <i>Assistant Commissioner of Police (ACP)</i> • <i>Chief Superintendent of Police (C/SUPT)</i> • <i>Superintendent of Police (SUPT)</i> • <i>Deputy Superintendent of Police (DSP)</i> • <i>Assistant Superintendent of Police (ASP)</i> • <i>Chief Inspector</i> • <i>Inspector</i> • <i>Sergeant</i>

TECHNICAL COURSES

Criminal Procedures

The objectives of the course are to:

- Remind participants of fundamental values underlying criminal justice in Ghana;
- Identify the functions and objectives of criminal law;
- Illustrate processes involved in the discharge of duties with the legal system;

The table below summarizes the course content:

MODULE	UNITS
Criminal Procedures	• Parties to a criminal case
	• Administrative process for prosecution
	• General Principles of Prosecution
	• Institution of Criminal Proceedings
	• Drafting of Prosecution Documents
	• Bail
	• Pre-Trial Conferences, Interviews, Interrogations
	• Summary Trial
	• Trial Upon Indictment
• Punishment	

Criminal Law

The objectives of the course are to:

- Equip participants with fundamental values underlying criminal justice in Ghana;
- Enable participants identify the functions and objectives of criminal law;
- Illustrate the general principles that underlie criminal law;
- Define various forms of criminal activities and their consequences.

The table below summarizes the course content:

MODULE	UNITS
Criminal Law	<ul style="list-style-type: none"> • Introduction to criminal law (What is it?)
	<ul style="list-style-type: none"> • Nature of Crime
	<ul style="list-style-type: none"> • The purpose of Criminal Law <ul style="list-style-type: none"> – Protection of the Offender – Protection of the Community – Retribution – Deterrence – Rehabilitation – Incapacitation
	<ul style="list-style-type: none"> • Classification of Offences <ul style="list-style-type: none"> – Inchoate and Complete offences – Inchoate offences

Law of Evidence

The objectives of the course are to:

- Equip participants with better understanding of Law of Evidence in the administration of justice in Ghana;
- Enable participants identify the rationale for evidence in legal proceedings; and
- Reveal the importance of Law of Evidence in accusations or denial of accusations before a court of justice.

The table below summarizes the course content:

MODULE	UNITS
Law of evidence	• Evidence gathering
	• Relevance of evidence
	• Admissibility of evidence
	• Exclusion of evidence
	• Proof of crime
	• Burden of proof
	• Presumptions <ul style="list-style-type: none"> – Irrebuttable – Rebuttable
	• Judicial Notice
	• Types of evidence <ul style="list-style-type: none"> – Testimonial – Hearsay – Documentary – Circumstantial – Real
	• Privileges
	• Competence and Compellability of Witnesses
	• Corroboration
	• Opinion Evidence
• Expert Evidence	

Cyber Crime

The objectives of the course are to:

- Equip participants with tools and techniques to detect and prevent criminal activities on the internet;
- Identify various methods in maintaining cyber security; and
- Introduce and analyse current methods of criminal activity on the internet.

The table below summarizes the course content:

MODULE	UNITS
Cyber Crime	• Introduction to Cyber Crime
	• Introduction to Cyber Security
	• Principles of Cyber Security
	• Security Laws and Standards
	• Cyber Security Processes
	• Cyber Security Tools
	• Risks and Vulnerabilities in combating Cyber Crime
	• Classes of Cyber Crime Attacks
	• Incident Response
• Evolving Technologies and Future Implications	

Ghana Legal System

The objectives of the course are to:

- Enable participants understand the structure of the Ghanaian legal system;
- Enable participants understand relevant tribunal and appeals processes; and
- Enable participants understand the benefits and responsibilities of the Ghanaian legal system

The table below summarizes the course content:

MODULE	UNITS
Ghana Legal System	• Sources of Ghanaian Law
	• Administration of Justice
	• Hierarchy and jurisdiction of courts
	• Quasi-judicial bodies
	• Doctrine of President
	• Alternative procedures for the settlement of disputes

Trial Advocacy

The objective of the course is to:

- Build foundational skills you will need to try a case in a courtroom setting

The table below summarizes the course content:

MODULE	UNITS
Trial Advocacy	• Code of ethics and standards
	• Duties and responsibilities of a Prosecutor
	• Communication skills and courtroom etiquette
	• Presenting a case in court
	• Raising and refuting objections in court
	• Oral presentation and closing statements
	• Elements of an Offence
	• Burden and Standard of Proof in Criminal
	• Defences
• Specific Criminal Offences	

Constitutional Law

The objectives of the course are to:

- Enhance appreciation of the constitution;
- Identify the constitution's relevance for democracy, good governance and public administration; and
- Introduce and analyse current methods of criminal activity on the internet.

The table below summarizes the course content:

MODULE	UNITS
Constitutional Law	• Basis and sources of laws in Ghana
	• Ghanaian Constitutions and constitutional rule in Ghana
	• Legal Framework for upholding and enforcing the constitution
	• Legal implications of the constitution in governance
	• Constitutional Reforms
	• Principles and applications of constitutional law

Continuous Education for Lawyers

The objectives of the course are to:

- Equip participants with requisite skills and knowledge to aid in job performance;
- Refresh the minds of participants on salient issues with regards to their work; and
- Provide a basis by which participants can evaluate their performance.

The table below summarizes the course content:

MODULE	UNITS
Continuous Education for Lawyers	<ul style="list-style-type: none"> • Competence Issues
	<ul style="list-style-type: none"> • Bias in the Legal Profession
	<ul style="list-style-type: none"> • Exploring Legal Ethics
	<ul style="list-style-type: none"> • Diversity Training
	<ul style="list-style-type: none"> • Professional Responsibility

Target Participants are:

- Assistant Commissioner of Police (ACP)
- Chief Superintendent of Police (C/SUPT)
- Superintendent of Police (SUPT)
- Deputy Superintendent of Police (DSP)
- Assistant Superintendent of Police (ASP)
- Chief Inspector
- Inspector
- Sergeant

Courses will be delivered in six (6) months in a classroom setting involving the use of simulated exercises and course visitations where necessary.

GENERIC COURSES

Psychology

The objectives of the course are to:

- Equip participants with knowledge of the elements that characterize the field of psychology;
- Identify various psychological schools of thought;
- Enable participants apply psychological knowledge to legal and prosecution work;

The table below summarizes the course content:

MODULE	UNITS
Psychology	• Introduction to Psychology; its History and Theories
	• Biological Psychology
	• Sensation and Perception
	• Developmental Psychology
	• Motivation and Emotion
	• Personality
	• Social Psychology
	• Abnormal Behaviour
	• Health Psychology
	• Cognition

Sociology

The objectives of the course are to:

- Equip participants with the skills to think “objectively” and analytically about ways in which social forces affect our everyday lives;
- Enable participants understand the perspectives of persons with different cultural, ethnic and social background; and
- Equip participants with some understanding of social science research techniques, their assumptions, strengths and weaknesses.

The table below summarizes the course content:

MODULE	UNITS
Sociology	• Introduction: What is Sociology?
	• Sociological Methods
	• Socialization
	• Culture and Society
	• Groups, Categories, Networks, and Identities
	• Structures of Inequality and Power
	• Social Institutions
	• Social Change

Ethics

The objectives of the course are to:

- Enable participants identify and analyse ethical issues in the legal and prosecution domain; and
- Illustrate what makes particular courses of actions ethically defensible.

The table below summarizes the course content:

MODULE	UNITS
Ethics	• Introduction
	• Definition of Ethics
	• Sources of Ethics
	• Importance of Police Ethics
	• Challenging situations which call for display of ethics
	• Confidentiality and its importance
	• Ethical Violations in Need of Stigma

Database Management

The objectives of the course are to enable participants:

- Understand the role of a database management system in an organization;
- Understand the context, phases and techniques for designing and building database information systems
- Use the techniques, components and tools of a typical database management system
- Understand and successfully apply logical database design principles
- Understand the role of the database administrator

The table below summarizes the course content:

MODULE	UNITS
Database Management	• Introduction
	• Database Design Theory
	• Query Processing and Optimization
	• Concurrency Control
	• Data Base Recovery and Security
	• Emerging Applications

Computer Skills

The objectives of the course are to:

- Equip participants with knowledge of basic computing concepts
- Equip participants with the necessary skills to perform basic operating system functions.
- Equip participants with the skills to use basic software applications

The table below summarizes the course content:

MODULE	UNITS
Computing Skills	• Introduction to spread sheets
	• Introduction to Database Applications
	• Microsoft Office Word
	• Microsoft Office Excel
	• Microsoft Office PowerPoint
	• Email
	• Using the Web/Internet

Communication Skills

The objectives of the course are to:

- Enable participants understand the importance of effective communication.
- Equip participants with active listening and reporting skills.
- Identify the various elements that form part of communication.

The table below summarizes the course content:

MODULE	UNITS
Communication Skills	• Knowing yourself
	• Understanding others
	• Making allowances for others
	• Understand Communication Barriers
	• Preverbal (Pitch/Tone/Speed) Communication Skills
	• Communication codes
	• Active listening skills
	• Mastering the art of conversation

Report Writing

The objectives of the course are to:

- Identify the readership and the report objectives;
- Equip participants with the technical knowhow to write clearly and unambiguously;
- Enable participants structure data to achieve maximum impact and revise and thoroughly check the document; and
- Equip participants with requisite skills to present the report effectively.

The table below summarizes the course content:

MODULE	UNITS
Report Writing	• Importance of Reports
	• Report Recipients
	• Sentence structure and Paragraphing in Reports
	• Kinds of reports and their content
	• Grammar and Syntax; Tone and Word Choice
	• Organization of Reports
	• Methods to make report writing easy

Target Participants are:

- Assistant Commissioner of Police (ACP)
- Chief Superintendent of Police (C/SUPT)
- Superintendent of Police (SUPT)
- Deputy Superintendent of Police (DSP)
- Assistant Superintendent of Police (ASP)
- Chief Inspector
- Inspector
- Sergeant

Courses will be delivered in three (3) months in a classroom setting involving the use of simulated exercises and course visitations where necessary.

SECTION 3

CONCLUSIONS ON THE TRAINING PLAN

GHANA POLICE SERVICE

LEGAL AND PROSECUTION DIVISION

SECTION 3: CONCLUSIONS ON THE TRAINING PLAN

It is noteworthy that the findings, observations and gaps emerging from the Training Needs Assessment of the Legal and Prosecution Division was further developed into the Comprehensive Training Plan. This Plan would facilitate structured learning for Prosecutors. Thus, the Comprehensive Training Plan would enhance the capacity-building imperative of the Division and ensure that officers are equipped with the knowledge and skills required for the delivery of criminal justice.

The Training Plan was developed to meet the diverse training requirements of the CID, comprising in-class instruction, interactive discussions, skill-based training methodologies, role-plays, simulation exercises, *cold-case* projects and case studies. Under the Training Plan, Prosecutors would visit the Courts as part of their training to observe proceedings. Senior Officers would also employ coaching and mentoring methodologies to train Officers on-the-job.

Officers of the Ghana Police Service are trained in general areas of law as part of training for both Senior and Junior Officers. Nonetheless, there are no specific Training Programmes in the Ghana Police Service Training Institutions for Prosecutors. Therefore, we recommend that the Training Plan for Prosecutors should be incorporated in the Curricula of the Ghana Police Training School. This would ensure that Prosecutors are trained prior to their engagement in the Role.

There are no specific entry requirements for Prosecutors in the Ghana Police Service. The Training Plan has provided a set of courses that are aimed at providing foundational training in areas that are core the role of a Prosecutor. We recommend that participants should be assessed after the Course and successful applicants selected as Prosecutors.

Currently, the Training for Prosecutors is delivered within few days or a couple of months. This duration is not adequate for entry-level Prosecutors to fully grasp both the theoretical and practical components of the Training. Therefore, under the Training Plan, we have developed Prosecutor Courses that would be delivered over a period of six (6) months. The course would have a good balance in theory and practical simulations to reflective of real-life scenarios.

SECTION 4

IMPLEMENTATION STRATEGY, MONITORING & EVALUATION PLAN

GHANA POLICE SERVICE

LEGAL AND PROSECUTION DIVISION

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 Ghana Police Service – Legal and Prosecution Division that are core to the delivery of Criminal Justice and Officers to be trained.

Senior Officers	Junior-Level Officers
<ul style="list-style-type: none"> • <i>Assistant Commissioner of Police (ACP)</i> • <i>Chief Superintendent of Police (C/SUPT)</i> • <i>Superintendent of Police (SUPT)</i> • <i>Deputy Superintendent of Police (DSP)</i> • <i>Assistant Superintendent of Police (ASP)</i> 	<ul style="list-style-type: none"> • <i>Chief Inspector</i> • <i>Inspector</i> • <i>Sergeant</i>

IMPLEMENTATION STRATEGY – GHANA POLICE SERVICE: LEGAL AND PROSECUTION DIVISION

Proposed Capacity building action	Target Group/Category of Staff	Objective of action and Strategy applied	Content/Focus of action	Timelines for implementation								
				Q3/16	Q4/16	Q1/17	Q2/17	Q3/17	Q4/17	Q1/18	Q2/18	
Enhancing the capacity of the Senior-Level staff of the Ghana Police Service – Legal And Prosecution Division	<ul style="list-style-type: none"> Assistant Commissioner of Police (ACP) Chief Superintendent of Police (C/SUPT) Superintendent of Police (SUPT) Deputy Superintendent of Police (DSP) Assistant Superintendent of Police (ASP) 	<p>Objective: Build the capacity of the Senior-Level staff of the Ghana Police Service – Legal And Prosecution Division by enhancing their skills and knowledge to effectively carry out their leadership roles and responsibilities within the criminal justice value chain.</p> <p>Strategy:</p> <p>i. Specialised Training</p>	Specialised technical and generic training courses aimed at improving the delivery of criminal justice in Ghana.	X	X	X	X	X	X	X	X	X
Enhancing the capacity of the Junior-Level staff of the Ghana Police Service – Legal And Prosecution Division	<ul style="list-style-type: none"> Chief Inspector Inspector Sergeant 	<p>Objective: Build the capacity of Junior-Level staff of the Ghana Police Service – Legal And Prosecution Division by enhancing their skills and knowledge to effectively carry out the dictates of their roles and responsibilities.</p> <p>Strategy:</p> <p>i. Specialised Training</p> <p>ii. Mentoring</p>	Specialised technical and generic training courses aimed at improving the delivery of criminal justice in Ghana.	X	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 – GHANA POLICE SERVICE: LEGAL AND PROSECUTION DIVISION

Objective: To build the capacity of Prosecutors in the Ghana Police Services 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.						
Indicators	Target	Data Collection Tool	Responsibility	Frequency	Reporting	Means of Verification
Pre-training Monitoring						
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
In-Training Monitoring						
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
Post-training Monitoring						
<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