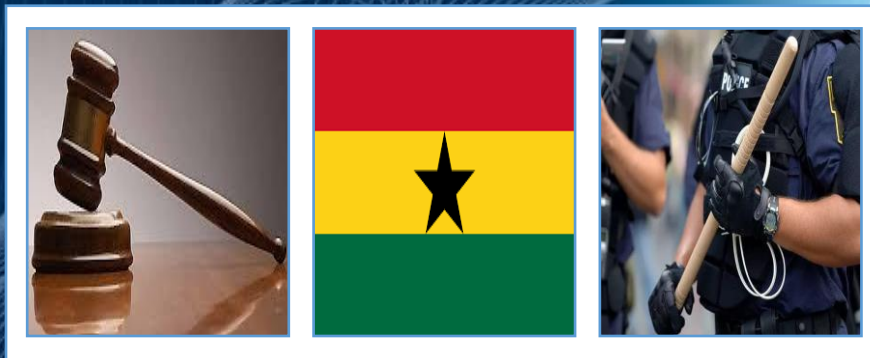


Consultancy Services for the Development of a Training Plan/Curricula for Criminal Justice Institutions



ShawbellConsulting

**Final Training Plan
Judicial Service of Ghana**

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 Judicial Service of Ghana, as well as the Judicial Training Institute. 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 Judicial Service of Ghana. Consequently, we provided our recommendations on the Training Needs Assessment and Proposed Training Programmes for the Service.

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 Judicial Service of Ghana is structured around four (4) Sections, as follows:

- **Section 1:** The Current-state of Training in the Judicial Service of Ghana, as well as Curricula review of the Judicial Training Institute.
- **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 JUDICIAL SERVICE OF GHANA

The Judicial Service of Ghana by Article 190(1) of the 1992 Constitution is a public service institution which is headed by the Chief Justice. The Judicial Service seeks to provide adequate infrastructure for justice delivery and improve administrative capacity and efficient management of the Judiciary's resources among others.

Training Needs Assessment for the Judicial Service was done under this assignment by reviewing the responsibilities of staff, their required skills and consequently the training required to enhance the performance of these staff. Consequently, the Training Programmes and Curricula for the Staff of the Judicial Service were crafted to meet the diverse nature and salient components of the Service.

Under the Terms of Reference for this Project, we are required to review curricula of Criminal Justice Training Institutions. Therefore, we conducted a Curricula Review of the Judicial Training Institute to assess the training required to enhance the delivery of Criminal Justice. The rationale was to ascertain whether Training Programmes that are delivered currently are adequate for staff to meet their work requirements. The Curricula of the Judicial Training Institute would be revised, when deemed inadequate. This would ensure that challenges emerging from the Training Needs Assessment are mitigated. Information obtained from the review of Curricula would be an integral component of the Comprehensive Training Plan.

CURRICULA REVIEW OF THE JUDICIAL TRAINING INSTITUTE

The Judicial Service Training School (JSTS) was renamed as the Judicial Training Institute (JTI) in 2004 and a full-time Director was appointed. Since then the JTI has developed and delivered training programmes for new and current members of the Judicial Service. The key objective of the JTI is to train and develop the Human Resource of the Judicial Service for judicial reform and efficiency in Ghana.

The JTI acknowledges that societal norms, information and communications technology in Ghana are evolving. This places an onerous responsibility on the judiciary. Therefore, supplementary education and training programmes are needed to enable the judiciary to meet these demands and function efficiently and effectively in the Ghanaian society. Consequently, the JTI has structured its programmes and activities to meet both the professional needs and capacity-building requirements of members of the judicial service.

JTI programmes include training sessions and professional development programmes that focus on emerging issues and social contexts, and career training for Court and administrative personnel.

We noted that Training Courses were provided upon recommendations from: the Judicial Secretary, Chief Justice, Supervising High Court Justice, Judicial Council, Donor Partners, Judicial Service, key stakeholders or participants in previous courses.

We observed that a Training Plan for 2016 was developed for staff of the Judicial Service. Also, there was a Prioritized Judiciary and Staff Training Plan. While Training was provided for staff of the Judicial Service under these Plans, our review focused on Roles and Training Programmes that were deemed to be core to the delivery of Criminal Justice. Therefore, such Training Programmes/Courses would be factored in the Proposed Training Programmes for staff of the Judicial Service.

On the following page, we have provided a table that shows Position/Ranks or Roles and current courses that are core to the delivery of Criminal Justice.

TABLE OF TRAINING COURSES IN THE JUDICIAL TRAINING INSTITUTE

POSITION/RANK	CURRENT COURSES
<ul style="list-style-type: none"> • <i>Chief Registrar General</i> • <i>Chief Registrar</i> • <i>Deputy Chief Registrar</i> • <i>Senior High Court Registrar</i> • <i>High Court Registrar</i> • <i>Circuit Court Registrar</i> • <i>District Court Registrar</i> • <i>Assistant Registrar</i> • <i>Clerical Officer</i> • <i>Court Clerks</i> 	<ul style="list-style-type: none"> • Execution • Effective Court Administration • ICT Training (Basic Microsoft Word, Excel and PowerPoint) • Locus Attendance and Map reading (for High and Circuit Court Registrars) • Judicial Records • Archives Management
<ul style="list-style-type: none"> • <i>Court Clerks</i> • <i>Chief Interpreter</i> • <i>Principal Interpreter</i> • <i>Senior Interpreter</i> • <i>Interpreter: Grade 1 and 2</i> 	<ul style="list-style-type: none"> • Court Ethics and Management
<ul style="list-style-type: none"> • <i>Chief Court Recorder</i> • <i>Deputy Chief Recorder</i> • <i>Principal Court Recorder</i> • <i>Senior Court Recorder</i> • <i>Court Recorder Grade 1 and 2</i> 	<ul style="list-style-type: none"> • Efficient Administration of Justice

SECTION 2

TRAINING PROGRAMMES AND COURSE PROFILES

JUDICIAL SERVICE OF GHANA

SECTION 2: TRAINING PROGRAMMES AND COURSE PROFILES

Following our findings observations from the Training Needs Assessment of key staff in the Judicial Service of Ghana, 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 Judicial Service 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 the Judicial Service with respect to 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 that are aligned to delivery of criminal justice in Ghana.

On the following pages, we have provided tables that depict a summary of Courses for staff of the Judicial Service of Ghana.

JUDICIAL SERVICE OF GHANA	
Technical Courses	
Courses	Role/ Rank
<ul style="list-style-type: none"> ➤ Appreciation of Criminal Law ➤ Committal Proceedings ➤ Court Ethics and Management ➤ Human Rights ➤ Criminal Law and Other Offenses Act ➤ Continuous Education on Amended and Newly Enacted Laws ➤ Extradition Treaties and Conditions ➤ Extradition proceedings ➤ Money laundering ➤ Deportation Orders ➤ Criminal Procedure 	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar) • Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar) • Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2) • Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)
<ul style="list-style-type: none"> ➤ Rules and Regulations on Deportation ➤ Child and Human Trafficking ➤ Forensics ➤ Financial crimes ➤ Financial Management Laws 	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
<ul style="list-style-type: none"> ➤ Drawing Court Orders 	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)
<ul style="list-style-type: none"> ➤ Preparation of Criminal Appeals 	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder) • Appeal Records Compilation Officer (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)

JUDICIAL SERVICE OF GHANA	
Technical Courses	
Courses	Role/ Rank
<ul style="list-style-type: none"> ➤ Marking and keeping Exhibits 	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar) • Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
<ul style="list-style-type: none"> ➤ Judicial Records and Archives Management 	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
<ul style="list-style-type: none"> ➤ Criminal Justice ➤ Legal Terminology ➤ Court Protocols and Proceedings 	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar) • Court Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)

JUDICIAL SERVICE OF GHANA....contd.	
Generic Courses	
Courses	Role/Rank
➤ Computer skills	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar) • Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar) • Interpreter (Chief Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)
➤ Time Management	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar) • Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar) • Interpreter (Chief Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2) • Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)
<ul style="list-style-type: none"> ➤ Leadership and Supervision ➤ Report Writing ➤ Public Relations 	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar) • Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
<ul style="list-style-type: none"> ➤ French ➤ Mandarin 	<ul style="list-style-type: none"> • Interpreter (Chief Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)

On the following pages, we have provided the Profiles of Training Programmes/Courses in the Training Plan for staff of the Judicial Service of Ghana that are core to the delivery of Criminal Justice.

TECHNICAL COURSES

Criminal Law

The objectives of the course are to:

- Identify the constitutional and legal sources of criminal law and conduct and use legal research.
- Identify the relationship of criminal law to other regulatory laws.
- Describe the classification of criminal law in relationship to other classifications of law.
- Describe the criminal trial process.

The table below summarizes the course content:

MODULES	UNITS
Criminal Law	• Inchoate Offences (Conspiracy, Abetment, Attempt, Preparation)
	• Types of offences
	• Offences against the Persons (Murder, Abortion, Sexual Offences)
	• Offences involving Dishonesty
	• Offences against Property Rights
	• Offences against Public Order, Health and Morality
	• Offences concerning the Administration of Justice
	• Offences relating to Public Offices and to Public Elections
	• Offences against Public Morals
• The trial process	

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)
- Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Court Ethics and Management

The objectives of the course are to:

Give participants an insight into court ethics and management in Ghana

The table below summarizes the course content:

MODULES	UNITS
Court Ethics and Management	<ul style="list-style-type: none"> Adoption of the Code
	<ul style="list-style-type: none"> Use of terms
	<ul style="list-style-type: none"> Judicial independence
	<ul style="list-style-type: none"> Impartiality
	<ul style="list-style-type: none"> Integrity
	<ul style="list-style-type: none"> Confidentiality
	<ul style="list-style-type: none"> Diligence
	<ul style="list-style-type: none"> Conduct during proceedings
	<ul style="list-style-type: none"> Public expression and association
	<ul style="list-style-type: none"> Extra-judicial activity
	<ul style="list-style-type: none"> Observance of the Code

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)
- Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Human Rights

The objectives of the course are to:

- Provide an overview of the philosophy of human rights
- Define human rights and discuss basics of international human rights law
- to introduce participants to the basics of international human rights law.
- to teach participants about different human rights as it relates to different groups of people, looking at the concepts of collective rights and rights of vulnerable persons.
- To discuss challenges to the realization and promotion of human rights.
- to explore several current debates in the field, such as the universality of human rights and current world events from a number of different perspectives.
- To explain the role of advocacy and education in the dissemination of human rights
- To discuss the roles and responsibilities of nations and international organizations in the areas of human rights
- describe protection of human rights by the United Nations, and Human Rights organizations such as Amnesty, and Human Rights Watch

The table below summarizes the course content:

MODULES	UNITS
Human Rights	• Introduction to Human Rights: Major Concepts
	• Historical, Philosophical, Political Concepts
	• Basic Human Rights Instruments: UDHR,
	• Human Rights exercises
	• Basic Human Rights Standards: ICCPR
	• Women and Human Rights
	• Children and Human Rights
	• Torture and Disappearances
	• Human Rights in times of Conflict
	• Migrant issues: Refugees, IDPs, Trafficking, Migrant workers' rights
	• Indigenous and Minority Rights
	• International Law
	• Protection Mechanisms: UN, Regional, National
	• Individual Complaints to the United Nations
• ICC: Individual Criminal Responsibility	

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)

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- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)
- Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Continuous Education on Amended and Newly Enacted Laws

The objectives of the course are to:

Keep participants updated on laws that are introduced or amended in the country

The table below summarizes the course content:

MODULES	UNITS
Continuous Education on Amended and Newly Enacted Laws	<u>Newly enacted laws</u> About the law <ul style="list-style-type: none"> - When it was made - Why it was made - Who it affects
	<u>Amended laws</u> About the law <ul style="list-style-type: none"> - When it was made - Why it was made - Who it affects - Why it was amended - What has been changed - Implications of the change

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)
- Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Extradition Treaties and Conditions

The objectives of the course are to:

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

The table below summarizes the course content:

MODULES	UNITS
Extradition Treaties and Conditions	<ul style="list-style-type: none"> • What is Extradition
	<ul style="list-style-type: none"> • What is a Treaty
	<ul style="list-style-type: none"> • Importance of Extradition Treaties
	<ul style="list-style-type: none"> • Legal Basis for Extradition
	<ul style="list-style-type: none"> • Laws that governs Extradition
	<ul style="list-style-type: none"> • Rules and Procedures for Extradition
	<ul style="list-style-type: none"> • Situations where Nations do not have Extradition Treaties
	<ul style="list-style-type: none"> • Examination of State to State Extradition Cases and International Extraditions

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Interpreter (Chief Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)
- Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Money laundering

The objectives of the course are to:

- Understand what money laundering is
- Be aware of international controls
- Know what customer due diligence is required
- Create effective anti-money laundering policies
- Know when to report laundering activities

The table below summarizes the course content:

MODULES	UNITS
Money laundering	Introduction – Definition, methods, international controls
	Implementing the regulations <ul style="list-style-type: none"> • creating effective anti-money laundering policies • effective policies • customer due diligence • records that need to be kept • role of the money laundering reporting officer • training required
	Reporting requirements <ul style="list-style-type: none"> • when to report • identifying suspicious transactions in practice • how to report
	Money laundering schemes <ul style="list-style-type: none"> • Use of a nominee • Simple banking operation • Banking-business combination • Shell companies • Loan-back schemes

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Interpreter (Chief Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)

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- Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Criminal Procedure

The objectives of the course are to:

- Provide a working knowledge of constitutional rights in the context of criminal law
- Focus on the concept of reasonableness of restraints on those rights
- Gain an understanding of the public policy considerations underlying the substantive criminal law and the manner in which such policies are effectuated through criminal procedural requirements
- Study specific procedural law issue/requirements, including right to counsel, exclusionary rule; search warrant; permissible warrantless searches; entrapment, wiretapping, confessions, line-ups, jury selection, voir dire, negotiated pleas, post-conviction relief

The table below summarizes the course content:

MODULES	UNITS
Criminal Procedure	• Criminal Procedure and the Constitution
	• The Courts with Criminal Jurisdiction
	• The Attorney-General and Criminal Proceedings
	• The Police and Attorney-General
	• The institution of criminal proceedings
	• Bill of Indictment and Charge Sheet
	• Committal Proceedings
	• Trial of Indictment and Summarily Trial
	• Criminal Appeals
	• Bail and Recognizance

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)
- Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Rules and Regulations on Deportation

The objectives of the course are to:

- Understand and analyse the national immigration law system.
- Explain the rationales underlying the legal responses to deportation.
- Knowledge of the key laws, principles and standards of protection found in immigration
- Skill to identify key legal issues arising in this area of law as well as practical problems generated by a particular law or policy.

The table below summarizes the course content:

MODULES	UNITS
Rules and Regulations on Deportation	• What is a Deportation Order
	• Legal Effects of Deportation Orders
	• Laws Governing Deportation
	• Rules and Procedures for Deportation
	• Deportation Offences

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Child and Human Trafficking

The objectives of the course are to:

- Define human trafficking in its historical context
- Define human trafficking
- Assess the role of the Ghana Government in combating Trafficking in Persons (TIP)
- Identify the many forms of human trafficking in the world today
- Assess the impact of the media in creating public awareness about human trafficking
- Identify elements of trafficking prevention in countries of origin and destination
- Identify the role of law enforcement in eliminating trafficking in persons
- Define the components of a comprehensive victim assessment program
- Identify and assess the role of civil society actors in combating human trafficking
- Identify and assess critical challenges in eradicating human trafficking in a global society

The table below summarizes the course content:

MODULES	UNITS
Child and Human Trafficking	Introduction to Human Trafficking
	The International Response to Trafficking
	International and Ghanaian Laws On Human Trafficking
	Different Forms of Human Trafficking Today Part 1: Trafficking for Sexual Exploitation Part 2: Forced Labor and Other Forms of Trafficking
	The Role of the Media
	Prevention - Part I: Countries of Origin (Supply) - Part II: The Demand
	Prosecution and Law Enforcement
	Protection and Assistance for Victims of Trafficking
	Role of Civil Society
	Critical Challenges in The War Against Trafficking

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Forensics

By the end of the course each participant will be familiar with:

- the history of the forensic sciences and its place in popular culture
- the roles of different types of professionals involved in evaluating a crime scene and the collected evidence
- the methodology of collecting & analyzing data, avoiding contamination, and preservation of chain of custody
- how to present evidence in a professional (courtroom) setting

The table below summarizes the course content:

MODULES	UNITS
Forensics	Introduction to Forensic Science
	Deductive Reasoning
	Physical Evidence
	The Crime Scene
	Serology/Spatter
	Hair/Fiber Analysis
	Handwriting Analysis/Forgery
	Fingerprinting
	Time of Death/Entomology
	Odontology/Impressions
	Anthropology (Bones)
Ballistics	

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Financial crimes

The objectives of the course are to:

- recognize the types of identity crime
- provide a definition of identity crime
- identify types of crimes associated with identity crimes
- list personal and financial identifiers
- identify current trends associated with identity crimes
- recognize how identity crimes occur
- identify techniques used to procure false identification
- define the term “security alert,” according to the Business Code
- define “security freeze,” according to the Business Code:
- list information needed for an ID crime offense report
- recognize techniques for educating victims and the public on identity crime

The table below summarizes the course content:

MODULES	UNITS
Financial crimes	Introduction to Financial Crimes <ul style="list-style-type: none"> - different types of crimes - different investigative methods
	The First Steps of the Investigation
	Evidence - Types of evidence and how to obtain evidence
	The Victim
	Investigations
	Case Preparation for Presentation and Prosecution
	Prevention of Financial Crimes

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Preparation of Criminal Appeals

The table below summarizes the course content:

MODULES	UNITS
Preparation of Criminal Appeals	<ul style="list-style-type: none"> • When an Appeal is required
	<ul style="list-style-type: none"> • When the Notice of Appeal is Due and where it is Filed
	<ul style="list-style-type: none"> • How to Prepare to File the Notice of Appeal
	<ul style="list-style-type: none"> • How to Complete the Notice of Appeal
	<ul style="list-style-type: none"> • How to File and Serve the Notice of Appeal

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)
- Appeal Records Compilation Officer (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Judicial Records and Archives Management

The objectives of the course are to:

- Explore significance of records and analyse the changing definitions of records
- Identify the basic concepts influencing archives and records management
- Describes the functions of archives and records management
- Identify the challenges of managing electronic records
- Identify the challenges of managing visual records
- Analyse the processes by which records serve the needs of the Judicial Service

The table below summarizes the course content:

MODULES	UNITS
Judicial Records and Archives Management	Significance of Records - information or evidence
	Basic concepts and theories in archives and records management
	Archival and Record-keeping functions
	Electronic Records
	Management of visual records
	Integration of records into the Judicial Service

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Criminal Justice

The objectives of the course are to:

- Identify the three major components of the criminal justice system to include three general roles and responsibilities: Law Enforcement, Judicial, Corrections
- Define police operational styles
- Identify the nature, types and components of Ghana's court systems.
- Apply relevant major court decisions to police operations involving constitutional rights and due process of law.
- Demonstrate an understanding of the correctional system in Ghana
- Define the juvenile justice system.
- Explain the most significant court decisions regarding the legal rights of juveniles.

The table below summarizes the course content:

MODULES	UNITS
Criminal Justice	An overview of the criminal justice system
	Crime in Ghana
	Police Administration
	Criminal Investigation
	Law enforcement
	The role of the court
	Corrections
	The juvenile system

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Legal Terminology

The objectives of the course are to:

- Review the Ghanaian Legal System
- Learn terms used in litigation
- Learn terms most commonly associated with Civil cases
- Learn terms commonly used during the course of a Criminal trial
- Learn terms associated with contract law and leases
- Learn terms associated with wills and estates
- Learn the two types of bankruptcy available to individuals
- Learn the terms used in a personal injury -- or tort – cases
- Learn the terms you will likely encounter during the home buying process
- Learn the general terminology governing partnerships and their operation
- Learn the terms commonly associated with the incorporating process

The table below summarizes the course content:

MODULES	UNITS
Legal Terminology	• The Ghanaian Legal System
	• The Litigation Process
	• Civil Actions
	• Criminal Law
	• Contract Law
	• Law of Conveyancing
	• Family Law
	• Bankruptcy
	• Tort Law
	• Customary land Law
	• Partnerships
	• Corporations

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Court Protocols and Proceedings

The objective of the course is to:

Teach participants about protocols and proceedings of Ghanaian courts

The table below summarizes the course content:

MODULES	UNITS
Court Protocols and Proceedings	• Establishment of the court
	• Composition
	• Terms of office of members of the court
	• Oath of office or Solemn Declaration
	• Privileges and Immunities
	• Resignation
	• Replacement of any member of the court
	• Competence of the court
	• Advisory opinion
	• Application to the Tribunal
	• Representation before the court
	• Proceedings before the court
	• Sittings of the court
	• Production of documents
	• Enquiries and expert opinion
	• Examination of witnesses
	• Deposition upon request
	• Decisions of the court
	• Provisional measures and instructions
	• Application for intervention
	• Exclusivity of competence and recognition of decisions of the court
	• Interpretation of Decisions
	• Legal Costs
	• Application for Revision
	• Seat of the Court
	• Session of the Court
	• Remuneration and fringe benefits
	• Registrars and other staff of the court
• Expenses of the court	
• Official languages	
• Rules of procedure	
• Amendments	

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

GENERIC COURSES

Computer Skills

The objectives of the course are to:

- Use the basic vocabulary and terminology related to computer and word processing
- Open, save and format a basic document
- Type a simple note or a letter using Microsoft Word
- Perform basic format and editing on a word document
- Create tables and calendars
- Use different basic computer language software and programs to practice English skills and typing skills
- With assistance, navigate websites to access information and evaluate information
- Build confidence and skills in using computer technology.

The table below summarizes the course content:

MODULES	UNITS
Computer skills	Very Basic Computer Skills
	Computer Vocabulary
	Opening and Saving Files
	Skills and Activities Practice
	MS Word Exercises
	Excel Exercises
	Internet
	PowerPoint

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Time Management

The objectives of the course are to:

- Set S.M.A.R.T. goals
- Prioritise effectively
- Understand how to apply the 80:20 rule
- Categorise tasks using the Urgent/Important Matrix
- Manage Email
- Plan strategically
- Gain lasting skills to tackle procrastination
- Handle high pressure, crisis situations with ease
- Learn to organise the workspace for efficiency and productivity
- Master when and how to delegate for maximum productivity
- Set daily rituals for better productivity
- Gain insightful skills to better manage meetings and keep them on track
- Discover alternatives to in-person meetings

The table below summarizes the course content:

MODULES	UNITS
Time Management	• Goal Setting
	• Prioritising your Time
	• Planning Wisely
	• Tackling Procrastination
	• Crisis Management
	• Organising your Workspace
	• Delegating Made Easy
	• Setting a Ritual
	• Meeting Management
	• Alternatives to Meetings

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Clerical Officer/Docket Clerk/Exhibit Clerk (Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Court Clerk (High Court Registrar; Circuit Court Registrar; District Court Registrar; and Assistant Registrar)
- Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)
- Court Recorder (Chief Court Recorder; Deputy Court Recorder; Principal Court Recorder; and Senior Court Recorder)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Leadership and Supervision

The objectives of the course are to:

- Understand the principles of good leadership
- Participate in team planning
- Develop team commitment and co-operation
- Manage and develop team performance
- Participate in and facilitate work teams

The table below summarizes the course content:

MODULES	UNITS
Leadership and Supervision	What Is Leadership?
	Notable Leaders
	Are Leaders Born or Made?
	How Does Supervision Relate to Leadership?
	Leadership Problem Solving
	Supervising People
	Leadership Mistakes to Avoid
	Leadership and Productivity
	Various Cultures and Their Leaders
	Are You a Leader?
	What Is Leadership?

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Report Writing

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

- use a number of easy-to-learn report-writing techniques
- ensure their reports are well structured, that they flow logically and look professional
- make their reports easier to read, and therefore to understand
- make essential parts of the report stand out
- make it easy for different readers to navigate around the report
- produce documents that enhance the image of both the writer and the organisation

The table below summarizes the course content:

MODULES	UNITS
Report Writing	Planning your report <ul style="list-style-type: none"> • the different types of reports and what they are used for • getting a good brief • deadlines and their implications • research skills
	Structuring your report <ul style="list-style-type: none"> • structuring for success • titles, sub-headings and numbering systems • templates for reports
	Writing style and language <ul style="list-style-type: none"> • getting the right style and tone • using plain English • getting rid of jargon • revising your report • editing
	Design and layout <ul style="list-style-type: none"> • dealing with technical or specialist information • graphics, illustrations and photos • case studies • giving and receiving feedback

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Public Relations

The objectives of the course are to:

- organize and promote special events;
- create related content for publications;
- work and communicate competently in a variety of broadcast media for public relations coverage; and
- demonstrate an understanding of how to manage crises and public issues

The table below summarizes the course content:

MODULES	UNITS
Public Relations	• Introduction to public relations
	• Public relations practitioners
	• Management process of public relations
	• Communications in public relations
	• Ethics and professionalism
	• Crisis management
	• Legal considerations

The Target Participants are:

- Chief Registrar General
- Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)
- Deputy Head of Registry (Chief Registrar; Deputy Chief Registrar; Senior High Court Registrar; High Court Registrar; and Circuit Court Registrar)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

French

The objectives of the course:

This course has been created to develop the four language skills (listening, speaking, reading and writing). The aim is to develop mastery of basic structures and vocabulary of the French language. On successful completion of this course, participants should be able to communicate accurately in everyday situations.

The table below summarizes the course content:

MODULES	UNITS
French	<p>Introduction to Learning French</p> <p>Learn the French Alphabets, Colours in French, Greetings and polite words, the days of the week, the months of the year, The seasons in French, Numbers, Tell time in French, Subject pronouns, Conjugate (to be) present tense, Conjugate (to have) present tense</p>
	<p>Basic Conversation in French</p> <p>Introduce yourself - Basic conversation, Definite, indefinite and partitive, The five senses vocabulary, Possessive adjectives, Conjugate (to love) present tense, Conjugate (to do) present tense, Talk about hobbies and sport, Conjugate present tense, Food vocabulary, Meals of the day, Vegetables, Drinks, Dairy products, Food in general, Herbs and spices</p>
	<p>Introduction to French Verb Groups</p> <p>Parts of the head and face, Finger names, describe your everyday life, Body parts, Clothing, talk about the weather, Transport, transportation and travel vocabulary, Common MUST KNOW verbs and basic phrases, Family members, School subjects, School stationery, French verbs - Groups 1, 2 and 3, Present tense FIRST GROUP -ER verbs, Present tense SECOND GROUP -IR verbs, Present tense THIRD GROUP -IR -OIR -RE verbs, Pronominal verbs</p>
	<p>More Vocabulary and Grammar</p> <p>Negative sentences, Coordinating conjunctions, The imperative verbs, Conjugate Verbs in the Indicative Future tense, The near future tense, Compound past tense conjugation, Names of countries of the world, Indicative Imperfect tense conjugation, Present conditional conjugation, Interrogative pronouns: Question words - Ask questions, Names of animals in French, Cardinal directions, Reservation on the phone</p>

	<p>Everyday Conversation Rent an apartment or a house, Arriving at a hotel, Ask someone out on a date, Make an appointment on the phone, Shopping - Buying food at the market, At the post office, Asking for directions , Shopping at the grocery store, Talking about your family, Talking about your weekend, The grocery list, Watching TV, At the hairdresser's, At the restaurant, Ordering pizza on the phone, Inviting a friend to a birthday party, At the doctor's, Apologizing for being late, At the fast food</p>
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The Target Participants are:

- Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

Mandarin

This course has been created to develop the four language skills (listening, speaking, reading and writing). The aim is to develop mastery of basic structures and vocabulary of the Mandarin language. On successful completion of this course, participants should be able to communicate accurately in everyday situations.

The table below summarizes the course content:

MODULES	UNITS
Mandarin	Introduction to The Chinese Language - First Contact Basic Chinese: First Contact - Learning Outcomes Overview of Chinese Language Pronunciation Greetings Introductions
	Talking About Yourself Talking About Yourself - Learning Outcomes Chinese Characters Chinese Dictionary and Writing Styles Origins and Language Me and My Family
	Talking About Your Family Talking About Your Family - Learning Outcomes The Extended Family Numbers Talking about Your Family
	Restaurants and Hotels Restaurants and Hotels - Learning Outcomes At the Cafe At the Restaurant At the Hotel
	Using Transport: Travelling by Bus, Taxi and Train Travelling by Bus, Taxi and Train - Learning Outcomes China - A Diverse Country Getting Around by Bus and Taxi Trains and Travel information
	Social and Leisure Activities Social and Leisure Activities - Learning Outcomes Leisure and Hobbies Entertainment Festivals Shopping

The Target Participants are:

- Interpreter (Chief Interpreter; Principal Interpreter; Principal Interpreter; Senior Interpreter; and Interpreter Grade 1 and 2)

Method

- lectures
- seminar presentations
- group discussion

Duration

- Saturday 8am to 1pm

SECTION 3

CONCLUSIONS ON THE TRAINING PLAN

JUDICIAL SERVICE OF GHANA

SECTION 3: CONCLUSIONS ON THE TRAINING PLAN

Officers of the Judicial Service of Ghana usually train on-the-job by learning from their supervisors. In instances where they are trained by external parties, there are no structured procedures to transfer knowledge to their subordinates. This creates an Institutional Knowledge Gap, as newly appointed staff are not readily equipped with requisite experience to perform their roles. Therefore, the Training Plan ensures that a systematic approach of knowledge transfer that enhances capacity-building would be used to harness the experiences of staff.

The Training Plan was developed to meet the diverse training requirements of Registrars, Court Clerks, Docket Clerks, Exhibit Clerks, Clerical Officers, Court Interpreters and Court Recorders of the Judicial Service of Ghana. The Training method would comprise 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. The rationale being that Participants must be able to demonstrate the benefits of training on-the-job.

The work schedule of this class of officers would typically not allow for extended periods for training. Thus, we proposed training on Saturday mornings. This would ensure that the Courts are adequately staffed during weekdays.

SECTION 4

IMPLEMENTATION STRATEGY, MONITORING & EVALUATION PLAN

JUDICIAL SERVICE OF GHANA

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 Judicial Service of Ghana that are core to the delivery of Criminal Justice and the number of staff to be trained.

Registrars and Clerks	Court Interpreters	Court Recorders
<ul style="list-style-type: none"> • <i>Chief Registrar General</i> • <i>Head of Registry</i> • <i>Deputy Head of Registry</i> • <i>Court Clerk</i> • <i>Docket Clerk</i> • <i>Exhibit Clerk</i> - <i>Chief Registrar;</i> - <i>Deputy Chief Registrar;</i> - <i>Senior High Court Registrar;</i> - <i>High Court Registrar;</i> - <i>Circuit Court Registrar;</i> - <i>District Court Registrar; and</i> - <i>Assistant Registrar</i> - <i>Clerical Officer</i> 	<ul style="list-style-type: none"> • <i>Chief Interpreter</i> • <i>Principal Interpreter</i> • <i>Senior Interpreter</i> • <i>Interpreter Grade 1 and 2</i> 	<ul style="list-style-type: none"> • <i>Chief Court Recorder</i> • <i>Deputy Chief Court Recorder</i> • <i>Principal Chief Recorder</i> • <i>Senior Chief Recorder</i> • <i>Court Recorder Grade 1 and 2</i>
Number of Staff to be Trained (Approximate)		
Greater Accra Region: 234 National Total: 533	Greater Accra Region: 98 National Total: 337	Greater Accra Region: 215 National Total: 683

IMPLEMENTATION STRATEGY - JUDICIAL SERVICE OF GHANA

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 Registrars	<ul style="list-style-type: none"> • Chief Registrar General • Head of Registry • Deputy Head of Registry • Court Clerk • Docket Clerk • Exhibit Clerk - Chief Registrar; - Deputy Chief Registrar; - Senior High Court Registrar; - High Court Registrar; - Circuit Court Registrar; - District Court Registrar; and - Assistant Registrar • Clerical Officer 	<p>Objective: Build the capacity of the Registrars of the Judicial Service by enhancing their skills and knowledge to effectively carry out their administrative roles and responsibilities within the criminal justice value chain.</p> <p>Strategy:</p> <ol style="list-style-type: none"> i. Specialised Training ii. Mentoring 	Specialised technical and generic training courses aimed at improving the delivery of criminal justice in Ghana.	X	X	X	X	X	X	X	X
Enhancing the capacity of the Court Recorders	<ul style="list-style-type: none"> • Chief Court Recorder • Deputy Court Recorder • Principal Court Recorder • Senior Court Recorder • Court Recorder Grade 1 and 2 	<p>Objective: Build the capacity of the Court Recorders of the Judicial Service by enhancing their skills and knowledge to effectively carry out the dictates of their roles and responsibilities.</p> <p>Strategy:</p> <ol style="list-style-type: none"> i. Specialised Training ii. Mentoring 	Specialised technical and generic training courses aimed at improving the delivery of criminal justice in Ghana.	X	X	X	X	X	X	X	X
Enhancing the capacity of the Court Interpreter	<ul style="list-style-type: none"> • Chief Interpreter • Principal Interpreter • Senior Interpreter • Interpreter Grade 1 and 2 	<p>Objective: Build the capacity of the Court Interpreters of the Judicial Service by enhancing their skills and knowledge to effectively carry out the dictates of their roles and responsibilities.</p> <p>Strategy:</p> <ol style="list-style-type: none"> i. Specialised Training ii. Mentoring 	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

Objective: To build the capacity of staff in the Judicial Service of Ghana 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 the 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 training logistics (where required)	-	Procurement Invoice	Judiciary Training Institute	Recurrent (as and when basis)		Procurement/Auditors Report
Procurement of trainers (where required)	-	Procurement Invoice	Judiciary Training Institute	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 each 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 each 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