



## REPORT ON TRAINING PLAN/WORKSHOP FOR END USERS/JUSTICE SECTOR ACTORS

USAID/GHANA JUSTICE SECTOR REFORM CASE TRACKING SYSTEM ACTIVITY

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**Contract No.** AID-OOA-I-13-00032, **Task Order No.** 72064118F00001

**Cover photo:** Launch of the Ghana Case Tracking System Activity on May 22, 2018 at the Law Courts Complex Auditorium in Accra. (Credit: Abigail Essel, Inter-regional Bridge Group)

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## ACRONYMS

ADKAR	Awareness, Desire, Knowledge, Ability and Reinforcement change management model
BSC	Balanced Score Card
CM	Change management
CTS	Case Tracking System
DOVSU	Domestic Violence and Victims Support Unit
DPP	Director of Public Prosecution
EOCO	Economic and Organized Crime Office
GoG	Government of Ghana
GPoS	Ghana Police Service
GPrS	Ghana Prison Service
ICMP	Inter-Institutional Change Management Plan
ICT	Information and Communications Technology
ICT FP	Information and Communications Technology Focal Point
JSG	Judicial Service of Ghana
JTF	Joint Task Force
KSA	Key Stakeholder Agency
LAC	Legal Aid Commission
MOJ/AGD	Ministry of Justice/Attorney General's Department
RISGs	Regional Inter-Institutional Support Groups
SGI	Security Governance Initiative
SIE	System Implementation Engineer
SPA	Substantive Pilot Application
ToT	Training of Trainers
USAID	United States Agency for International Development
UAT	User Acceptance Test

## PROGRAM DESCRIPTION

The USAID/Ghana Justice Sector Reform Case Tracking System (CTS) Activity seeks to develop an integrated CTS to support the Government of Ghana's (GoG's) ability to effectively investigate and prosecute criminal acts. The CTS Activity will improve Ghana's ability to track criminal cases from their introduction into the system to their prosecution, trial, and sentencing in the courts, and execution of the sentence in prison, improving information sharing and coordination among Ghana's law enforcement and judicial authorities and increasing the efficiency and effectiveness in investigating and prosecuting criminal cases of all types, especially those related to corruption, border security, maritime security, and cybercrime – the focus areas of the Security Governance Initiative (SGI). The project has three objectives:

- Develop a comprehensive design and sustainable roll-out process for an integrated CTS for the Ghana criminal justice sector;
- Implement a testing phase and identify the requirements for the sustainable use and expansion of the integrated CTS; and
- Improve procedures and policies to strengthen change management, coordination, and communication across key justice-sector institutions that sustain the use of an integrated CTS.

The CTS Activity is implemented by Chemonics International, in conjunction with sub-contractors Inter-regional Bridge Group (IBG) and Transnational Development Associates.

## EXECUTIVE SUMMARY

*CLIN0003b, Training Plan/Workshop for End Users/Justice Sector Actors Completed* is the final Ghana CTS Activity contractual deliverable under *Objective 3: Improve policies and procedures to strengthen change management, coordination and communication across key justice-sector institutions that sustain the use of an integrated case tracking systems, in accordance with Section C.3 of the PWS*. This report is a reflection of the implementation of the training activities, its objectives and outcomes based on participant lists and surveys of training participants in six GoG key stakeholder agencies (KSAs): (1) Judicial Service of Ghana (JSG), (2) Ghana Police Service (GPoS), (3) Ghana Prisons Service (GPrS), (4) Director of Public Prosecution (DPP) at the Ministry of Justice and Attorney General's Department, (5) Legal Aid Commission (LAC), and (6) Economic and Organised Crime Office (EOCO).

This report is structured as follows:

- Section 1 – Overview of CTS training activities,*
- Section 2 – Number of Government of Ghana staff and leadership trained in CTS utilization and oversight, change management, and/or communications/information sharing;*
- Section 3 – Successes and lessons learned during CTS trainings;*
- Section 4 – Challenges on CTS training activities and details of any mitigation measures necessary to address challenges;*
- Section 5 – Feedback on how training has increased knowledge and use of the system; and*
- Section 6 – Sustainability and next steps*
- Annex 1 – CTS training curriculum*
- Annex 2 – CTS user acceptance test (UAT) test script – GPoS*
- Annex 3 – Total introduced and trained on CTS*
- Annex 4 – UAT certifications*
- Annex 5 – Training reports from each training delivered*

## OVERVIEW OF CTS TRAINING

To meet CTS implementation deployment objectives, training was provided to key target functional end users (CTS data contributors and consumers) across all engaged KSAs, in accordance with the training plan detailed in *CLIN0002f, System Training Plan for End Users*. Training was provided from the inception of the testing and piloting phase in the four pilot regions (Volta, North, Ashanti and Greater Accra/Tema), through to the full roll out to the additional three CTS regions (Bono, Upper East and Western).

As stated in the CTS Activity Task Order, “although the CTS is intended to be designed with the need for minimal training, it is anticipated that targeted training would be needed for staff who are responsible for data entry, and for end users.” As such, the overall goal of the trainings were to provide the foundational training required for target KSA end users to learn the CTS and its computerized usage requirements. Further capacity was provided to demonstrate how the CTS improves information sharing and

coordination via its integration, as well as advocacy on change management initiatives and transformations required -- to sustain the CTS. Training initiatives were focused on:

- Basic computer skills and ICT capacity trainings, including understanding of the system components (hardware/software, connectivity devices, CTS network);
- CTS System Application Usage training;
- CTS Change Management training for sustainable CTS usage;
- CTS System Equipment Usage and Maintenance training;
- CTS Data Usage and Maintenance training;
- CTS Pilot Site Management and Reporting training;
- CTS Data Entry training, to ensure data entry quality, tailored for each KSA and KSA Functional Group;
- CTS Data Consumption and Monitoring < Awareness/Advocacy> training; and
- CTS Email Usage which includes how to read email notifications sent via emails.
- CTS Security Measures

Training was conducted through workshop engagements, one-on-one sessions, the trainer-of-trainers (ToT) model, and centralized group sessions.

### **CTS KEY LESSONS LEARNED**

- Initial centralized training sessions via workshops provided CTS orientation and awareness to help prime KSAs for successful one-on-one trainings that followed. This approach maximized application usage knowledge across the targeted KSAs, as one-on-one trainings created an avenue to reinforce skills and concepts acquired for effective use of the CTS.
- Considerations to prepare Information and Communications Technology (ICT) Focal Points (FP) to support target functional users with basic computer literacy refresher support was instrumental to the acceptance of the usage of the system. Nonetheless, this across-the-board pre-requisite gap, coupled with user forgetfulness and lack of extended practice time due to competing internal roles/unavailability, prolonged the timelines to attain knowledge transfer needs.
- Introducing the CTS, although appreciated and validated as necessary to improve on the justice sector inefficiencies, still required continuous change management initiatives to enable the CTS target end-users commit to the level of effort required for committed and sustained use.
- The availability of Information and Communications Technology Focal Point (ICT FPs) to undertake KSA on-site follow-up visitations has been valuable to the outreach CTS training achieved across the regions. ICT FPs or a similar role will be key for any regional expansion initiatives or refresher workshops in existing regions where required.
- The model to work via ToTs, with support from regionally based ICT FPs has been instrumental in the sustenance of the CTS roll out. ToTs were instrumental in the internal lobbying efforts to have target training participants ready for training. Nonetheless, ToTs cannot solely be relied on to sustain training

activities in the endeavor to sustain CTS without higher-level support from KSAs and the Joint Task Force (JTF).

- It is vital for the most voluminous end-user KSAs such as the GPoS and JSG to take on commitments, with support from the JTF, to integrate the CTS training curriculum into its training institutions and associated locations nationwide.
- Access to the CTS could be expanded to other agency departments that are also case creators. This could include GPoS divisions such as the Domestic Violence and Victims Support Unit (DOVSU), Anti Human Trafficking Unit, Communication Units, and Emergency Command Center amongst others, all of whom have advocated for the usage of the CTS or be better utilized to supervise activities of the CTS. To that extent, there is a need to plan for more expansive training to these units.



## SECTION I – OVERVIEW OF CTS TRAINING ACTIVITIES

### OVERVIEW OF CTS TRAINING ACTIVITIES

The specific objectives of the CTS training agenda were to provide:

- Basic ICT technical capacity (computer usage) and CTS capacity (CTS usage);
- Understanding of the various elements of the CTS (hardware/software, connectivity devices, CTS networks etc.) being leveraged, and their usage know-how to meet CTS activity objectives.
- Feedback on KSA system processes in line with the CTS process flows, to gather inputs in support of the iterative development cycle.
- Advocate for change in the transitioning to a computerized system; in line with the benefits of the CTS system.

To achieve these objectives, the agenda focused on the following areas:

- Basic computer skills and ICT capacity trainings, including understanding of the system components (hardware/software, connectivity devices, CTS network);
- CTS System Application Usage training;
- CTS Change Management training for sustainable CTS usage;
- CTS System Equipment Usage and Maintenance training;
- CTS Data Usage and Maintenance training;
- CTS Pilot Site Management and Reporting training;
- CTS Data Entry training, to ensure data entry quality, tailored for each KSA and KSA Functional Group;
- CTS Data Consumption and Monitoring < Awareness/Advocacy> training;
- CTS Email Usage which includes how to read email notifications sent via emails;
- CTS Security Measures.

### CTS TRAINING IMPLEMENTATION APPROACH

Training was conducted through workshop engagements, one-on-one sessions, the ToT model, and centralized group sessions.

The training agenda described above also served as the curriculum for the initial in-house technical trainings of the thirteen ICT FP/System Implementation Engineers (SIE) who were then responsible for developing the capacity of the KSA end-users. They also trained the selected ToTs who supported on trainings and served as “CTS Champions” within their institutions.

The functional end users trained on the CTS were categorized in two groups:

- KSA Functional Data Entry Users: *These are users in each KSAs that are key to ensuring that cases or activities are added in the CTS.*
- KSA Functional Data Consumers: *These are users providing administrative oversight and providing quality assurance checks on data entered into the system; to support with decision making and reporting.*

Based on these categorizations, trainings to the Data Entry Users were first prioritized, followed by trainings to the Data Consumers. Table I below presents the various key functional user groups identified across the respective KSAs, and the number of users trained per those groups:

**TABLE I: KEY IDENTIFIED FUNCTIONAL USER GROUPS ACROSS THE KSAS**

<b>FUNCTIONAL END USER</b>	<b>GPoS</b>	<b>EOCO</b>	<b>Prisons</b>	<b>JS</b>	<b>MOJ/DPP</b>	<b>LAC</b>
COUNTER CLERK	3,756					
INVESTIGATORS (CID)	2,208					
POLICE PROSECUTION (JUPOL)	32					
DISTRICT COMMANDERS	149					
DISTRICT CRIME OFFICERS	65					
DIVISIONAL COMMANDERS	29					
REGIONAL COMMANDERS	6					
STATION OFFICER	481					
REGIONAL CRIME OFFICER	5					
HEAD OF JUPOL	3					
DIVISIONAL CRIME OFFICER	11					
IT NATIONAL STAFF	22					
INVESTIGATOR		57				
REGIONAL DIRECTOR		10				
REGISTRY OFFICER		5				
EXECUTIVE DIRECTOR		2				
ICT OFFICER		2				
RECEPTION OFFICERS			75			
REGIONAL COMMANDER			6			
CRIMINAL RECORDS OFFICER			12			
OFFICER IN CHARGE			8			
COURT CLERK				281		
COURT RECORDER				51		
COURT REGISTRAR				61		
JUDGE/MAJISTRATE				38		
DIRECTOR OF PUBLIC PROSECUTIONS					2	
REGISTRY HEAD					9	
REGISTRY OFFICER					11	
STATE ATTORNEY					25	
PRINCIPAL STATE ATTORNEY					5	
SENIOR STATE ATTORNEY					6	
CHIEF STATE ATTORNEY					5	
REGISTRY HEAD						12
REGISTRY OFFICER						14
LAWYER						7
<b>TOTAL</b>	<b>6,767</b>	<b>76</b>	<b>101</b>	<b>431</b>	<b>63</b>	<b>33</b>

It was identified early in the project that a ToT model needed to be adopted, in particular for the GPoS, in order to reach the over 6,500 functional end users that had to be trained at all 507 GPoS Locations in the seven CTS regions.

The CTS Activity Implementation Team established basic requirements for selecting KSA personnel to take on the role of ToTs for their respective KSA units. The requirements specified the need for personnel to have an existing level of ICT knowledge/literacy and a thorough understanding of their KSA processes and procedures related to the functions of the CTS. The KSA unit supervisors, using a pre-defined checklist created by the CTS Activity Implementation Team as reference, handled identification and selection of ToTs since they had background information on all their staff at post. The selected ToTs received extensive theory and practical training on the use of the CTS in a one-day training session, followed by regular check-ins by the ICT FPs. The ToTs received training according to the training plan agenda illustrated above; in addition, they were taken through presentation skills to enhance their approach in transferring their CTS knowledge to other KSA Staff. As part of their training phase, the ToTs (mainly from the GPoS) were made to accompany FPs to other CTS locations to observe the delivery of training so as to get more familiar with how trainings should be conducted.

In addition to the ToT approach supporting and accounting for the large number of users trained, it was crucial to continuing the roll out of the CTS during the COVID-19 pandemic. When the CTS ICT FPs and SIEs were unable to travel to KSA sites to deliver trainings, the trained ToTs were able to continue to provide support capacity and to sustain interest and know-how of the CTS for target functional end-users trained.

Training sessions for all the identified functional users were primarily administered by ICT FPs/SIE, with great assistance from ToTs on site. A number of the follow-up trainings were given ToTs who took charge in arranging, preparing all users to be present, and leading the training sessions with support from the ICT FPs.

Training curriculums and manuals, together with UAT Scripts, were provided which served as training aids for all training sessions held for both KSA functional users and ICT FPs/SIEs. The detailed curriculum is attached in Annex I for reference. It outlines the various training content for the specific users of the CTS which cuts across all the KSAs involved. Annex 2 also captures a sample UAT Script used.

Trainings were interactive and allowed room for question-and-answer sessions. The general outline for which all trainings were held is as follows:

- Introduction of the CTS Application spanning its deployment framework and limitless benefits of its implementation.
- In-person demonstration of overall tabs/screens of the CTS detailing the functionalities and mode of operation for each tab/screen corresponding to the respective KSAs.

- One-on-one training sessions for the various individual functional users within the various KSAs.
- General training was preceded with Q&A sessions and the results of discussions fed back into training content modifications

Trainings were mostly conducted either at a location on the KSA premises or at a centralized location agreed upon by the KSAs. Prior to the commencement of these trainings, the trainer, together with the trainees, set the ground rules to maintain a productive and organized training session. Some of the ground rules for training facilitation included: putting phones on silent, coming on time, respecting others' ideas, not interfering when others talk which largely ensured and contributed to the maximum attention and cooperation of all to meet training objectives. There was a general enthusiasm and eagerness by participants engaged to adopt the CTS for their job functions.

### **TRAINING NEEDS OF JOINT TASK FORCE**

Throughout the life of the project, the CTS team has engaged with and provided oversight and updates on the CTS and its functionalities to the CTS Technical and Advisory Committees, which helped the software implementation team to streamline the CTS functionalities to reflect process requirement and actualities across the various KSAs, which served as reference for CTS application modifications.

These oversight and functionality updates have now been included as JTF responsibilities, for which further training needs for CTS continuity following their recent inauguration. The below topics will be discussed in the next JTF meeting scheduled for December 4, 2020:

- Overview of the CTS and its usage to all target functional end-users across the KSA, and its institutionalization of CTS in KSAs formal training institutes/programs, i.e. the Police, Judiciary, and Prisons.
- Reinforcing CTS knowledge and know-how with engaged KSA ToTs across all regions. An activity plan will need to be designed by the JTF, in consultation with the KSA Heads, stipulating the frequency at which ToTs will be relieved off their day-to-day functional activities to perform their CTS roles – ensuring that continuous and refresher training sessions are carried for users under their jurisdiction.
- Hand-over of all training manuals in all formats for easier learning and know-how to the JTF and KSAs to continue sustained training efforts across the CTS select regions and its potential expansion across the remaining regions.
- Prioritized training for supervisors, especially in areas of compliance, use of data for decision making/reporting and identified usage gaps.

### **MONITORING AND EVALUATION TOOLS FOR CHANGE MANAGEMENT**

For monitoring of the CTS within the Balance Score Card (BSC) mechanism, several indicators were included to measure the general progress of the training and the number of personnel trained:

**FIGURE 1: CTS BALANCE SCORE CARD – TRAINING PROGRESS**

Balanced Score Card														
Indicator	% Weight of Score	Total Ghana												Comments
		Q4 2019			Q1 2020			Q2 2020			Q3 2020			
		Raw Score	Range Score	Balanced Score	Raw Score	Range Score	Balanced Score	Raw Score	Range Score	Balanced Score	Raw Score	Range Score	Balanced Score	
Number of participants trained on use of CTS, on benefits of CTS, and security aspects of CTS	15%	81,75	100	15	121,5	100	15	730,25	100	15	115,1	100	15	Average, per region/area targeted (per quarter)
Number of users provided supplemental training in CTS use	7%	44	70	4,9	208	100	7	337	100	7	25	30	2,1	Per quarter
Number of users coached, mentored or provided supplemental training	7%	8,75	30	2,1	31,25	100	7	2,75	30	2,1	2,143	30	2,1	Average for all regions in the testing, piloting, or roll-out phases (per quarter)
		44,07			96,79			93,00			86,00			
TOTAL (Without		44.07 out of 100			96.79 out of 100			93.00 out of 100			86.00 out of 100			
		30,85			92,64			89,99			60,20			
TOTAL (All)		30.85 out of 100			92.64 out of 100			89.99 out of 100			60.20 out of 100			

The progress of each indicator, by region, was measured through the indicator “stoplight” system, as shown below:

**FIGURE 2: CTS BALANCE SCORE CARD STOPLIGHT SYSTEM**

CONSOLIDATED STOPLIGHT																									
Activity	Indicator	Accra						Ashanti						Northern						Volta					
		Status Q3 2019	Status Q4 2019	Status Q1 2020	Status Q2 2020	Status Q3 2020	Status Q4 2020	Status Q3 2019	Status Q4 2019	Status Q1 2020	Status Q2 2020	Status Q3 2020	Status Q4 2020	Status Q3 2019	Status Q4 2019	Status Q1 2020	Status Q2 2020	Status Q3 2020	Status Q4 2020	Status Q3 2019	Status Q4 2019	Status Q1 2020	Status Q2 2020	Status Q3 2020	Status Q4 2020
Coach or mentor “resistant” or challenged users (per region, per quarter)	Number of “resistant” or challenged users coached or mentored (per region, per quarter)	5	10	13	0	13	0	6	2	0	2	1	0	1	0	0	0	19	19	109	11	0	0	0	0
Design and carry out a Training of Trainers (ToT) program (for GPS & JSG only)	Number of trainers trained (for GPS & JSG only)	1	0	55	0	142	0	0	9	0	100	3	0	0	0	0	35	19	0	70	0	0	0	0	0
Design and carry out, through ToT or direct training, initial training activities in CTS for all users, both end-users and supervisory staff	Number of users trained	0	55	77	1864	148	0	48	30	215	303	0	52	242	10	96	0	12	56	666	77	40	120	70	70
Train in security aspects of the CTS	Number of users trained in security aspects	70	122	40	0	148	0	77	116	83	303	40	52	247	36	48	30	0	121	71	77	40	120	70	70
Train supervisors regarding CTS accountability issues	Number of supervisors trained	19	19	60	0	18	0	12	80	0	42	18	0	28	0	17	26	23	49	0	28	12	24	16	16

For the evaluation of the trainings, tools including end-of training quizzes were employed to ensure effective learning by the trainees. Additionally, pre-test and post-test training evaluation techniques were used to measure participant knowledge gained during the trainings. The following relevant competency areas were covered in the four-day trainings on change management (before the COVID-19 crisis hit, after which the change management (CM) training was combined with the general CTS technical trainings):

- Demonstration of CTS;
- How to use CTS application (online, offline and android applications);
- Benefits of CTS to the User;
- Introduction to Change Management (Awareness, Desire, Knowledge, Ability and Reinforcement [ADKAR] Model);
- Managing Resistance to Change;
- Monitoring and Evaluation of CTS;
- Strategic Communications and Use of Social Media;
- Institutional Change Management Plan (ICMP) and BSC;
- Substantive Pilot Applications (SPAs);
- ToT Strategy/Introduction;
- ToT on KSA new/amended procedures and protocols regarding the CTS; and
- Presentation and communication skills for the effective training of CTS end-users.

## SECTION 2 – NUMBER OF GOVERNMENT OF GHANA STAFF AND LEADERSHIP TRAINED IN CTS UTILIZATION AND OVERSIGHT, CHANGE MANAGEMENT, AND/OR COMMUNICATIONS/INFORMATION SHARING

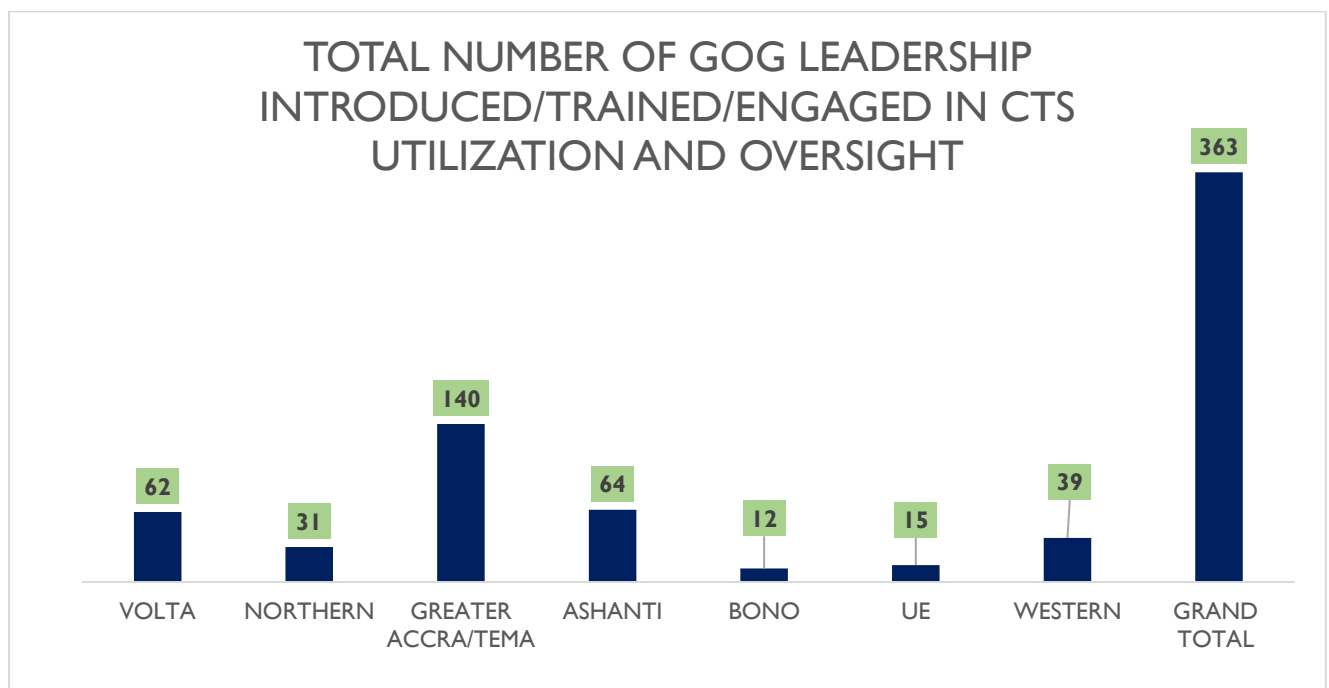
### NUMBER OF FUNCTIONAL USERS INTRODUCED AND TRAINED ACROSS 7 REGIONS

Across the seven regions, 7,471 functional users have been introduced to the CTS, out of which 6,262 have been successfully trained. Trainings were collaboratively carried out by the CTS Activity Implementation Team with support from the ToTs. The total list of those trained can be found in Annex 3.

A total number of 1,365 ToTs have been trained, representing 18% of the total number of functional users trained. Additionally, a total number of 363 users representing 5% of the leadership of these functional users across the seven regions have all received introductory CTS knowledge transfer and awareness. There has also been UAT Certification for 52% of the total number of functional users trained.

Figure 3 below details the total number of KSA leadership trained across the seven CTS regions, and Table 2 details the leaderships per KSA

**FIGURE 3 – NUMBER OF KSA LEADERSHIP TRAINED TO USE THE CTS**



**TABLE 2 – GOG LEADERSHIP PER KSA**

<b>GPoS</b>	<b>EOCO</b>	<b>Prisons</b>	<b>JS</b>	<b>MOJ/DPP</b>	<b>LAC</b>
DISTRICT COMMANDERS	REGIONAL DIRECTOR	REGIONAL COMMANDER	JUDGE/MAJISTRATE	CHIEF STATE ATTORNEY	REGISTRY HEAD
DISTRICT CRIME OFFICERS	EXECUTIVE DIRECTOR			PRINCIPAL STATE ATTORNEY	
DIVISIONAL COMMANDERS				REGISTRY HEAD	
DIVISIONAL CRIME OFFICER				DIRECTOR OF PUBLIC PROSECUTION	
REGIONAL CRIME OFFICER					
HEAD OF JUPOL					
REGIONAL COMMANDERS					

Table 3 provides an overview of the number of functional users introduced and trained across the various regions through the testing/piloting phase and rollout from March 13, 2019 to November 16, 2020.

**TABLE 3: NUMBER OF FUNCTIONAL USERS INTRODUCED AND TRAINED ACROSS THE SEVEN ROL REGIONS.**

<b>REGION</b>	<b># OF PEOPLE INTRODUCED TO THE SYSTEM</b>	<b># OF PEOPLE TRAINED</b>
Volta	801	801
Northern	351	351
Greater Accra	2868	2545
Ashanti	2029	1739
Upper East	292	155
Bono	349	235
Western	781	436
<b>Total</b>	<b>7,471</b>	<b>6,262</b>

Tables 4 and 5 below gives an overview of the breakdown of the number of functional users per each KSA which were engaged during the deployment/training phase. Table 6 below provides the details of the number of KSA staff trained per KSA per region, with a further breakdown of the number of ToTs per KSA across the various regions.

**TABLE 4 — NUMBER OF INTRODUCED FUNCTIONAL USERS ACROSS THE FOUR REGIONS/ KSA**

KSA Name	Number of KSA Staff Introduced to CTS							
	Volta	Northern	GAR	Ashanti	Bono	Upper East	Western	TOTAL



<b>GPoS</b>	632	298	2,681	1,931	293	244	690	6,769
<b>DPP</b>	10	5	22	7	3	5	9	61
<b>EOCO</b>	6	5	27	12	10	7	9	76
<b>JSG</b>	132	27	100	62	37	22	46	426
<b>GPrS</b>	18	12	28	9	1	11	26	105
<b>LAC</b>	3	4	10	8	5	3	1	34
<b>Total</b>	801	351	2,868	2,029	349	292	781	<b>7,471</b>

**TABLE 5—NUMBER OF TRAINED FUNCTIONAL USERS ACROSS THE FOUR REGIONS/ KSA**

<b>KSA Name</b>	<b>Number of KSA Staff Trained on CTS Use</b>							
	<b>Volta</b>	<b>Northern</b>	<b>GAR</b>	<b>Ashanti</b>	<b>Bono</b>	<b>Upper East</b>	<b>Western</b>	<b>TOTAL</b>
<b>GPoS</b>	632	298	2,358	1,641	179	107	345	5,560
<b>DPP</b>	10	5	22	7	3	5	9	61
<b>EOCO</b>	6	5	27	12	10	7	9	76
<b>JSG</b>	132	27	100	62	37	22	46	426
<b>GPrS</b>	18	12	28	9	1	11	26	105
<b>LAC</b>	3	4	10	8	5	3	1	34
<b>Total</b>	801	351	2,545	1,739	235	155	436	<b>6,262</b>

**TABLE 6 – NUMBER OF PEOPLE TRAINED TO USE THE CTS**

<b>Region</b>	<b># of Male Trainers Trained</b>	<b># of Female Trainers Trained</b>	<b># of Trainers Trained</b>	<b># of Men Trained To Use CTS</b>	<b># of Women Trained To Use CTS</b>	<b>Total # of People Trained To Use CTS</b>
<b>GPoS</b>	90	10	100	413	119	<b>632</b>
<b>DPP</b>	N/A	N/A	N/A	5	5	<b>10</b>
<b>EOCO</b>	N/A	N/A	N/A	4	2	<b>6</b>
<b>JSG</b>	N/A	N/A	N/A	82	50	<b>132</b>
<b>GPrS</b>	N/A	N/A	N/A	11	7	<b>18</b>
<b>LAC</b>	N/A	N/A	N/A	2	1	<b>3</b>
<b>Total Volta</b>	90	10	100	517	184	<b>801</b>

<b>GPOS</b>	30	3	<b>33</b>	199	66	<b>298</b>
<b>DPP</b>	N/A	N/A	N/A	2	3	<b>5</b>
<b>EOCO</b>	N/A	N/A	N/A	3	2	<b>5</b>
<b>JSG</b>	N/A	N/A	N/A	18	9	<b>27</b>
<b>GPrS</b>	N/A	N/A	N/A	10	2	<b>12</b>
<b>LAC</b>	N/A	N/A	N/A	3	1	<b>4</b>
<b>Total Northern</b>	30	3	33	235	83	<b>351</b>
<b>GPOS</b>	342	87	<b>429</b>	1,266	663	2,358
<b>DPP</b>	N/A	N/A	N/A	5	17	22
<b>EOCO</b>	N/A	N/A	N/A	16	11	27
<b>JSG</b>	N/A	N/A	N/A	48	52	100
<b>GPrS</b>	N/A	N/A	N/A	22	6	28
<b>LAC</b>	N/A	N/A	N/A	5	5	10
<b>Total Great Accra</b>	342	87	429	1,362	754	<b>2,545</b>
<b>GPOS</b>	435	68	<b>503</b>	935	203	1,641
<b>DPP</b>	N/A	N/A	N/A	2	5	7
<b>EOCO</b>	N/A	N/A	N/A	9	3	<b>12</b>
<b>JSG</b>	N/A	N/A	N/A	36	26	<b>62</b>
<b>GPrS</b>	N/A	N/A	N/A	8	1	9
<b>LAC</b>	N/A	N/A	N/A	4	4	8
<b>Total Ashanti</b>	435	68	503	994	242	<b>1,739</b>
<b>GPOS</b>	91	19	<b>110</b>	59	10	179
<b>DPP</b>	N/A	N/A	N/A	1	2	3
<b>EOCO</b>	N/A	N/A	N/A	6	4	10
<b>JSG</b>	N/A	N/A	N/A	20	17	37
<b>GPrS</b>	N/A	N/A	N/A	1	0	1
<b>LAC</b>	N/A	N/A	N/A	3	2	5
<b>Total Bono</b>	91	19	110	90	35	<b>235</b>
<b>GPOS</b>	98	38	<b>136</b>	137	72	345
<b>DPP</b>	N/A	N/A	N/A	4	5	9
<b>EOCO</b>	N/A	N/A	N/A	7	2	9
<b>JSG</b>	N/A	N/A	N/A	27	19	46
<b>GPrS</b>	N/A	N/A	N/A	19	7	26
<b>LAC</b>	N/A	N/A	N/A	0	1	1
<b>Total Western</b>	98	38	136	194	106	<b>436</b>
<b>GPOS</b>	45	9	<b>54</b>	43	10	107
<b>DPP</b>	N/A	N/A	N/A	2	3	5
<b>EOCO</b>	N/A	N/A	N/A	6	1	7
<b>JSG</b>	N/A	N/A	N/A	15	7	22
<b>GPrS</b>	N/A	N/A	N/A	9	2	11
<b>LAC</b>	N/A	N/A	N/A	3	0	3
<b>Total Upper East</b>	45	9	54	78	23	<b>155</b>
<b>TOTAL</b>	<b>1,131</b>	<b>234</b>	<b>1,365</b>	<b>3,470</b>	<b>1,427</b>	<b>6,262</b>

The success of these trainings with the functional users has led to Go-Live Activations (KSA sites starting to use CTS with live cases) at **757** out of the **757** targeted roll-out

locations across the seven regions which represents 100% go-live activation completion rate.

## CHANGE MANAGEMENT TRAINING

The CTS Activity carried out extensive training in various aspects of the change management strategy set forth in the Inter-Institutional Change Management Plan. On-going effective change management has and will continue to be an activity critical to the success of the CTS roll out and long-term sustainable use. Before the COVID-19 pandemic started, through partner TDA, the CTS Activity carried out specific, stand-alone trainings in change management issues (including in the benefits of the CTS, What's In It For Me, coaching and mentoring, supplemental training to resistant users, training in security aspects to reduce resistance caused by security concerns, etc.), communications and information sharing, and other related matters. After the COVID-19 pandemic started, the project combined the technical CTS training with the change management training topics.

The following tables provide an overview of the number of beneficiaries of the change management training, disaggregated by region and KSA. These tables include users from both the pre- and post-COVID trainings, as well as non-disaggregated KSA data from Q3 2019, before the BSC started to be fully utilized.

**TABLE 7 – NUMBER OF PEOPLE TRAINED IN THE BENEFITS OF CTS USE**

KSA Name	Number of Participants Trained in Benefits of CTS Use							
	Volta	Northern	GAR	Ashanti	Bono	Upper East	Western	TOTAL
<b>GPOS</b>	747	529	2,452	1,225	70	40	240	5,303
<b>DPP</b>	13	10	86	26	0	0	0	135
<b>EOCO</b>	21	8	59	45	0	0	0	133
<b>JSG</b>	234	109	180	45	0	0	0	568
<b>GPRs</b>	50	53	33	8	0	0	0	144
<b>LAC</b>	7	7	15	31	0	0	0	60
<b>Q3 2019</b>	66	80	70	0	0	0	0	216
<b>Total</b>	1,138	796	2,895	1,380	70	40	240	<b>6,559</b>

**TABLE 8 – NUMBER OF PEOPLE MENTORED OR COACHED IN CTS USE**

KSA Name	Number of Persons Mentored or Coached in CTS Use							
	Volta	Northern	GAR	Ashanti	Bono	Upper East	Western	TOTAL
<b>GPOS</b>	0	1	29	2	0	0	0	32
<b>DPP</b>	1	0	56	4	0	0	0	61

<b>EOCO</b>	0	0	0	0	0	0	0	0
<b>JSG</b>	69	0	4	0	0	0	0	73
<b>GPrS</b>	0	0	15	0	0	0	0	15
<b>LAC</b>	0	0	20	8	0	0	0	28
<b>Q3 2019</b>	19	1	5	0	0	0	0	25
<b>Total</b>	89	2	129	14	0	0	0	<b>234</b>

**TABLE 9 – NUMBER OF RESISTANT AND OTHER USERS PROVIDED SUPPLEMENTAL TRAINING IN CTS**

<b>KSA Name</b>	<b>Number of Resistant and Other Users Provided Supplemental Training in CTS</b>							
	<b>Volta</b>	<b>Northern</b>	<b>GAR</b>	<b>Ashanti</b>	<b>Bono</b>	<b>Upper East</b>	<b>Western</b>	<b>TOTAL</b>
<b>GPoS</b>	205	117	70	62	13	10	13	490
<b>DPP</b>	32	11	25	8	1	1	1	79
<b>EOCO</b>	32	5	19	10	1	1	1	69
<b>JSG</b>	47	20	33	18	1	1	1	121
<b>GPrS</b>	63	15	20	7	1	1	1	108
<b>LAC</b>	28	6	8	7	1	1	1	52
<b>Q3 2019</b>	21	20	0	0	0	0	0	41
<b>Total</b>	428	194	175	112	18	15	18	<b>960</b>

**TABLE 10 – NUMBER OF PEOPLE TRAINED IN SECURITY ASPECTS OF THE CTS**

<b>KSA Name</b>	<b>Number of People Trained in Security Aspects of the CTS</b>							
	<b>Volta</b>	<b>Northern</b>	<b>GAR</b>	<b>Ashanti</b>	<b>Bono</b>	<b>Upper East</b>	<b>Western</b>	<b>TOTAL</b>
<b>GPoS</b>	174	275	70	467	70	40	120	1,216
<b>DPP</b>	6	7	29	19	0	0	0	61
<b>EOCO</b>	9	5	19	20	0	0	0	53
<b>JSG</b>	51	59	33	33	0	0	0	176
<b>GPrS</b>	24	31	20	7	0	0	0	82
<b>LAC</b>	5	7	8	33	0	0	0	53
<b>Q3 2019</b>	30	20	70	0	0	0	0	120
<b>Total</b>	299	404	249	579	70	40	120	<b>1,761</b>

## SECTION 3 – SUCCESSES AND LESSONS LEARNED DURING CTS TRAININGS

Below is a summary of the major successes and accomplishments related to training initiatives by the CTS Activity, along with lessons learned.

### TRAINING SUCCESSES

- Trained 6,262 functional users (KSA staff) across the seven CTS-selected regions and the 757 CTS locations within these regions.
- Trained 6,559 functional users in the benefits of the use of the CTS, a key part of the ICMP change management strategy. A total of 1,761 users were trained in security aspects of the CTS, another key element of the change management strategy.
- UAT Certification for 52% of the total number of functional users trained.
- A total number of 5% representing the leadership population of these functional users across the seven regions have received introductory CTS knowledge transfer and awareness.
- The trained KSA staff have created 6,280 cases in the live CTS domain from KSA sites across the seven CTS selected regions.
- Organized centralized training sessions for selected KSAs across the regions, which facilitated and increased our go-live rate/coverage.
- Successful implementation of virtual trainings to KSA functional users. A typical case study can be referenced in a Go-Live Activation that took place in the month of September 2020 where an investigator in the Northern Region was guided virtually (via phone call) to register and forward a case to Salaga Prisons. The Salaga Prisons in turn were given oversight by the ICT FP virtually to receive the case and make updates accordingly. This is just one instance referenced; however, we have been successful in administering a number of virtual refresher trainings via our e-helpdesk helplines or directly via our FP's.
- ToT model, which supported in reaching and training a large number of functional users, as capacity is continuously provided by the ToTs to the other functional users in the absence of ICT FPs/SIE.
- Successful training sessions for GPoS ICT personnel at the Police HQ.
- CTS capacity building for BNC reps on the CTS build and functionalities to support their oversight responsibility and ensure the smooth running of the system.

- The evaluations of the centralized trainings were overwhelmingly positive. Virtually all of the participants (ToTs) made personal commitments to using the skills harnessed to train and revise ongoing activities and for the design of new CTS functionalities.
- Obtained JTI support in reaching out to JSG functional users to participate in a centralized training event organized for courts in Accra, Ashanti, Western, Bono and Upper East. JTI played an instrumental role in setting up all logistical requirements for these trainings with the contribution/funding of the CTS Activity Implementation Team.
- CTS awareness creation because of consistent CTS application training across the various functional user groups across the regions.
- Identified expansion-training targets. For example, personnel in GPoS under the Anti-Human Trafficking Units, DOVSU, Communication Units, Emergency Command Centers amongst others, who play some roles in the case cycle of a criminal case and to an extent due to their administrative functions may be better utilized to supervise activities of the CTS.
- Change management trainings significantly limited individual and institutional resistance to CTS use, with the slight exception of EOCO.
- Through the training, Regional Inter-Institutional Support Groups (RISGs) and other members of KSAs became fully aware of the use of the ADKAR model and the importance of carrying out on-going change management activities to reduce incidents of resistance to CTS use.

## **LESSONS LEARNED**

- Workshops and the centralized trainings were very significant in formally introducing the CTS, hosting selected ToTs to undergo CTS Training, and liaising with KSA Heads present to create effective monitoring practices ensuring CTS usage. Having set the stage to commence CTS usage through these introductions, the follow up sessions flowed seamlessly with users ready to participate in training and refresher trainings having already created the CTS awareness at the introductory events.
- The need for continued support and monitoring of the training process by ICT FPs/SIEs and ToTs. Field activities embarked on provided insights on the tendency of functional users to forget trainings received, which deters them from CTS use in the absence of the ICT FPs/SIEs.
- Change management activity execution should be intense after the training of end users to manage the actual change introduced by the new system, and

advocate for the extensive use of the system by calling out the KSA Head's support.

- The training schools and human resource units of the various KSA's play a key role in the expansion of the CTS Knowledge and its usage in the various KSA's. An arrangement is required to get KSAs to incorporate CTS Training Curriculums into their training/orientation requirements for new recruits/hires. In as much as possible, continue to organize periodic refresher trainings together with IBG under the 1-year post project service warrant, to sustain continued learning on CTS Usage.
- Provisions for adequate equipment to facilitate training sessions (especially for the GPoS). Inadequate equipment slowed down training sessions as functional users had to share their laptops taking turns for one-on-one training sessions.

## SECTION 4 – CHALLENGES OF TRAINING ACTIVITIES AND DETAILS OF ANY MITIGATION MEASURES NECESSARY TO ADDRESS CHALLENGES

Below is a summary of the major challenges identified during project implementation specifically in regards to training, the steps taken by the CTS Activity Implementation Team in close coordination with the GoG and KSAs to mitigate those challenges, and recommendations for further engagement of the GoG on these issues.

### **Challenge 1: User forgetfulness after training**

Following functional end user trainings, the project found there were some issues with end users forgetting the skills they had gained. There were instances where upon follow-up visitation to a site, they realize all that was initially taught to the functional user has been forgotten. They therefore spend extra time providing these refresher trainings.

#### *Mitigation Steps and Recommendations:*

- The project completed extensive follow-up by ICT FPs and ToTs after training to ensure users are completely comfortable with the system
- Encourage functional users to dedicate more practice time hours. The ToTs under their change management activity should continue to encourage users to take advantage of the offline CTS App to create dummy cases for practice.
- Animation of training curriculum, to automated training/support easier learning/mobile learning.

### **Challenge 2: Transfer of trained users**

The nature of the work across these KSAs sometimes involve staff rotation and job transfers. These transfers tend to leave a gap and results in dormancy of CTS use in the respective stations.

#### *Mitigation Steps and Recommendations:*

- The ToT approach supported with sustaining training for additional or new users at respective sites, as they were able to continue to develop capacity even in the absence of the initial functional users trained by the ICT FP.
- The need to provide virtual self-learning sessions aided with videos and materials to facilitate learning as well as discussion with Heads on how to possibly get trained CTS personnel to transfer knowledge before being transferred. This is an activity that can be extensively enforced by the JTF in consultations with the KSA Heads

### **Challenge 3: Training adjustments due to COVID-19**



The nature of the COVID-19 pandemic and its restrictions prevented workshop gatherings and mass deployment initiatives

*Mitigation Steps and Recommendations:*

- The CTS Activity Implementation Team made some adjustments to the roll out approach to deploy the CTS incrementally via one-on-one engagement with identified ToTs in KSA sites and where feasible take on a centralized training agenda for ToTs from more than one location. In the centralized approach, the project restricted every class size to not exceed 30 people and enforced adequate social distancing in the conference rooms utilized for these trainings.
- Provision of personal protective equipment and adhering to COVID-19 precautionary measures to safeguard the field implementation team and the KSA staff during training sessions.

**Challenge 4: CTS equipment gap disrupts the smooth data flow and training sessions, especially for functional users within the Ghana Police Service.**

In consideration to the number of police functional users per location, the CTS Activity could not equip all of them in this current phase. It is understood that the process of a smooth CTS case simulation requires that all relevant functional users have access to equipment. The smooth flow of process can be hindered as not all groups of functional users have access to equipment.

*Mitigation Steps and Recommendations:*

- During training sessions and workshops, functional users were able to share CTS equipment by taking turns during the practical sessions. With their unique usernames and access passwords, all training participants had the opportunity to use access and be trained on the CTS at the training sessions
- Advocacy for additional laptop equipment for KSA units relevant to CTS. This should be focused on initiatives from GoG agencies/the KSAs themselves; Success case study has been MOJ/DPP and its leadership to ensure all target state attorneys have laptop equipment and offices have the necessary connectivity support
- The Ministry of Interior should consult on the behalf of the JTF to identify and have extensive discussion with the Private Sector Companies who place a premium on sustainability of systems and nation building for their support.
- Regional budgeting of CTS Equipment needs (appraised by ICT Unit and submitted to JTF for review) to inform national budgets.
- Encourage users to share current CTS provided equipment (the focus on the laptops), using their unique usernames and access passwords. The KSA Heads are in charge of ensuring that no issues are taken up in this process

### **Challenge 5: Unavailability of functional users due to their busy schedules**

Despite confirmation and the go-ahead given by the functional users for a training schedule, ICT FPs still encountered challenges where functional users were no longer available. ICT FPs are given short notice of this cancellation with some even going all the way to the location, to be informed.

#### *Mitigation Steps and Recommendations:*

- Due to this challenge, the CTS Activity Implementation Team had to be flexible with the scheduled working hours to the extent of engaging functional users after 5pm and even on weekends where they were less busy. The KSA Heads were also informed by ICT FPs on their schedules so they could grant users the freedom to be present at the set times for training.
- Encouraging KSA supervisors/functional users to ensure that scheduled dates for training are adhered to with enough notice given to the FPs in instances where training has to be rescheduled. KSA appointed supervisors should ensure functional users are prepared on the dates scheduled for training and if for any reason they cannot be present, the supervisors should ensure other individuals performing the same roles replace them.

### **Challenge 6: Consistent demand of some functional users for the provision of allowances and incentives during training**

Some functional users are of the view that carrying out CTS training is extra work, hence believing that they should be provided with incentives to motivate them to dedicate some amount of time ensuring the successful use of the CTS. This was the case in both the technical and change management/communication and information sharing aspects of CTS training.

#### *Mitigation Steps and Recommendations:*

- The CTS Activity planned to use extensive support from the RISGs for the change management training and as such members of the RISGs were trained in CM aspects. In large part due to the failure of the KSAs to provide such incentives (such as lowering caseloads or other benefits), the RISGs did not fully take on the tasks of training in CM aspects.
- KSA Heads should assess the scope of work and the model of training delivered by ToTs in their various districts and communicate the budgets needed to support their monitoring and evaluation activity to the National Offices for its address in the National Budget Preparation.
- KSA Heads and JTF should also explore ways to support the movements of ToTs to locations outside their permanent location to carry out CTS trainings.

- Provide RISG members with some sort of positive incentive(s) to take on the CM ToT work during roll out, such as reduction of caseload (in the justice sector KSAs), or relief from some duties (in the GPos and the GPrS).

### **Challenge 7: Low-level computer knowledge and inability to utilize computers and related technology efficiently**

Some users lacked the comfort level in using computer programs and applications, which reflected during the CTS Usage Trainings. While others were fast/quick to learn during the trainings on Application Usage delivered by the ICT FPs/SIEs, some still stand in the need of refresher trainings to have a desirable level of comfort in using computer equipment and related applications like the CTS.

#### *Mitigation Steps and Recommendations:*

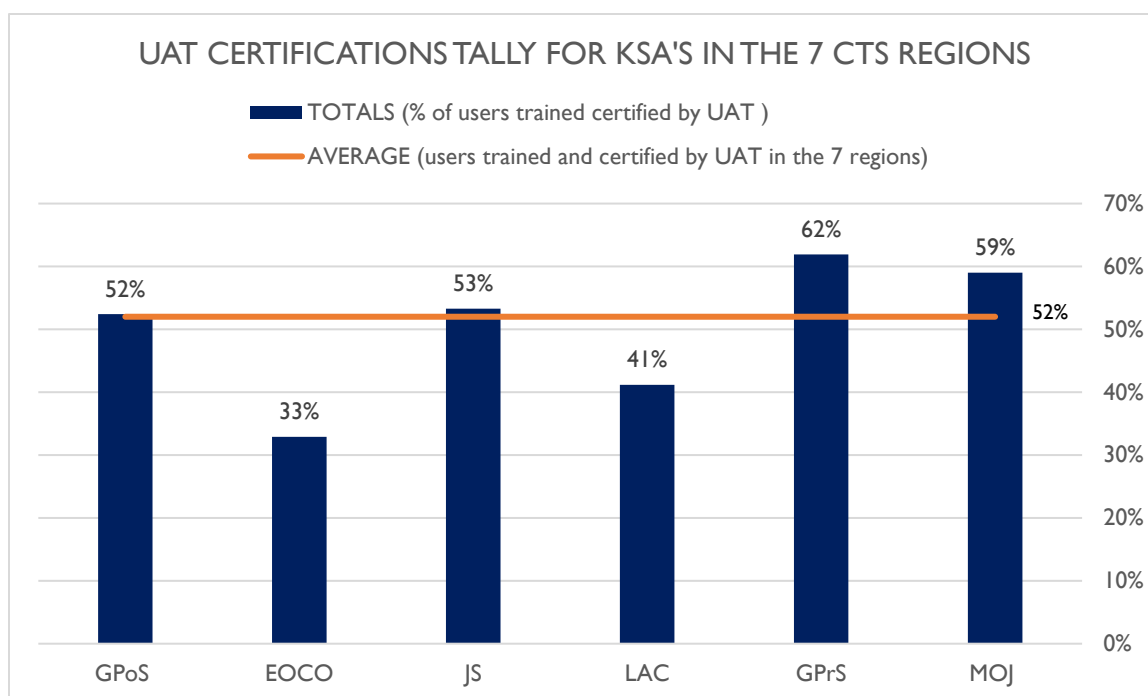
- As part of the CTS training agenda, the project instituted a basic computer skills module where users were guided through basic knowledge like – how to turn on/off a computer, how to login into a computer, how to connect to the internet, some typing skills introduction (in some cases download the Mavis Beacon Typing App), how to open a web browser, how to log in or out of a computer application, to give them an appreciative sense of turning the machines on to work with the CTS.
- Future refresher training on equipment usage will need to be sustained by the JTF/KSAs.

## SECTION 5 – FEEDBACK ON HOW TRAINING HAS INCREASED KNOWLEDGE AND USE OF THE SYSTEM

To evaluate the effectiveness of training capacity and to assess the transfer of CTS usage across the trained functional users building innovations, User Acceptance Test (UAT) Scripts were used as a training guide to ensure that functional users were trained and gained knowledge on CTS usage.

Having trained 6,262 functional users, a total number of 3,283 (representing 52% of KSA functional users trained on CTS use) have signed UAT Scripts confirming receipt of inception introductory CTS training and knowledge transfer of CTS usage in line with their functional roles.

**FIGURE 5: UAT CERTIFICATIONS IN 7 REGIONS**



A detailed breakdown of the numbers trained and certified used in this presentation above has been laid out in Annex 4.

The interventions carried out, in general, followed the suggestions made at the beginning of the training design process. For example, in the Change Management Training Module, topics such as managing change, how to develop and implement strategies for managing resistance to change, motivating for change, and effectively using protocols and other instruments regarding change management, including on CTS use, were included in the training.

Due to the varying degrees of ICT literacy, tailor-made training programs were also carried out to ensure that the computer literacy skills of the CTS end users were enhanced to be more useful.

During the trainings, participants were taken through general CTS mechanics, including change management strategies to build momentum and sustain prolonged and continuous CTS use by relevant KSA staff. The CTS Activity Implementation Team trained participants on KSA-specific roles in CTS. Separate discussions were held with each district commander of GPoS to ensure that they prioritized rollout efforts by supporting the GPoS ToT members to reach out to the various locations (i.e. rural and other districts) assigned to them and carry out the trainings.

Generally, based on the information reported, through the evaluations carried out after the training sessions, it can be affirmed that knowledge in the topics developed increased during each session. However, the following comments were repeated in each of the coaches' reports for each region:

### **General Key Observations, Lessons Learned, and Prevalent findings**

- The training was broken into two main components. First, change management strategies (by Transnational Development Associates - TDA) to build momentum and sustain CTS use by the relevant KS staff. And second, IT and CTS knowledge-based training by IBG.
- The police regional command was represented by the deputy regional commander and staff officer. The deputy regional commander showed good understanding of the system as he responded and explained few issues to the police and other KSA participants at the training program;
- Police were often concerned that felony cases are being handled by district and criminal investigation divisions, but they were largely not part of the CTS training;
- Participants, especially within the GPoS, enquired regarding the sort of access that is given to national security through BNC to have access to CTS data;
- Separate discussions were held with district commanders of the GPoS to ensure they would prioritize roll out efforts by supporting the GPoS ToT members to reach out to the various locations assigned to them.

### **Selected Suggestions and Comments from Participants from Workshop Evaluation Instruments:**

- There should be general education for opinion leaders to support the CTS;
- The general public should be educated about CTS;
- Since there is the need for change, stakeholders such as Members of Parliament (MPs), District Chief Executives (DCE), Municipal/Metropolitan Chief Executives (MMCE), and Traditional Chiefs, just to mention a few, should be given education through this program;

- There should be clear information about cases which are considered as “minor” and can be allowed to be settled by the traditional rulers and opinion leaders;
- An additional information-related necessity is to let supervisors in various institutions understand the importance of CTS and educate the chiefs and opinion leaders in the community
- Basic IT programs (i.e. Microsoft Office) should be introduced for end-users without knowledge of computer skills;
- Basic information technology skills in order to induce and encourage many non-IT compliance officers to accept the CTS;
- Data management and community education and sensitization should be added;
- Stakeholders like religious bodies and traditional authorities should be invited to participate. By so doing, they can also train their subordinates;
- Other prosecuting public institutions like the SSNIT and some public sanitation agencies should also be added and trained and given access to the CTS.
- The community members should be sensitized on judicial system;
- If the system is handed over to the government, then I don’t see the future because there is going to be political influence in all situations;
- Divisional commanders and crime officers should be added to this training because they handle more serious cases, which are at times referred from the stations and the districts;
- There should be a way that the CTS can be address the influence of chiefs and the politicians in reported criminal cases;
- The case tracking system has come to us as a savior and will eliminate corruption if used correctly; and
- The training program is too packed, more time needed for training

#### **Other Recommendations:**

- For CTS advocacy component of any future CTS versions, the general public and relevant opinion leaders of all shades and sizes should be educated to support the system;
- Capacity building of KSA IT units necessary for CTS sustainability;

- Court clerks should be key participants for the judicial service in similar trainings in other regions;
- The Project's communications solutions provider (BNC) should be engaged for a thorough and conclusive discussion on the roadmap for the creation of a WAN connectivity solution for CTS;
- BNC should be invited to test internet connectivity for other ToTs at the training grounds/venue;
- The communications solutions provider (BNC) should also be engaged to ensure that the communications are in place for the actual post-training usage of CTS so that users will have access and start using CTS right after the final day of training to sustain their interest in CTS;
- Incorporating training into existing KSA training programs and training schools should be envisaged to maximize the needed capacity building and change;
- Refresher trainings for ToTs should be considered in the future;
- External capacity building and resources (computers, funds, incentives for ToTs) support is needed for ToTs;
- Telecommunications companies should be explored to provide connectivity support to CTS at the various KSAs level, within legal permissible boundaries;
- Special focus should be directed to KSAs leadership to ensure CTS.

## SECTION 6 –SUSTAINABILITY AND NEXT STEPS

1. The CTS eHelpdesk was developed as a support tool for all KSAs and partners to access in reporting any issues/challenges that rises during the use of the CTS.
2. The formation of the JTF and JTF Technical Committee to lead, manage and sustain the progress made by CTS in this current phase. This includes facilitating the discussions to break ground on expansion of the CTS in the nine additional regions in Ghana.
3. Equipment campaigns for internal KSA equipment provision to expand CTS usage to be followed up by JTF
4. Discussions to be held with the JTF team on the need to follow up with initiatives to create mirror/backup of CTS Server, which is currently being housed by BNC at Judicial Service;
5. Before the end of the project on January 7, 2021, IBG will carry out Phase 2 CTS training of BNC staff which covers a refresher training on previously discussed areas spanning: CTS server environment architecture maintenance, management of the CTS application hosting hardware, deployment of the CTS application and its databases in time of downtime as well as troubleshooting any application connectivity related issues or static data inclusion request. The timeline for the training is subject to the availability of the BNC representatives.
6. IBG will provide technical trainings for the JTF technical committee. The training will be in two forms:
  - Technical trainings covering CTS functionality and its usage as well as source code modifications and or functionality update where required.
  - CTS deployment/implementation capacity building leveraging on the IBGs experience in implementation across the seven regions. Evaluating the implementation's SWOT, which is, key for the expansion into the 9 other regions in Ghana.

Scheduling for these trainings are pending JTF availability, as the committee is still in discussions to identify its core technical staff with the relevant required technical and operational background to take on these tasks.

7. Follow up discussions by the JTF to discuss and agree on continued learning approaches with training schools (Police Academy and JTI) and Human Resource Units of the various KSAs.
8. The need to roll out a more consistent and sustainable internet connectivity for the CTS case workflow to operate properly. Follow up discussions with BNC on cost estimates submitted and its presentation to JTF/GoG in this transition phase to initiate steps towards its address.





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