

Capacity Development for Effective Police Prosecution in Ghana: Promoting Due Process of Law

Elijah Tukwariba Yin¹
Peter Atudiwe Atupare²
Nelson Kofie³

¹elijah.yin@ucc.edu.gh

²paatupare@ug.edu.gh

³nkofie@nvcc.edu

¹<https://orcid.org/0000-0003-2757-092X>

²<https://orcid.org/0000-0003-3984-6938>

³<https://orcid.org/0000-0003-2912-6494>

¹University of Cape Coast, Ghana, ²University of Ghana, Ghana, ³Northern Virginia Community College, USA

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ABSTRACT

This study aimed to document, describe, and examine the extent to which capacity development is utilized to ensure effective police prosecution in Ghana. It is argued that ineffective capacity development of police prosecutors undermines the due process of law and distorts prosecutorial activities within the justice system. The Social Learning Theory (SLT) was used as a lens to explain the capacity development of police prosecutors. This study used phenomenology as a research design. The qualitative approach of interview was used as a strategy for data gathering. Using convenient and purposive sampling techniques, 22 police prosecutors were interviewed. In addition to the interviewed data, the study made use of some news articles. The data was analysed based on themes. The analysed data revealed that the successful prosecution of cases by the police in Ghana relies heavily on robust capacity development. This entails the development of personal, interpersonal, professional, and organizational skills of police prosecutors. Prosecutors require a solid grounding in law, analytical abilities, critical thinking, time management, technological proficiency, and organizational values such as accountability and transparency. Capacity development initiatives greatly bolster prosecutors' confidence and skills, resulting in higher conviction rates, improved engagement with stakeholders, and a deeper comprehension of intricate legal principles. Neglecting capacity development carries serious repercussions, including compromised delivery of justice and diminished morale. Inadequate training undermines prosecutors' capacity to prepare cases, handle evidence, and navigate court procedures, eroding public trust in the criminal justice system. We conclude that Ghana can strengthen its criminal justice system, and promote fairness, efficiency, and public confidence through effective capacity development. Among the recommendations, authorities must prioritize capacity building by offering consistent training and resources to facilitate the professional development of police prosecutors.

Keywords: Capacity Development, Law, Police, Prosecution, Ghana

1. INTRODUCTION

Capacity refers to the power and ability to do something (Van Rooyen, 2000; Middlemiss & Parrish, 2010). In other words, capacity is the ability of an organisation to help its workers meet more challenging standards (Van Rooyen, 2000). It involves enhancing the competencies and refining the performance of workers. Institutions that lack the capacity to achieve their goals would have to put in place measures to ensure efficiency. Such measures could range from restructuring how work is organised and services delivered to providing training in specific areas of the job. Capacity building is more than just training as it includes institutional and legal framework development as well as organizational and human resource development. The human resource development aspect encapsulates equipping institutional officers with the needed understanding, skills, knowledge, information, and training that helps them to be effective in their job roles (Van Rooyen, 2000; Claussen, 2011; Orji et al., 2019).

The institutional and legal framework development also deals with making relevant amendments to the legal and regulatory regimes of organisations to aid the capacities of workers (Van Rooyen, 2000). The term capacity building has been differentiated from capacity development. The former implies the creation of something entirely new, starting from scratch, whereas the latter is thought to be a more effective way of utilising existing skills and knowledge to drive a flexible and dynamic process of change, led by local individuals (McEldowney, 2017). In this paper, the use of capacity building and capacity development implies hiring, training prosecutors from the ground up, and continuously developing their skills to establish, grow, adapt, and keep up their capabilities over time. This ensures prosecutors meet their

profession's expectations and supports the rule of law. Hence, capacity building and development are used interchangeably.

The subject of capacity development is crucial and the need is mammoth, as it equips people and institutions to deal with their challenges and also prevents a reliance relationship on outsiders (DeCorby-Watson et al., 2018). It is considered a crucial method for achieving institutional change and increasing the ability of people to bring about the desired vicissitudes outlined in the institution-building strategy. It is often a systematic and planned effort to improve the skills, knowledge, and character traits of employees through the experience of learning. Capacity development enables employees to acquire aptitudes to adequately perform given responsibilities. It is important to state that when capacity development is connected to explicit organisational goals and accompanied by corresponding changes in structure and personnel, it becomes a powerful method for enhancing the human ability to accomplish those goals (Harris, 2005). Capacity development initiatives are attuned to the specificities of local organisational cultures and contexts, consequently resulting in more viable and suitable community solutions compared to approaches that do not prioritise capacity-building (DeCorby-Watson et al., 2018; Klinsky & Sagar, 2022). Despite the usefulness of capacity development, the process and practice have been fraught with challenges.

Among the glitches associated with the process and practice, Andrews et al. (2013) point out that the implementation of established procedures or transplanted ideas without recourse to local context during capacity development exercises weakens innovation potential or existing capabilities. Beyond undermining novelty is the problem of inadequate funding for capacity development programmes (Chaskin et al., 1999). Amid financial challenges, the few available funding agencies often prioritize accountability and immediate results, neglecting long-term capability-building procedures (Brown et al., 2001). This approach often undermines the long-term expected results (Herbert et al., 2001). Nevertheless, the practice of building the capacity of employees (and volunteers) in both public and private sectors is essential to meet the needs of society and institutions.

The Ghana Police Service (GPS) is a public sector agency mandated by the 1992 constitution of the Republic of Ghana to maintain law and order. The functions of the GPS are guided by the Police Service Act, 1970 (Act 350) and the Police Service Regulation 2012 (C.I 76). The core functions of the GPS are to detect and prevent crime, apprehend offenders, and maintain public order and the safety of persons and properties (Yin et al., 2024). The Department of Legal and Prosecution is one of the key departments of the GPS. This department is responsible for assigning, normally, misdemeanor cases for prosecution. Prosecution is the process of bringing charges against a person, presenting evidence, and preparing and ensuring witnesses appear and testify in court. The prosecution of these misdemeanor cases is specially done by selected police officers, known as police prosecutors, who are sworn in for such roles (Amagnya, 2022). According to No. 197(10) of the GPS Service Instructions, a police prosecutor must “present, in a most impartial manner, all the facts in the case which are known and are available to him/her; and in every way, to assist the court in its duties”. In effect, police prosecutors strengthen and promote the rule of law (Dandurand, 2007). This practice of police prosecution is common in most common law countries such as the United Kingdom, Ghana, Nigeria, Zambia, Australia, etc. (Amagnya, 2011). For purposes of clarity on police prosecution in Ghana, it is imperative to state that, Ghana’s Constitution (1992) assigns the Attorney General (A-G) the responsibility to prosecute all cases on behalf of the government. However, under Article 88(4) of the Constitution, the A-G is permitted to delegate prosecution authority to the police. This delegated authority provides the legal context for police prosecution in Ghana (Amagnya, 2022).

Like all other police officers, police prosecutors are expected to uphold the democratic principles of accountability, congruence, and community-centricity with utmost integrity. Accountability is the extent to which an organisation or individuals submits themselves to the authority of the law and society (Harris, 2005; Rhind, 2023). Accountability is part of the ways of ensuring that human dignity is validated and reaffirmed (Owiso, 2022). The principle of accountability necessitates that the police prosecutors showcase their adherence to law-abiding, discipline, transparency, and independence. Law-abiding connotes total compliance with the law and equal application of the law to all citizens. The police prosecutors must be as transparent as possible as well as adopt an impartial approach to gain public confidence (Harris, 2005), and that of the court.

In addition to accountability, congruence is another essential democratic characteristic of the police service. Congruence refers to the importance of a strong alignment between the values exhibited by police prosecutors and the society in which they function (Harris, 2005). The essence of this congruence lies in the imperative for the police to foster reciprocal comprehension and collaboration with the public. To fulfil their lawful aims, police prosecutors must acquire the respect and trust of the public. This is particularly important in a democratic society where police prosecutors are selected, trained, and promoted within the ranks of the bureaucracy. Regardless of how they assume their position, police prosecutors are expected to maintain: prosecutorial independence; be fearless in the pursuit of justice; invest considerable interest in pursuing the cause of the victim while watching out for the fair treatment of the accused; ensure the innocence of the accused until proven guilty; maintain objectivity towards both the violator and the violated even if it means having to overturn/vacate a case due to insufficient evidence; be beyond reproach in resisting intimidation, bribery and corruption, and healthy respect for the rule of law. These principles pertain to the police service's representative character, its civilian image, that is the degree to which it is devoid of corruption and political

manipulation, and its promotion system based on merit and strong ethical standards. The civilian image of the police reveals the extent to which policing must be community-centered. By this, the organisation evaluates its performance according to the degree to which its accomplishments and results fulfill the requirements of the community. This principle specifies that the police service must be service-oriented, decentralised, and empowering (Harris, 2005). The act of empowering, as indicated above, involves human, institutional, and legal framework development. The evidence of capacity development of police prosecutors must be demonstrated through accountability, congruence, and community-centricity.

1.1 Statement of the Problem

The essential role of police prosecutors and the enumerated challenges in the literature reveal the need for continuous capacity development. The practice of building the capacity of police prosecutors has the potential to improve their skills, confidence, knowledge, and character traits towards their mandated functions. It promotes accountability, congruence, and community-centricity. An effective police prosecutor's capacity development tends to have an impact on justice delivery which is connected to the overall goal of the criminal justice system in Ghana (Harris, 2005). The scientific study of the capacity development of police prosecutors is an important approach to understanding how the service has evolved over the years, the skill level of prosecutors, how prosecutors contribute and uphold the rule of law, and whether they are up to date with current and acceptable global practices. However, very few scholars have paid attention to the issue of capacity development of police prosecutors. This is supported by the work of Ulmer (2019), who indicated that the area of police prosecution is one of the least researched areas of policing. Apart from Amagnya's (2011) master's thesis which directly and partially touches on the capacity-building of police prosecutors in Ghana, the literature (Caldwell IV & Finney, 2010; Harris, 2005, etc.) focuses on capacity development and police personnel in general. Its lack of focus on police prosecutors may be attributable to the discontinuation of police-led prosecution in countries like the United Kingdom (Beck, 2006). According to Amagnya (2022), the discontinuation does not justify the scanty research in Africa. All these reveal the gap in the scholarly literature, hence warranting an empirical study. Therefore, this study aims to document, describe, and examine the extent to which capacity development is used to ensure effective police prosecution in Ghana. We argue that ineffective capacity development of police prosecutors undermines the due process of law and distorts prosecutorial activities within the justice system. This study contributes significantly to the literature on law and society, criminal law, criminology, and sociological jurisprudence.

1.2 Research Objective

The objective of this study is to document, describe, and examine the extent to which capacity development is used to ensure effective police prosecution in Ghana.

II. LITERATURE REVIEW

2.1 Theoretical Review

The significance of police prosecutors in the criminal justice system is paramount (Howell, 2014; Jamshed et al., 2020). Police prosecutors are responsible for coordinating and aiding in investigating crimes, gathering evidence, and presenting cases in court (Brown, 2015; Lee, 2020). Silbert (1977) contends that, within the limits of available resources, the office oversees and manages an active post-arrest inquiry to collect supplementary material and examine the evidence used for the arrest. Silbert's (ibid) research further elucidates the involvement of the police prosecutor in the sentencing procedure. The police prosecutor collaborates with a team of investigators, initiates charges, presents arguments in court, pursues revocation, and offers information and recommendations during sentencing. Proficient police prosecutors are crucial for guaranteeing the administration of justice and safeguarding the rights of both victims and the accused (Hagemann-White et al., 2015; Griffin, 2000). Notwithstanding the function of police prosecutors, Ashworth and Redmayne (2010), Boolell (2013), and Green (2018) assert that the exercise of discretion occasionally results in injustices as police prosecutors sometimes take actions that reflect their moral convictions (Cheng, 2017). Cowdery (2013) and Davis (2005) both said that officers' unrestricted use of discretion, which comes from little or no direction, is one reason suspects are treated unfairly. Kania (2023) characterized the obstacles to prosecution as dishonesty, denial of due process, dereliction of duty, favoritism, and abuse of power. The deficiency of fundamental legal knowledge and abilities for executing prosecutions and the lack of effective accountability systems has also been noted (Abegunde, 2014; Beck, 2006). Resource constraints and the necessity to prioritize cases have also been recognized (Lawrence et al., 2019). These obstacles hinder prosecution services, and the repercussions might be severe. Therefore, we must address the issue of capacity development and its effectiveness in relation to the operational responsibilities of prosecutors.

The capacity development of police prosecutors in this context means the recruitment, equipment of prosecutorial skills from scratch, and continuous training of prosecutors to strengthen, create, adapt, and maintain

capacity over time to meet the needs of the profession and promote the rule of law in general. It involves identifying the gaps and weaknesses in the knowledge, skills, and attitudes of police prosecutors and developing strategies to address them (Miller et al., 2017). Capacity development can be achieved through various means, including training and education, mentoring and coaching, and the provision of resources and equipment (De Grauwe, 2009). Amagnya (2022) acknowledges that professional development and training aid the efficiency and effectiveness of police prosecutors' duties.

Training and education are critical components of capacity development for police prosecutors (Jones & Honorato, 2016). Training programmes can be designed to enhance the knowledge and skills of police prosecutors in areas such as investigation techniques, evidence collection and analysis, and court procedures (Fielding, 2023). Education programmes, on the other hand, can focus on providing police prosecutors with a deeper understanding of the law and the principles of justice. Mentoring and coaching are also effective strategies for the capacity development of police prosecutors (Krupski, 2017). Experienced police prosecutors can be paired with less experienced ones to provide guidance and support in the performance of their duties (Bojańczyk, 2012). Coaching can also be used to help police prosecutors develop specific skills, such as leadership and management.

The provision of resources and equipment is also essential for the capacity development of police prosecutors (Lawrence et al., 2019; Cunha et al., 2017). Police prosecutors need access to modern technology, such as forensic equipment and computer software, to effectively investigate and prosecute crimes (Muriuki, 2022). They also need access to adequate transportation, communication equipment, and other resources to perform their duties efficiently (Griffiths et al., 2016; Corder, 2023). In addition to these strategies, the capacity development of police prosecutors also requires a supportive institutional environment (Fielding, 2023). This includes a clear and well-defined organizational structure, effective management and leadership, and a culture that promotes accountability, transparency, and professionalism (DeCorby-Watson et al., 2018; Klinsky & Sagar, 2022). Furthermore, the capacity development of police prosecutors should be a continuous process that is tailored to the specific needs and context of the country or institution (Pitts & Tigges, 2023). It should also involve the participation and engagement of all stakeholders, including police prosecutors, judges, prosecutors, and community leaders.

Capacity development of police prosecutors is a critical aspect of the criminal justice system. It requires a comprehensive approach that involves training and education, mentoring and coaching, the provision of resources and equipment, and a supportive institutional environment. Capacity development should be a continuous process that is tailored to the specific needs and context of an institution. By investing in the capacity development of police prosecutors, countries can improve the efficiency and effectiveness of their criminal justice systems and promote justice, accountability, and human rights.

2.1.1 Social Learning Theory

The capacity development of police prosecutors can be explained through the lens of the Social Learning Theory (SLT), a theoretical framework rooted in the fields of psychology and criminology (Bandura, 1977). SLT posits that individuals learn new behaviours, attitudes, and knowledge through observing, imitating, training, and modeling others. This theory is particularly relevant in understanding the capacity development of police prosecutors, who play a critical role in the criminal justice system. In the context of police prosecutors, SLT suggests that their capacity development is influenced by their interactions with colleagues, supervisors, and other stakeholders within the criminal justice system. Through observation, imitation, training, and reinforcement, police prosecutors learn the skills, knowledge, and attitudes necessary to effectively perform their duties (Bandura, 1986). SLT highlights the importance of reinforcement in the learning process. In the context of police prosecutors, reinforcement may take the form of positive feedback from supervisors or colleagues, successful case outcomes, or opportunities for career advancement. Conversely, negative reinforcement, such as criticism or disciplinary action, may hinder the learning process and undermine the capacity development of police prosecutors. Furthermore, SLT emphasizes the role of self-efficacy in the learning process. Self-efficacy refers to an individual's confidence in their ability to perform a specific task or behaviour (Bandura, 1977). In the context of police prosecutors, self-efficacy is critical in determining their ability to effectively prepare and present cases in court. Police prosecutors with high self-efficacy are more likely to take on challenging cases, persevere in the face of obstacles, and adapt to new and complex situations.

2.2 Empirical Review

Capacity development of police prosecutors is crucial to ensuring effective prosecution and justice delivery. This empirical review examines how capacity development is used to ensure effective police prosecution, identify their challenges, and explore strategies for enhancing their capacity for effective prosecution.

Some studies have highlighted the importance of the capacity development of police prosecutors in enhancing the efficiency and effectiveness of the criminal justice system (Bayley, 2005; Tyler et al., 2015). Police prosecutors play a critical role in the prosecution process, as they are responsible for investigating crimes, gathering evidence, and presenting cases in court (Nkashe, 2015). Empirical evidence suggests that capacity development initiatives, such as

training programmes and workshops, can significantly improve the skills and knowledge of police officers and prosecutors (Lumb & Breazeale, 2002; Collier, 2001). For instance, Amagnya's (2022) study conducted in Ghana found that police prosecutors who received training in investigation and prosecution techniques were more effective and likely to secure convictions than those who did not receive such training. Similarly, a study in Britain found that prosecutors who participated in training programmes on case management and trial advocacy skills showed significant improvements in their performance (Fielding, 2023). Overall, the empirical evidence suggests that capacity development is a critical component of effective police prosecution, and that investing in the skills and knowledge of police officers and prosecutors can lead to improved prosecution outcomes. Nevertheless, the capacity of police prosecutors to perform these tasks effectively is often compromised by inadequate training, lack of resources, and insufficient support (Harmon, 2011).

One of the major challenges facing police prosecutors is inadequate training. Many police prosecutors lack the skills and knowledge to investigate crimes effectively, gather evidence, and present court cases (Jiao, 2015). A study conducted in Ghana found that police prosecutors received inadequate training in investigation techniques, forensic science, and court procedures. This lack of training compromises the ability of police prosecutors to gather evidence and present cases effectively in court. Another challenge facing police prosecutors is the lack of resources. Police prosecutors often lack the necessary resources, including vehicles, communication equipment, and forensic tools, to investigate crimes effectively (Amagnya, 2022). Studies conducted in Nigeria found that police prosecutors lacked the necessary resources to investigate crimes, including vehicles and communication equipment (Kekere, 2020; Chinwokwu, 2017). This lack of resources compromises the ability of police prosecutors to investigate crimes effectively and gather evidence. In addition to inadequate training and lack of resources, police prosecutors also face challenges related to insufficient support. Police prosecutors often work in isolation, without adequate support from colleagues, supervisors, or other stakeholders (Brown, 2015). A study conducted in South Africa found that police prosecutors lacked support from colleagues and supervisors, which compromised their ability to investigate crimes effectively and present court cases (Redpath, 2012).

Despite these challenges, some strategies can be employed to enhance the capacity of police prosecutors for effective prosecution. One strategy is to provide police prosecutors with adequate training and development opportunities. This can include training in investigation techniques, forensic science, and court procedures (Jiao, 2023; Jiao, 2015). A study conducted in Kenya and the United Kingdom found that police prosecutors who received training on investigation techniques and court procedures were more effective in presenting cases in court (Nkashe, 2015; Ruo, 2020). Another strategy is to provide police prosecutors with the necessary resources to investigate crimes effectively. This can include vehicles, communication equipment, and forensic tools (Harmon, 2011). A study conducted in Australia and New Zealand found that police prosecutors who had access to necessary resources, including vehicles and communication equipment, were more effective in investigating crimes and gathering evidence (Westera & Powell, 2017). Finally, providing police prosecutors with sufficient support is critical to enhancing their capacity for effective prosecution. This can include support from colleagues, supervisors, and other stakeholders (Amagnya, 2022). The work of Miller et al. (2017) found that prosecutors who received support from colleagues and supervisors were more effective in investigating crimes and presenting cases in court.

III. METHODOLOGY

3.1 Research Design

Edmund Husserl, the father of phenomenology, rejected the idea that external objects exist independently and that our knowledge of them can be fully trusted. He argued that individuals can only be certain about how objects appear to their consciousness (Fouche, 1993; Groenewald, 2004). To attain certainty, one must focus solely on immediate experience, effectively reducing the external world to elements of personal awareness. As a result, realities are viewed as mere "phenomena," which serve as the only absolute data from which to begin. Husserl termed his philosophical approach "phenomenology," which is the study of pure phenomena (Eagleton, 1983, p. 55). The goal of phenomenology is to return to the tangible, encapsulated in the phrase "Back to the things themselves!" (Eagleton, 1983, p. 56; Moustakas, 1994, p. 26; Groenewald, 2004). This study used phenomenology as a research design. Phenomenological research focuses on exploring the essence of human experiences and understanding the meaning people attribute to those experiences. The use of phenomenology as a research design is justified in studying how capacity development is used to ensure effective police prosecution because it allows for an in-depth exploration of the lived experiences and perceptions of police prosecutors and other stakeholders involved in the process (Creswell, 1998). Phenomenology's focus on understanding the meaning and essence of experiences enables researchers to uncover the underlying factors that contribute to effective police prosecution, such as the role of training, resources, and institutional support (Moustakas, 1994). By employing phenomenological methods, such as in-depth interviews and thematic analysis, researchers can gain a nuanced understanding of how capacity development initiatives impact police prosecutors' ability

to effectively prosecute cases, ultimately contributing to the improvement of criminal justice outcomes (Groenewald, 2004).

3.2 Study Location

This study was conducted in Ghana. The Republic of Ghana is located in West Africa. It borders Cote d'Ivoire to the west, Burkina Faso to the north, Togo to the east, and the Gulf of Guinea to the south. The country is divided into 16 regions (See Figure 1). According to the Population and Housing Census report of 2021, Ghana has a population of 30.8 million. Ghana's criminal justice system is a complex network of institutions and processes designed to maintain law and order, punish offenders, and protect the rights of citizens. The system is adversarial, with the police responsible for investigating crimes and gathering evidence, the Attorney-General's Department responsible for prosecuting offenders, and the judiciary responsible for interpreting the law and determining guilt or innocence. The system also includes correctional facilities, such as prisons, which aim to rehabilitate and reform offenders. Ghana's criminal justice system seeks to balance punishment, rehabilitation, and restorative justice to promote public safety and uphold the rule of law.



Figure 1

Map of Ghana

Source: The Permanent Mission of Ghana to the UN

3.3 Study Approach

According to Moser and Korstjens (2017), qualitative research is a form of investigation that delves into and offers a profound understanding of real-life issues. This approach to research gathers peoples' perceptions, experiences,

and behaviour. It addresses the why and how and is not focused on numbers. It adopts a structured format, either as an independent study utilising only qualitative data or as a component of mixed-methods research that integrates qualitative and quantitative data (Tenny et al., 2022). Qualitative research employs many methodologies such as interviews, observation, and focus groups. The approach to data gathering for this study was purely qualitative. This approach was adopted because it offers an in-depth understanding of the experiences of prosecutors in terms of their capacity development.

The unit of analysis of every study is essential to the overall outcome of the study. According to Kumar (2018), a unit of analysis is the object or person from which one gathers data. Babbie (2020) also defines a unit of analysis as the entity being studied or the people or organisation a researcher wishes to say something about. In this research, the unit of analysis was police prosecutors of the ranks of sergeant, inspector, and chief inspector. As the focus of the study is on how the capacity development of police prosecutors can enhance prosecution services and promote the rule of law, police prosecutors are deemed to be the main people who can offer information to address the objective of this study.

In this study, we used interviews as our data collection strategy. We designed an interview guide. The guide was made up of open-ended questions focused on the capacity development issues of police prosecutors. Some of the questions contained in the guide include the following: How were you recruited as a police prosecutor? What qualities do you think one must possess to be a police prosecutor? What is the extent of training afforded you before being sworn in as a police prosecutor? What is the extent of the demands of your position as a police prosecutor? How familiar are you with the written standards of police prosecutors in Ghana? What capacity development programmes are offered to you as a police prosecutor? How often are these programmes offered? How often do you attend training programmes as a police prosecutor? Is there any mechanism to monitor the effectiveness of training during the police prosecutors' career? From your view, how effective is this training? Would you consider capacity building an important exercise for your role as a police prosecutor? What are the challenges you face as a police prosecutor in respect of capacity building? These questions were significant in addressing the aim of the study. In all, a total of 22 police prosecutors were interviewed. This number was dependent on the police prosecutors who were willing to be part of the study. It is important to state that qualitative research aims to gather in-depth information and not focus on representativeness, hence a small number is acceptable. Also, after organising the data from the 22 participants, we noticed it could adequately address the research objective. The sampling techniques used were convenient and purposive. The former is based on the availability and readiness of the police prosecutors (Emerson, 2021), while the latter is based on the type of information or the knowledge that police prosecutors had to inform the study (Campbell et al., 2020). Out of the 22 police prosecutors who were interviewed, 8 were recruited from the Greater Accra region, 4 from the Central region, 3 from the Western region, 4 from the Ashanti region, and 3 from the Northern region. The usefulness of this distribution is that data is gathered from police prosecutors across the southern, middle, and northern belts of Ghana. The study also made use of some news articles on training programmes for police prosecutors in Ghana.

The data gathered were analysed following these five steps. First, after the interviews, the various notes taken from the participants were brought together and typed out into a single Word document. Second, this typed transcript was printed out for easy review and exploration of the data. This allowed us to read the transcript severally to make sense of it. During this stage, we made notes about our ideas and thoughts. In the third stage, we created initial codes. At this stage, we highlighted keywords and phrases and made notes in the margins of the printed-out transcript. After this stage, we reviewed our initial codes and put them into themes. The themes that emerged included processes of recruitment of police prosecutors, qualities of police prosecutors, availability of capacity advancement programmes for police prosecutors, monitoring the effectiveness of capacity development programmes, challenges of capacity development programmes, etc. Finally, the themes were organised and presented coherently to tell the story of police prosecutors' capacity development initiatives and the challenges that confront such initiatives.

Before data gathering, we were granted ethical clearance from the Centre for Legal Research Ethics Committee of the Faculty of Law of the University of Cape Coast. A consent form was designed and participants were asked to read and sign. The researchers also took the time to explain to the participants their rights to opt out of the study at any time. Or, refuse to answer questions they felt uncomfortable with. The interviews were not digitally recorded as all participants were not comfortable with that idea. The participants were assured of anonymity and confidentiality. That is, we informed them that their real names would not be used in the main work. We assigned tags such as prosecutors 1, 2, 3, etc. to participants. This means that their responses were disassociated with their identities (Hoft, 2021; Novak, 2014). In respect of confidentiality, information such as location, specific police stations, and names of participants were coded and encrypted on the computer to prevent access by any other person (Hoft, 2021). The handwritten transcripts have also been securely kept. Like all human-subject research, these ethical issues aim to minimize risks and harms and maximize benefits; privacy, respect for human dignity, and autonomy (Resnik, 2015; Novak, 2014). The results are presented below.

IV. FINDINGS & DISCUSSION

Capacity development without purposive observance of the democratization principles and practices is an exercise in futility. Ghana remains a society that is democratizing. The role of police prosecutors is to reinforce the rule of law, social equality, independent judiciary, checks and balances, and civic engagement. Police prosecutorial capacity development in an emerging democratic society that has a deeply rooted ethos of bribery and corruption is taxing. The extent to which Ghana would be able to institute an enduring fully functioning police prosecutorial system is dependent on inculcating ethical standards through continuous capacity development. This study documents, describes, and examines the extent to which capacity development is used as a means of ensuring effective police prosecution in Ghana. This section presents the results of the study. We began by probing how police officers are recruited to become specialised prosecutors. According to Prosecutor 7:

To become a police prosecutor, one must have attained the rank of a Sergeant and above. That is the number one qualification of a police prosecutor. It is not about the number of years served.

Prosecutor 9 stated:

The minimum qualification to be considered for recruitment as a police prosecutor is a Sergeant. You must have gone through the lower ranks preceding a sergeant. It is considered that you might have gathered relevant experiences to aid your work as a prosecutor.

Prosecutor 4 remarked:

You may have a first degree but if you were not recruited as a cadet officer you cannot become a police prosecutor until you attain the sergeant rank. Those recruited as cadet officers are automatically above the sergeant rank and hence can be assigned that prosecutorial role though it requires some training and experience.

Corroborating the position of Prosecutors 7, 9, and 4, Prosecutor 6 indicated that:

Though your level of knowledge is important, according to the police rules, you need to be a sergeant or a Chief Inspector or above. It is a common knowledge in the police service. If you are on the Senior Officer Rank such as an Assistant Superintendent of Police, you could be assigned the role of a Judicial Police often called JUPOL. The JUPOL is in charge of coordinating the activities of the prosecutors although he/she sometimes prosecutes cases in court. ...this requirement differs from one jurisdiction to another.

From the narratives, it can be deduced that to become a police prosecutor, one typically needs to have attained the rank of Sergeant or higher, regardless of the number of years served. This requirement is echoed by multiple prosecutors, emphasizing that having a first degree is not enough if you were not recruited as a cadet officer. Prosecutor 6 also highlights that knowledge is important, but police rules prioritize rank. However, those in Senior Officer Ranks, like Assistant Superintendent of Police, can take on the role of Judicial Police (JUPOL), coordinating prosecutors and occasionally prosecuting cases. It is worth noting that these requirements may vary depending on the country or region.

The study further enquired about the qualities one must possess to qualify as a police prosecutor. The data reveal the following: personal, interpersonal, professional, and organisational qualities. In the words of Prosecutor 1:

For me (interviewee referring to himself), the qualities a police officer must possess to qualify as a prosecutor are more personal characteristics like being impartial and having integrity intact. I must be sincere with you (referring to the interviewer), not all police officers have integrity. Some are corrupt. That is why integrity is critical.

While Prosecutor 1 talked about personal characteristics, Prosecutor 4 emphasised interpersonal skills. According to Prosecutor 4:

...you should be able to communicate effectively with defendants, witnesses, and colleagues. Building rapport with court officials is essential.

Also on interpersonal skills, Prosecutor 14 stated:

Regarding the qualities of a prosecutor, I would say he/she must have the skills to collaborate and manage conflict situations.

Aside from interpersonal skills, Prosecutors 5 and 22 talked about emotional intelligence:

To qualify or be a good prosecutor, one must not only be objective but fair-minded with strong ethical standards. ...you must have emotional intelligence and empathy. Being emotionally intelligent as a police prosecutor improves your case outcomes and enhances both victim and witness support.

According to Prosecutor 9, it was about possessing some professional qualities.

To me, the person must have a strong knowledge of the law. Know how to interpret and apply the law.

This was corroborated by Prosecutor 15:

...One must know the law. It is crucial if you would succeed as a prosecutor.

Prosecutor 15 also remarked that:

The selected person to be a police prosecutor must have strong critical thinking and analytical skills. These skills help to minimize errors and improve justice delivery.

In the words of Prosecutors 1 and 18:

The qualities include paying attention to details. ...the person should have the skills of time management and the ability to prioritize cases. ...the skill to manage cases and workload is significant for such roles.

According to Prosecutor 22, technology is key:

In this Information and Communication Technology (ICT) era, one quality needed as a police prosecutor although hardly mentioned is familiarity with technology. Having ICT skills aids your legal research output as you the prosecutor become abreast with current legal decisions and trends.

To Prosecutor 6:

It is all about professionalism, transparency, accountability, commitment to public safety, and respect for the law.

These narratives reveal the study's findings on the essential qualities required to be a police prosecutor, categorizing them into personal, interpersonal, professional, and organizational attributes. The prosecutors' testimonies highlight a comprehensive set of skills and traits necessary for effective performance. Personal characteristics such as impartiality, integrity, and emotional intelligence are stressed, alongside interpersonal skills like effective communication, collaboration, and conflict management. Professional qualities, including strong knowledge of the law, critical thinking, analytical skills, attention to detail, and time management, are also emphasized. Notably, familiarity with technology and organizational values like professionalism, transparency, and accountability are underscored. The consensus among prosecutors underscores the complexity of the role, requiring a multifaceted individual with strong moral character, social acumen, legal expertise, and technical proficiency. These findings have significant implications for recruitment, training, and professional development programmes for police prosecutors, highlighting the need for a holistic approach to cultivating these diverse qualities. It is evident the officers are knowledgeable, in principle, of their functional roles. However, the extent to which these officers put into practice—role performance—warrants further research into how civilian users evaluate their experiences under the police prosecutorial system.

The study highlights the importance of personal, interpersonal, professional, and organizational characteristics needed for efficient police prosecution. This finding is consistent with the work of Brough and Smith (2003) who found that personal and interpersonal characteristics such as skills, knowledge, and abilities are essential for the efficient functioning of workers in all units. In this study, prosecutors emphasized interpersonal skills, such as effective communication, teamwork, and conflict resolution, and personal qualities such as impartiality, integrity, and emotional intelligence. This finding corroborates Cohen and Chaiken (1987) and Maguire et al. (1991), who highlighted communication skills as one of the most important indicators of effective police performance. Professional attributes such as a solid understanding of the law, analytical abilities, critical thinking, attention to detail, and time management were also identified as qualities of a police prosecutor. This finding is not pole apart from the work of Westera et al. (2016) who found that communication, thoroughness, decision-making, management, knowledge, and teamwork are essential qualities of effective policing and for the administration of justice. Our study found that police prosecutors indicated the need for capacity development programmes to improve their knowledge of the law and how such knowledge is applied in the dispensation of their duties in court. This finding is confirmed by the work of Westera et al. (2016), that possessing legal and investigative knowledge, as well as the willingness to learn, seek new knowledge, and apply it effectively is essential for police investigators and prosecutors to deliver their functions effectively. This study reveals that technological proficiency and organizational ideals such as accountability, transparency, and professionalism are also crucial for effective prosecution within the criminal justice system. This finding corroborates the work of Harris (2005), that police prosecutors must be as transparent as possible as such work traits allows for effective prosecution.

The study further investigated capacity development programmes for police prosecutors and the relevance of such training in their work output. The data reveal that police prosecutors undergo specialized training in specific and broad areas of their work. According to a news report by Daily Graphic on 10th September 2016:

Fifty police prosecutors have completed a four-week-capacity training programme in Accra, during which they were taken through criminal law, prosecution of offences and law enforcement. The participants were drawn from the 11 police administrative regions across the country. The training was organised by the Law and Development Associations (LADA) Institute, with funding support from the United States through the International Narcotics and Law Enforcement Affairs, to improve the competence and confidence of police prosecutors. It is the final part of a \$1-million project to train 300 Ghanaian police prosecutors over a year. The project is also expected to increase the confidence of the public in the criminal justice system. At the closing ceremony last Thursday, some of the participants who spoke on behalf of the regions they represented commended the organisers and the Police Administration for the programme. Chief Inspector Victor Dosoo of the Accra Regional Police Command described the programme as an eye opener which would help prosecutors not to lose sight of evidence which would aid them in the prosecution of cases. A participant from the Upper East Region, Deputy Superintendent of Police (DSP) Isaac Kojo Forson, said the practical aspect of the training, which included exercises such as mock prosecution and court visits, made it easy for the prosecutors to grasp some concepts related to the work of police prosecution. He said the programme enabled the

participants to better appreciate the impact of prolonged detention of suspects or accused persons which, among others, was an indictment on suspects' human rights.

In a Facebook post on 10th August 2019 by the Ghana Police Service on the training of police prosecutors on disclosures, it stated that:

In a series of training for Prosecutors on "Disclosure and Corruption Prosecution", fifty Police Prosecutors and Investigators who had their training in Koforidua for a week, were awarded certificates at the closing ceremony on Friday 9th August, 2019. Objectives of the training are to equip Police officers with the requisite skills needed for effective "Disclosure", a principle of law arising out of the Supreme Court's interpretation of article 19(2) (e) and (g) of the 1992 Constitution, in the case of THE REPUBLIC vs. EUGENE BAFFOE BONNIE & 4 OTHERS and the knowledge and skills needed to investigate and prosecute corruption cases effectively. Resource persons for the training included a Supreme Court Judge, the Director of Public Prosecutions, seasoned Criminal Investigators, Prosecutors, Defence Counsel and Anti-Corruption crusaders. Organizers of the training, FIIAP, managers of the European Union funds for the Accountability, Rule of Law and Anti-Corruption Programme (ARAP), states that they hope to fund the training of all Police Prosecutors and Investigators on the subject matter. Organisational support was also received from the Office of the Attorney-General, the Police Administration and Law and Development Associates (LADA). The closing was done by the Director-General Legal and Prosecutions, COP Mr. Prosper Agblorh, who was supported by Mr. Tuinese Amuzu of ARAP and Mr. Yahaya Seidu Seini of LADA.

The reports from the Daily Graphic and that of the Ghana Police Service were corroborated by participants' experiences during the in-depth interviews. Police prosecutors shared their experiences on their capacity development. According to Prosecutor 4:

Once in a while the police headquarters organizes training workshops for police prosecutors in the country. They bring state attorneys and experienced lawyers to come and train us. Sometimes too they bring international experts to train us on ethics and current prosecution skills.

Prosecutor 21 added:

I attended a capacity development programme on Criminal Law which significantly improved my understanding of complex legal concepts. The training sessions were interactive, and the resource persons were experienced judges and legal experts. The programme helped me to effectively handle high-profile cases and improved my conviction rate. I now feel more confident in court, and my ability to interpret the law has been enhanced.

In the words of Prosecutor 12:

The Interpersonal and Communication Skills training programme organized by the Prosecution Department was an eye-opener. I learned how to engage effectively with witnesses, defendants, and colleagues. The role-playing exercises helped me to develop empathy and active listening skills. As a result, I have noticed a significant improvement in my relationships with stakeholders, leading to better case outcomes and increased cooperation.

Talking about capacity development programme on the use of technology to aid prosecution, Prosecutor 1 stated:

About 11 years ago, the prosecution department organised a capacity development workshop on investigating cybercrime. The workshop aided our skills in investigating cybercrime related issues. Now I can analyse patterns of digital evidence. I can also collaborate with experts in forensic sciences to produce a sound investigative outcome.

Referring to another capacity development programme organised about 14 years ago, according to Prosecutor 20:

About 14 years ago the police service organised a leadership and management programme for Police Prosecutors. This programme helped me to acquire team management, strategic planning, and decision-making skills. It is not all about the court, it is also about managing your colleagues. I have noticed a significant improvement in my productivity and ability to lead by example.

After enquiring about capacity development programmes and their relevance, we further investigated to understand how such programmes are monitored for effective output. Prosecutor 18 remarked:

Normally, before starting the workshop, the organizers do a pre-evaluation. After the workshop, they also do a post-training evaluation. By doing this assessment, the organizers are able to identify the training gaps. This helps to establish the impact of training on our performance as prosecutors.

According to Prosecutor 10, they monitor through mentorship:

We have established a mentorship programme as part of our strategic practices. This programme has played a role in evaluating the impact of capacity development interventions. Senior prosecutors supervise junior colleagues with the aim of guiding them. Consistent feedback has contributed to a marked decline in both procedural and clerical inaccuracies.

In the words of Prosecutor 14:

There is a metric system in place which is used to track prosecutors' work efforts. This was done by examining the work rates of the prosecutors who attended the capacity development programme. For example, the number of convictions and completed cases achieved for a year compared with the previous years.

For other prosecutors, monitoring the impact of capacity development programmes was through peer observation and feedback. According to Prosecutor 2:

In the framework of our peer review system, prosecutors appraise each other's performance and make appropriate comments. Observational feedback also forms part of the evaluation as it involves other prosecutors observing our operations in court and reviewing it with us at the end. This helps to know what the gaps are hence providing the basis for what training should focus on.

The data reveal that capacity development programmes for police prosecutors have been instrumental in enhancing their skills and confidence in handling complex cases. These programmes, organized by institutions such as the LADA Institute and the Legal Resources Centre, with support from international partners, have covered various areas including criminal law, prosecution of offenses, law enforcement, disclosure, and corruption prosecution. The training programmes have been commended by participants for their practical approach, which includes mock prosecutions, court visits, and role-playing exercises. Prosecutors have reported improved understanding of complex legal concepts, enhanced conviction rates, and better relationships with stakeholders. Through these capacity development programmes, participants have reported increased conviction rates, stronger stakeholder interactions, and a better grasp of complex legal concepts. This finding aligns with Amagnya's (2022) research, which underscores the importance of training and professional development for prosecutors in carrying out their duties effectively. They emphasized that training in areas such as law, evidence, prosecution procedures, and case preparation significantly contributed to their ability to fulfill their prosecutorial responsibilities (Fielding, 2023). The findings also align with Beck (2006) and Horwitz (1998), who found that capacity development training for prosecutors helps them improve their knowledge and understanding of the law, learn about new or changing rules, and modernize prosecution practices and procedures to enhance the conduct of criminal prosecutions.

The narratives also highlight various strategies employed to monitor the effectiveness of capacity development programmes for police prosecutors, ensuring optimal output and continuous improvement. Prosecutors utilize a range of methods, including pre-and post-training evaluations, mentorship programmes, performance metrics systems, and peer review processes. These approaches enable the identification of knowledge gaps, measurement of training impact, and targeted interventions to address areas for improvement. Notably, the use of data-driven approaches, such as tracking conviction rates and case completion rates, allows for evidence-based refinement of training programmes. Mentorship and peer review processes foster collaboration, reduce errors, and enhance confidence among junior prosecutors. Overall, these monitoring strategies demonstrate a commitment to evaluating and enhancing the effectiveness of capacity development programmes, ultimately contributing to improved justice delivery and professionalism among police prosecutors. The analysis above confirms the position of the social learning theory which suggests that capacity development of police prosecutors is influenced by their interactions with colleagues, supervisors, and other stakeholders within the criminal justice system. The findings further align with the theory as it posits that through observation, imitation, training, and reinforcement, police prosecutors learn the skills, knowledge, and attitudes necessary to effectively perform their duties (Bandura, 1986).

Despite the importance of capacity development programmes for police prosecutors, some prosecutors shared that such programmes were infrequent. According to Prosecutor 3:

It's been a long time since the Ghana Police Service organised such a capacity development training programme for police prosecutors. In the past, say about 10 years ago, it was common to attend such programmes. The lack of such programmes weakens our practice as prosecutors.

To Prosecutor 11:

I don't remember the last time I attended such training to improve my capacity. Don't forget (referring to the interviewer) that there've been some amendments to our criminal law. For example, plea bargaining has just been introduced or reinforced in our criminal Act but we police prosecutors have not received any training in that regard. This will certainly have a negative impact on prosecution services.

According to Prosecutor 15:

In some time past, it was common for the Ghana Police Service to sponsor some prosecutors to pursue a Bachelor of Laws programme to build their legal knowledge. These days, it is hard to acquire study leave to pursue law. The few prosecutors with law backgrounds pursued their law programmes without the knowledge of authorities. How can you be successful in court with a poor working knowledge of the law? Imagine facing a trained lawyer in court with a poor law background. The lack of a capacity development programme undermines our efforts as prosecutors.

The infrequency of attending professional development workshops shortchanges both the police prosecutors and defendants. This had some consequences for justice delivery. According to Prosecutor 19:

The lack of capacity development programmes for police prosecutors has severely impacted our ability to effectively deliver justice. Without regular training, prosecutors struggle to stay up-to-date with changing laws, procedures, and best practices.

Prosecutor 7 added that:

The lack of these capacity development programmes has resulted in the lower spirits of police prosecutors leading to a burning out and brain drain. The effects are catastrophic as over-stressed, poorly equipped, and demoralized police prosecutors cannot deliver. The poor spending on their training has led to a low morale and retention crisis that has affected the very core of the justice delivery process. I know about 8 officers who have left the service because of the absence of personal and professional development.

The narratives underscore the dire consequences of neglecting capacity development programmes for police prosecutors, emphasizing the far-reaching impact on justice delivery, morale, and retention. The absence of regular training and professional growth opportunities leads to a skills gap, compromising prosecutors' ability to effectively prepare cases, manage evidence, and navigate court procedures. This, in turn, erodes public trust in the criminal justice system. Furthermore, the lack of investment in prosecutors' development demoralizes them, fueling burnout, turnover, and brain drain, ultimately undermining the integrity of the justice system. The consequences are multifaceted, interconnected, and devastating, highlighting the urgent need for sustained investment in capacity development programmes to ensure police prosecutors possess the necessary skills, knowledge, and expertise to deliver justice effectively and maintain public confidence. Obviously, from the data, the changing nature of laws and procedures requires police prosecutors to update their knowledge.

The narratives underscore the dire consequences of neglecting capacity development programmes for police prosecutors, emphasizing the far-reaching impact on justice delivery, morale, and retention. The study found that the absence of regular training and professional growth opportunities leads to a skills gap, compromising prosecutors' ability to effectively prepare cases, manage evidence, and navigate court procedures. This finding corroborates the work of Abegunde (2014) and Beck (2006) who revealed that the lack of capacity development training led to the lack of essential legal knowledge and skills for conducting prosecution services. This, in turn, erodes public trust in the criminal justice system. The findings also align with the research of Frye (2012), Beck (2006), and Corns (2000), which suggests that insufficient training and professional development for prosecutors present a significant challenge for police prosecution. This inadequacy undermines morale, retention, and the ability to navigate court procedures effectively. As prosecutor training and professional development are linked to prosecutors' legal competence and understanding of legal principles and rules of evidence, the absence of such training has far-reaching consequences on justice delivery. This is evidenced in the work of Alemika (2009) and Beck (2006). The ineffective capacity development of police prosecutors hinders due process in criminal cases. Amagnya (2022) explains that inadequate training and lack of professional development for police prosecutors may indicate that the ruling regime does not consider police prosecution as a crucial element in the administration of justice. The study discovered that neglecting capacity development programmes has serious consequences for the administration of justice, morale, and retention.

Participants attributed the infrequent capacity development programmes to a lack of resources, logistical challenges, competing priorities, and lack of institutional support. The narratives of prosecutors 5, 12, 20, and 8 are stated below.

The problem of lack of funding has led to infrequent capacity development programmes for police prosecutors. To some extent, this has forced the police to generally prioritize certain operations over capacity training initiatives. ...some scheduled capacity development programmes had to be canceled due to lack of funding. (Prosecutor 5)

It has become more difficult logistically to be able to even hold capacity development programmes. We face many challenges such as finding appropriate venues, fitting schedules together, getting funding and trainers with experience. As a result of these challenges, opportunities for capacity development programmes have not been implemented as frequently. (Prosecutor 12)

Due to ever-increasing workload, it is becoming a challenge searching for time to participate in capacity development programmes – a goal-Oriented activity. For most of the time, prosecutors are occupied in the Court which does not leave any time for training. In addition, the pressure to achieve the targets and the backlogs that needed attention have overtaken the routine practices of professional enhancement. Consequently, the need for capacity development programmes has never been a priority. (Prosecutor 20)

If capacity development has been emphasised in the past, it is so no longer, for institutional support has declined over the past few years. The focus priorities of the police administration have changed in a manner that training programmes are not regarded as necessary in the development of the profession. For capacity development programmes to be so effective, strong institutional support is necessary but this has not been the case hence they have remained intermittent and insufficient, leaving prosecutors to cater for their profession growth. (Prosecutor 8)

The narratives from prosecutors 5, 12, 20, and 8 reveal a concerning picture of the challenges facing capacity development programmes for police prosecutors. At the heart of the issue lies obstacles such as budget constraints, logistical hurdles, competing priorities, and lack of institutional support. The scarcity of resources has forced departments to prioritize basic operations over training initiatives, leading to canceled training programmes and leaving prosecutors without essential skills and knowledge. This shift in priorities has left prosecutors to fend for themselves, undermining the effectiveness of the justice system. In effect, the ideal is incongruent with the reality.

In effect, this had negative consequences for public confidence in police prosecutors. Furthermore, it was discovered that the lack of resources for prosecutors' professional growth demoralizes them, leading to burnout and brain drain, which in turn threatens the integrity of the justice system. The findings are in line with Amagnya's (2022) research, which discovered that a significant challenge mentioned by interviewees was the lack of logistics and resources related to office space, official vehicles, libraries, and books. Amagnya reported that all interviewees in the one-on-one interviews and most participants in the group interviews expressed concerns about the insufficient logistics and resources necessary to effectively carry out their duties. This finding confirms the work of Chaskin et al. (1999), Lawrence et al. (2019), Kekere (2020), and Chinwokwu (2017) that inadequate resources or funding is a major bottleneck for capacity development of police prosecutors. In the work of Brown et al. (2001), the few agencies with funding often prioritize accountability and immediate results, neglecting long-term capacity development procedures. This undermines the long-term expected results (Herbert et al., 2001).

To overcome these challenges, the interviewed police prosecutors indicated the need for the Ghana Police Service to liaise with agencies of the United Nations to secure funding for training programmes. Others also talked about the need for the police service to allocate in their budget money for the training of prosecutors and procurement of modern technological equipment to aid their duties efficiently. This finding is consistent with the work of Griffiths et al. (2016) and Cordner (2023) who found that adequate communication equipment and other resources help police prosecutors to perform their functions effectively.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

Effective police prosecution in Ghana hinges on robust capacity building, which encompasses personal, interpersonal, professional, and organizational characteristics. Prosecutors require a strong foundation in law, analytical skills, critical thinking, and time management, as well as technological proficiency and organizational ideals like accountability and transparency. Capacity development programmes significantly enhance prosecutors' confidence and skills, leading to increased conviction rates, stronger stakeholder interactions, and a better grasp of complex legal concepts. These programmes also foster a culture of teamwork, accountability, and professionalism, essential for efficient police prosecution.

Neglecting capacity development has far-reaching consequences, including compromised justice delivery, morale, and retention. Insufficient training undermines prosecutors' ability to prepare cases, manage evidence, and navigate court procedures, eroding public trust in the criminal justice system. Authorities must prioritize capacity building, providing consistent training and resources to ensure prosecutors' professional growth. This includes addressing logistical challenges, such as inadequate office space, vehicles, libraries, and books. By investing in capacity development, Ghana can strengthen its criminal justice system, promoting fairness, efficiency, and public confidence. Effective capacity building is crucial for upholding due process and ensuring that police prosecutors deliver justice effectively.

5.2 Recommendations

The study recommends that the Ghana Police Service should collaborate with United Nations agencies to secure funding for professional training programmes. The police service can also depend on the expertise of the UN and other agencies to train local police prosecutors. Additionally, the study suggests that the police service should allocate funds in their budget for the training of prosecutors. A methodical and systematic approach needs to be taken to select, schedule, and mandate police prosecutors' attendance at capacity development training programmes. At least every police prosecutor, if the budget permits, should be required to attend professional development programme once every year.

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Declaration of competing interest

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