

Training programmes

Financial investigations and asset recovery

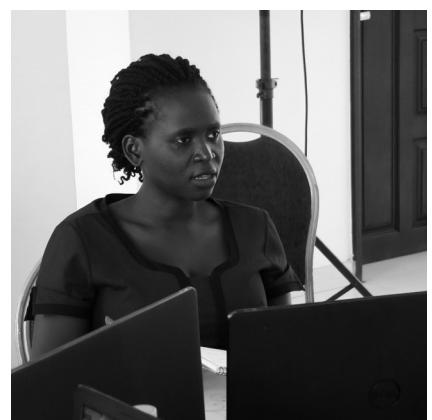


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On-site training programmes

“Really,
it was the most
wonderful course
I have ever taken
in my career’s
history.”



“The practical
exercise of the
realistic case was
brilliantly prepared,
which helped to
understand the
issues with ease.”



“For the first time, we brought together
the agencies to build a clear understanding
of each other and to work together in fighting
the ever challenging crime of corruption and
associated offences. And also for the first time,
there was a chorus of appreciation for an
external training.”

“The trainers did
a good job in
understanding our
local legislations and
using them to make
the training relevant to
our circumstances.”



“We were very impressed
with the trainers for their
extensive knowledge
and for the amount of
research, preparation and
effort they had put in to
ensure the success of the
workshop.”

“Trainers clearly and concisely opened
our minds to international developments
in anti corruption and anti money
laundering, which we hope to utilise to
improve our output in terms of quality and
effectiveness.”



Introduction

Sophisticated and complex financial crimes span the globe and impact all countries to some degree or another. Tracking down the criminal and solving crimes can be a lengthy and costly process involving many jurisdictions. The fight against corruption and money laundering, and indeed the recovery of the proceeds of crime, involve intricate and multiple proceedings, therefore requiring specialised legal, financial accounting, analytical and investigation skills.

The International Centre for Asset Recovery (ICAR) of the Basel Institute on Governance has developed and delivered training programmes in financial investigations and asset recovery to practitioners all over the world for more than ten years. We are specialised in conducting practical and interactive training programmes customised to country-specific needs, and taught both in person and on-site by our experts in partner countries.

Sustainable capacity building in partner countries

An integral part of our philosophy is to build or enhance capacity and knowledge in our partner countries. We aim to increase their autonomy in the fight against financial crimes and money laundering as well as in their pursuit to repatriate stolen assets.

ICAR training programmes generally target practitioners in the public sector, including investigators, prosecutors, members of the judiciary and Financial Intelligence Units (FIUs), and related staff. Our programmes are specifically designed to enhance skills and competences to analyse, investigate and prosecute complex corruption offences, financial crime and money laundering cases, and to recover the proceeds of crime.

We also promote and develop inter-agency collaboration in the investigation and prosecution of corruption and money laundering, as well as asset recovery by integrating representatives of various law enforcement agencies within our programmes.

A unique training methodology

ICAR programmes offer a balanced mix between hands-on exercises and interactive learning methods. By using a combination of foundation building lectures, workshops and country-specific practical exercises, participants are taken from the basics to a very advanced level of financial investigative techniques and asset tracing.

The practical exercise is an intricate, simulated investigation that replicates the real world as closely as possible. Participants learn how to unravel the web of deceptive financial transactions leading the investigators through the murky world of international banking transactions, offshore shell companies, financial centres and nominees. They work in task force groups, make independent decisions on investigative actions including surveillance, search warrants, interviewing hostile witnesses and tracking the proceeds of large-scale corruption across international borders.

International expertise and hands-on approach

The ICAR training team consists of international money laundering and asset recovery specialists, including former prosecutors and investigators with in-depth knowledge and long-standing practical experience. With their assistance and mentorship, participants are taken through complex, simulated investigations with their maze of financial transactions. Our exposure to the laws, legal systems and practices of more than 30 countries where we have worked, enables us to share not only international best practice but also country-specific information.

To ensure accuracy and credibility, the ICAR training team consistently conducts a scoping mission in the country itself to fully understand its legal system and practices, and to gather relevant legislation. This enables our experts to design and customise ICAR's training material to the exact needs of the local practitioners engaged in the investigation and prosecution of corruption and money laundering, and the recovery of assets.

Financial Investigations and Asset Recovery

The centrepiece of ICAR's signature training programme is an extensive hands-on practical exercise in which the participants conduct a country-specific simulated investigation. It incorporates complex corruption and money laundering schemes, and following the money trail. Applying a participatory approach, the training material used in the programme is presented and reinforced through three complimentary learning styles: lecture, a country-specific simulated investigation and trial preparation.

The participants are divided into investigative teams, working as independent task force groups for the whole duration of the programme. Group discussions focus on key topical areas, identify problems that have occurred in actual cases, arrive at potential solutions and compare international standards to the country-specific issues. The simulated case involves the analysis of large volumes of data, gathering and assembling evidence in a manner ready for presentation at trial, and establishing a basis for the confiscation of assets. This practical exercise incorporates relevant country-specific criminal statutes and provisions, commercial and banking records and enforcement procedures.

The participants learn how to utilise criminal investigative techniques to identify the witnesses and evidence that will be used to prove each of the elements of a money laundering and corruption violation, and to direct an asset recovery action. This work is conducted in an automated environment using computer applications to perform portions of the financial analysis. Following the completion of the investigative stage, the participants are required to organise and assemble the evidence for prosecution.

OVERVIEW

Target Audience: Investigators, prosecutors, FIU representatives, judges

Number of participants: 25 to 35

Duration: 5 days

Location: On-site

Programme language: English

The learning process takes place through a combination of the practical exercise and relevant blocks of instruction interspersed at appropriate intervals to provide the participants with the necessary skills to successfully complete the simulated investigation.

We recommend that the Financial Investigations and Asset Recovery programme be taken first as it lays the basis for the other programmes. In order to receive a Certificate of Completion and benefit from the interactive group work, participants are required to attend for the full duration of the workshop.

The costs of our on-site training programmes include fees and trainer expenses, and are negotiated on a case-by-case basis in close cooperation with the partner country or funding institution, which has requested our training services. For more information, please contact us at: + 41 61 205 55 11 or info@baselgovernance.org

Offshore Structures and Mutual Legal Assistance

The combination of offshore banking and offshore legal entities and structures provides the means for criminals to hide their profits, and distance themselves from the beneficial ownership of stolen assets. This ICAR training programme focuses on a variety of topics which impact on the manner criminals attempt to hide their illegal proceeds. These include offshore corporations, trusts and their functions, secrecy, layering of trust and shell companies, beneficial ownership and offshore banking. Through the use of an extensive hands-on practical exercise, the participants conduct a country-specific simulated investigation.

The training programme includes a practical case scenario that is country-specific and focuses on unravelling corporate structures and beneficial ownership. The participants create an offshore corporate entity that could become fully functional if registered. Various financial centre jurisdictions and offshore bank havens are examined to determine account opening requirements, amount of due diligence information available and techniques for freezing and analysing accounts.

The participants analyse and discuss best practices for Mutual Legal Assistance (MLA) in respect of various jurisdictions. An interactive workshop requires them to identify and initiate the key steps necessary to address a successful request for international assistance to the relevant foreign jurisdiction for a variety of investigative needs.

In addition to the MLA workshop, the participants are divided into teams to conduct a complex simulated asset tracing investigation involving the layering of offshore

OVERVIEW

Target Audience: Investigators, prosecutors,

FIU representatives, judges

Number of participants: 25 to 35

Duration: 5 days

Location: On-site

Programme language: English

structures. The investigation requires the use of specific MLA techniques, the unravelling of trust and corporate entities, the formulation of the proper questions to obtain all critical foreign evidence and the following of various types of evidentiary leads.

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Corruption in Infrastructure Projects and Procurement

A major part of the world's exports of merchandise and commercial services are linked to public procurement, creating valuable business opportunities but also providing exposure to bribery. Procurement offences in infrastructure construction projects are particularly prone to corruption, posing a primary source of corruption income. This ICAR training programme focuses on the types of corruption and fraud schemes that are common in contracting and procurement. Corruption schemes include bribery, collusion, bid rigging, kickbacks and undisclosed financial interests in the award of contracts. Through the use of an extensive hands-on practical exercise, the participants conduct a country-specific simulated investigation.

The training programme uses actual cases that demonstrate how bribes are generated, concealed and paid, and how these payments can be detected and proven. To provide an understanding of these processes, the participants analyse bid rigging methods used to ensure that the bribe payer is awarded the contract. Specific cases assist in demonstrating fraudulent practices, including failure to meet contract specifications, inflated invoices, product substitution, false claims and over-billing.

The participants are divided into teams to investigate a simulated corruption case, which focuses on a large construction project, using the principles that were learnt during the lecture modules. The teams follow leads to uncover the evidence, identify the relevant criminal statutes and organise their case in a manner that ensures that each

OVERVIEW

Target Audience: Investigators, prosecutors, FIU representatives, judges

Number of participants: 25 to 35

Duration: 5 days

Location: On-site

Programme language: English

element of the crime is proven. This active learning technique helps to develop investigative skills that can immediately be employed in the participants' actual cases.

An extensive manual on Combating Corruption and Fraud in International Development Projects is provided to each participant. It describes each step of the investigative process and may be used as guidance in future cases.

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Money Laundering using Bitcoin

Criminals readily exploit the fast-moving pace of technological advancement with financial transactions, using new payment methods such as cryptocurrencies, rapidly gaining acceptance worldwide. This ICAR training programme focuses on providing participants with an understanding of the technology of cryptocurrencies, and the legislation in place to regulate their use. It explains the manner in which criminals may use cryptocurrency to launder the proceeds of crime. Through the use of an extensive hands-on practical exercise, the participants conduct a country-specific simulated investigation, which focuses on Bitcoin as a payment method.

In recent years, financial payments have experienced an unprecedented wave of technological innovations with the development of new electronic payment methods. Cryptocurrencies, including Bitcoin, have the potential to make it easier for criminals to hide the source of their proceeds and move their funds across borders without detection.

The training programme involves the participants in a practical case scenario that is customised to their local environment, and provides them with the tools and understanding necessary to detect, counter and investigate criminal usage of cryptocurrencies. It teaches them to investigate corruption where such currencies are used to transfer funds and launder the proceeds by way of Bitcoin, and to trace Bitcoin transactions with the use of publicly available online tools. They learn about the peculiarities and challenges associated with the seizure and confiscation of such currency.

OVERVIEW

Target Audience: Investigators, prosecutors and representatives of FIUs

Number of participants: 25 to 35

Duration: 2 days

Location: On-site

Programme language: English

We recommend that the Financial Investigations and Asset Recovery programme be taken first as it lays the basis for the other programmes. On request, Mutual Legal Assistance (MLA) training can also be integrated into the Bitcoin training programme. During such training, participants analyse and discuss best practices for MLA in respect of various jurisdictions through an interactive workshop.

In order to receive a Certificate of Completion and benefit from the interactive group work, participants are required to attend for the full duration of the workshop.

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Interviewing Skills for Financial Investigators

A critical component of any investigation is the ability to obtain credible and accurate information, regardless whether the interview involves potential suspects, a victim, or peripheral witness. This ICAR training programme focuses on interviewing techniques that relate to the questioning of a selection of such individuals. The emphasis is on developing interviewing skills, targeting financial information in particular. It draws upon concepts included in various recognised methodologies such as Cognitive Interview Method and the PEACE (Preparation and Planning; Engage and Explain; Account; Closure; and Evaluate) system as well as the personal experiences of the instructors.

The PEACE (Preparation and Planning; Engage and Explain; Account; Closure; and Evaluate) interviewing technique was developed in the United Kingdom and is now widely used by law enforcement personnel around the world. The Cognitive Interview Method is designed to help the witness recollect as much detail as possible, and to recreate the context of an event to stimulate the person's memory.

The training programme draws upon both these techniques, combining lecture modules, examples and extensive practical interviewing exercises. The participants learn to apply various principles through a hypothetical case involving a whistle blower, losing bidder, bribe payer, other associates and the bribe recipient. Based on documents relating to the case such as diary entries, cell phone records, handwritten notes and financial records, they learn to develop an interview outline and conduct interviews. The training emphasises

OVERVIEW

Target Audience: Investigators
Number of participants: max. 12
Duration: 5 days
Location: On-site
Programme language: English

the importance of creating event timelines, establishing the sources and authenticity of documents, the exploitation of document information and tracing financial details.

We recommend that the Financial Investigations and Asset Recovery programme be taken first as it lays the basis for the other programmes. In order to receive a Certificate of Completion and benefit from the interactive group work, participants are required to attend for the full duration of the workshop.

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Train-the-Trainer (TTT)

Given its inherent long-term sustainability, ICAR designs and delivers country-specific Train-the-Trainer (TTT) training. The goal is to train selected candidates as Certified Trainers for the Financial Investigations and Asset Recovery programme whilst training other participants in the process. Through the use of an extensive hands-on practical exercise, participants conduct a country-specific simulated investigation involving complex corruption and money laundering schemes.

The Train-the-Trainer (TTT) programme comprises a series of four training workshops designed to develop four to five candidates as Certified Trainers in the Financial Investigations and Asset Recovery programme. Participants who wish to become certified trainers must express their interest and ensure that their agencies make a commitment to allowing them to attend all four workshops.

The training of the future trainers evolves gradually over the course of the four workshops, which cover the same training material at each workshop. It commences with the selection of four to five potential candidates during the first session whilst simultaneously training them and the remaining group of participants.

At the second workshop and with a new group of participants, the potential trainers participate as observers. This process aims to achieve their future independent facilitation of the practical exercise, and learning of the lecture modules. In addition to this, they receive a personal three-day instruction programme to increase their technical knowledge, develop their presentation skills and learn the unique ICAR training methodology.

OVERVIEW

Target Audience: Investigators, prosecutors, FIU representatives, judges

Number of participants: 25 to 35 per workshop; totalling around 100

Duration: 5 days per workshop; totalling 20 days plus 6 additional mentoring days for the selected trainers only

Location: On-site

Programme language: English

At the third workshop the selected trainers already deliver two lecture modules each to the new group of participants and facilitate the practical exercise. This time, they receive a two-day mentoring session to address all problems encountered, technical issues, programme management and suggestions for improvement. They also learn new lecture modules to be presented at the subsequent and last training workshop.

The purpose of the fourth workshop for the future local trainers is to deliver all lecture modules, facilitate the practical exercise and manage the classroom activities.

Only candidates, who have attended all four workshops and received a satisfactory evaluation, are awarded a certificate as a Certified Trainer for the Financial Investigations and Asset Recovery programme.

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Regional Training

The organised and transnational nature of corruption and money laundering requires co-ordinated efforts between countries. This partnership is even more critical amongst countries sharing common borders, and increased socio-political and economic interaction. This ICAR training programme trains and enhances the technical skills of relevant national authorities in a region to handle concrete cases. It underlines the importance of co-operation across international and regional borders in most money laundering and asset recovery cases. It also promotes regional collaboration in the interests of fighting corruption and money laundering, and recovering illicit assets.

The international character of the United Nations Convention Against Corruption (UNCAC) is acknowledged as a key tool for asset recovery in corruption cases, in addition to the need for co-operation across borders in most asset recovery cases. ICAR has designed a regional-specific programme to enhance regional capacity and promote networking and co-operation.

The regional training comprises an interactive learning programme designed to take the participants from the basics of corruption and money laundering violations and Mutual Legal Assistance (MLA) to a very advanced level by performing a complex financial investigation. Through the use of this extensive hands-on practical exercise, they actually conduct a regional-specific simulated investigation involving complex corruption and money laundering schemes. In order to do so, the participants are divided into investigative teams, working as independent task force groups for the whole duration of the programme. This ensures a mix of representatives from various countries, thereby encouraging them to learn more about each other's legislation, practices and operations, and reach out to each other for advice and assistance. It enhances an

OVERVIEW

Target Audience: Investigators, prosecutors and representatives of FIUs from countries in the region

Number of participants: 25 to 35

Duration: 5 days

Location: On-site

Programme language: English

understanding of the crucial role of international co-operation in the interests of the successful investigation, prosecution and adjudication of corruption and money laundering cases.

Group discussions focus on key topical areas, identify problems that have occurred in actual cases, arrive at potential solutions and compare international standards to the regional-specific issues. The simulated case involves the analysis of large volumes of data, gathering and assembling evidence in a manner ready for presentation at trial, and establishing a basis for the confiscation of assets. This practical exercise incorporates relevant regional-specific criminal statutes and provisions, commercial and banking records and enforcement procedures.

The work is conducted in an automated environment using computer applications to perform portions of the financial analysis. Following the completion of the investigative stage, the participants are required to organise and assemble the evidence for prosecution. In order to receive a Certificate of Completion and benefit from the interactive group work, participants are required to attend for the full duration of the workshop.

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Advanced On-site Training Operational Analysis

This training programme combines our e-learning course on Operational Analysis with a customised on-site training component. The e-learning course was developed by ICAR in co-operation with the Egmont Group of Financial Intelligence Units and is based on the official EGMONT Tactical Analysis training. It can be integrated with on-site modules and an extensive hands-on practical exercise. The participants conduct simulated operational analysis based on a country-specific case scenario, from the receipt of a suspicious transaction activity or report (STA/STR) to the dissemination of their analysis to relevant law enforcement authorities.

Operational analysis is a core function of the Financial Intelligence Unit (FIU) and an important element of money laundering investigations, as emphasised by the Financial Action Task Force (FATF) Recommendations. Operational analysis needs to be conducted homogenously by the analysts within the FIU as well as other investigators of law enforcement agencies, with a view to levelling the playing field and creating coherence in the national enforcement strategy.

This training programme combines the use of the Operational Analysis e-learning course, developed by ICAR in co-operation with the Egmont Group of Financial Intelligence Units, with a customised on-site training component. This component is centred on a case scenario adapted to the Anti-Money Laundering/Counter Financing of Terrorism (AML/CFT) legal and operational framework of the country concerned.

The participants develop knowledge and skills to analyse SARs/STRs and produce written/oral assessments for dissemination to relevant law enforcement agencies. They are guided through the process of prioritising, analysing

OVERVIEW

Target Audience: Representatives of the FIU with possible extension to Anti-Money Laundering/Counter Financing of Terrorism (AML/CFT) investigators and prosecutors

Number of participants: 25 to 35

Duration: 5 days

Location: On-site

Programme language: English

and disseminating information received, and conducting a structured analysis of disclosures based on the steps of the intelligence cycle through the e-learning course. Another objective is to assist FIU personnel with the analysis of financial (banking) documents.

The e-learning course features 16 interactive sessions of 3 to 25 minutes each, using hands-on examples and exercises. The e-learning sessions are interjected with relevant lectures and the on-site collation and analysis of additional information to add value to the initial SAR/STR. All participants are provided with the offline version of ICAR's e-learning CAMPUS installed on their training notebook computer.

The programme also provides national law enforcement authorities with an understanding of the functions of the FIU and its value to the investigation and prosecution of financial crimes. It enhances information exchange and inter-agency co-operation as emphasised by international standards.

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E-learning courses

“Many thanks for this insightful and great course. Indeed you are building the analytical capacity of stakeholders.
BRAVO!”



“This is the first e-learning that I have enjoyed and found really useful. Please keep up the good work.”



“Thanks to you and the International Centre for Asset Recovery for the valuable training course Operational Analysis. This Course is useful to me and my institution and I will use the knowledge acquired to improve the analysis section of my FIU.”

“In contrast to other courses this course is very interactive, having the participant completely hooked up during its whole development.”



“I think this subject and the learning package has been excellent.”

“The courses are great; keep it up as we, together, fight money laundering and its related predicate offenses as well as terrorist financing in our respective jurisdictions.”



Introduction

Building on ICAR's training expertise, the e-learning CAMPUS complements the on-site training programmes with interactive and practical e-learning courses on asset tracing, intelligence gathering and financial analysis.

Learn at your own pace: anytime, anywhere and for free

Featuring cases that are close to the everyday work of practitioners in the field, the e-learning courses provide a meaningful and motivational experience.

ICAR's e-learning CAMPUS offers its participants the opportunity to choose from a variety of courses and to complete them at their own pace. The courses include interactive exercises that allow them to practise and test their newly acquired knowledge and skills.

All courses are available online on forum.assetrecovery.org and are free of charge for all public institutions.

The offline edition of ICAR's CAMPUS allows participants to take courses with a slow Internet connection or without Internet connection at all.

Upon completion, participants can download a certificate to prove their successful participation in the e-learning course.

Operational Analysis

Analysing suspicious financial activities is a key function of Financial Intelligence Units (FIUs). To enhance the capacity of FIUs worldwide, ICAR, in co-operation with the Egmont Group of Financial Intelligence Units, has developed an e-learning course on Operational Analysis, based on the content of the Egmont Group's successful on-site Tactical Analysis training.

Using the steps of the intelligence cycle, analysts conduct an analysis of suspicious activities (SAR/STR) in an effective and well-structured way. In 16 interactive, hands-on sessions, analysts learn and practise how to assess the risk of suspicious activities, and how to plan and collect information from national and international open and closed sources. The sessions provide opportunities for the analysts to evaluate and collate information, transform this information into intelligence, and, in a final step, create and disseminate written and visual intelligence reports. Analysts also gain an understanding of the core responsibilities of an FIU, learn to differentiate between information and intelligence and the steps of the Intelligence Cycle.

This course is also available as a blended learning programme, combining the best practice approach of the e-learning course with a country-specific simulated investigation including the use of an extensive hands-on practical exercise (see page 15).

OVERVIEW

Target Audience: FIU analysts, financial analysts in law enforcement agencies and staff members working in financial intelligence departments of private banks
Duration: 5 modules comprising a total of 16 sessions, each session between 3–25 minutes
Location: Online
Cost: Free
Languages: English, Spanish, French, Russian, Latvian

Source and Application of Funds Analysis

The Source and Application of Funds Analysis is the key to proving unknown or illegal income in a bribery or money laundering case when direct evidence is not available. In this course, participants learn how to apply the methodology to case examples and practice their skills and knowledge.

Proving corrupt income often requires the use of circumstantial evidence to establish the total amount of a suspect's illegal income. One needs to investigate a suspect's general lifestyle with a view to establishing that a person is living beyond his or her means and, therefore, possibly receiving money from an illegal activity such as corruption.

Participants learn the relevant analytical techniques, which can be used to establish that the difference between the suspect's expenditures and his legal income must have been derived from illicit activities. Such evidence could either prove illicit enrichment or unlawful wealth where such conduct is criminalised or provide corroborative evidence of corruption such as the acceptance of a bribe. The course teaches participants how to format the analysis using a simple Excel template to calculate the amount of unknown or illegal income and the proper use of this analytical methodology.

OVERVIEW

Target Audience: Investigators, prosecutors and representatives of FIUs
Duration: 3 modules comprising a total of 7 sessions, each session between 3–30 minutes
Location: Online
Cost: Free
Language: English

Financial Analysis with Excel

For most investigators, Excel is the tool of choice to analyse financial information. In this course participants experience how to use Excel to organise and analyse large volumes of data such as banking records, invoices, phone records and commercial transactions.

Participants will start the course by preparing the analysis, using functions to copy and protect the valuable data from accidental changes. Using Excel functions, they will extract transactions that stand out. The use of filters provides the power to find the exact data being sought, and subtotals allow the summarisation of financial data in an instance.

The course includes the creation of interactive summaries using the advanced function of PivotTables in an analysis. In addition, an overview of typical patterns depicting the illegal use of bank accounts allows the further analysis of financial data, and practical interactive case examples give participants an opportunity to practise their newly acquired knowledge and skills.

OVERVIEW

Target Audience: Investigators, prosecutors and representatives of FIUs
Duration: 3 modules comprising a total of 9 sessions, each session between 3–15 minutes
Location: Online
Cost: Free
Language: English

Visualisation of Cases and Flows of Money

Corruption and money laundering investigations often involve complex structures of persons, companies and other entities. For example, when presenting the case to a supervisor or colleague, a graph depicting its framework or the structure of the flow of money can help to better understand it.

In this course participants experience how to use the free Graph Editor yEd to visualise cases and flows of money. Using simple graphical shapes, participants start to depict a complex corruption case.

They further enhance their graph using custom symbols and pictures. Using layout algorithms, participants learn how to find the central figures of a network. Finally, participants use the yEd Graph Editor to import financial information from an Excel file to display financial flows and experience ways to present the graph.

OVERVIEW

Target Audience: Investigators, prosecutors and representatives of FIUs
Duration: 3 modules comprising a total of 10 sessions, each session between 3–15 minutes
Location: Online
Cost: Free
Language: English

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