

# Game Based Anti-Corruption Training Program

Grant Proposal  
05/03/15



Repatriation Group International  
Governance, Anti-Money Laundering, Asset Recovery

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# Executive Summary



## Grant Request:

\$1.72 million to fund the development and delivery of a revolutionary video game training system to combat corruption and money-laundering in developing countries.



## Requesting Organization:

Repatriation Group International (RGI) was established as a 501(c)(3) U.S. charitable organization in 2012 for the purpose of training and assisting developing countries to combat corruption and recover as much as possible of the billions of dollars it drains from them each year. The three founders of RGI are leaders in the world of anti-corruption training. Their accomplishments include the recovery of a record \$6 billion lost by failed banks due to negligence and fraud; the founding of the International Centre for Asset Recovery in Basel, Switzerland, which has become a world leader in asset recovery; and over 50 years combined experience training government officials in over 40 countries on behalf of the United States Government, George Washington University Law School, the World Bank, and the United Nations.



## Needs Assessment:

Chronic corruption continues to be the single greatest cause of poverty, disease and deadly conflicts in developing countries. As World Bank President Kim puts it, "Let's not mince words: In the developing world, corruption is public enemy number one." Consequently, the United Nations, OECD and the G-8 have all appealed to the international community "to strengthen law enforcement agencies through capacity building and training [on] the complex financial investigations often required in corruption cases." The problem is that there are thousands of enforcement officials around the world that need access to up-to-date, interactive, problem solving training every year, and there is no way to do that using traditional methods such as in-classroom education, interactive online training, or massive open online courses (MOOCs).



## RGI's Solution/Goals:

Because there are few qualified trainers and it is so expensive to provide hands-on training exercises for thousands of enforcement officials, the best solution is a video game simulation like the ones already being widely used to train soldiers, doctors and airline pilots. Our goal is to adapt these techniques to anticorruption training by creating a video game platform called *Follow the Money* that is fun to play, significantly improves learning retention, contains an internal scoring mechanism to assess student progress, and can be customized to meet the different needs of individual countries at lower costs than traditional trainings. Participants will be challenged to investigate and solve a realistic case of corruption through the *Follow the Money* game. The characters and organizations are fictional, but the criminal schemes, investigative methods, and legal procedures are all derived from real-life investigations. We intend to complete development of the training platform within 12 months of funding and deliver customized versions to an initial 5 countries within 20 months after that.



## Costs/Public Benefit:

RGI in partnership with a team of professors from Drexel University and Skyless Game Studios has invested over 15,000 hours of development time creating the skeleton for the game platform. Because so much work has already been done, the project can be completed for \$1.72 million, a fraction of what a commercial company would charge. For example, the U.S. Army spent \$6 million to develop its Tactical Language and Culture Training System, and spends \$300,000-\$600,000 each time it is customized for different languages like Iraqi, Pashto, and French. Every country that uses our system should realize immediate benefits. The World Bank predicts that, "Countries that tackle corruption and improve their rule of law can increase their national income by as much as 4 times in the long run and child mortality can fall as much as 75%."



# 01

## Problems & Needs Assessment

A thorough examination of the issues with combatting corruption that we face today. Includes an overview of corruption and the many world problems that are fueled by it, as well as the limitations of current training.

# Problems & Needs Assessment

*"There are a thousand hacking at the branches of evil to one who is striking at the root."*

- Walden (1910), Henry David Thoreau

### Problem:

**Corruption thwarts social and economic progress in the developing world.**

The West has spent over \$2.3 trillion on foreign aid in the past 60 years, hacking away at poverty, disease, armed conflicts, environmental degradation and other evils afflicting the planet's peoples.<sup>1</sup> Yet, progress has been painfully slow because these problems can never be solved without striking at the root from which they all grow. That root is corruption - the single greatest impediment to economic and social development across the globe. As World Bank President Jim Yong Kim puts it, "Let's not mince words: In the developing world, corruption is public enemy number one."<sup>2</sup>

### Poverty:

Western nations have spent decades and hundreds of billions trying to eradicate the desperate poverty that plagues so many developing countries. Yet, the number of people living on less than \$2 a day has declined only slightly over 33 years, from 2.59 billion in 1981 to 2.4 billion in 2010.<sup>3</sup> "It means that access to good schools, health care, electricity, safe water and other critical services remains elusive for many people who live in growing economies."<sup>4</sup>

Many of the very poor live in countries blessed with abundant natural resources, but that does not save them. Government corruption permits the looting of state resources by country elites and "deepens poverty and inequality by increasing the price of public services and lowering their

<sup>1</sup> Easterly, W. (2006). *The white man's burden: Why the West's efforts to aid the rest have done so much ill and so little good* (p. 4). New York: Penguin Press.

<sup>2</sup> Remarks by World Bank Group President Jim Yong Kim at "Speak Up Against Corruption" Event. (n.d.). Retrieved November 20, 2014, from <http://www.worldbank.org/en/news/speech/2013/12/19/world-bank-group-president-jim-yong-kim-corruption-event>

<sup>3</sup> Poverty Overview. (2014, October 8). Retrieved November 20, 2014, from <http://www.worldbank.org/en/topic/poverty/overview>

<sup>4</sup> Id.



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quality, as well as generally distorting the allocation of public expenditure.”<sup>5</sup>

Public procurement constitutes 13% of global GDP and 20% - 25% of that value is lost to corruption.<sup>6</sup> That is over \$2.4 trillion, comparable to the entire GDP of the sixth richest country in the world, the United Kingdom. The only way to reduce this thievery is to strengthen anti-corruption enforcement programs. The World Bank says, “countries that tackle corruption and improve their rule of law can increase their national incomes by as much as four times in the long term.”<sup>7</sup>



### Health Sector:

Every year, the world spends more than US \$3 trillion on health services, much of which is financed by taxpayers. These large flows of funds are an attractive target for abuse. In rich countries, hundreds of millions of dollars are lost each year to insurance fraud and corruption. In poorer countries, health ministers and hospital administrators who accept bribes, or siphon millions of dollars from health budgets, are literally murdering the less fortunate in their country. In 2004, a survey of money intended for health clinics in Chad revealed that less than 1% of it reached the clinics—amazingly, 99% failed to reach its destination<sup>8</sup>. Corruption also facilitates crimes like drug counterfeiting that can kill en masse<sup>9</sup>. The solution, again, is to reduce government corruption. The World Bank estimates that curbing corruption in developing countries can reduce child mortality by as much as 75%.<sup>10</sup>

### Armed Conflicts:

From the Roman Empire to the Arab Spring, governmental corruption has provoked revolutions that have resulted in the deaths of millions.<sup>11</sup> One third of the world's population lives in countries affected by significant political violence. “Countries with weak government effectiveness, rule of law, and control of corruption have a 30 - 45 percent higher risk of civil war, and significantly higher risk

<sup>5</sup> Primer on Corruption and Development. (2008, December). Retrieved November 20, 2014, from [http://www.unrol.org/files/2PrimeronCorruptionandDevelopment\\_2008.pdf](http://www.unrol.org/files/2PrimeronCorruptionandDevelopment_2008.pdf)

<sup>6</sup> Implementing the OECD Principles for Integrity in Public Procurement | OECD READ edition. (2013, January 1). Retrieved November 20, 2014, from [http://www.keepeek.com/Digital-Asset-Management/oecd/governance/implementing-the-oecd-principles-for-integrity-in-public-procurement\\_9789264201385-en#page1](http://www.keepeek.com/Digital-Asset-Management/oecd/governance/implementing-the-oecd-principles-for-integrity-in-public-procurement_9789264201385-en#page1)

<sup>7</sup> The Costs of Corruption. (2004, April 8). Retrieved November 20, 2014, from <http://web.worldbank.org/WBSITE/EXTERNAL/NEWS/0,,contentMDK:20190187~enableDHL:TRUE~menuPK:34457~pagePK:34370~piPK:34424~theSitePK:4607,00.html>

<sup>8</sup> Collier, P. (2008). The bottom billion: Why the poorest countries are failing and what can be done about it (p. 66). Oxford: Oxford University Press.

<sup>9</sup> Global Corruption Report 2006: Corruption and health. (2006, February). Retrieved November 20, 2014, from [http://www.transparency.org/whatwedo/pub/global\\_corruption\\_report\\_2006\\_corruption\\_and\\_health](http://www.transparency.org/whatwedo/pub/global_corruption_report_2006_corruption_and_health)

<sup>10</sup> The Costs of Corruption, Op Cit.

<sup>11</sup> MacMullen, Ramsey, Corruption and the Decline of Rome, Yale University press (1988); De Tocqueville, Alexis, The Old Regime and the Revolution, Originally Published in 1856, Republished by Forgotten Books.org (2013).



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of extreme criminal violence than other developing countries.”<sup>12</sup> This has been demonstrated again and again within the last 15 years in countries as diverse as Sierra Leone, Syria and Ukraine.

In Sierra Leone, a tragic civil war raged for 11 years (1991–2002) and left over 50,000 dead. After it was over, the country's Truth and Reconciliation Commission (TRC) studied what happened, and its findings are a textbook summary of what is transpiring in many developing countries today:

“ [The] central cause of the war was endemic greed, corruption and nepotism that deprived the nation of its dignity and reduced most people to a state of poverty. Successive political elites plundered the nation's assets, including its mineral riches, at the expense of the national good... government accountability was non-existent. Institutions meant to uphold human rights, such as the courts and civil society, were thoroughly co-opted by the executive. This context provided ripe breeding grounds for opportunists who unleashed a wave of violence and mayhem that was to sweep through the country. Many Sierra Leoneans, particularly the youth, lost all sense of hope in the future. Youths became easy prey for unscrupulous forces who exploited their disenchantment to wreak vengeance against the ruling elite.<sup>13</sup>

The Arab Spring protests and civil wars that are currently shaking the Arab world began on December 17, 2010, when a Tunisian street vendor named Mohamed Bouazizi could no longer afford bribes to the police and they confiscated his wares. In frustration and despair, he doused with paint thinner and set himself on fire.<sup>14</sup> His protest spread rapidly. One month later in Egypt, Noha Hamed, a 24 year old worker at a Cairo advertising agency explained why so many people were demonstrating in Tahir Square: “ We are suffering from corruption, oppression and bad education. We are living amid a corrupt system which has to change.”<sup>15</sup> At least 1.5 billion people are afflicted by current violence or its legacies provoked in large part by this kind of injustice and corruption.<sup>16</sup> Experts and organizations around the world have united to urge governments to implement aggressive training and enforcement programs against systemic corruption as the best way to break these deadly cycles of oppression and bloodshed.

### Environmental Degradation:

Critical sectors of the earth's environment are particularly vulnerable to corruption, including

<sup>12</sup> Conflicts, Security, and Development. (2011). Retrieved December 4, 2014, from <http://web.worldbank.org/archive/website01306/web/early-findings.html>

<sup>13</sup> Witness to Truth. (2004). (p. 10). Retrieved November 20, 2014, from <http://www.sierra-leone.org/Other-Conflict/TRCVolume1.pdf>

<sup>14</sup> Memories of a Tunisian martyr. (2011, January 20). Retrieved November 20, 2014, from <http://www.bbc.com/news/world-africa-12241082>

<sup>15</sup> Acemoglu, D., & Robinson, J. (2012). Why nations fail: The origins of power, prosperity, and poverty (p. 2). New York: Crown Business.

<sup>16</sup> World Development Report 2011. (2011). (p. 2). Retrieved November 20, 2014, from [http://siteresources.worldbank.org/INTWDRS/Resources/WDR2011\\_Overview.pdf](http://siteresources.worldbank.org/INTWDRS/Resources/WDR2011_Overview.pdf)



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forestry, illegal trafficking in endangered species, water supply, oil exploitation, fisheries, and hazardous waste management. Committed at the international, national or local level, these offences may result in the loss of resources and habitats, and the degradation of ecosystems, with direct and indirect effects on the livelihood of regional and local communities.

*“Illegal logging in some countries accounts for as much as 90 percent of all logging”*

For example, illegal logging in some countries accounts for as much as 90 percent of all logging and generates approximately US\$10–15 billion annually in criminal proceeds.<sup>17</sup> As many of these primal forests are in the developing world, it robs these societies of precious revenue, thwarting development goals and keeping people in poverty. The most dramatic impacts are the loss of habitat for millions of species and increased speed and severity of global warming. Seventy percent of Earth’s land animals and plants live in forests, and many will not survive the deforestation that is destroying their homes. Globally, deforestation contributes over 20 per cent of annual greenhouse gas emissions, more than the entire transport sector.

Given that logs are large and need infrastructure to be cut, transported and sold, illegal logging can only survive with the connivance of corrupt officials. The corruption is often high-level: politicians can decide who gets land concessions, give contracts to friends and relatives, or allow logging without appropriate permits. Low-level officers also can turn a blind eye to trees being cut, or ignore illegal transport.<sup>18</sup> For example, since 1990, Indonesia, home to one of the world’s largest rain forests has lost nearly a quarter of its trees. At current rates, the rest will be gone by 2056, ending life in the wild for species such as the Sumatran tiger and orangutans. On top of that, the Indonesian rainforests release oxygen into the air, and remove harmful particles and carbon dioxide gasses. When the trees are gone, it will cause unpredictable changes to the global climate, including severe droughts, flooding, extended heat waves and destructive tornadoes and hurricanes.<sup>19</sup>

**10 million**  
tons of waste dumped by the mafia



Hazardous waste disposal isn’t often in the news, but it is a silent killer. From 1991 to 2013, the Camorra mafia buried an estimated 10,000,000 tons of industrial and toxic waste into an area north of Naples, Italy now known as “The Triangle of Death.” The rates of breast cancer in the area are now 47% above the

national average, while birth defects are 80% above the norm. In 2014, the Italian army was sent in to deal with the problem, but as stated by Massililiano Manfredi, a member of the parliamentary

17 The World Bank. (n.d.). Justice for Forests: Improving Criminal Justice Efforts to Combat Illegal Logging report. Retrieved from The World Bank: <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTFINANCIALSECTOR/0,,contentMDK:23146160~pagePK:148956~piPK:216618~theSitePK:282885,00.html>

18 Transparency International. (n.d.). Forestry. Retrieved from Transparency International: <http://www.transparency.org/topic/detail/forestry>

19 Conservation International. (n.d.). Indonesia. Retrieved from Conversation International: <http://www.conservation.org/where/pages/indonesia.aspx?gclid=CKDNm-DBtr8CFTJn7AodREwA4A>.



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Anti-Mafia Commission: “You don’t fight the Camorra with the army. Its real strength stems from the fact that it’s embedded in the public administration. We need to insist on the renewal of the ruling class to break the continuity between political power and organized crime.”<sup>20</sup>

### Statement of Need:

**Developing countries have a critical need for enhanced training on the most effective strategies to detect bribery and theft of public funds and to trace/recover stolen assets to increase their capacities to combat corruption**

“Concerned about the seriousness of problems and threats posed by corruption to the stability and security of societies,” 170 countries and the European Union have ratified the 2003 United Nations Convention against Corruption (UNCAC).<sup>21</sup> The UNCAC has 71 articles with numerous tools to combat corruption such as codes of conduct, anti-money laundering measures and provisions for the return of stolen assets. Now that they have these tools, developing countries have been searching for new ways to train their enforcement officials to successfully investigate complex corruption and money laundering cases. At the Conference of the States Parties to the UNCAC held in Indonesia in 2008, “speakers underscored the need to strengthen law enforcement agencies through capacity-building and training, in particular with regard to the complex financial investigations often required in corruption cases.”<sup>22</sup> And the States Parties “call[ed] upon the international community to continue to develop tools and training programs that can be applied to technical assistance efforts.”<sup>23</sup> The G8 issued a similar appeal to its member countries in 2012 in the wake of the Arab Spring:

“During the post-transition period, to the extent possible, provide funding and/or in-kind expertise to ensure that specialized training ... is provided to requesting transition countries. The key topics would include: financial investigations, financial document analysis, asset confiscation and forfeiture, requesting international assistance, asset recovery and asset management tools, and other topics identified by the requesting countries.”<sup>24</sup>

It has now been nine years since the UNCAC went into effect, yet corruption has not abated

20 RT. (2014, April 2). ‘Triangle of Death:’ Italy sends army to Mafia toxic waste dump. Retrieved from RT: <http://rt.com/news/mafia-toxic-waste-army-937/>

21 United Nations. (2004). United Nations Convention Against Corruption. Retrieved from United Nations Office on Drugs and Crime: [http://www.unodc.org/documents/treaties/UNCAC/Publications/Convention/08-50026\\_E.pdf](http://www.unodc.org/documents/treaties/UNCAC/Publications/Convention/08-50026_E.pdf)

22 United Nations. (2008, February 27). Conference of States Parties to the United Nations Convention Against Corruption (p. 19). Retrieved from United Nations Office on Drugs and Crime: <https://www.unodc.org/documents/treaties/UNCAC/COSP/session2/V0851339e.pdf>

23 Id., p. 9.

24 Deauville Partnership with Arab Countries in Transition -- Governance Pillar: Action Plan on Asset Recovery. (2012, May 21). Retrieved November 20, 2014, from <http://www.state.gov/j/inl/rls/190483.htm>



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and people are becoming pessimistic that it can ever be defeated.<sup>25</sup> Robert Calderisi, a former international spokesperson on Africa for the World Bank, writes that, “The world’s greatest gift to Africa’s democrats would be to stop the amassing of illegal fortunes by its politicians and senior officials in foreign banks.”<sup>26</sup> He proposes 10 actions to help Africa, and number one on his list is: “Introduce Mechanisms for Tracing and Recovering Public Funds.”<sup>27</sup>

The mechanisms are now largely in place, but there are two big impediments to cracking down on corruption and recovering stolen assets. The first is “political will.” Countries that are the victims of government corruption are often impeded by the fact that individuals still in power are perpetrators or beneficiaries of corruption, while countries that are the recipients of stolen funds are sometimes reluctant to move against powerful interest groups such as banks.<sup>28</sup> The second is that asset recovery cases are difficult and few investigating officials in developing countries are trained in asset recovery techniques. “An asset recovery action is one of the most complex projects in the field of law, often requiring financial investigators to trace assets, forensic accountants to unravel complex transactions and attorneys skilled in multi-disciplinary, multi-jurisdictional litigation.”<sup>29</sup>

In countries where there is insufficient political will there is not much that can be done. Corruption will continue unabated and the citizens will continue to suffer. But in other countries the political will to fight corruption is growing. In countries like China, Mali and India, leaders have gained public office on the basis of anticorruption campaigns. Countries like Brazil, Nigeria, Kenya, Indonesia and Tanzania have committed to building strong asset recovery programs and are actively adding capacity and mobilizing resources to pursue asset recovery cases. In many of the Western countries where corrupt officials have traditionally hidden their assets (including Austria, Canada, France, the Netherlands, Norway, Sweden, the United Kingdom and the United States) new laws allow a victim country to initiate civil actions to establish title or ownership to property acquired through corruption as recommended by Article 53(a) of the UNCAC.<sup>30</sup>

### Target community:

There are no reliable statistics on the number of officials in developing countries that need training on corruption and asset recovery cases. However, some rough estimates can be made. In 2013 the population of the world was 7.1 billion, with 1.2 billion people in developed countries and 5.9

25 Global Corruption Barometer 2013. (2013, July 19). (p. 6). Retrieved November 20, 2014, from [http://www.transparency.org/whatwedo/pub/global\\_corruption\\_barometer\\_2013](http://www.transparency.org/whatwedo/pub/global_corruption_barometer_2013)

26 Calderisi, R. (2006). *The trouble with Africa: Why foreign aid isn't working* (p. 208). New York: Palgrave Macmillan.

27 *Id.* p. 208

28 Smith, J., Pieth, M., & Jorge, G.. (2007). *The Recovery of Stolen Assets: A Fundamental Principle of the UN Convention against Corruption* (p. 1). Retrieved November 20, 2014, from <http://www.u4.no/publications/the-recovery-of-stolen-assets-a-fundamental-principle-of-the-un-convention-against-corruption/>

29 *Id.* p. 2

30 Self-Assessment of the Implementation of the United Nations Convention against Corruption, Report of the Secretariat to the Conference of States Parties to the United Nations Convention against Corruption (December 7, 2007)



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billion in the 139 developing countries.<sup>31</sup> In 2013, China had a population of 1.36 billion (23% of the developing world), a corruption rating of 80 out of 177 countries,<sup>32</sup> and a fairly aggressive campaign against corruption with published records of its results. Therefore, it is a good indicator about the size of the need for anticorruption specialists.

In 2013, China, “received more than 1.95 million allegations of corruption and agreed to investigate 172,532 cases.... a total of 182,038 officials were given disciplinary punishment which can range from a mere warning to expulsion from the party or worse.”<sup>33</sup> However, China has recovered only \$1.65 billion out of an estimated \$123 billion stashed overseas since the mid-1990s,<sup>34</sup> illustrating how much further it has to go in the recovery area.

The corruption levels in many developing countries, far exceed China’s, but extrapolating just from China’s numbers, if the other 77% of the developing world exerted the political will to crack down on corruption, it could expect to get approximately 8.5 million allegations and would have to open over 750,000 cases.

Ignoring for the moment the number of investigators necessary to filter the 8.5 million raw allegations, if each investigator could handle 10 of the cases opened each year, the rest of the developing countries would need 75,000 investigators.<sup>35</sup> And if 20% of those cases resulted in a prosecution,<sup>36</sup> and each prosecutor could handle 10 average size cases a year, you would need 15,000 prosecutors just to handle corruption cases. That averages to an extremely conservative ratio of 1



31 World Population Data Sheet 2013. (n.d.). Retrieved November 20, 2014, from <http://www.prb.org/Publications/Datasheets/2013/2013-world-population-data-sheet.aspx>

32 Corruption Perceptions Index 2013. (2013). Retrieved November 20, 2014, from <http://cpi.transparency.org/cpi2013/results/>

33 More than 182,000 officials punished in China graft crackdown. (2014, January 10). Retrieved November 20, 2014, from <http://tribune.com.pk/story/657325/more-than-182000-officials-punished-in-china-graft-crackdown/>

34 Areddy, J. (2011, June 16). Report: Corrupt Chinese Officials Take \$123 Billion Overseas. Retrieved November 20, 2014, from <http://blogs.wsj.com/corruption-currents/2011/06/16/report-corrupt-chinese-officials-take-123-billion-overseas/>

35 Botswana is ranked as the least corrupt country in Africa. However, it’s Directorate on Corruption and Economic Crime (DCEC) reports that “given its high caseload the department lacks manpower, including skilled personnel and equipment, such as IT, transport, forensic or stationary. The DCEC Highlights that, while the internationally recommended ratio is 10 cases per an officer, in the DCEC the average caseload is 25 cases per an officer. The funds for training are also not enough to fulfill the DCEC’s training needs.” OECD. (2013). *Specialised Anti-Corruption Institutions* | OECD READ edition. Retrieved November 20, 2014, from [http://www.keepeek.com/Digital-Asset-Management/oecd/governance/specialised-anti-corruption-institutions\\_9789264187207-en#page98](http://www.keepeek.com/Digital-Asset-Management/oecd/governance/specialised-anti-corruption-institutions_9789264187207-en#page98)

36 During the US bank crisis of the 1980s - 1990s, the FDIC and RTC investigated 3000 failures, but cases were originated in only 23% to 33% of the failures. *Managing the Crisis: The FDIC and RTC Experience*. (2013, October 4). Retrieved November 20, 2014, from <http://www.fdic.gov/bank/historical/managing/>



official for every 51,000 in population.<sup>37</sup> In actuality, the numbers vary widely. An ideal model is Hong Kong’s anti-corruption watchdog, the Independent Commission against Corruption (ICAC). The ICAC has 1,200 employees in a country of seven million, or 1 official for every 5,800 citizens. In more corrupt countries like Indonesia, the politicians work hard to deprive their anti-corruption officials from adequate staffing and funding. Indonesia’s Corruption Eradication Commission (KPK) has 752 employees for a population of 245 million, or 1 official for every 326,000 citizens.

Half of the staff at enforcement offices is composed of investigators and prosecutors. The other half is composed of support people dedicated to intelligence analysis, information technology, investigative support and surveillance, etc. That’s another 90,000 people, and many of those should also be trained to facilitate efficient, coordinated handling of cases.

Few countries have achieved adequate levels of staffing. Most have only enough trained staff to handle just a fraction of their corruption cases. Many countries have a policy of rotating their staff into new jobs every 2 or 3 years and there is a constant stream of new personnel, transfers and replacements for retirements which creates a never-ending requirement for training. Up to now these officers may have had wait one or two years for training courses to be arranged.

**Current Anticorruption Training Solutions are inadequate:**

At present, the state-of-the-art training consists of classroom instruction coupled with simulation exercises. This is excellent training, but the problem is that you can only train 20 - 25 people at a time, and with a limited number of trainers available, you can only reach a small percentage of the people needing the training. This deficiency means that thousands of cases are not pursued, and far too many corrupt officials will continue stealing with impunity.

In addition, training administrators are frustrated with traditional training programs because they cost far too much and require too much time out of the office. Programs are insufficiently customized to particular organizational needs and retention/learning outcome rates are too low. Attendees are frequently bored (dozing, sending e-mails, playing games, etc.)

Massive Open Online Courses (MOOCs) can reach thousands of people at a time, but that kind of passive learning (lectures, PowerPoints and note taking) is no more adequate for asset recovery education than it is for learning how to assemble an automobile engine from its 350 constituent parts. Asset recovery and engine assembly both require active learning (hands-on exercises) to master the skills.

Some organizations are experimenting with online exercises, which can provide active learning and are less expensive than in-class training. However, just like in- class learning, the limited

<sup>37</sup> A developed country like Poland has 1 anti-corruption official for every 45,000 citizens in its Central Anti-corruption Bureau (CBA). Even at that ratio, Poland’s 2011 Performance Report points out that “these levels are too low to perform the CBA’s tasks efficiently.” OECD 2013 Op Cit, p90.

number of professors restricts the number of online exercises that can be delivered and class sizes are still limited to 20–25. They also have the disadvantage of being dependent upon the quality of internet connection, and anyone who has been involved in on-line conferences with people in other countries knows how frustrating it is when the technology fails you.

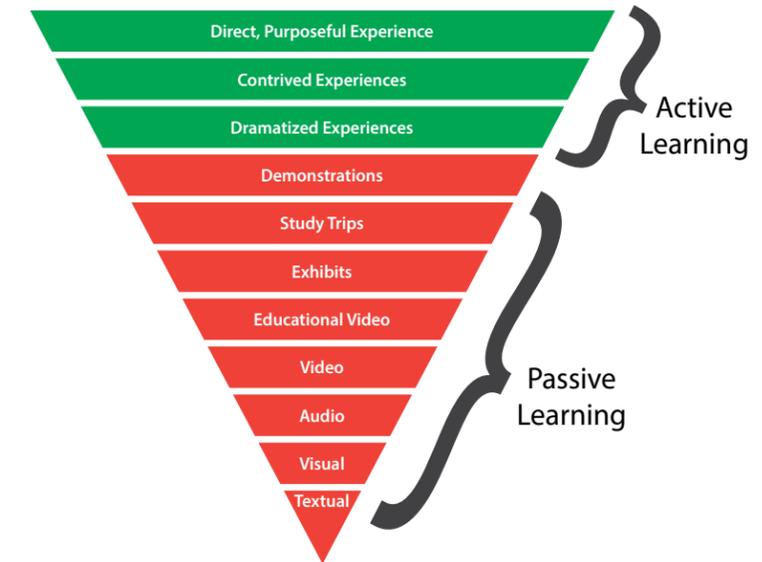


Figure 1: Cone of experience adapted from Edgar Dale’s Audiovisual Methods in Teaching

**Solution:**

A third and more effective solution is a videogame simulation. By building a virtual world for training participants to learn in, we can provide a much more immersive and exciting experience than the same old classroom exercises. In addition, training can be made available immediately to new personnel, instead of making them wait for year or two until group training can be affordably scheduled.

In the past few years, game-based learning has attracted a lot of attention. Video games are now widely used to train professionals such as soldiers, aircraft pilots and physicians. Recognizing that traditional lectures do little to engage students, the US Departments of Education’s 2010 National Education Technology Plan urges educators to integrate gaming technologies into their programs:

“Interactive technologies, especially games, provide immediate performance feedback so that players always know how they are doing. As a result, they are highly engaging to students and have the potential to motivate students to learn. They also enable educators to assess important competencies and aspects of thinking in contexts and through activities that students care about in everyday life.”<sup>38</sup>

<sup>38</sup> Transforming American Education: Learning Powered by Technology. (2010). Retrieved November 21, 2014, from <http://tech.ed.gov/wp-content/uploads/2013/10/netp2010.pdf>

Educators and donors are beginning to respond. The John D. and Catherine T. MacArthur Foundation and the Bill & Melinda Gates Foundation are lending their support to public schools in New York and Chicago that are designed around the concept of games as a learning tool. At Boston College, nursing students conduct forensics at a virtual crime scene. At the University of Wisconsin-Madison, a game called Melody Mixer teaches students how to read and compose music. Students at Mercyhurst College in Erie, Pa., play World Of Warcraft, a multiplayer online game, in a course on intelligence studies.

The US Department of Defense (DOD) is perhaps the largest single consumer of modelling and simulations training, and is projected to spend \$24 billion on development in 2015.<sup>39</sup> Over 60,000 people have been trained with DOD’s Tactical Learning and Cultural Training Systems (TLCTS) since 2005.<sup>40</sup> It is designed to teach people visual literacy and cultural knowledge for the geographical and linguistic areas in which they will serve. TLCTS solved many of the same kinds of problems confronting the anticorruption community today: a need to train thousands of people around the world, a limited number of capable instructors, and requirements for the training platform to be customized for use in diverse countries.



Figure 2: Tactical Iraqi, a military training simulator

Another comparable video game platform has been created at the University of Oklahoma with a \$10.7 million grant from the US Air Force. “MACBETH” is designed to train intelligence officers to avoid bad decisions caused by biased thinking. The players take on the roles of intelligence agents and meet witnesses, gather information, look at maps, etc. Tests showed that agents who played the videogame retained more information than those who watched an instructional video. MACBETH, was awarded the 2014 “Best Business Game” award at the Eighth Annual Serious Games Showcase

39 Mead, C. (2013). War play: Video games and the future of armed conflict (p. 7). Eamon Dolan/Houghton Mifflin Harcourt (September 17, 2013).

40 Johnson, W., & Valente, A. (2009). Tactical Language and Culture Training Systems: Using AI to Teach Foreign Languages and Cultures (p. 72). Retrieved November 21, 2014, from <http://aaai.org/ojs/index.php/aimagazine/article/viewFile/2240/2091>

& Challenge at the Inter-Service/Industry Training Simulation and Education Conference in Orlando, Florida.<sup>41</sup>



Figure 3: Oklahoma University’s MACBETH game

Educational videogames provide active learning by allowing users to practice and master a subject in a virtual reality. The ideal anticorruption product would allow investigators to find the clues to a corruption mystery, follow the money-laundering trail and use the law to restore the stolen assets to the victim countries, all within a realistic interactive environment. This would eliminate the need for expensive travel and hotels because the game could be played by learners at their desks. It would also eliminate the need for experienced instructors on site because all instructions would be self-contained within the game itself and learners would master the principles effortlessly as they have fun solving the case. All the necessary laws and principles will be accessible in a codex, and if players get stuck, they should be able to click on a “help” tool. Finally, managers will be able to keep track of how well the students master the materials through built-in scorekeeping mechanisms.

41 OU Developers of MACBETH Serious Video Game Awarded “Best Business Game” and “Best Adaptive Force Game” During Serious Games Showcase & Challenge. (2014, January 17). Retrieved November 21, 2014, from <http://www.ou.edu/publicaffairs/archives/OUDevelopersOfMacbethSeriousVideoGameAwardedBestBusinessGameAndBestAdaptiveForceGame.html>

# 02

## Goals & Objectives

A description of the end goals of the project and several sub-objectives for each one.

# Goals & Objectives

**Vision Statement:** To combat corruption in developing countries by increasing their capacity to investigate and prosecute corrupt officials, recover stolen assets and deter future thefts.

### Goal 1:

To create an engaging anti-corruption training solution for government officials in developing countries that maximizes learning retention and allows student and managers to quickly assess student progress.

#### Objective 1.1:

Real-World Simulation: Create an immersive training game that provides as close to a real-world environment as possible. The game will teach participants the investigative and legal methods used to resolve corruption cases by requiring them to use these tools to solve a challenging case like the ones commonly encountered in their country. To complete the game successfully, the participants must learn how to use various financial tracing methods, document exploitation, asset confiscation and forfeiture, international assistance, asset recovery and other relevant concepts.

#### Objective 1.2

Increased learning retention: The 20%-30% retention levels achieved with traditional lectures and PowerPoints falls far short of what is necessary for anti-corruption practitioners. The game will be designed so that participants can not achieve a satisfactory score without concentrating and applying the instructional concepts correctly. Most students do not find completion a chore – because they are playing a “game” and they want to solve the mystery. It is fun and engaging. Active learning simulations typically achieve retention rates of 80% to 90%.

#### Objective 1.3

Embedded Assessment Tools: Like most gaming platforms, the game will contain an embedded scorekeeping capability so that participants can keep track of their progress, and managers can



## Goals & Objectives

verify the training was completed satisfactorily. Students take pride in their scores and how well they finish, and scorekeeping is an important motivational tool.

### Goal 2:

**Develop a learning platform that can be customized to meet the different needs of individual countries at lower costs than traditional in-class training methods.**

#### Objective 2.1:

**Customization:** Current anti-corruption/anti-money laundering courses are often based on American or European laws, and therefore are less helpful to developing countries that have their own laws and legal systems. Our new learning platform will target the specific corruption risks of each country being trained (procurement fraud, construction fraud, illegal logging, conflict minerals, etc.) and utilize that country's own laws, languages and procedures so that participants learn in their home environment.

#### Objective 2.2

**Low Cost, Scalable Solutions:** Traditional on-site training methods can only reach 20–25 participants at a time and the cost can easily exceed \$60,000. Travel to training sites can be quite expensive and increases the time away from work. Once a simulation is customized for a country, it can be distributed to any number of officials for a fraction of in-classroom training costs. No longer will training be limited to just a small percentage of the enforcement staff; all of the professionals and support staff can be distributed copies of the game. The platform can be reused as many times as desired. Travel time and hotel expenses are eliminated, and out of office time is reduced.

### Goal 3:

**Complete development of the training platform within 12 months, and deliver customized versions to five countries within the following 20 months.**

#### Objective 3.1:

**Timing:** Within twelve months of funding, we will publicize the availability of *Follow the Money* to all developing countries. Based on need and demonstrated political will to combat corruption, we will select 5 countries to be the first to receive the training. After the evaluations of the initial five programs are completed, the training platform will be made available to the rest of the countries that desire it.



## Goals & Objectives

### Objective 3.2

**Costs:** The first 5 countries selected for the training will receive it free of cost. Subsequent trainings will be provided to countries at the cost of customization, production and delivery, without profit for RGI. These costs will be approximately \$89,000 for each depending on the level of customization desired.

### Objective 3.3:

**Numbers trained:** Many countries limit the numbers of enforcement staff receiving anti-corruption training because of cost and time away from the office considerations. Because the costs of the new training platform will be so much less than traditional training methods and the time away from work is reduced, we can reach many more officials. We are aiming to train a minimum of 750 officials in the first 5 countries within 24 months, an average of 150 per country. Once the word about the excellence of the training begins to spread, the first 5 countries can expand the training to all their staff working on corruption without charge. Thousands more in follow-up countries can obtain the same training at cost.



# 03

## Methodology

A complete description of the training system, how we will create it, and how it is beneficial versus other methods. Includes timelines and descriptions for the development and delivery periods.

# Methodology

## Overview:

We will develop and deliver a new training system for anti-corruption personnel centered on a training game called *Follow the Money*. Our program focuses on using the principles of active learning combined with the scalability and efficiency of digital learning to provide the ideal training package for law enforcement. Participants will be challenged to investigate and solve a fictional case of corruption through the *Follow the Money* game. Although the characters and organizations in *Follow the Money* are fictional, the criminal schemes, investigative methods, and legal procedures are all derived from real-life investigations. Our aim in developing *Follow the Money* has been to mimic real-world anti-corruption investigations as closely as possible.



Increased participant engagement resulting in maximized learning retention\*



Significant cost and time savings over traditional, classroom based learning models



Easy scaling and customization to meet each agency's specific training needs



Sophisticated assessment tools to help training administrators to easily track progress by each individual participant



An online support system equipped to answer questions and concerns of participants anywhere in the world

\*See for example, 2010 University of Colorado study showing employees learning from video games remember more, forget less and master more skills, <http://onlinelibrary.wiley.com/doi/10.1111/j.1744-6570.2011.01190.x/abstract>.



**Impact of Program:**

Our program will be a significant advance over existing training methods for building the anti-corruption capacity of developing nations. The immediate result of this will be that more law enforcement agents and support staff will receive appropriate training to empower them to fight corruption. Even those who would have received training routinely will be more thoroughly engaged in learning. They will retain substantially more information and have more confidence in their abilities to handle difficult corruption cases, resulting in more effective national programs.

An effective anti-corruption program is a fundamental building block of good governance. It is essential to break the culture that has evolved in so many countries that government positions are firstly for personal enrichment, and only secondarily for proper administration of the country. The goal is not only to recover some of the billions that have been stolen, but more importantly to deter thefts of additional billions now and in the future. Without instilling an effective enforcement capability, developing nations will always struggle to develop socially and economically.

**Platform Content:**

The program involves three major pieces: the game, embedded educational materials, and a support system.

**Game Design:**

*Follow the Money* works the same way as popular point-and-click detective games, except this game presents fact patterns encountered in real-life corruption cases and requires players to learn and use modern investigative techniques and laws to solve the crimes and restore stolen assets to victimized countries. Like traditional point-and-click games, its user interactions are all very simple inputs with the keyboard and mouse.

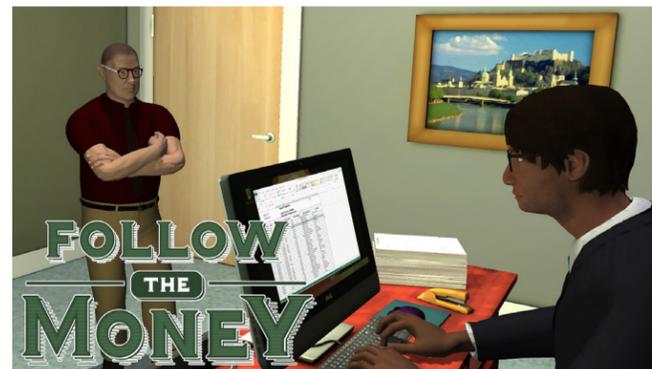


Figure 4: Ben and Carstairs talk

Unlike more traditional point and click games, such as the Gabriel Knight series, *Follow the Money* does not feature an inventory of items that can be used to open doors or trick people. Instead, the player will primarily work with evidence that he or she must uncover and examine in order to find the next clues. The mechanics for this are very simple and focus primarily on critical thinking and problem solving rather than guess and check.

Players will have seven primary tools for solving the case: the evidence log, map, notebook, documentation request, interview request, surveillance, and research database. The evidence log is a table in which the player can organize and access evidence that he/she has received. The map provides a way to travel between locations. However, unlike most point-and-click games, new locations will not just appear on the map; instead, the player will have to search for addresses or location descriptions much like one would with Mapquest or Google Maps. The notebook is a very simple tool that allows players to take down notes on the case, and capture important information such as names and addresses. The documentation request window allows the player to submit requests to obtain official documents like deeds and bank statements; this is the primary way that the player will receive new pieces of evidence. Interviews and surveillance missions allow the player to gather evidence around the game world. Finally, the research function is a virtual internet that allows the player to find information of people, places, and organizations involved in the case.

The case itself involves several different schemes and crimes including theft of public funds, solicitation of bribes, money laundering, and abuse of office. In order to effectively investigate these crimes, training participants will need to use a variety of investigative tools and techniques. The majority of the training program revolves around obtaining and analysing both domestic and international evidence, financial transaction tracing, and interviewing. Using the in-game tools

to acquire evidence and then carefully examining the information contained in various legal documents, financial statements, and interviews, participants will be able to unearth enough evidence to build a strong case against the fictional villain. Participants must master the application of common anti-corruption tools and techniques in order to complete the game successfully. Having solved the case in *Follow the Money*, participants will be qualified to use the procedures learned to handle real-life corruption cases at work.



Figure 5: Ben connecting the dots

**Tracking Progress/Scoring:**

Multiple levels of scoring will keep track of every player's progress. Game points will be awarded based on how efficiently the player advances through the case, and deducted when they ask for more than the allowed number of hints before proceeding. After collecting all of the evidence, players have to assemble it to prove violations of law so that they can put the target into jail and recover the stolen assets. Points will be awarded on the basis of how much money is recovered and how skilfully the cases are put together.

At the end of the game, the players will receive an in-depth analysis which shows them how well

they have done. It also identifies any weaknesses so that they might repeat only the parts of the training that are valuable to them. Normally, officials have to wait a significant amount of time (up to a year or more) and would have to repeat the whole training in its entirety. With our platform, they can immediately re-train on the areas they need most.

**Embedded Educational Materials:**

A small library of materials necessary and useful for the game is contained digitally within a codex. This will be accessible both while playing and outside of the game. The codex will include short video tutorials, images, texts on corruption, investigative technique, legal procedure, and other related topics. This wealth of materials gives participants everything they need to not only solve the in-game case but also to refer back to when they encounter real-world corruption cases. Bonus points can be earned for viewing/reading Codex materials which will be needed to successfully advance through the game.

**Support Plan:**

The support program for countries using *Follow the Money* has two parts, a ‘train the trainer’ program for on-site administrators, and an online ticket support system. The ‘train the trainer’ program will involve a combination of instructional videos, a play through of the game, and two half-day training sessions conducted over the internet, to familiarize on-site administrators with the game and the training program as a whole. These administrators will help to facilitate the training programs, providing basic instruction and answering common questions for the participants.

The online ticketing support system will be used for more complex content or technical issues that cannot be resolved by the on-site administrators. Participants will be able to submit questions electronically, and the RGI staff in the U.S. will respond asynchronously. The system is designed to be as simple as possible, requiring only the most minimal amount of data to be exchanged. This will ensure that even countries with poor internet access will be able to use this system.

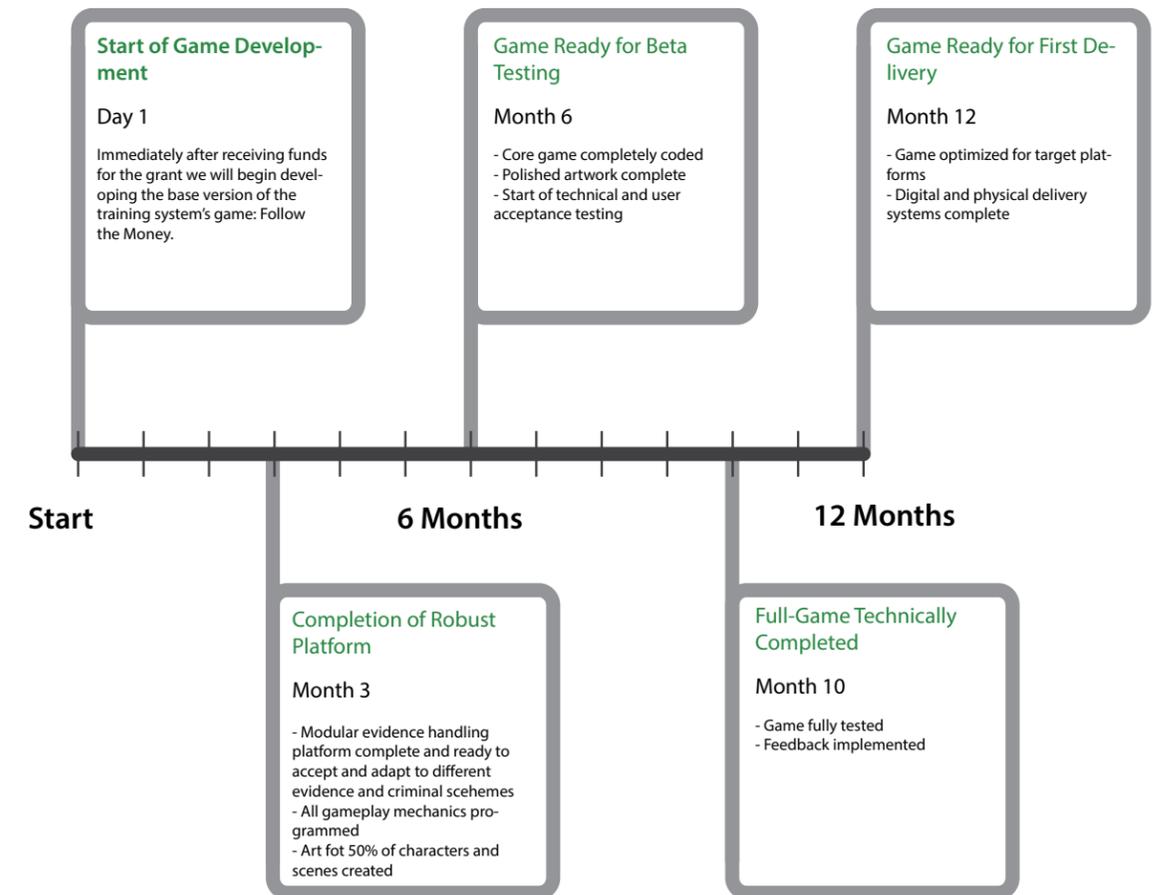
**Development:**

RGI has contracted with Skyless Game Studios to build the game, and since February 2013, we have developed a functional prototype of *Follow the Money* that covers roughly 15% of the full game’s scope. This includes:

- Game design document, detailing what the game will look like and how it will be played, complete for entire game
- All of the 68 pieces of evidence for the in-game investigation have been written
- Initial programming of all major gameplay mechanics

- Complete prototype user interface
- Scoring system designed and partially implemented
- Artwork for 8 characters and 5 scenes
- Prototype version of evidence platform, a modular system that allows in-game evidence to be easily swapped in and out or modified to fit each audience’s specific needs

The full game will feature several dozen completely voiced characters, a case spanning a variety of criminal schemes, and a rich world in which the case takes place. All told the remaining development will require roughly twelve more months of intensive work and will cost about \$1,160,000. Please see the budget section for additional details on the cost of development.



**Delivery:**

Delivery of the training program for each country will involve 5 phases spanning about 4 months. This process starts with a month long information gathering and analysis mission in which experts will travel to the customer country to gather data necessary to customize the game to meet country specific requirements. This will include copies of forms and information on cultural, legal, and procedural factors specific to that country. Because of *Follow the Money's* modular capabilities, each game can be customized to meet the exact needs of any organization.

**Delivery Timeline Per Country**



After the information-gathering phase, it will take approximately 2 months to develop a version of *Follow the Money* customized to that country's needs. This will include changing the evidence and flow of the case to conform to that country's laws and procedures. Additionally the characters, voice over, and environments will be changed so that each participant will be playing a version of the game set in his or her own country.

Once a customized version of *Follow the Money* has been created, we will begin training an on-site manager or administrator to act as the facilitator of the training. This will involve the administrator running through the game and watching a collection of videos; once they have reviewed the materials, they will have two half-day sessions with one of our experts to address any questions or concerns. Once trained, the on-site administrator for each group should be able to resolve all basic questions that training participants may have. Each 'train the trainer' program should take around one week to complete

The fourth and most significant phase of our training is the actual delivery of training to participants. Each training program will be run in-office for the client agency using *Follow the Money* installed on the agency's own computers. The game will be available to download over the internet, or on DVDs upon request. We will create a simple setup system so that nearly anyone with basic computer experience would be able to install it. The on-site administrators will give participants basic instructions to get started and encourage them to use the accompanying materials

as much as needed. Additionally, they will be able to use the ticket-based support system to ask technical questions and any complex or specific educational questions that cannot be handled by the administrators.

Finally, at the completion of each training program, we will collect feedback from each participant and the on-site administrator. We will use this feedback to further tweak and refine *Follow the Money* and the program as a whole.

# 04

## Evaluation of Program

Our plan for evaluating the impact and effectiveness of the training program.

# Evaluation of Program

RGI will continuously monitor the performance of the training platform based on two sets of evaluations. The players themselves will provide the first evaluations. Before the game reveals final scores to the players or management, the players must complete an evaluation form to measure the effectiveness of the training. At the conclusion of the exercises, the administrators will complete a second evaluation form recording how many officials were trained, assessments of success, identification of problems if any, and recommendations for change. Here are samples for the two evaluation forms:

### Player Evaluation Form

1. Please review the following list of knowledge and skills statements. Give some thought to what you knew before this training and what you learned from the exercise. Circle the number that best represents your knowledge and skills before then after this training.

RATING SCALE: 1 = LOW 3 = MEDIUM 5 = HIGH

Before Training					Key knowledge and/or skill statement	After Training				
1	2	3	4	5		1	2	3	4	5
1	2	3	4	5	Understanding of the essential elements of my country's money laundering laws	1	2	3	4	5
1	2	3	4	5	Proper use of investigative tools	1	2	3	4	5
1	2	3	4	5	Maintaining evidence logs	1	2	3	4	5
1	2	3	4	5	Sources for documents and information	1	2	3	4	5
1	2	3	4	5	Financial tracing methods	1	2	3	4	5
1	2	3	4	5	Financial document analysis	1	2	3	4	5
1	2	3	4	5	Roles of international organizations	1	2	3	4	5
1	2	3	4	5	Obtaining international assistance	1	2	3	4	5
1	2	3	4	5	Legal options for asset recovery	1	2	3	4	5
1	2	3	4	5	Asset confiscation and forfeiture	1	2	3	4	5



## Evaluation of Program

2. Please rate the following statements using a 1 through 5 scale where:

1 = Disagree Strongly 5 = Agree Strongly

Rating	Statement
	The difficulty level was about right.
	The exercise was fun and interesting to play. If you have any criticisms of the game, please list them in the comment box below.
	The exercise was realistic, presenting problems I encounter in my work.
	The exercise had the right balance of challenge.
	There were no technical problems affecting the ease of play. If you did encounter problems, please list them in the comment box below.
	I can apply the information in my practice/service setting.
	The program met my professional educational needs.
	As a result of this training, I feel more confident in my capacity to investigate a corruption/money laundering case.

Place use this box to leave comments or make suggestions:

### Administrator Final Report and Evaluation

Please rate the following statements using a 1 through 5 scale where:

1 = Disagree Strongly 5 = Agree Strongly

Program:	
Rating	Statement
	This program helps your organization to achieve its mission
	We had enough time to plan and implement the program
	The game achieved its own program goals and objectives?
	The artistic quality of the game was appropriate?



## Evaluation of Program

Program:	
Rating	Statement
	The tools were easy to use.
	The program's design was effective in meeting the participants' needs.
	The Codex was useful.
	The staff found the training interesting and engaging.
	The game was too difficult for the participants.
	The game was too easy for the participants.
	The difficulty level was about right.
	The Anti-Cheat measures were effective.
Administration Numbers:	
Number	Statement
	How many people took the training in your country/office?
	How many people finished the training in your country/office?
	How many people earned a passing score?
	How many of the trainees were investigators?
	How many of the trainees were lawyers?
	How many of the trainees were judges?
	How many of the trainees were support staff?
	How many hours did it take for staff to complete the program on average?

Place use this box to leave comments or make suggestions:



# 05

# Budget

RGI is seeking \$1.72 million to develop the *Follow the Money* video game training system, and deliver it to the anti-corruption personnel in five developing countries. We are aiming to train over 750 government officials in the first five countries. This will prove the concept to other countries that want to launch a serious fight against corruption. Then, we will supply the same training to those countries at cost. Suddenly, developing countries will find they have access to cutting-edge training for hundreds of anti-corruption officials for less than it used to cost to train just 25.

The cost of current anti-corruption training has been a large barrier to creating the greater capacity necessary to effectively fight corruption. Averaging between \$2,000 and \$4,000 per person trained, the current training lectures are too costly and un-scalable by nature for a massive roll-out. For many developing countries, this means little or no training at all, and for others, only the more senior staff are sent for training.

The initial deployment of this platform to the first five countries will enable the training of all anti-corruption staff in those countries. This includes not just senior staff, but all new and mid-level investigators, prosecutors and judges. In the past, there has not been enough money to train support staff like investigative analysts. But now, everyone in the office can receive the same training so the entire staff can be communicating and working together with a common understanding of goals and methods. This is creating capacity to fight corruption in a way that has never been done before.

Cost Center	Amount
Training System Development	\$1,160,000
Country Localization (5 countries)	\$445,000
Support	\$119,700
<b>Total</b>	<b>\$1.72m</b>

## VIDEO GAME SIMULATION DEVELOPMENT - \$1,160,000:

The majority of the funds sought will be used to complete the development of the Video Game Simulation, currently titled *Follow the Money*. Creating a simulation of this scale is no easy matter. It involves merging anti-corruption and anti-money laundering subject matter expertise with technical talent such as programmers, artists, animators, and voice actors. It also needs to bring in experts in the field of gamification psychology and narrative-building to weave the dry topics of legal, financial, and investigative procedures into a cohesive unit that allows for not just enjoyment

## Budget

An in depth examination of how we will use the funds for this project, and why they are needed.



but permanent learning. After the base is done, the simulation must be customized to fit the laws, procedures and corruption behaviour encountered in different countries. These regionalization costs are discussed in the next section.

The development of the simulation platform will cost \$1,160,000. A detailed budget is attached as an excel sheet in the Appendices. This is much lower than the cost to produce comparable training platforms thanks to our relationship with Skyless Game Studios and Drexel University, which has provided co-op students and facilities through its Baiada Institute for Entrepreneurship. RGI and Skyless have been working on this project since February 2013, to develop a functional prototype that will serve as the backbone for the rest of the development. This advance work is what makes it possible for RGI to have the full game ready to go 12 months after we receive funding.

No two training platforms are identical, and cost figures are seldom made public for commercial secrecy reasons. The Department of Defense, however, is not so proprietary, and so we know what it paid for the two comparable games discussed above in the Problem and Needs Assessment section. Its Tactical Learning and Cultural Training Systems (TLCTS) for training soldiers in functional skills in different foreign languages and cultures had over \$6 million in development costs,<sup>42</sup> and its MACBETH platform for training intelligence officers to avoid bad decisions caused by biased thinking cost \$10.7 million to create.<sup>43</sup> Like *Follow the Money*, which is being developed at Drexel, both DOD games originated at universities, the University of Southern California and University of Oklahoma respectively.

### SCOPING AND REGIONALIZATION FOR FIRST 5 COUNTRIES - \$445,000:

One of the main downfalls of current training is that it is not customized to the laws and procedures of individual countries.. To solve this problem, we will be flying some of the world's foremost experts to each country to spend time with national law enforcement in order to customize the game's laws and practical procedures to what is actually used in that country. This includes about one week inside each country and two weeks to take what they have gathered and make the necessary changes to the simulation's procedures and laws and fact patterns. The major costs here will be paying for the experts' time, travel, and lodging. Then, the game designers will customize the simulation for each country by changing the locales, characters, training steps, and even names and places located in the games. This takes another two months on average.

We calculate the cost for this work to be \$89,000 per country on average for a total of \$445,000 for the initial five countries. This represents a tremendous cost savings per country because instead of paying \$50,000-\$100,000 to develop a program and train 25 learners, the videogame can train all

<sup>42</sup> Johnson, W., & Valente, A. Op. Cit. p. 81.

<sup>43</sup> OU Team Awarded \$10.7 Million to Develop Educational Video Game for Intelligence Analysts. (n.d.). Retrieved November 21, 2014, from <http://cas.ou.edu/ou-team-awarded-107-million-to-develop-educational-video-game-for-intelligence-analysts>

of the officials in the country whether they number just 50 or thousands. As mentioned above, the Department of Defense has a similar regionalization program for its TLCTS system. However, their customizations are much more expensive, costing between \$300,000-\$600,000 each depending on the degree of difficulty.<sup>44</sup>

### SUPPORT - \$119,700:

Some time ago, millions of foreign aid was spent in order to dig new wells for villages in Africa. Everything went according to plan and for a time the water greatly benefitted the people in those villages. However, no maintenance and support was planned for these wells, and a short time later they became unusable, forcing millions more to be spent in the digging of new wells.

We will avoid these kinds of breakdowns by keeping staff available to respond to any calls for assistance with the game for a period of 2 years. The support package will also include the technical infrastructure of file servers and online fees necessary to host and deliver help and software installation.

### THE FUTURE - \$89,000 PER COUNTRY FOR UNLIMITED TRAINING:

The 5 initial countries are just the beginning, and the real impact of the game will be evident as it starts to be used by other countries. For what it would usually cost to train 20-30 people, this simulation can train all of a country's law enforcement agents, prosecutors, and support staff at cost, \$89,000 per country. In a country like Kenya (population 46 million), which has over 380 staff dedicated to anticorruption work, about 150 are investigators and 30 are lawyers. If we trained just half of Kenya's staff with *Follow the Money* that would be the equivalent of \$468 per employee, instead of the usual \$2,000 - \$4,000.



<sup>44</sup> Id.

# 06

## Qualifications

A description of why Repatriation Group International and its partners are ideally qualified to accomplish this project.

JUNE 7-8, 2012 • 9:00 AM - 5:30 PM

Workshop I — International Corruption Investigations  
presented by the George Washington University Law School

# Qualifications

Repatriation Group International (RGI) is a non-profit corporation (501(c)(3)) based outside of Philadelphia, Pennsylvania. [www.repatriationgroup.org](http://www.repatriationgroup.org). It was formed in March, 2012 for the purpose of training and assisting developing countries to combat corruption and recover as much as possible of the billions of dollars/euros it cost them each year. We believe that curbing corruption, as opposed to perpetual increases in foreign aid and charity, is the most effective way to reduce poverty, war, disease and environmental degradation.

RGI's three board members have over 50 years combined experience in training officials around the globe on anticorruption anti-money laundering strategies. The three board members are:



**Jack D. Smith** is the founding Executive Director of RGI. He previously served as the director of Litigation for the Federal Deposit Insurance Corporation (FDIC) in Washington, D.C. and was the founding director of the International Centre for Asset Recovery (ICAR) in Basel, Switzerland. Over a period of 16 years Mr. Smith directed the FDIC's worldwide recoveries of a record US\$6 billion lost by failed financial institutions due to negligence and fraud. He is a Certified Anti-Money Laundering Specialist and teaches International Money Laundering, Corruption and Terrorism at the George Washington University

Law School in Washington, D.C.



**Tom Lasich** is a founding Director of RGI. He is an international consultant and expert on anti-money laundering, training officials around the world on techniques to combat money laundering and recover assets. Tom previously served as Head of Training for the Basel Institute on Governance, International Centre for Asset Recovery (ICAR), in Basel, Switzerland where he designed, developed and conducted technical training programs for countries around the world. Prior to ICAR, Tom was a criminal investigator and manager with the U.S. Treasury Department where he conducted money laundering

and financial investigations of organized crime members, major corporations and narcotics syndicates throughout the United States, Europe and the Pacific Rim. He also coordinated and delivered national anti-money laundering programs for the Federal Law Enforcement Training Center (the US Government's law enforcement training arm). Tom is a contributing author to the publication *Tracing Stolen Assets*, which was released at the Conference of State Parties to the



Repatriation Group International  
Governance, Anti-Money Laundering, Asset Recovery

## Qualifications

United Nations Convention Against Corruption in Doha, Qatar. As a professorial lecturer at the George Washington University Law School in Washington, DC, along with Prof. Smith, he teaches International Money Laundering, Corruption and Terrorism.



**Hari Mulukutla** is a founding Director of RGI. He is also a consulting Anti-Corruption, Asset Recovery and Data Management specialist. Hari has worked on projects for the United Nations Office on Drugs & Crime (UNODC), World Bank Public Sector Governance, StAR initiative and GTZ (German Technical Cooperation) in Asia and Africa. Prior to that he was co-founder and Chief Information Officer, International Center for Asset Recovery, Basel Institute on Governance, Basel Switzerland. He is a contributing author to the publication *Tracing Stolen Assets*.

A list of projects and accomplishments may also be viewed on the website at <http://www.repatriationgroup.org/projects/>. Three current projects of interest for purposes of this grant proposal are the one week prototype online anti-corruption course developed for the World Bank and delivered to four African countries in June 2014, a follow-up two week on-line course called “Operational Skills for Corruption Hunters” to be delivered to four countries at a time in 2015, and the 3 credit course, International Money Laundering, Corruption and Terrorism, taught for the past five years at the George Washington University Law School in Washington, D.C. by Jack Smith and Tom Lasich. At the heart of all these programs is a unique practical exercise which requires participants to find the clues in over 50 pieces of evidence to follow the money trail of a corrupt official and figure out how to repatriate the stolen money to the victim country.

Students so much enjoy the exercise that the Money Laundering course has become one of the most popular at the law school, and the course is now being duplicated at University of Washington Law School in St. Louis, Missouri. RGI and other organizations use the same type of exercise for training international students on asset recovery techniques. However, RGI’s board members know from first hand experience that existing training programs are only able to reach a small portion of the people that need asset recovery training. That is the reason they started to look for alternatives to reach more people, more quickly. They reviewed classroom exercise methods, Massive Open Online Courses (MOOCs), Flipped Classrooms, online exercises and video games.



RGI found that only video games had the potential to train thousands of people within a reasonable timeframe. That is why it approached Drexel University in 2012 to see if the practical exercise couldn’t be turned into a videogame capable of training thousands of people in countries across the globe. Drexel’s game design program is ranked number 4 in the nation, and RGI needed to team up with a group of that caliber to create the kind of videogame simulation that would excite and educate foreign officials.



## Qualifications

Professor Paul Diefenbach, Co-Director of Drexel’s RePlay Lab, connected RGI with Skyless Game Studios, a Philadelphia, PA based serious video game studio. Skyless specializes in creating games that have social, educational, or philanthropic impact. The studio works with non-profits, government agencies, academics, and other experts to address serious issues using game as medium. By leveraging the teaching power of games, Skyless is able to deliver greater training quality for a lower cost than more traditional educational media.



The company’s founding team members have a broad range of experience in game design, coding, art, and business. In addition to the five founding members, the team includes a number of programmers and artists who have joined the team through Drexel University’s co-op program. This team has already contributed several thousand man-hours of development time to creating a proof of concept for *Follow the Money*.

Skyless Game Studios is backed by a team of expert advisors from Drexel University. Dr. Paul Diefenbach, the team’s game design advisor, is the founder of Drexel’s game design program who’s doctoral thesis on computer graphics is used today by almost all graphical rendering software. The firm also receives serious gaming advice from Dr. Michael Wagner, an award winning educational game designer and director of Drexel’s digital media program. Dr. Ian Abrams wrote several early drafts of the game’s script and continues to mentor the writing team. Dr. Abrams spent over a decade in Hollywood as a writer and script doctor before becoming the director of Drexel’s screenplay writing program.

Skyless’ combination of diverse skills and vision to use video games for social progress make it the ideal developer for this project. Additionally, its proximity and connections to Drexel University, the 4th ranked game design program in the nation, provide a convenient talent pool of developers. The founders’ belief in this project will continue to be an invaluable asset for the duration of development of *Follow the Money*.



# 07

## Conclusion

Final summary covering the significance of this project. Examines the threat of corruption and the power of video game based training to combat it.

# Conclusion

World leaders Xi Jinping of China, David Cameron of Britain, Barack Obama of the United States and Jim Yong Kim of the World Bank often disagree. But on one point they are united - corruption is the single greatest impediment to solving the problems of poverty, disease and violent conflicts in developing countries. Consequently, the United Nations, OECD and the G-8 have all appealed to the international community “to strengthen law enforcement agencies through capacity building and training [on] the complex financial investigations often required in corruption cases.”

Capacity building in this area is not easy. There are tens of thousands of enforcement officials that need to be trained, but there are not enough qualified instructors available and current training methods are too expensive and only moderately effective. No wonder there’s been so little progress in curbing corruption, and many surveys reveal that it is getting worse not better. That is why RGI has joined forces with professors from Drexel University - to create a better way.

Over the past 30 years, the US military has been a leader in shaping the contours of American education. “Mass standardized tests? Computer-based learning? Adult education? A functional approach to education? All of these were launched or refined by the military.”<sup>45</sup> Its latest innovation is the deployment of virtual and game-based learning on a broad, institution-wide scale. The Department of Defense (DOD) is projected to spend \$24.1 billion on modelling and simulation by 2015. “According to the Defense Intelligence Agency, more than 300 virtual worlds are in development for military purposes, and that figure is likely to grow.”<sup>46</sup>

The anticorruption community has only one virtual world in development, and that is the one being created at Drexel University. Neither Drexel nor RGI has the billions DOD has to put behind this project. But this single anticorruption project is no less important than DOD training. In fact, it may prove more far-reaching and reduce the need for military deployments since curbing corruption in developing countries is a key factor in reducing terrorism and violent conflicts overseas, as well as poverty, disease and environmental degradation and numerous other evils that plague our planet.

Despite the critical need and clear benefits of increasing anticorruption capabilities in developing countries, funding for programs is sporadic and heavily dependent on voluntary donations. RGI’s professors are recognized experts in the field of anticorruption training, and like the rest of the

<sup>45</sup> Mead, C. Op. Cit.

<sup>46</sup> Id.



## Conclusion

international community, they know that present training methods fall far short of what is needed. Applying the videogame precedents set by the military, the *Follow the Money* platform is the most far-reaching innovation in anticorruption training in years, and is the only method on the horizon capable of training thousands of enforcement officials in time to deter growing corruption over the next 10 years. A grant from you can be the difference between kicking anticorruption capacity building into high gear or continuing to plod ahead as we have been until now.

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# Appendices

## Appendix A - Budget Spreadsheet

Core Development Costs:			
<u>Game Development - 5 Countries:</u>			
Core Platform			
Design:	\$170,000		\$170,000
Development:	\$770,000		\$770,000
Quality Assurance Testing & Modifications:	\$220,000		\$220,000
			<b>Total: \$1,160,000</b>
<b>Total Core Development Cost:</b>			<b>\$1,160,000</b>

Scoping and Regionalization					
<u>Localizing Legal Procedures:</u>					
Interviews & In-Person Data Sourcing:					
Flight:	\$2,800	per country	=		\$2,800
Lodging:	\$2,400	per country	=		\$2,400
In-country Travel:	\$800	per country	=		\$800
Expert time (hours):	100	per country			
Expert cost:	\$120	per hour	100	hours	= \$12,000
					<b>Total: \$18,000</b>
<u>Adjusting training to local laws:</u>					
Expert time (hours):	50	per country			
Expert cost:	\$120	per hour	50	hours	= \$6,000
					<b>Total: \$6,000</b>

### Software Development - Regionalization

Adjusting look and feel to individual country	\$50,000	per country			=	\$50,000
Adjusting individual country laws and language:	\$5,000	per country			=	\$5,000
Testing	\$10,000	per country			=	\$10,000
						<b>Total: \$65,000</b>
<b>Regionalization Cost per Country:</b>						<b>\$89,000</b>
<b># of Countries:</b>						<b>5</b>
<b>Total Regionalization Cost:</b>						<b>\$445,000</b>

### Technical Infrastructure

#### Delivery:

Fileservers (for online delivery):	\$2,000	per server	1	server	=	\$2,000
Hosting Costs:	\$200	per month	12	months	=	\$2,400
DVD's & Shipping:	\$500	per country	5	countries	=	\$2,500
						<b>Total: \$6,900</b>

#### Support Expenses:

Help Desk / Technical Support:	\$2,250	per month	24	months	=	\$54,000
Website Maintenance:	\$200	per month	24	months	=	\$4,800
Patches / Legal Updates:	\$2,250	per month	25	months	=	\$56,250
						<b>Total: \$115,050</b>

**Total Support Cost: \$119,700**

### Total Proposal Cost:

**Total Proposal Cost: \$1,724,700**



Appendix B - ICAR Press Release



**Media release**

Basel/Kyiv 12 August 2014

**Basel Institute / ICAR mandated to assist Ukraine in recovering Yanukovich assets**



The Office of the Prosecutor General of Ukraine (GPO) mandated the Basel Institute on Governance's International Centre for Asset Recovery (ICAR) to assist with tracing and recovering assets stolen by former Ukraine President Viktor Yanukovich and his inner circle. The agreement was signed on Monday, 11 August 2014, in Kyiv by the Prosecutor General of Ukraine, Mr Vitaliy Yarema, and Basel Institute Managing Director Ms Gretta Fenner.

Technical assistance requested from ICAR by the GPO relates, notably, to financial investigation and the prosecution of corruption and money laundering offences. ICAR will also assist in liaising with foreign jurisdictions, through informal contacts and by using formal mutual legal assistance channels. By providing expertise in this area, ICAR will support GPO investigators and prosecutors to locate stolen assets, to obtain evidence domestically and from abroad to enable a successful confiscation of the assets and, ultimately, to return the stolen assets to Ukraine. During the signing ceremony, both Mr Yarema and Ms Fenner noted the considerable challenges that lay ahead in this task, caused for example by the fact that vast amounts of assets were stolen in cash which makes them harder to trace, and that many assets are expected to be located in jurisdictions which have not in the past shown great willingness to cooperate with foreign states in the recovery of stolen assets.

Immediately after the signing of the agreement, a team of ICAR investigators, prosecutors and international cooperation experts began work with the GPO. Based on the experience that the recovery

of stolen assets is a highly time consuming and intricate process, it is expected that the cooperation will continue over a few years.

*About the International Centre for Asset Recovery (ICAR)*

ICAR was set up in 2006 to assist developing and transition partner countries to recover stolen assets. To this aim, ICAR currently works with over 30 countries from around the world providing technical assistance in the investigation and prosecution of corruption and money laundering, supporting legal and policy analysis, delivering trainings in financial investigation, asset recovery and mutual legal assistance, and through a range of integrated IT tools. ICAR operates as a not-for-profit institution and is funded by the Governments of Liechtenstein, Switzerland and the United Kingdom.

*Contact:*

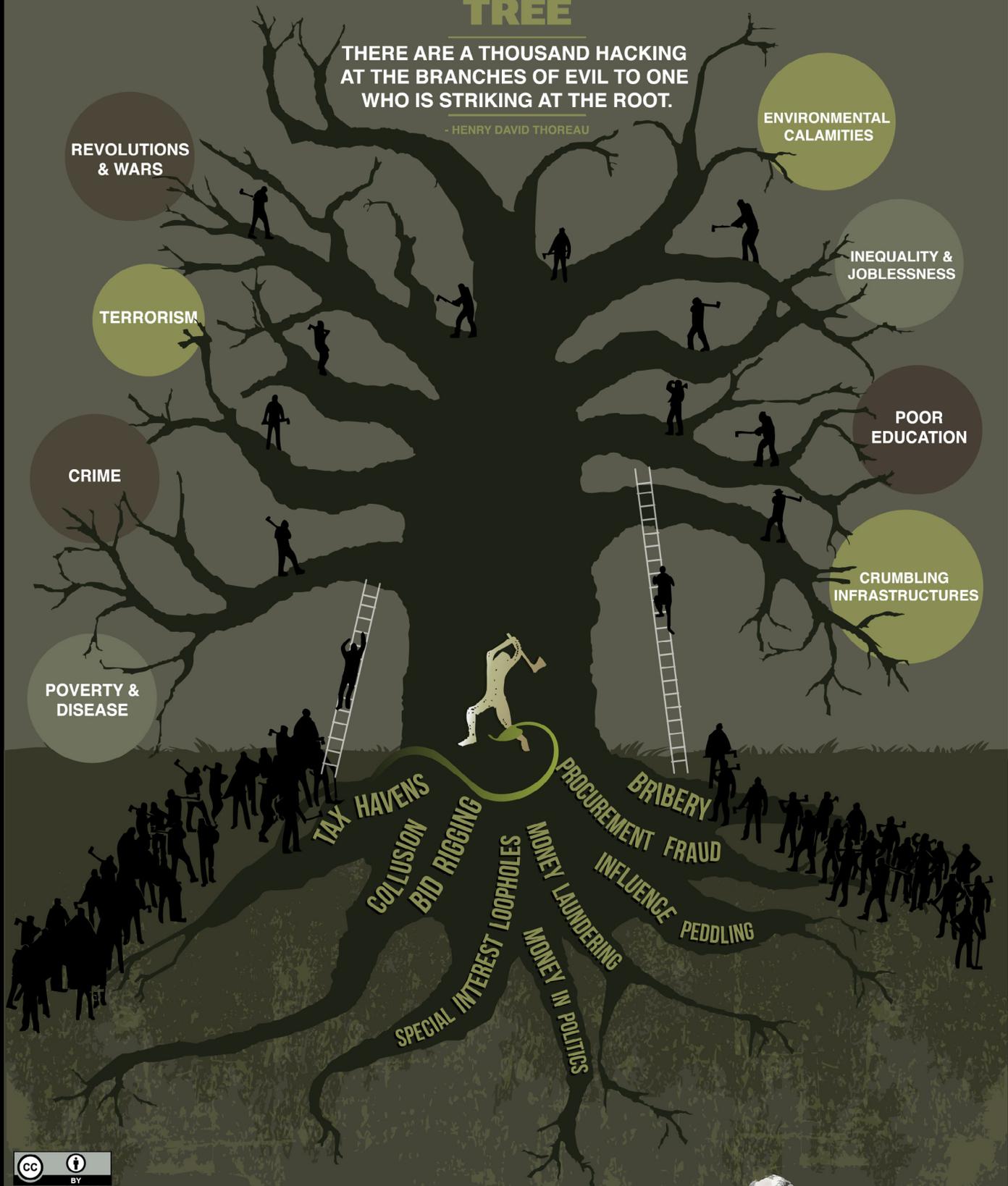
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# CORRUPTION TREE

THERE ARE A THOUSAND HACKING AT THE BRANCHES OF EVIL TO ONE WHO IS STRIKING AT THE ROOT.

- HENRY DAVID THOREAU



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Repatriation Group International  
Governance, Anti-Money Laundering, Asset Recovery