



PERFORMANCE REPORT

FY: 2024-2025

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PERFORMANCE

REPORT

FY: 2024-2025



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List of acronyms And abbreviation

CLE:	Continuing Legal Education
DAF:	Director of Administration and Finance
DLD:	Diploma in Legislative Drafting
DLP:	Diploma in Legal Practice
DCJ:	Diploma in child Justice
EAC:	East African Community
F Y:	Fiscal Year which begins on 1 st July and ends on 30 th June
ICTR:	International Criminal Tribunal for Rwanda
ILPD:	Institute of Legal Practice and Development
MAJ :	Maison d'Accès à la Justice
VRAF:	Vice Rector in charge of Administration and Finance

MINECOFIN:	Ministry of Finance and Economic Planning
MINIJUST:	Ministry of Justice
NPPA:	National Public Prosecution Authority
PS:	Permanent Secretary
RBA:	Rwanda Bar Association
RCS:	Rwanda Correctional Services
RDB:	Rwanda Development Board
RURA:	wanda Utilities Regulatory Authorities
SC:	Supreme Court
UR:	University of Rwanda
VRAC:	Vice Rector in charge of Academic and research



Foreword

The Institute of Legal Practice and Development (ILPD) remains committed to advancing professional legal education, promoting research, and contributing to the continuous development of Rwanda's justice sector. Guided by its founding mandate, ILPD continues to empower legal practitioners and professionals to uphold justice and the rule of law at both national, regional and international levels.

The Financial 2024–2025 was marked by a significant phase of innovation and consolidation for the Institute. Among the major developments is the introduction of the Diploma in Tax Investigation (DTI), a new program designed in collaboration with the Rwanda Revenue Authority (RRA). This initiative responds to the growing demand for skilled professionals in tax enforcement and financial crime prevention, reinforcing ILPD's role in bridging academic excellence with national development priorities.

Despite external factors that continued to affect international enrollment particularly in the Diploma in Legal Practice (DLP), the Institute sustained its commitment to quality education and service delivery. The Institute has also extended its support in continuous legal education in public and private sectors. The Institute also achieved notable progress across its academic, administrative, and partnership dimensions, reflecting its resilience and dedication to institutional growth.

These achievements are the result of strong collaboration, shared responsibility, and a unified commitment to excellence. I wish to express my sincere appreciation to all stakeholders and partners whose continued support, cooperation, and confidence have been fundamental to the realization of these outcomes.

This report presents the Institute's principal accomplishments for the 2024–2025 period and sets out the strategic priorities that will guide its sustained impact, institutional growth, and pursuit of excellence in the next year.

Dr. Aimé MUYOBOKE KARIMUNDA

Rector



INTRODUCTION

The Institute of Legal Practice and Development (ILPD) was created by law in 2006. It is a public institution of higher learning with a mandate of delivering professional legal education conducting legal research, and promoting the dissemination of legal knowledge. Its establishment was part of the judicial reform process initiated by the Government of Rwanda in 2004 in response to the need for a more skilled and professionalized legal workforce and the sustainable promotion of the rule of law.

To fulfill its mission, ILPD implements its strategic plan through annual activities aligned with the financial year. This report outlines the achievements of ILPD during the financial year 2024/2025, focusing on its core functions in education, training and research. It covers also activities of supporting services in finance and administration. It concludes with a summary of the plans for the upcoming 2025/2026 financial year.



1. EDUCATION AND TRAINING

1.1 Introduction



The Institute of Legal Practice and Development (ILPD) offers both postgraduate diploma programs and short-term professional legal courses. During the financial year 2024/2025, the ILPD delivered the following postgraduate programs: the Diploma in **Legal Practice (DLP)**, the **Diploma in Child Justice (DCJ)**, the newly introduced **Diploma in Tax Investigation**, as well as a range of **Continuing Legal Education (CLE)** courses.

The **Diploma in Legal Practice (DLP)** is primarily designed for individuals holding at least a Bachelor's degree in law, and who intend to enter the legal profession mainly as judges, prosecutors, or advocates. This program provides practical legal training to equip graduates with the necessary skills for effective legal practice. The Institute continued strengthen child rights through its **Diploma in Child Justice (DCJ)** as well. The later aims to strengthen and promote child friendly justice environment in all institutions dealing with children's issues. In addition to the child welfare in general, the program has created skills on a better handling of children who are in conflict with the law and children who are victims or witnesses. The main objective of the Child Justice Courses is to promote access to a qualitative, coherent, and child-friendly justice system for children in Rwanda.

This year, ILPD launched as well a standalone **Diploma in Tax Investigation**. This program was developed and implemented in partnership with the Rwanda Revenue Authority, with the objective of strengthening capacity in the area of tax enforcement and compliance through specialized legal training.

The **Continuing Legal Education (CLE)** program consists mainly of tailor-made training courses intended for practicing legal professionals and paralegals. These courses are designed to address emerging legal issues and practical challenges in the legal sector, providing targeted updates and skills enhancement in response to specific needs within the justice system.

In furtherance of its mandate to strengthen professional legal training and enhance specialized competence within the legal sector, ILPD has developed eight specialized postgraduate diploma programmes. These programmes are designed to equip legal practitioners with advanced theoretical knowledge and practical skills in specific areas of law. The programmes include:



the Postgraduate Diploma in Civil Procedure Practice (DCPP), which focuses on procedural law and litigation management; the Postgraduate Diploma in Contract and Tort Practice (DCTP), emphasizing obligations and civil liability; the Postgraduate Diploma in Corporate and Insolvency Practice (DCIP), addressing corporate governance and business recovery frameworks; the Postgraduate Diploma in Criminal Process and Sentencing (DCPS), which explores criminal procedure and sentencing principles; the Postgraduate Diploma in Family Law Practice (DFLP), dedicated to matrimonial and child-related legal matters; the Postgraduate Diploma in Economic Crimes Practice (DECP), focusing on financial and commercial offences; the Postgraduate Diploma in International Crimes and Genocide Ideology (DICGI), examining international criminal law and genocide-related jurisprudence; and the Postgraduate Diploma in Banking Law Practice (DBLP), which covers legal and regulatory frameworks governing the banking sector.

1.2 Post Graduate Programs

The Institute of Legal Practice and Development offers a wide range of postgraduate programs. However, owing to budgetary limitations, it is not feasible to run all programs within a single academic year. Accordingly, in the Financial Year 2024/2025, courses were offered in three postgraduate programs.

1.2.1 Diploma in Legal Practice

The Postgraduate Diploma in Legal Practice (DLP) is designed for law graduates intending to join the legal profession. They include those who ambition to become judicial officers, prosecutors or attorneys. The DLP is a legal mandatory prerequisite for entry into any of the aforementioned legal professions.

Many other institutions have been inspired by these professions and are now requiring the DLP for any law graduate to get employed. In order to enhance accessibility and effectively serve its stakeholders, the Institute of Legal Practice and Development (ILPD) delivers the DLP through various modes of instruction, as set out in the subsequent section.

1.2.1.1 Modes of teaching

The Diploma in Legal Practice is offered in four different modes, *namely full-time mode, part-time Weekend, Part time evening and Executive mode.*



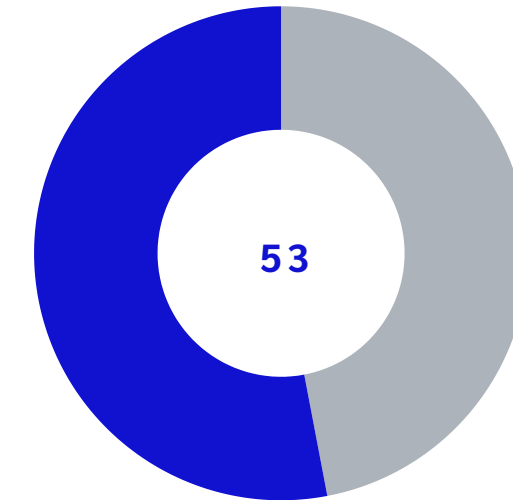


DLP Full Time Mode

During the FY 2024-2025, the ILPD enrolled two intakes of students in DLP full time mode or residential mode. The first intake started the courses in July 2024 and the other started in January 2025. One hundred students that include 53 males and 47 females completed their DLP in full time mode this year.



Male



Female

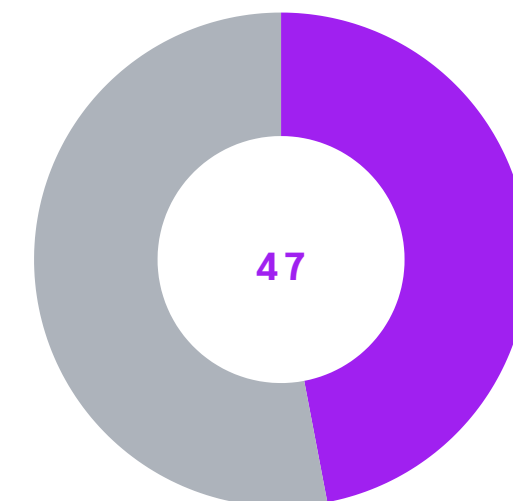


Figure 1: DLP full time intakes by gender



In previous years, international students constituted the majority of those enrolled in the DLP full-time program. However, the trend has changed drastically in the current financial year.

Rwandan students now dominate the full-time enrolment due to a robust mobilisation of Rwandan students that was conducted across the country. The institution has maintained having two parallel intakes per term and continues to uphold the quality and relevance of its training. This resilience proves the ILPD's capacity to overcome challenges while sustaining its mission of developing competent legal professionals for Rwanda and the region.

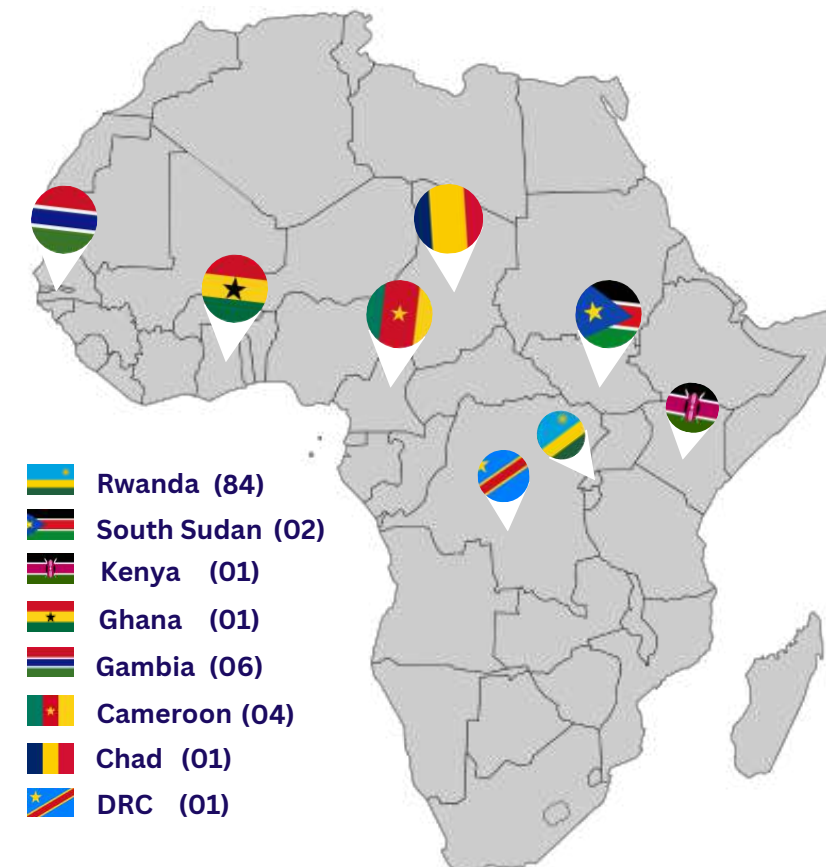


Figure 2: DLP full time by nationalities



DLP Part Time Mode

a) DLP evening sessions

The Kigali Campus continues to be the primary centre for the Diploma in Legal Practice (DLP) evening program. The part-time modes of teaching that includes evening, weekend, and executive formats, were introduced as part of ILPD’s strategy to diversify its delivery methods and provide flexible learning options tailored to the varying needs of prospective students.

During the financial year 2024/2025, **133 students** comprising **66 males** and **67 females** were enrolled in the Evening Program. They successfully completed the DLP program under the evening study mode intake 17 and 18. This mode of instruction, similar to the weekend and executive formats, predominantly attracts local professionals residing and working in or around Kigali. Most of these students attend classes while maintaining their professional or family responsibilities, making the evening option particularly suitable for those seeking to balance work, study, and personal commitments.

DLP Evening Program

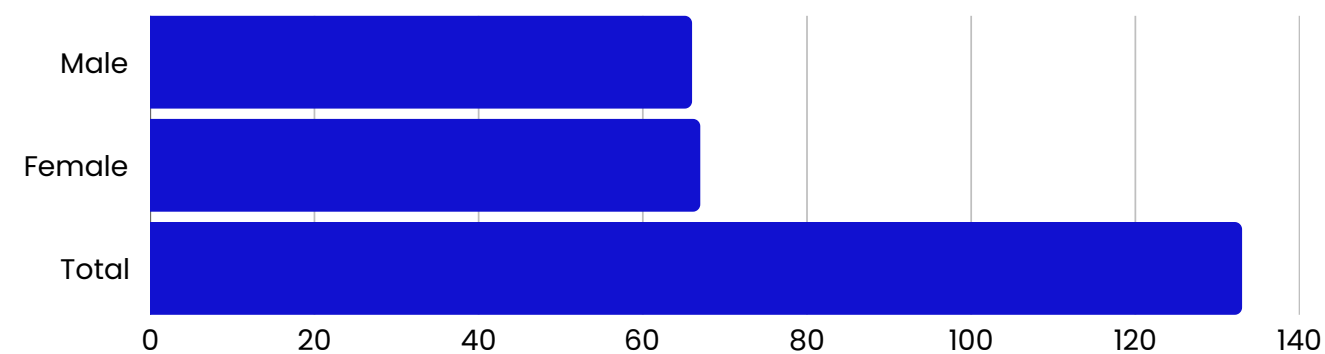


Figure 3: Evening mode by gender



b) Executive Mode

The Executive Mode is tailored for experienced professionals in the legal field who wish to advance their expertise while maintaining their professional commitments. This flexible program allows participants to balance work and study, with classes held once a week to accommodate demanding schedules.

Owing to its structure and progressive learning approach, the program crosses two financial years. In the 2024–2025 financial year, a cohort of 50 students was enrolled in the Executive Mode. The curriculum is thoughtfully designed to combine academic rigor with practical relevance, ensuring that participants enhance their legal knowledge and professional competence without interrupting their careers.



C) DLP Weekend Mode

During the Financial Year 2024/2025, students from Intakes 13, 14, and 15 successfully completed their studies in the DLP program at the ILPD Kigali Campus under the weekend mode. A total number of 203 students completed their studies from these intakes, including 86 females and 117 males, as depicted in the graph below. This accomplishment demonstrates the Institute's sustained efforts to provide accessible and high-quality professional legal training, while fostering gender balance and strengthening the capacity of Rwanda's legal sector.

DLP Weekend Mode

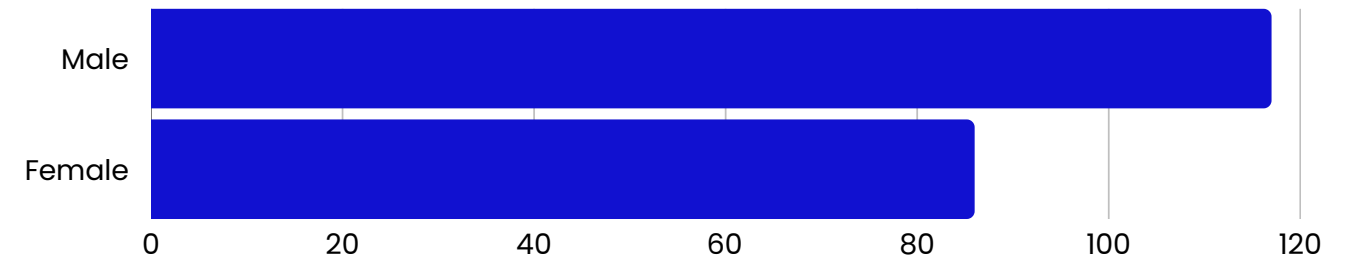


Figure 5: Weekend Students by gender





1.2.1.2 Modules

The postgraduate courses are taught in a modular system and following a competence based curriculum. The DLP is composed of 8 modules taught in 10 working days each. The number of teaching hours and days depends on the mode of intake. In weekend and evening programs, a module is taught in more hours and days.

It is worth to note that the current curriculum of DLP has been reviewed and the revised program was approved by the Higher Education Council. The new program will start mid FY 2026/2027. The list of current modules of DLP is attached in Annex 3.



1.2.2 Diploma in Child Justice

The Diploma in Child Justice (DCJ) is a specialized program developed and implemented through a partnership between the Institute and UNICEF. The program is designed for professionals dealing with child matters including judges, prosecutors, lawyers, police officers, prison officers, legal advisors, correctional officers, local government officials, child protection officers, paralegals to strengthen their knowledge and skills in handling child-related matters within the justice system.

During the financial year 2024/2025, the second intake successfully completed the program, comprising 34 students in total: 15 females and 19 males. The graph below illustrates the gender distribution of this intake.



Diploma In Child Justice

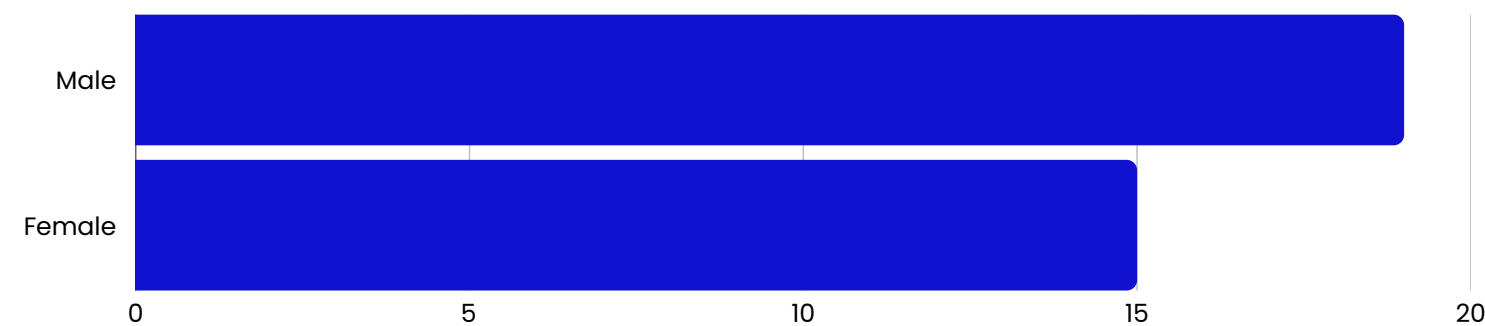


Figure 6: DCJ by gender

1.2.2.1 Modules

The Postgraduate Diploma in Child Justice (DCJ) is structured into eight (8) compulsory modules, designed to be delivered sequentially over two semesters. The modules are carefully crafted to ensure that trainees progressively acquire theoretical knowledge, practical skills, and professional competencies required for effective engagement in child justice systems. Collectively, the modules address legal, psychological, social, and institutional dimensions of child justice, while aligning with national, regional, and international standards. The detailed description of modules is in the annex 4

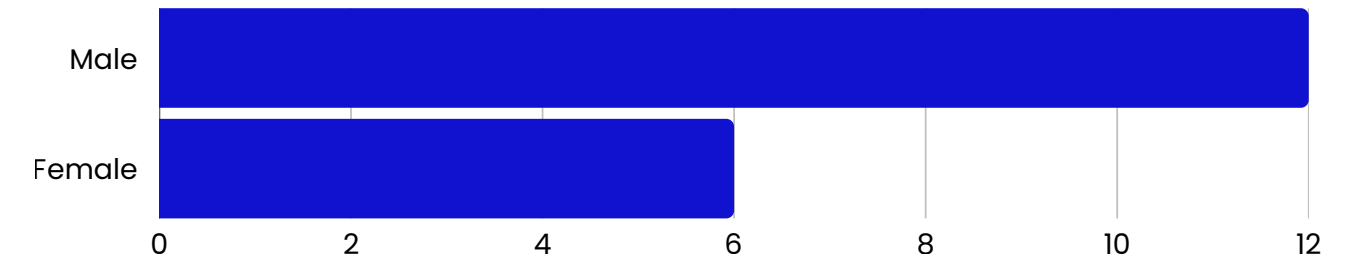


1.2.3 Diploma In Tax Investigation (DTI)

The Diploma in Tax Investigation (DTI) is a specialized program jointly developed by the Institute and the Rwanda Revenue Authority (RRA). It was established to strengthen the capacity, professionalism, and ethical standards of RRA staff, particularly those engaged in tax compliance, enforcement, and investigation. The program provides participants with in-depth knowledge on tax laws, investigative procedures, and practical tools to enhance efficiency and integrity in tax administration.

The first intake of the DTI program was launched in the Financial Year 2024/2025. The program is structured to run across two financial years, allowing participants to balance study with their professional duties. This inaugural cohort comprises 18 students, all of whom are staff members of the Rwanda Revenue Authority. Gender statistics are depicted in chart below.

Diploma in Tax Investigation (Gender)





1.2.3.1 Modules

The Postgraduate Diploma in Tax Investigation (DTI) is a practice-oriented program designed to equip trainees with advanced knowledge and skills required to effectively investigate tax-related and financial crimes in a dynamic national and international environment. The programme comprises six (6) mandatory modules, structured to progressively build competencies in taxation, accounting, criminal process, international taxation, financial crimes investigation, and intelligence analysis. Successful completion of all modules leads to the award of 140 academic credits. The annex 5 depict their specifications.



1.3 Continuing Legal Education

The updating and capacity-building efforts for JRLOS institutions and other stakeholders in the legal field are primarily conducted through short courses offered by the Institute. During the Financial year 2024–2025, a total of 737 trainees were trained in short courses out of a projected target of 1,500, achieving only 49.13% of the intended goal. This significant shortfall underscores the urgent need to reassess and revitalize the approach to short course delivery, especially considering the crucial role these programs play in enhancing the competence and effectiveness of justice sector professionals.

To address this gap, the institute is taking proactive step by initiating a comprehensive Training Needs Assessment (TNA) within the justice sector. The assessment aims to identify specific skill gaps, emerging trends, and priority areas for capacity development. The findings from the TNA will directly inform and shape the Institute’s training calendar for the next three years, ensuring that future offerings are aligned with sector demands and institutional priorities. Close collaboration with JRLOS institutions and other key stakeholders will be essential in this process to ensure relevance, increased participation, and long-term impact.





The table below describes the short courses offered in the financial year 2024/2025.

SN	Training title	Trained officials
1	Profiling Evidence - Rich Cases and Advocacy Skills; Adjudication, Arbitration, Negotiation and Mediation"	The training was offered to Senior State Attorneys, State Attorneys, and private lawyers having contracts with public institutions. The training was attended by 27 participants including 19 males and 8 females.
2	Transnational Justice and Conflict Sensitivity	The training was offered to 101 participants from four institutions which are Rwanda National Police, Rwanda Revenue Authority and Immigration. The gender composition was 68 males and 33 females
3	E-Justice: GANUBUTABERA Management Information System (MIS)	The training was attended by 19 participants, all from Maisons d'Access a la Justice (MAJ). The gender composition was 9 males and 10 females
4	Business and human rights	The training was offered to 90 Participants
6	Basics of Library Management.	The Training was attended by 10 participants from Rwanda Correctional Service. The gender composition was 9 males and 1 female.
7	Best Practices in Investigating, Prosecuting and Adjudicating Gender Based Violence (GBV) Offences.	The training was offered to 55 participants from Judiciary, Prosecution and Rwanda Investigation Bureau. The gender composition was 41 male and 14 female.
8	Mediation and ADR	The beneficiaries of the training were 81 composed of JRLS district committees (Prosecutors and Investigators), 54 male and 27 female.
9	E-Justice: e-Judgment Execution Services (IECMS)	The training was attended by 60 participants composed of Executive secretaries of sectors and MAJ officials; 43 males and 17 females
10	Criminal Mediation and Plea-Bargaining	The beneficiaries of the training were 58 participants from Prosecution and Investigation Bureau. The gender composition was 45 males and 13 females.
11	Human Rights Instruments and Reporting Tools	The training was attended by 40 participants from members of the TBRTF (CSOs), MINIJUST staff and staff in charge of Planning, Monitoring and Evaluation from JRLS institutions. The gender composition was 29 males and 11 females
12	Combating Human Trafficking	The training was offered to 31 participants from Maison d'Accès à la Justice (MAJ), Isange One Stop Centers, Rwanda Investigation Bureau (RIB), National Prosecution Authority (NPPA), and Directorate General of Immigration and Emigration (DGIE). The gender composition was 16 males and 15 females
13	Negotiation, Mediation, Arbitration and Adjudication	The beneficiaries of the training were 38 participants; composed of Lawyers representing the State and State Organs, classified under three categories namely: Senior State Attorneys (MINIJUST employees), State Attorneys (employees of different institutions to whom MINIJUST delegated the power to represent such institutions before courts), Advocates (private Lawyers having contracts with Government institutions for representation in court). The gender representation was 23 males and 15 females.
14	Public Servant's Accountability	The training was offered to 38 participants composed of Lawyers representing the State and State Organs.
15	Tort Law	The training was attended by 38 participants composed of Lawyers representing the State and State Organs.

Table 1: List of short courses offered by ILPD in 2024/2025

Due to the nature of applied skills required for the trainings offered by the ILPD, the latter always resort mainly to external trainers who are in legal professions. The ILPD has 11 in-house trainers who are mainly charged with modules management, lecturing and applied research and consultancy assignments. The primary criteria for becoming a lecturer is having an extensive experience in legal practice.

In the FY 2024/2025, ILPD contracted 31 highly qualified national and international trainers to train in the DLP program DCJ, DTI. Trainers were selected based on their knowledge and solid experience, as well as their proficiency in English. A list of trainers contracted during the whole financial year is attached as Annex 6.





1.4 Research and consultancy

Research and consultancy constitute a core pillar of the mandate of the **Institute of Legal Practice and Development (ILPD)**. In addition to delivering professional legal training, the Institute actively contributes to the strengthening of Rwanda's justice sector through evidence-based research, policy development, and technical advisory services. These engagements are designed to support institutional reform, enhance access to justice, and promote effective legal frameworks aligned with national priorities.

During the Financial Year 2024/2025, the Institute successfully executed five (5) major consultancy assignments commissioned by key stakeholders in the justice sector. These assignments focused primarily on strengthening Alternative Dispute Resolution (ADR) mechanisms and reforming child justice systems. The projects undertaken are summarized below:

1. Mapping of ADR Service Providers – Commissioned by International Alert, this study assessed the landscape of ADR actors, structures, and service delivery mechanisms. The objective was to identify existing capacities, gaps, and opportunities for coordination in order to improve the accessibility and effectiveness of ADR services across the country.

2. Development of an ADR Training Module – Commissioned by the Ministry of Justice (MINIJUST), this assignment involved the design of a comprehensive and standardized training curriculum aimed at enhancing the competencies of ADR practitioners and justice sector stakeholders.
3. Development of a Strategic Plan for ADR and Community Justice Processes (CJP) – Also commissioned by MINIJUST, this consultancy focused on providing a strategic roadmap to guide the institutionalization, coordination, and sustainability of ADR and community-based justice mechanisms.
4. Development of the Legal and Regulatory Framework for ADR and Community Justice – Under this assignment, the Institute provided technical expertise in drafting and reviewing the legal instruments necessary to operationalize and regulate ADR and community justice mechanisms, ensuring coherence with existing laws and international best practices.
5. Development of a Conceptual Framework for the Diversion of Child Offenders and the Establishment of a Probation Service – This consultancy entailed reviewing the existing legal framework and proposing reforms to support diversion mechanisms for child offenders, with a view to strengthening restorative justice approaches and establishing a structured probation system.



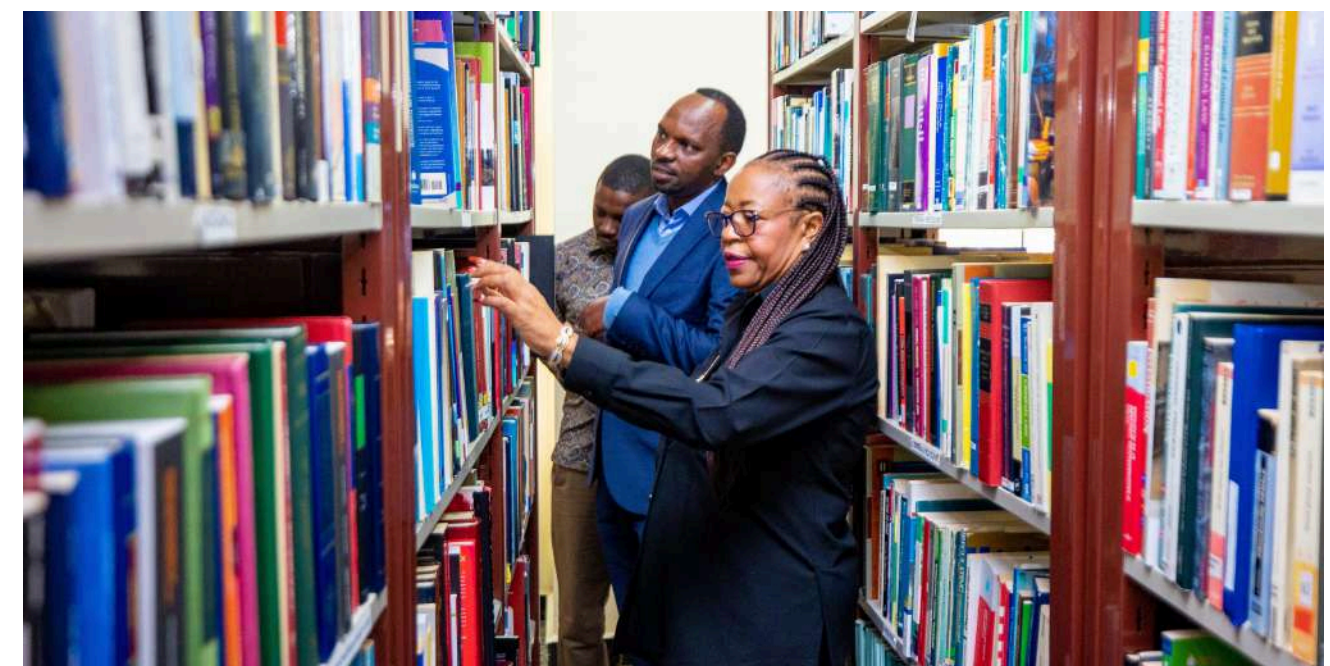
In the area of legal research, the Institute undertook the preparation of articles for Issue No. 3 of the *Rwanda Law Journal*. By the end of the 2024/2025 financial year, all articles had been reviewed and approved, with the remaining task being their production and publication.

In parallel, the Institute initiated strategic efforts to brand the Rwanda Law Journal and position it as a journal of international standing. To this end, discussions were commenced with LawAfrica, a Nairobi-based publishing house, with the objective of enhancing the Journal's visibility, competitiveness, and recognition at the regional and international levels.

1.5 Library

The ILPD Library's mission is to deliver high quality and comprehensive legal information resources and services to support teaching, learning and research. During the financial year 2024-2025, the Library Unit performed the following activities.

No	Title/Item
1	Procure new books
2	Subscription to online resources
3	Library resource sharing initiative among Law Libraries in Rwanda for expanding access to e-Library resources purposes
4	Acquisition of Library air blows
5	Acquisition of shelves





2. ADMINISTRATION AND FINANCE

2.1 Introduction

The department of Administration and Finance deals with administration and finance issues such as human resource development, administration, procurement of goods and services, infrastructure development and management, finance etc. In the FY 2024/2025, ILPD continued the efforts to strengthen its capacity in terms of infrastructure as well as human resource development.

2.2 Human Resource Development

The Institute continued to improve the skills of its staff both academic and administrative. In this regard, workshops on research were organized for lecturers and other staff working in unit of research, training and consultancy. The table below provides names of staff who benefited training in FY 2024/2025.

No	Names	Training Program
1	BIGIRIMANA Consolate	Mediation Skills Course
2	NGABO UMURANGAMIRWA Anastase	Mediation Skills Course
3	MUTONIWASE MBAYA Aroobe	Mediation Skills Course
4	BAGWANEZA Sadiki Dieudonne	Continuation of PhD studies
5	BANGAYANDUSHA Viateur	Post Graduate in Child Justice

There are staff who did not get scholarships but who were allowed to attend international conferences. This is the case of the Rector who attended and presented a paper an international conference on genocide in Sacramento, California, US.





To fill the vacant posts, the ILPD recruited two (2) staff. Staff recruited during the period of 1st July 2024 to 30th June 2025 is in the table below:

No	Names	Position
1	Michel IGIRANEZA	Software Developer
2	UMUTONIWASE Rosette	Lecturer

2.3. Procurement of Goods and services

In FY 2024/2025, the Institute acquired various goods and services to facilitate its operations and continuously enhance its infrastructure. The goods and services were acquired through following tenders:

S/N	Title of tender
1	Supply of Electrical Equipment
2	Acquisition of office equipment
3	Supply of electricity/cash power
4	Supply of Plumbing Equipment
5	Procurement of new Books
6	Procurement of hostels beddings
7	Acquisition of Printers' spare parts
8	Acquisition of Furniture and fittings
9	Acquisition of Printers
10	Acquisition of Computers
11	Supply and Installation of Air Conditioners
12	Supply of Fresh Milk
13	Supply of Office Stationery and printing consumables
14	Supply of Beverages

No	Names
15	Supply of ICT and Electronic accessories
16	Supply of hostel amenities
17	Supply of fuel
18	Rehabilitation of ILPD Premises
19	Consultancy study for rehabilitation of ILPD Premises
20	Developing a Strategic Plan for ILPD
21	Supervision of works for Rehabilitation of ILPD Premises
22	Advert Airing
23	Hiring cultural troupe
24	Subscribe to local and international journals
25	Hiring Translation services
26	Acquisition of RFID System
27	Subscription to sport and recreational facilities for staff
28	Maintenance of ILPD Furniture
29	Publication of ILPD Law Journals
30	Subscription to TV services
31	Acquisition of Transport services
32	Provision of Maintenance services for ICT and Electronic Equipment
33	Provision of Cleaning and Gardening services
34	Provision of insurance service for ILPD Vehicles
35	Provision of promotional materials
36	Provision of Catering services to Kigali staff
37	Provision of Airtime Services
38	Provision of Catering services to trainees
39	Subscription to webmail and website hosting
40	Provision of hotel services of different categories



No	Names
41	Provision of Security services for ILPD Premises
42	Provision of Engraving services for ILPD Assets
43	Hiring a class in Kigali for Part Time Programs
44	Subscription to the Internet
45	Provision of Insurance for ILPD Premises, ICT and Electronic Equipment
46	Provision of Decoration Services

2.4 ILPD Financial position

2.4.1 Source of ILPD Budget

The Financial Year 2024/2025 had a total budget amounting to 2,162,063,423 Frw expected exclusively from own revenues. Since 2019, ILPD finances its operations from revenues generated from the services it offers. The main source of revenues of the Institute has been always short courses which contributed above 50% along years. This year the Institute faced a challenge of reduction of trainees in short courses which resulted in reduction of income generated compared to the last financial year and vis-à-vis to the projected revenues as detailed in the next section.

2.4.2 Statement of Financial Position as of 30th June 2025

The table below shows the Institute's financial status in FY 2024-2025 in comparison to FY 2023-2024;

	FY 2024/2025	FY 2023/2024
ASSETS	7,281,409,153	7,779,411,396
Current Assets	1,776,633,916	2,007,121,051
Cash and cash equivalents	437,705,375	809,266,167
Accounts Receivables-Current	1,306,611,661	1,185,508,181
Inventories	20,782,604	-
Prepayments and other current assets	11,534,276	12,346,703
Non-Current Assets	5,504,775,237	5,772,290,345
Property, Plant and Equipment (PPE)	5,425,941,249	5,683,602,101
Intangible assets	78,833,988	88,688,244
EQUITY AND LIABILITIES	7,281,409,153	7,779,411,396
Current Liabilities	40,792,090	93,109,987
Accounts Payable-Current	35,421,408	86,297,942
Tax liabilities	5,370,682	6,812,045
Non-Current Liabilities	-	-
Equity/Net Assets	7,240,617,063	7,686,301,409
Accumulated Opening Balance	7,831,166,649	7,985,343,630
Adjustments made during the period	-476,378,195	6,920,693
Surplus/ (Deficit) for the Period	-114,171,391	-305,962,914



3. SUPPORT SERVICES

To satisfy the demands of its academic programs and enhance quality of training, the Institute has continued to invest in the library and provision of ICT services.



3.1 ICT

During the Financial Year 2024/2025, the Institute implemented several key ICT initiatives aimed at improving efficiency, security, and service delivery. Major procurements included 15 new desktop computers, three printers (one for student card printing), and an RFID library system to enhance library security. Insurance for ICT equipment and premises was renewed, and compensation for damaged property was successfully processed.

Regular quarterly maintenance of ICT equipment, air conditioners, fire extinguishers, and UPS systems was carried out, while spare parts and accessories were procured to replace damaged components. The Institute also continued the upgrade of its Management Information System (MIS) by integrating multifactor authentication, completing EAC fees management functionality, and separating MIS files for better performance.

Further improvements included the renewal and signing of key ICT-related contracts such as the Rwanda Law Journal MIS, SSL certificates, cloud services, and fiber optic connectivity. Staff from Finance and administration were trained on digital document management, and the ILPD website was upgraded to the latest TYPO3 version to enhance performance and security. An IT Developer was hired to oversee system monitoring and maintenance of ILPD MIS, Koha Library MIS, Rwanda Law Journal MIS, and Moodle LMS. To strengthen network performance and security, ILPD renewed the Kigali Fiber Internet contract, connected the Nyanza Campus to a 100 Mbps Smart Education Fiber Network, upgraded network cabling, expanded the CCTV system, and conducted a comprehensive network security assessment. These initiatives collectively strengthened ILPD's ICT infrastructure, ensuring reliability, security, and support for academic and administrative operations



4. PUBLIC RELATIONS, CORPORATE SOCIAL RESPONSIBILITY AND PARTNERSHIP

4.1 Public Relations

In line with its strategic objective to increase visibility and attract more students to its academic and professional training programs, the Institute carried out a series of awareness and marketing activities during the 2024–2025 academic year. These initiatives targeted law students, legal professionals, and the general public both physically and through digital platforms.

Awareness Campaigns in Law Schools

ILPD successfully conducted in-person awareness campaigns across major law schools in Rwanda. The targeted universities and campuses included:

- **University of Rwanda (UR)**
- **University of Lay Adventists of Kigali (UNILAK)** – Kigali, Nyanza, and Rwamagana Campuses
- **University of Kigali (UoK)** – Musanze Campus
- **INES-Ruhengeri**

These campaigns provided students with detailed information about ILPD’s programs, mainly the Postgraduate Diploma in Legal Practice. Student engagement was high, with many expressing interests in enrolling in ILPD programs.





Digital Engagement and Social Media Growth

During the reporting year, ILPD significantly strengthened its digital and media presence through enhanced engagement across major social media platforms including X (formerly Twitter), Facebook, LinkedIn, YouTube, and Instagram featuring regular updates on training programs, graduations, partnerships, and alumni stories. This effort resulted in notable growth in followers and audience engagement, expanding ILPD’s visibility both nationally and regionally. Additionally, a strategic partnership with Igihe Ltd continued to promote ILPD through homepage banners, feature articles, and shared content on Igihe’s social media channels, effectively reaching wider audiences such as young professionals and university students. Complementing these efforts, ILPD’s activities received broad coverage from leading media outlets including RBA, The New Times, Igihe Ltd, Isango Star, and Salus Radio further enhancing the Institute’s public profile and reinforcing its reputation as a key institution in legal capacity building.

Participation in Public Ceremonies and Trade Fairs

ILPD actively participated in public ceremonies and trade fairs through its exhibition stand, where detailed information was provided to visitors of its stands.

During the Annual Commonwealth Conference held from September 8–12, 2024, judicial officers from across the Commonwealth convened to explore approaches to judicial independence and share experiences in upholding environmental justice.

On October 16, 2024, the Rector, along with students from various intakes, attended the Annual University ADR Symposium 2024. The event brought together law students from across Rwanda under the theme “*Future Dispute Resolvers and Peacemakers: Youth Pioneers in ADR and Justice.*”

On May 19, 2025 students who attended the International Security Conference on Africa (ISCA2025) expressed gratitude for the eye-opening experience, which fostered dialogue, collaboration, and innovative solutions to Africa’s security challenges—marking a step toward shaping a safer and more united continent.

4.2 Corporate social responsibility

The Institute of Legal Practice and Development (ILPD), in line with its core values of community engagement and corporate social responsibility, has actively participated in and organized various social support initiatives aimed at uplifting the vulnerable people and contributing to the well-being of the surrounding community. This report provides a summary of key social activities conducted within the Financial Year 2024-2025, including charitable visits, support during the commemoration of genocide against Tutsi, and local business engagement during institutional events.



Visit to Intwanza (Nyanza Home)

As part of its efforts for community outreach, the ILPD family organized a heartfelt visit to **Intwanza (Nyanza Home)**. The purpose of the visit was to offer **social, moral, and economic support** to the residents.

Kwibuka 31 – Donation to Genocide Survivor

In commemoration of the 1994 Genocide against the Tutsi, and as part of the **Kwibuka 31** commemoration activities, ILPD gave a cow to a survivor of genocide against Tutsi. The donation was intended to:

- Provide **financial empowerment** through milk production and future breeding
- Enhance **social integration** and dignity of the survivor
- Reinforce the values of resilience, reconciliation, and recovery

This initiative reflects ILPD's continued commitment to healing and rebuilding the Rwandan society by contributing to the well-being of survivors of genocide against Tutsi.

Community work (Umuganda)

On July 27, 2024, ILPD participated in a community service where a feeder road of 0.6 km was created in a village called Gihisi. Such activities aim to demonstrate the commitment of the Institute not only to provide legal education but also to contributing to the lives of Rwandans.





4.3 Partnership

4.3.1 Introduction

ILPD believes in cooperation and partnership. The Institute kept building on good relations it has with other institutions whether public or private. During the Financial Year 2024/2025, the Institute signed memorandum of understanding (MoU) with three (3) institutions. Such MoUs facilitate the good collaboration between institutions, and ILPD has started yielding from them.

4.3.2 MoUs Signed by ILPD in Financial Year 2024–2025

During the fiscal year 2024–2025, the Institute of Legal Practice and Development (ILPD) strengthened its strategic partnerships through signing three[^{U1}] Memorandum of Understanding (MoUs) with national and international institutions. These MoUs are part of ILPD’s continuous efforts to expand collaboration, enhance professional training, and promote knowledge sharing. Institutions and organizations that signed MoU with the ILPD in the period mentioned include:

- CERTA Foundation (CERTA)
- Rwanda Media Commission (RMC)
- L’Université Catholique de Lyon (UCLy), France
- Synergy International Systems, Rwanda Office

The agreements signed in FY2024–2025 are expected to yield sustainable collaborations that will benefit students, practitioners, and the wider legal community. A list of all institutions and organizations that have collaboration with ILPD through MoU is attached as annex 4



5. PLAN FOR 2025/2026

Like any other institution with unlimited mandate in terms of time, the life of ILPD is a continuous process. Activities executed in one financial year cannot stand-alone, they need to be sustained, complemented or maintained by others in the following financial year(s). It is in this regard that the conclusion of the briefing on the achievements of ILPD in the FY 2024/2025 cannot end without touching broadly on activities planned in FY 2025/2026.

The focus of the FY 2025/2026 will be to increase the number of students attending DLP courses through different modes of teaching namely; Part Time Mode, Weekend, Full time and Executive Mode. Specialized courses like Diploma in child Justice and Diploma in tax investigation shall also not be left out[U1] , instead efforts shall be doubled to increase the number of participants. The objective is to equip legal professionals with the skills they need to carry their job professionally.

The focus will also be put on diversification of courses offered, targeting especially specific needs of clients and stakeholders in terms of legal trainings and by introducing online teaching. The emphasis shall as well be put on conducting legal research and undertaking more consultancy projects.

The following activities are planned for the FY 2025/2026 both in academic as well as in Finance and Administration departments:

5.1 Academic department

The academic department plans to continue enhancing its capacity to offer quality trainings in the FY 2025/2026. Some of the key activities planned in the new financial year include:

- Increase the number of intakes of DLP in Nyanza, Full time mode;
- Translate revised DLP program in French and initiate a French Program by July 2026;
- One intake of DLP Executive Mode;
- Two intakes of DLP Evening Mode;
- Three intakes of DLP Weekend mode;
- One intake of DCJ
- One intake of DTI
- Conduct at least three legal research projects;

5.2 Administration and Finance Department

In Financial Year 2025/2026, the administration and finance department as a supporting department shall focus on the following:

- Rehabilitate Kigali office
- Acquire new Desktop computers for the laboratory and new laptops for staff
- Marketing ILPD activities within the country and in the region;
- Progressively enhance human resources development by offering different short courses;
- Purchase and maintain library books and subscribe to various newspapers;
- We should rather plan looking for a plot or authorization to build the one we have.

The academic department plans to continue enhancing its capacity to offer quality trainings in the FY 2025/2026. Some of the key activities planned in the new financial year include:



ANNEXES

Annex 1: ILPD Staff 2024/2025

NO	Names	Position
1	Dr Aimé Muyoboke Karimunda	Rector
2	Dr SEZIRAHIGA Yves	Vice Rector /Academic Affairs
3	SHIRIMPUMU N. Erick	Vice Rector /Administration and Finance
4	MUGISHA Richard	Academic Registrar
5	BIGIRIMANA Consolate	Lecturer
6	NGENDAHOYO Kabuye Jean	Lecturer
7	Dr SIBO Gahizi Yves	Lecturer
8	NSENGUMUREMYI Cyridion	Lecturer
9	BAGWANEZA Sadiki Dieudonne	Lecturer
10	NGABO UMURANGAMIRWA Anastase	Lecturer
11	Dr NZAKOMEZA Samuel	Director of Training, Research and Consultancy
12	MUTONIWASE MBAYA Aroobe	Lecturer
13	BANGAYANDUSHA Viateur	Academic Dean
14	RWABUKWISI Justin	Director of Library
15	MUNTU Vincent	Quality Assurance Specialist
16	NTIHEMUKA Emmanuel	Director of Administration and Finance
17	NDAYIRINGIYE Ferdinand	Diploma In Legal Practice (DLP) Coordinator
18	UWANYILIGIRA Jeanne d'Arc	Diploma In Legal Practice (DLP) Coordinator
19	SIBOMANA Jean Damour	Public Relations and Communication Officer
20	KANDERA Rosette	Continuing Legal Education (CLE) Coordinator
21	MWAMBUTSA Mbata Claude	International Student's affairs and Career Guidance officer
22	NTIRANDEKURA Emmanuel	Research Coordinator
23	TUYIZERE Jacqueline	Human Resources Officer
24	UMUHOZA Joyce	Continuing Legal Education (CLE) Coordinator
25	MUKARUZIGA Alphonsine	Internal Auditor

NO	Names	Position
26	MUNYENGANGO Jean Baptiste	ICT Officer
27	BENURUGO Alice	Administrative Assistant to Vice-Rector/VRAC
28	LUGIGANA Charles	Administrative Assistant to Vice-Rector/VRAC
29	NSHIMIYE Gitare	Planning Officer
30	NYIRAMINANI Sarah	Logistics officer
31	NDEKEZI Aimable	Accountant
32	TURIKUMUKIZA Salomon	Accountant
33	NDAHAYO James	System Administrator
34	NDAYISABA Jean de Dieu	Procurement Officer
35	KARAMAGE Paul	Admission and Registrations Officer
36	BONGERA Ines	Librarian
37	NIYIGENA Samson	Librarian
38	JMWANANKABANDI Nadine	Librarian
39	NZEYUMUKAMA Emmanuel	Driver
40	HABYARIMANA Evariste	Plumber



Annex 2: List of DLP trainers 2023/2024

NO	Names	Position
1	Hon. Dr NTEZILYAYO Faustin	Former Chief Justice
2	Hon. Prof RUGEGE Sam	Former Chief Justice
3	Hon. Dr UGIRASHEBUJA Emmanuel	Minister of justice and Attorney
4	Justice RUKUNDAKUVUGA Francois Regis	President- Court of Appeal
5	Justice MUGENI Anita	Vice President of EACJ
6	Justice HABARUREMA Jean Pierre	President of High Court
7	RWABUKUMBA Celestin	Director of Rwanda Capital Markets Authority
8	Justice KALIHANGABO Isabelle	Justice/ Supreme Court
9	Justice Prof NGAGI Alphonse	Judge- Court of Appeal
10	Justice KALIWABO Charles	Judge- Court of Appeal
11	Justice GASORE Prosper	Judge- High Court
12	Justice KADIGWA G. Laurien	Vice President Commercial High Court
13	Justice RUTAZANA Angeline	Justice/ Supreme Court
14	Justice HATEGEKIMANA Bernard	Judge-Military High Court
15	Justice MUTABAZI Harrison	Spokesperson of Judiciary
16	Justice BYAKATONDA John	Judge- High Court
17	Justice NTETE Jules Marius	Justice - Court of Appeal
18	Justice Dr Didace NSHIMIYIMANA	Justice - Court of Appeal
19	SIBOYINTORE Jean Bosco	National Prosecutor
20	PN MBARAGIJIMANA Desire	National Prosecutor
21	Mrs DUSHIMIMANA Claudine	Chairperson Rwanda Law Reform Commission
22	Me Dr HABIMINA Pie	Advocate
23	PN Come HARINDINTWARI	National Prosecutor
24	SP KARASIRA Jean Claude	Director, Crime- Scene Response Unit
25	SP GATABAZI Jean de Dieu	Head of INTERPOL

NO	Names	Position
26	TWAGIRAYEZU Jean Marie	Director General Criminal Investigation
27	NTAGANIRA Emmanuel	Former RIB Investigator
28	Dr MURANGIRA Thierry	RIB Spokesperson
29	Mr NDENGEYINKA William	Senior Attorney
30	Dr WIBABARA Charity	Principle State Attorney
31	Mr NTWARI Emile	Senior State Attorney
32	Mr MAGONDO Joseph	IT Specialist
33	Mrs KARUNGI Nicesson	Country Director
34	Me KAYIJUKA Ngabo	Advocate
35	Me MUKAMA Happy	Advocate
36	Me NIYONDORA NSENGIYUMVA	Advocate
37	Me NDAHIRO Isaac	Advocate
38	Me GAKUNZI Valery	Advocate
39	Me IRAFASHA Felix	Advocate
40	Me Raphael TUGIRUMUREMYI	Advocate
41	Me Youssuf Shariff MUGABO	Advocate
42	Me BAYINGANA Janvier	Advocate
43	Me James NUWAGABA	Advocate
44	Me TUYISHIME Jean Pierre	Advocate
45	Me. ITETE Emmanuel MUGAGA	Advocate
46	Me Edda MUKABAGWIZA	Advocate



Annex 3: DLP Modules description

Module	Program Outcomes
General Legal Culture	This module aims at enabling the trainees to cope with advanced legal research, general principles of common law and civil law, and the statutory interpretation and use of precedents.
Interviewing	This module aims at enabling students to conduct interviews with clients, witnesses and suspects effectively and efficiently. It will therefore also serve as a foundation for other, later modules which deal with specific areas of practice for which these skills are particularly important.
Course of civil suit	This module aims at giving a hands-on experience in the everyday practice of the work as a lawyer. It will enable students to understand different transactions relating to land registration, land tenure, transfer of land and other household properties. This module will equip the trainees with practical skills of deal negotiation, sale and commercial lease agreement, negotiable instruments and other related documents, company incorporation, mergers and acquisitions, insolvency practice, Public Private Partnerships, procedural aspects of intellectual property and the capital market.
Alternative Dispute Resolution	This practical module intends to equip DLP students with hands-on practical skills in dealing with the daily practice of courts, mostly with regards to the litigation management of civil matters from the first step of filing a claim up to the post-trial procedures. The subjects to be taught are carefully selected and for the purpose, dwell on the ethics and values of judicial professions in Rwanda. Coverage of core concepts is emphasized as it underlines a better understanding of civil proceedings as well as a deep clarity from common law perspectives. In this regard, highlights on key concepts go hand in hand with a review of principles of a fair trial. The main part of the module's content includes topics on the pre-trial phase in civil cases, trial management, judgment writing, and post-trial procedures.
Criminal Process	This module aims at enabling the trainees to understand the pre-trial process, criminal dossier preparation, to select the criminal charges, to evaluate the evidence and to prepare a criminal defense case. It introduces trainees to the investigative work of prosecutors and the relationship between prosecution and judicial police as well as the role to be played by each one. It also introduces trainees to a practical knowledge of evidence law and the ability to understand how it operates in practice and efficient method of retrieving information from witnesses. Briefly, this module seeks to develop trainees' knowledge on the entire process of a criminal case; from the arrest of a person to the execution of the judgment.
Civil and Commercial Transactions	This practical module aims at giving a hands-on experience in the everyday practice of the work as a transactional lawyer. Subjects to be dealt with are land registration, land allocation, lease and land management, land transfer, commercial leases and distribution of household property, incorporation of companies, mergers, and acquisitions, insolvency practices, procedural aspects of intellectual property, financial market, and the use of negotiable instruments.
Contract Drafting and Principles of Legislative Drafting	This module aims to enable students to understand the principles and purposes which govern the drafting of any legal document, with a specific emphasis on contracts and legislation; and to equip them with the skills to draft for themselves, such documents, and to a standard that they will be expected to achieve in practice.
Practice Management	This module will focus upon the following areas of professional practice: Admission and Ethics for Advocates, advocates collaborations and forms of associations, setting up a cabinet, management of the cabinet, dealing with client money, marketing, client care and EAC freedom of establishment.

Annex 4: DCJ Module description

Module No.	Module Title	Module Focus / Specification
Module 1	Child Psychology, Social Development and Social Justice	Introduces child psychology and social development, focusing on how children's cognitive, emotional, and social growth affects their interaction with the justice system and the application of social justice principles.
Module 2	Child Rights Law and Policy	Examines international, regional, and national legal and policy frameworks governing children's rights, including their application within Rwanda's legal system.
Module 3	Child Rights and Family Law	Addresses family law issues affecting children, such as parental responsibility, custody, guardianship, adoption, and child protection, using a child-centered legal approach.
Module 4	Child Rights and Digital Technology	Explores the impact of digital technologies on children's rights, including online safety, privacy, cybercrime, and digital exploitation.
Module 5	Child in the Justice System	Focuses on children as offenders, victims, or witnesses, emphasizing child-friendly justice procedures, diversion, and safeguards aligned with the best interests of the child.
Module 6	Child Victimology	Examines children as victims of crime, including abuse and exploitation, and covers protection measures, psychosocial support, and legal remedies.
Module 7	Child Offending and Theories of Punishment	Analyzes juvenile offending, criminological theories, restorative justice, rehabilitation, and alternatives to detention.
Module 8	Enforcement and Monitoring of Child Rights	Covers mechanisms for enforcing and monitoring children's rights, including the roles of courts, institutions, and civil society organizations.



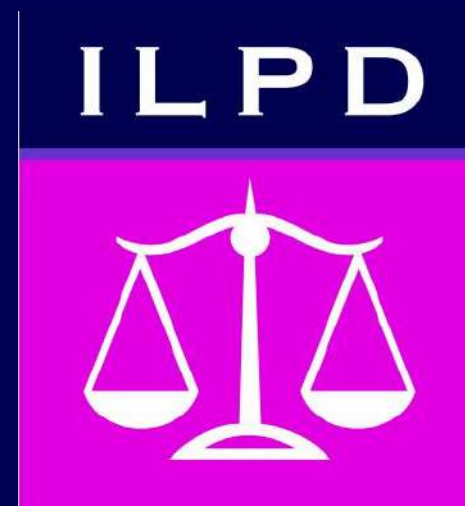
Annex 5: DTI Module description

Module No	Module Title	Module Specification
Module 1	Introduction to Taxation in Rwanda	Provides foundational knowledge of Rwanda's taxation system, including types of taxes administered by RRA, tax computation methods, and the role of taxation in socio-economic development.
Module 2	Financial Accounting	Covers accounting principles, bookkeeping rules, and financial statement preparation and analysis, enabling trainees to use accounting information in tax investigations.
Module 3	Rwandan Taxation and Criminal Process	Examines tax offences and criminal procedures in Rwanda, principles of natural justice, rules of evidence, and lawful handling of tax-related criminal cases.
Module 4	International Taxation	Focuses on taxation in cross-border transactions, including double taxation, tax treaties, transfer pricing, and prevention of international tax evasion and avoidance.
Module 5	Financial Crimes Investigation	Develops skills to investigate tax-related financial crimes such as fraud, money laundering, corruption, and terrorist financing, including evidence gathering and case management.
Module 6	Intelligence Principles and Techniques	Introduces intelligence analysis in tax investigation, covering intelligence cycles, information sources, analytical techniques, and production of intelligence reports for decision-making.

Annex 6: Institutions/organisations signed MoUs with ILPD

No	Partner Institution
1	United States Peace Corps Rwanda
2	Center for Global Sports Rwanda Limited (CGS)
3	Rwanda Media Commission(RMC)
4	CERTA FOUNDATION
5	Rwanda Revenue Authority
6	Chandler Institute of Justice(PTY) Ltd
7	The Hakim Group
8	University of Rwanda
9	Rwanda National Police
10	Kigali Bar Association
11	African Centre for Legal Excellence
12	Nyanza District
13	Rwanda Correctional Service
14	National Capacity Building Secretariat

No	Partner Institution
15	The Office of the Ombudsman
16	Local Government Institute
17	Rwanda Bridges to Justice (RBJ)
18	Rwanda Development Board
19	Derisking Advisory Inc (DA)
20	Rwanda Public Procurement(RPPA)
21	RWANDA Finance Limited
22	The Migration and Economic Development Partnership Unit (MED-CU)
23	African Association of Corporate Compliance and Ethics
24	Bank of Kigali PLC
25	Institute of Peace and Human Rights (iPeace)
26	Ministry of Justice
27	Judiciary of Rwanda
28	National Public Prosecution Authority (NPPA)
29	Rwanda Revenue Authority
30	The Peace Corps
31	INES - RUHENGARI
32	Kigali International Arbitration Center (KIAC)
33	Legal Aid Forum
34	Attorney General Alliance of United States of America (AGA)
35	Rwanda Inspectorate Competition and Consumer Protection Authority (RICA)
36	The International Training Centre of the ILO
37	African Legal Studies
38	CERTA FOUNDATION (CERTA)
39	L'Universite Catholique de Lyon (UCLy)
40	H-I Lex Partners



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