



# PERFORMANCE REPORT

# FINANCIAL YEAR 2017/2018



# **PERFORMANCE REPORT FINANCIAL YEAR 2017/2018**

## TABLE OF CONTENTS

LIST OF FIGURES .....	3
LIST OF ACRONYMS AND ABBREVIATIONS .....	4
Foreword by the Rector .....	5
INTRODUCTION.....	7
1. EDUCATION AND TRAINING.....	7
1.1 Introduction.....	7
1.2 Post Graduate Programs.....	8
1.2.1 Diploma in Legal Practice .....	8
1.3 Continuous Legal Education.....	12
1.4 Specialized courses .....	13
2. ADMINISTRATION AND FINANCE.....	15
2.1 Introduction.....	15
2.2 Human Resource Development.....	15
2.3. Procurement of Goods and services.....	16
2.4. Infrastructure Development.....	17
2.5. Graduation Ceremony .....	18
2.6 ILPD Budget execution .....	24
2.6.1 Source of ILPD Budget .....	24
2.6.2 Budget Performance Report as at 30th June 2018.....	24
3. SUPPORT SERVICES.....	26
3. 1 Library .....	26
3. 2 Information and Communication Technology (ICT) .....	28
4. PUBLIC RELATIONS AND PARTNERSHIP .....	28
4.1 Public Relations.....	28
4.2 Partnership.....	29

---

5. CORPORATE SOCIAL RESPONSIBILITY AND CIVIL EDUCATION.....	30
5.1 Corporate social responsibility .....	30
6. PLAN FOR 2018/2019 .....	32
6.1 Academic Department .....	33
6.2 Administration and Finance Department .....	33
ANNEXES.....	34

**LIST OF FIGURES**

*Figure 1: Description of DLP/Full-time students* ..... 8

*Figure 2: Description of DLP/full time students by Nationalities* ..... 9

*Figure 3: Description of DLP/evening sessions*..... 10

*Figure 4: Distribution of DLP Evening& Executive sessions by gender* ..... 10

*Figure 5: Description of DLP/weekend students* ..... 11

*Figure 7: Construction works of ILPD Building second phase* ..... 18

*Figure 8: Some pictures during the sixth graduation ceremony of ILPD* ..... 19

---

## LIST OF ACRONYMS AND ABBREVIATIONS

CLE:	Continuing Legal Education
DAF:	Director of Administration and Finance
DLD:	Diploma in Legislative Drafting
DLP:	Diploma in Legal Practice
EAC:	East African Community
F Y:	Fiscal Year which begins on 1 <sup>st</sup> July and ends on 30 <sup>th</sup> June
ICTR:	International Criminal Tribunal for Rwanda
ILPD:	Institute of Legal Practice and Development
MAJ :	Maison d'Accès à la Justice
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:	Rwanda Utilities Regulatory Authorities
S C:	Supreme Court
UR:	University of Rwanda
VRAF:	Vice Rector in charge of Administration and Finance

## **Foreword by the Rector**

The Institute of Legal Practice and Development (ILPD) plays a vital role in the development of the Rwandan Justice and Legal Systems. Many hundreds of Advocates, Judges, Prosecutors and other Lawyers from different legal fields have attended its courses during the financial year 2017-2018.

During the ended financial year 2017-2018, ILPD for the first time introduced the training of specialized courses where six modules were developed and conducted. It also managed to run a wide range of Continuing Legal Education (CLE) courses to ensure that all legal professionals are kept up to date and have opportunities to refresh and develop their skills.

ILPD has attracted worldwide attention with its innovative approaches to training and reputation for effective and high-quality courses. Like the other couple of previous years, students from different African countries have attended its courses. ILPD's tremendous growth across Africa can be attributed to its adherence to the core values of Justice, equity, ethics, integrity and independence.

ILPD courses were run in different parts of the country, including Nyanza, Kigali as well as Huye, and were offered by experienced local legal professionals and by international trainers. All programs offered by the Institute have been developed to ensure that its clients are equipped with the knowledge and skills that are highly demanded in today's job market. ILPD has never been an ivory tower but signed memorandum of understanding with other public and private institutions for cooperation. ILPD has always been committed to making a difference to the world, delivering professional courses with great job prospects for its clients, and doing cutting-edge applied research that improves peoples' lives directly. We believe fiercely in "Making Knowledge Work".

We are very proud of our motto of excellence in legal practice and strong commitment to the success of our activities planned for the financial year 2018-2019. We are always ready to serve our clients' needs in any way we can.

We thank the entire ILPD academic, administrative and support staff, the Ministry of Justice, the Ministry of Finance and Economic Planning, the Ministry of Education, the Higher Education Council, all Justice Sector Institutions and our Partners, who played their respective roles in ensuring that the financial year 2017-2018 is a success.

**Dr KAYIHURA M. Didas,**  
**ILPD Rector**

## INTRODUCTION

The Institute of Legal Practice and Development (ILPD) is a public higher learning institution that has a mandate of offering professional legal courses and carries out legal research. It is one of the institution members of the Justice Sector. This report describes achievements made by the institute during the financial year 2017/2018. It provides a summary of the key achievements made in the area of training and research as the core mandate of the institute, finance and administration as supporting service and ends up with a brief on the planning of the new financial year, 2018-2019.

### 1. EDUCATION AND TRAINING

#### 1.1 Introduction

During the FY 2017/2018, the institute offered postgraduate program called “*Diploma in Legal Practice*” and various specialized courses. Whereas the Diploma in Legal Practice is designed to be undertaken mainly by lawyers who want to upgrade and enhance their skills in legal practice and get a qualification to be able to practice as Judges, Prosecutors or Advocates, the program of specialized courses are tailor-made courses offered to people who are in the legal profession, for them to understand or have skills on other domains connected to their professions, and thus be specialized in particular area. The ultimate objective of the program of specialized courses is to have specialists in different domains of laws other than remaining as general law practitioners.

Short courses/CLEs on the other hand are offered to legal professionals and paralegals to update them on particular laws or legal practice.

## 1.2 Post Graduate Programs

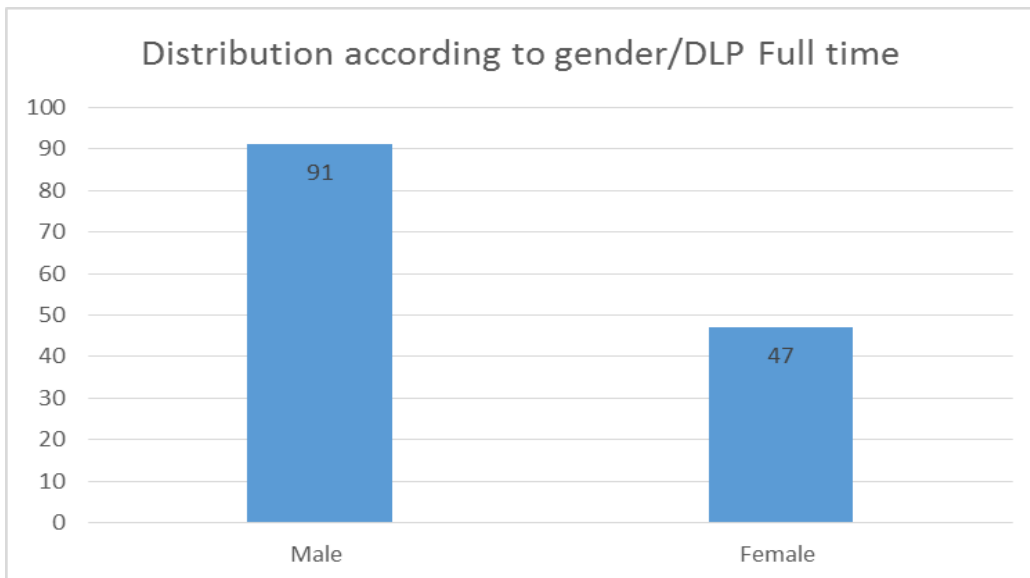
### 1.2.1 Diploma in Legal Practice

#### 1.2.1.1 Modes of teaching

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

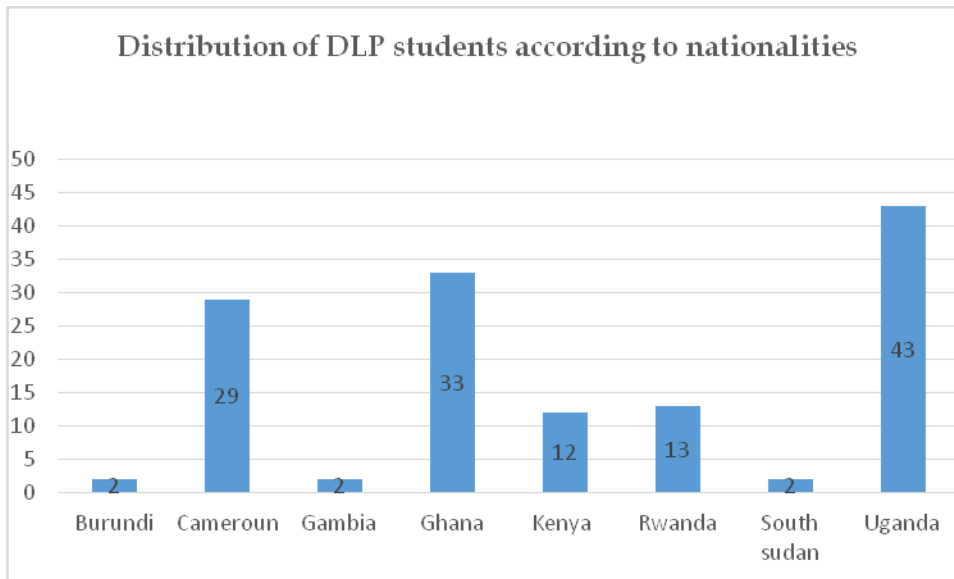
##### ♠ DLP Full Time Mode

The Institute organized and hosted two intakes of the DLP full time mode based in Nyanza during the FY 2017/2018. The first intake of 52 students started in July 2017 and ended in December 2017. The second intake of 86 students started in January 2018 and ended in June 2018. The total number of students enrolled in both mentioned intakes is 138. The distribution of enrolled students in DLP full time mode in terms of gender is that 47 were females and 91 were male as represented on the graph below;



*Figure 1: Description of DLP/Full-time students*

It is important to note that ILPD has become attractive beyond Rwandan borders whereby among students enrolled for full time program in FY 2017/2018, around 90.6% of Full-time students were non Rwandans from different countries as illustrated on the graph below;

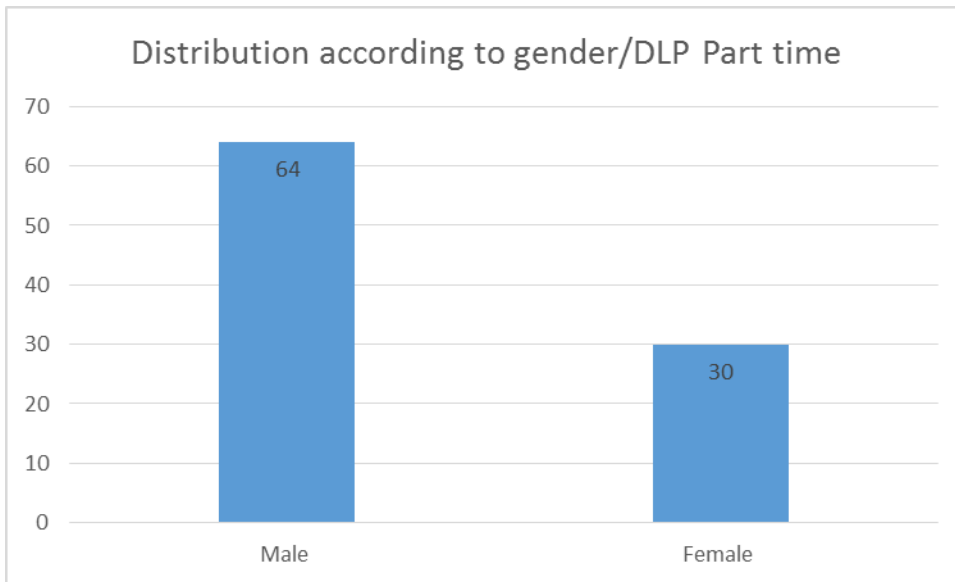


*Figure 2: Description of DLP/full time students by Nationalities*

♣ **DLP Part Time Mode**

**a) DLP evening sessions**

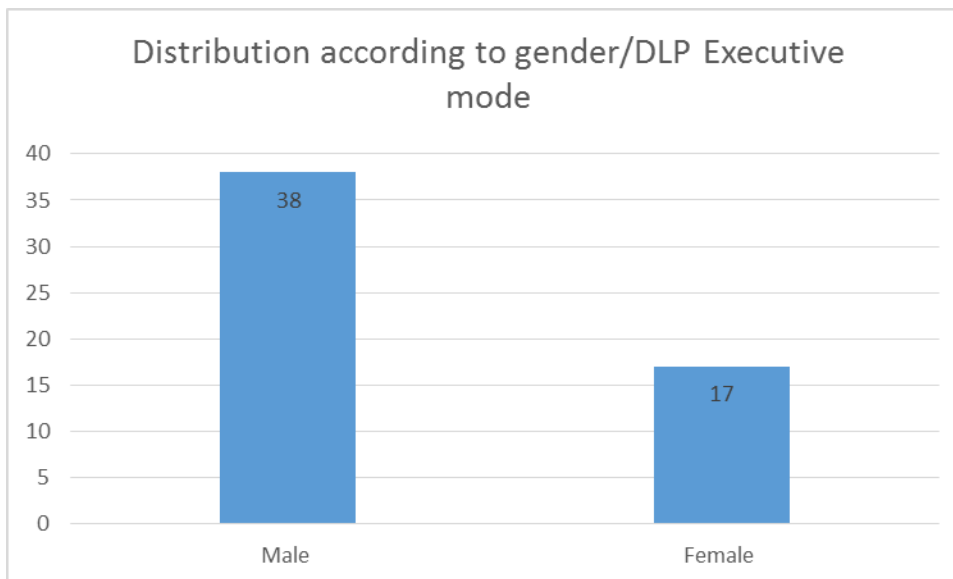
During the FY 2017/2018, 94 students composed by 64 male and 30 female completed the course of Diploma in Legal Practice under evening program. The below diagram shows their distribution by gender;



*Figure 3: Description of DLP/evening sessions*

**b) Executive session**

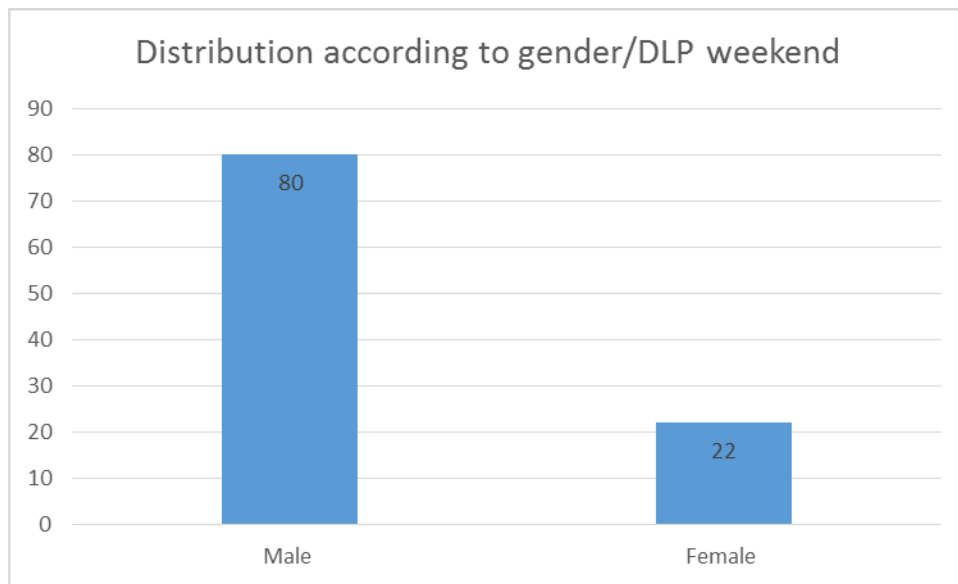
Additionally, during the FY 2017/2018, one intake of 55 students completed their studies in the executive mode. This intake was composed of 17 female and 38 male as showed on the graph bellow.



*Figure 4: Distribution of DLP Executive session by gender*

**c) DLP Weekend session**

During the FY 2017/2018, 102 students from two intakes (intake 3 and 4) completed DLP program in Kigali under weekend mode of teaching. The weekend program always takes long period than full time such that students start their studies in one financial year and complete in the following one depending on the time they started. Students of week end mode were composed of 22 females and 80 males as depicted on the graph below;



*Figure 5: Description of DLP/weekend students*

**1.2.1.2 Modules**

The postgraduate courses are taught in a modular system. The Diploma in Legal Practice is made up of 8 modules taught in 10 working days (applied to full time mode, while in weekend and part time a module is taught in one month), generally for each. During the FY 2016/2017, the modules of Diploma in Legal Practice were reviewed after consulting the key stakeholders. The new curriculum was validated; and started being implemented in FY 2017/2018. The list of DLP reviewed modules is attached as Annex 3.

### 1.2.1.3 Trainers

Due to the nature of applied skills required for the trainings offered by the ILPD, the latter always resort to external trainers who are in legal professions.

In the FY 2017/2018, ILPD contracted 68 highly qualified national and international trainers to teach in the program of Diploma in Legal Practice. Trainers were selected based on their knowledge and experience, as well as their proficiency in English. Trainers participated in all modes of teaching earlier mentioned. A list of trainers contracted during the whole financial year is attached as Annex 2.

### 1.3 Continuous Legal Education

Continuing Legal Education is another type of program offered by ILPD. This is normally done in terms of short courses, workshops or conferences.

The institute on demand of stakeholders conducted seven short courses. The short courses conducted include:

- ♠ Pleading techniques and how to mitigate government losses caused by its employees. Twenty-eight (28) attorneys attended the course from Ministry of Justice and other different public institutions. The objective of the training was to equip participants with practical knowledge of pursuing employees who caused loss to government. Participants were also refreshed on pleading techniques.
- ♠ Training of Treaty Body Reporting Task Force and other key government institutions. Participants were trained on the core international human rights instruments to which Rwanda is a state party and the human rights obligations stemming from membership. Twenty-nine (29) trainees attended the training.



- ♣ Training on International supply of goods attended by Forty (40) Legal advisors and officers from different Ministries and Public Institutions.
- ♣ Training of Military Judges and Military Prosecutors on the use of IECMS. 28 military Judges and 10 military prosecutors attended the training.
- ♣ Training on international taxation and insurance attended by 50 legal advisors from different public institutions.
- ♣ Training on the International convention against torture and other cruel inhuman or degrading treatment or punishment, its optional protocol and implementing domestic laws. Thirty (30) trainees from Rwanda National police (RNP), Rwanda Correctional Services (RCS), Rwanda Investigation Bureau (RIB), and National Prosecution Authority (NPPA) attended the training.
- ♣ Training on Tax investigation techniques was offered to 16 officers of Rwanda Revenue Authority (RRA).

In total Two hundred thirty one (231) trainees attended the above short courses conducted, and they were mainly from different public institutions and organs. A list of short courses organized with the topics taught, participants to the course and the duration of each course is attached as Annex 4.

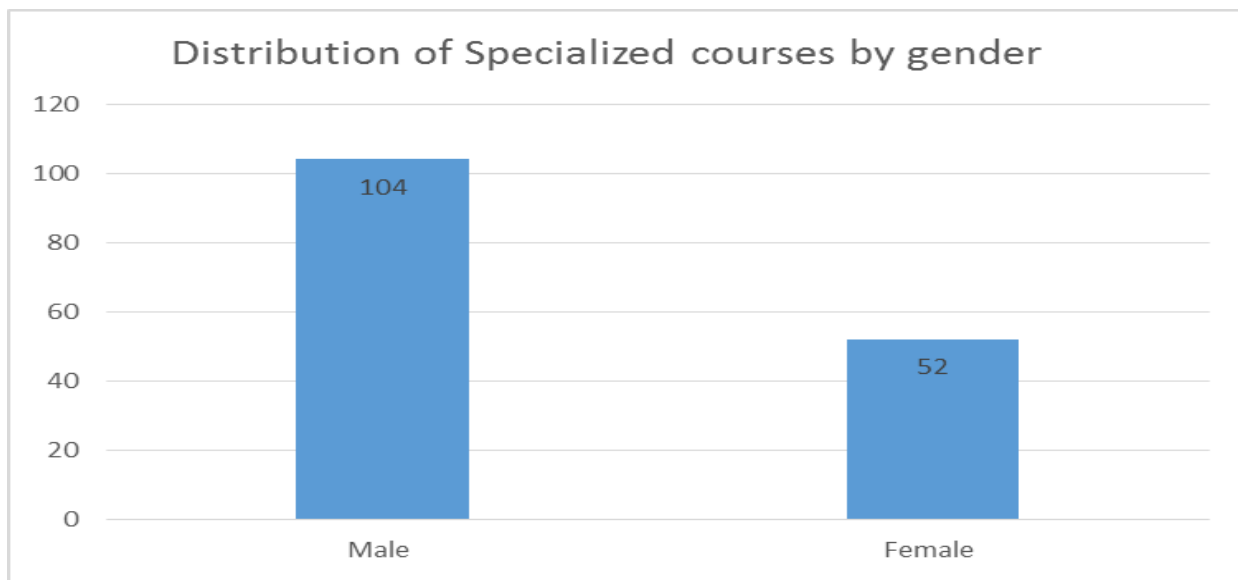
#### 1.4 Specialized courses

During the FY 2017/2018, ILPD started a new type of training called specialized courses. The program was introduced to implement the 20<sup>th</sup> resolution of the 14<sup>th</sup> National leadership retreat held at Gabiro from 25<sup>th</sup> February to 2<sup>nd</sup> March 2017. The resolution liberated as follows; “*The Institute of Legal Practice and Development (ILPD) and other schools of law have to focus on teaching specialized courses in order to produce more specialized lawyers in different domains;*”

Basing on the guidance of the mentioned resolution, the Institute identified twenty-six (26) specialized courses but developed and started to teach six (6) of them. The developed specialized courses were running starting from end September 2017 up to the end of Fourth quarter of the FY 2017/2018. The specialized courses taken up are:

- i. Persons and family law in Practice;
- ii. Corporate law practices and insolvency;
- iii. Practical aspect of economic and financial crimes;
- iv. Banking legal practices;
- v. Practical aspects of contracts and torts;
- vi. International crimes and genocide ideology.

156 students in total from different institutions undertook the six specialized courses running. At the end of the Financial Year 2017/2018, the courses of specialized program were still going on; the program is planned to be covered in first quarter of the FY 2018/2019, precisely end of August 2018.



*Figure 6: Description of Specialized courses by gender.*

Other further details on the distribution of trainees undertaking six specialized courses is attached as Annex 5

## 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 2017/2018, ILPD continued the efforts to improve its capacity in terms of infrastructure as well as Human Resource Development.

### 2.2 Human Resource Development

The Institute facilitated Academic and research, administrative and technical staff to attend trainings or workshops in their respective areas of work.

Basing on ILPD practice on human resource development, ten (10) staff members were trained by Rwanda Management Institute (RMI) on various topics according to their duties and responsibilities. One (1) staff, **Mr. TUYISHIME Adiel**, was facilitated to go for master's study in computer science and engineering, in Italy.

**Mr. MUSAFIRI Epimaque**, Acting Academic Registrar graduated from Diploma in Legal Practice, Executive mode at ILPD.

During the FY 2017/2018, three (3) members of ILPD staff resigned due to their personal reasons. These are: Acting Director of trainings and research, Planning Officer and procurement officer.

To cover the gap of the resigned staff and fill in the vacant posts, ILPD recruited three (3) staff accordingly. The list of staff of the ILPD as at 30<sup>th</sup> June 2018 is attached as Annex 1 of this report.

### **2.3. Procurement of Goods and services**

In FY 2017/2018, the Institute acquired various goods and services to enhance its operations. The goods and services were acquired through the following tenders:

1	Insurance of minibus
2	Annual subscription to the mail delivery services
3	Acquisition of Fuel
4	Supply of ICT equipment
5	Office equipment, furniture and fittings
6	Acquisition of ICT and Electronic spare parts
7	Acquisition of construction materials
8	Electrical and Water equipment
9	Office Stationeries
10	Acquisition of Water tank
11	Acquisition of Vehicle spare parts
12	Supply of consumables and refreshments for ILPD Staff
13	Enhancing Network security for ILPD
14	Hiring a consultant to develop ILPD five years strategic plan
15	Supervision of second phase building
16	Acquisition of Printing services
17	Acquisition of Airtime for ILPD staff
18	Insurance service for ILPD assets
19	Mail delivery service

20	Maintenance of ICT and Electronic Equipment
21	Provision of Hotels services
22	Rehabilitation of LAN in Kigali office
23	Provision of Catering Services- Nyanza office
24	Provision of security services for ILPD Premises
25	Subscription to Internet
26	Subscription to webmail and website hosting
27	Provision of Sport production
28	Provision of Media coverage
29	Provision of decoration services and related equipment
30	Provision of mention during sport time
31	Subscription to sport facilities for ILPD Nyanza and Kigali staff
32	Provision of dry cleaning services
33	Cleaning and Gardening services
34	Hiring culture troupe
35	Acquisition of photography services

#### **2.4. Infrastructure Development**

During FY2017/2018, ILPD proceeded with the construction of the second phase of its building, the project which had started Mid May 2016. At the end of the FY, the works completed were at around 70.3 % as reported by the company supervising the construction works. Physically the progress of construction works on the site looks as depicted below;



*Figure 6: Construction works of ILPD Building second phase*

Construction works did not go as planned because the Institute faced a challenge of a constructor who abandoned the site until the contract was terminated and new contractor hired. Works are expected to resume with the FY 2018/2019 and be completed by end of second quarter of the Financial Year.

## **2.5. Graduation Ceremony**

On 22<sup>nd</sup> June 2018, ILPD organized the Seventh graduation ceremony where Four hundred and thirty-two (432) graduands, trained from different modes of teaching, were decorated and obtained their Diploma in Legal Practice (DLP) and twenty-eight (28) got their Diploma in Legislative Drafting (DLD). Different dignitaries attended the ceremony, which was officiated by the Hon. Minister of Justice/Attorney General, Hon. Johnston BUSINGYE. Graduands were from different professions such as Judges, Prosecutors, Lawyers and other legal professions.

*Figure 7: Some pictures during the sixth graduation ceremony of ILPD*



**Dignitaries who attended the sixth graduation ceremony of ILPD**

**Source: Academic records for FY 2017/2018**



**Graduates of the 7<sup>th</sup> graduation ceremony in procession**



**Parents and relatives of graduates of 7th graduation**



**ILPD Rector delivering welcome remarks**



**Students 'representative delivering a speech on behalf of his peers**



**Hon. Minister of Justice/Attorney General, Chancellor of ILPD and the Rector cutting the cake of 10<sup>th</sup> anniversary of the ILPD**



**The Hon. Minister of Justice/Attorney General Delivering his remarks**



**The Chancellor awarding Diplomas in Legal Practice**

## 2.6 ILPD Budget execution

### 2.6.1 Source of ILPD Budget

The ILPD budget for FY 2017/2018 was made of subsidy allocated from National Budget and the revenues generated internally through different activities performed by the Institute. The FY 2017/2018 had a total budget amounting to 2,323,873,270 Frw composed of transfers from central government and own revenues. 62.3% of the approved budget was allocated to recurrent/operational budget whereas 37.7 % was allocated to capital development, particularly to construction of ILPD Building 2<sup>nd</sup> Phase. The Institute financed its operational budget by around 80% through its own generated revenues.

### 2.6.2 Budget Performance Report as at 30th June 2018

In the FY 2017/2018, the approved budget of ILPD was executed at a rate of 79.33%. Details on revenues collection and budget execution are as provided in the table below;

	Financial Year 2017/18	Financial Year 2017/18	Variance	Performance
	Revised Budget	Actual 30 June 2018	A-B	
	- Frw	- Frw	Frw	%
	A	B	A-B	(B/A)*100
<b>Revenue</b>				
Net Asset Balance brought forward	329,602,462	329,602,462	0	100%



	Financial Year 2017/18	Financial Year 2017/18	Variance	Performance
	Revised Budget	Actual 30 June 2018	A-B	
	- Frw	- Frw	Frw	%
Fees, fines, penalties and licenses	323,360,000	476,071,557	(152,711,557)	<b>147.23%</b>
Transfers from Treasury	1,248,160,583	1,248,160,583	0	<b>100%</b>
Other revenue	422,750,225	569,751,138	(147,000,913)	<b>134.77%</b>
<b>Total Revenue</b>	<b>2,323,873,270</b>	<b>2,623,585,740</b>	<b>(299,712,470)</b>	<b>112.90 %</b>
<b>Expenses</b>				
Compensation of Employees	334,145,138	300,574,030	33,571,108	<b>89.95%</b>
Use of Goods and Services	888,728,132	606,735,006	281,993,126	<b>68.27%</b>
Social Assistance	3,000,000	3,232,240	(232,240)	<b>107.74%</b>
Other Expenses	8,000,000	3,449,162	4,550,838	<b>43.11%</b>
Capital Expenditure	190,000,000	75,580,270	114,419,730	<b>39.78%</b>
<b>DEVELOPMENT</b>				

	Financial Year 2017/18	Financial Year 2017/18	Variance	Performance
	Revised Budget	Actual 30 June 2018	A-B	
	- Frw	- Frw	Frw	%
Capital Expenditure	962,832,668	903,886,139	58,946,529	93.88%
<b>Total expenses</b>	<b>2,386,705,938</b>	<b>1,893,456,847</b>	<b>493,249,091</b>	<b>79.33%</b>

The budget approved for the FY 2017/2018 was not executed as it had been planned due to challenges faced in the implementation. The major challenge was that the construction of ILPD Building 2<sup>nd</sup> phase did not progress as planned. In fact, the contractor abandoned the construction site to the extent that his contract was terminated. The Institute contracted Reserve Force through Ministry of Defense to carry out uncompleted works. In addition to the issue of abandonment of the site by the former contractor, MINECOFIN on the other hand did not release the transfer related to the commitment and payment order submitted on the development budget for the last quarter. This affected the execution of the budget because the Institute could not pay the invoice of the new contractor (Reserve Force) and was recorded as payables.

### 3. SUPPORT SERVICES

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

#### 3.1 Library

The mission of ILPD Library is to provide quality information materials and services that will facilitate trainers to equip students with needed skills, carry out research and educate

surrounding community. During the financial year 2017-2018, different activities were performed by ILPD Library, including the following:

- ♣ A good number of old acquired Library collections were registered into KOHA integrated library management system so that they can be managed in digital format. Users have been introduced on how to browse Library collections through online public access catalog (OPAC), make online reservation through their computers when there is internet connectivity around the campus.
- ♣ The Library services are now fully automated including: circulation, stock verification, reporting, cataloguing, acquisitions, serial management, etc. The system weaknesses were identified to be sorted out.
- ♣ A good number of core textbook (400 books) were selected to be purchased in the next financial, 2018-2019.
- ♣ The ILPD Library registered for access to online research literature provided through International Network for the availability of scientific publications (INASP). Librarians regularly conducted e-resources mentorship to users on how to access e-resources and other related legal information to supplement print resources. Such mentorship allowed library users to do their different academic research easily.
- ♣ More than 3000 books were catalogued according to universal standards.
- ♣ The Library subscribed to a variety of local, regional and foreign newspapers and magazine such as: Jeune Afrique, The East African, Official gazettes, Imvaho Nshya and the new times.
- ♣ Librarians conducted day today guidance to students with lower level in ICT. Identified users have been empowered to acquire IT basic skills which helped them to mainly retrieve needed information electronically in their research activities.

### 3. 2 Information and Communication Technology (ICT)

During the financial year 2017 /2018 the following activities were done to progressively strengthen ICT infrastructure of the institute. Activities related to ICT carried in the 2017/2018 FY include the following:

- i.* The Institute has deployed the Management Information System (MIS), which helps the Institute to manage students' information. Apart from academic services, the deployed system has other modules such as the facility linking academic and finance departments in terms of students fulfilling their financial obligations. Moreover, the deployed system has modules of stock and assets management. The system was in-house developed; it is still under the testing phase to cater for the exact needs of the Institute.
- ii.* The institute also acquired different ICT equipment including: Six laptops, six desktops, one printer, one starter for the generator installed in Nyanza, just to mention a few.
- iii.* IT equipment of the Institute were maintained and insured.
- iv.* Contracts for internet connectivity, website and webmail hosting were renewed for two and four years respectively.

## 4. PUBLIC RELATIONS AND PARTNERSHIP

### 4.1 Public Relations

Increased the awareness of ILPD activities has also been a priority of the Institute during the FY 2017/2018. Major public relation activities were conducted over the year. These include:

- ♠ Dissemination of ILPD activities through media (RBA, Umuseke.rw, igihe.com, the new times, Isango Star, TV and radio 10, etc.) and ILPD website.

- ♣ Social media accounts like Twitter and Facebook were updated with news and events happening at the institute and this resulted in the increase of followers which are counted to around 20,000.
- ♣ ILPD started IHURIRO newsletter which is released on monthly basis to keep Institute's stakeholders and alumni updated.
- ♣ ILPD resumed IHURIRO magazine, the 4<sup>th</sup> issue was release in June 2018.
- ♣ A marketing survey was conducted to find out the level of customer satisfaction with ILPD services, to determine the factors attracting students to enroll to ILPD courses and to examine current challenges facing ILPD customers. The findings of the marketing survey and recommendations formulated are being implemented progressively.
- ♣ Good relationship with other institutions were maintained through organizing friendly matches.
- ♣ Collaboration with Media was reinforced by signing working contracts with TV, Radio and online media to communicate activities performed by the Institute, its services and how they can be accessed.
- ♣ Promotional materials were produced to contribute to ILPD branding and awareness.

## **4.2 Partnership**

ILPD believes in cooperation and partnership. The Institute kept building on good relations it has with other institutions whether public and private. Currently it has signed memorandum of understanding (MoU) with twenty (20) institutions as listed in annex 6. Such MoUs facilitate the good collaboration between institutions, and ILPD has started yielding from them.

## 5. CORPORATE SOCIAL RESPONSIBILITY AND CIVIL EDUCATION

### 5.1 Corporate social responsibility

In addition to its core mandate, the institute participated actively in activities of improving the lives of people surrounding it as part of corporate social responsibilities. To this end, following are some of activities done by the ILPD as social assistance in the FY 2017/2018:

- ♣ The ILPD finalized the rehabilitation of a house of a genocide survivor who is in the District of Nyanza, Busasamana Sector, Rwesero cell. Works for rehabilitating the house had started in FY 2016/2017 where it was turned into a decent house. In FY 2017/2018 was further renovated by completing remained external works and constructing facilities needed. The vulnerable Genocide survivor had been identified through the consultations with local leaders at sector and cell levels.
- ♣ Also, in collaboration with the District of Nyanza, the Institute also participated in international day of the Sick by proving foodstuff to vulnerable sick people at Nyanza Hospital.
- ♣ Logistic support was as well availed to public and private institutions in Nyanza during the period of commemoration of Genocide against Tutsi. The support was mainly the lend of tents, chairs, sound system just mention a few.
- ♣ Financial support was provided to Kigali and Ntarama Genocide Memorial Centres to contribute to the effort of well keeping and maintenance of those centres that contain a lot on the dark history of Rwanda.
- ♣ ILPD community participated in community works held across Nyanza District
- ♣ The ILPD also contributed to the carrier development of Rwandans by mentoring a good number of students, especially from southern province, through internships.

## 5.2 Civic Education

Between May and June 2018, ILPD organized visits of its staff and students to Genocide memorial sites to pay tribute to Rwandans perished in the 1994 Genocide against Tutsi and learn from that dark history of Rwanda. Students visited Kigali Genocide Memorial Centre while staff visited Ntarama Genocide Memorial Centre.

The visits to Genocide Memorial Centers were so important to staff and students to learn from that bad history that Rwanda went through and refresh their commitments to Never again Genocide. DLP students, particularly non-Rwandans learnt even more by seeing physically what they used to read in books or listen in media about the Genocide against Tutsi and its particularity from other Genocides that happened around the world. The outcome of these visits was that students and staff understood that Genocide against Tutsi was preceded by a genocidal ideology inculcation into the people, which prepared for the Genocide itself. They vowed to fight any ideology that can lead to Genocide. The fact that the two visits to Genocide memorial centers had been preceded by discussions on Genocide which were held during the memorial week of April 2018 helped students, non-Rwandans in particular, to have a good understanding about Genocide against Tutsi that they had read in books or heard in news.

In addition, ILPD's community had a special day reserved on Kwibuka activities. It started with a walk to remember from ILPD's headquarters heading to Nyanza memorial center. The speaker of the day was Mr. Tom NDAHIRO whom briefing was on the role of intellectuals, particularly, the jurists in 1994 tragedy that befell Rwanda- the Genocide against the Tutsi.

It is worth to note also that under this chapter Staff of ILPD and MINIJUST plus its affiliated institutions jointly had a discussion on Ndi Umunyarwanda towards the end of June 2018. In this discussion honored by the Minister of Justice and Attorney General, and facilitated by Pastor RUTAYISIRE Antoine, staff shared their stories focusing on how bad

politics had destroyed Rwandan values, and the efforts and initiatives made by Government of Rwanda after Genocide against Tutsi to restore the unit of Rwandans and their values.

All these activities packaged in this section of civic education aimed to equip ILPD staff and students with knowledge on true history of Rwanda. To staff in particular, the objective is to pave the foundation of the Rwandan values through understanding what had destroyed those values.

## **6. PLAN FOR 2018/2019**

The life of ILPD is a continuous process like any other institution with unlimited mandate in terms of time. Activities executed in one financial year cannot stand-alone, they need to be continued, 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 2017/2018 cannot be done without mentioning the broad lines of activities planned in FY 2018/2019.

The focus of the FY 2018/2019 will be to increase the number of students attending DLP courses through different modes of teaching namely; Part Time Mode, week end, Full time and executive mode. 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.

The following activities are planned for the FY 2018/2019 both in academic as well as in Finance and Administration departments:

## 6.1 Academic Department

The academic department plans to continue enhancing its capacity to offer quality trainings in the FY 2018/2019. Some of the key activities planned in the new financial year include:

- ♣ Organize two intakes for the DLP in Nyanza, Full time mode;
- ♣ One intake of DLP Executive Mode program;
- ♣ One intake of DLP Part Time Mode program;
- ♣ One intake of DLP Weekend program;
- ♣ Resume Musanze satellite branch;
- ♣ Conduct specialized courses;
- ♣ Conduct and publish at least three legal researches;
- ♣ Development of three (3) more Diploma programs (The Diploma in the Procurement Practice (DPP); The Diploma in Labour and Human Resources management (DLHM); and the Diploma in the Bailiffs Practice and Management (DBPM)).

## 6.2 Administration and Finance Department

In the new financial year, the administration and finance department as a supporting department shall focus on the following:

- ♣ Complete the construction of the second phase of ILPD Building;
- ♣ Start renovation of ISANGANO Hall;
- ♣ Marketing ILPD activities within the country and in the region;
- ♣ Acquisition of goods and services to enhance operations of the institute;
- ♣ Progressively enhance human resources development by offering different short courses;
- ♣ Purchase and maintain library books and subscribe to various newspapers;
- ♣ Maintain and upgrade library software;
- ♣ Enhance wireless access within the institute and strengthen network security.

## ANNEXES

### Annex 1: ILPD Staff 2017/2018

No	Names	Position
1	Dr KAYIHURA M. Didas	Rector
2	SHIRIMPUMU N. Erick	Acting VRAF
3	INGABIRE Juvenal	Acting DAF
4	MUSAFIRI Epimaque	Acting Academic Registrar
5	MUGISHA Richard	Director of Library
6	BAGWANEZA Sadiki Dieudonné	Academic Dean
7	NSENGUMUREMYI Cyridion	Lecturer in Charge of Quality Assurance
8	NIYIBIZI Tite	Lecturer
9	BIGIRIMANA Consolate	Lecturer
10	MWEMEZI RUTTA John	Lecturer
11	KABUYE Jean	Lecturer
12	NDAYIRINGIYE Ferdinand	Program coordinator
13	UTAZIRUBANDA Gad	Program coordinator
14	UWANYILIGIRA Jeanne d'Arc	Program coordinator
15	MUNYENGANGO Jean Baptiste	ICT Officer
16	TUYISHIME Adiel	System Administrator, on study leave
17	NZEYIMANA Celestin	System Administrator
18	KANDERA Rosette	Acting Human Resource Officer
19	MUKARUZIGA Alphonsine	Internal Auditor
20	NDEKEZI Aimable	Accountant
21	SINGURANAYO Elysee	Accountant
22	NSHIMIYE GITARE	Planning officer
23	SIBOMANA Jean d'Amour	Public Relations Officer
24	LUGIGANA Charles	Administration Assistant to Rector
25	BENURUGO Alice	Acting Logistics Officer
26	RWABUKWISI Justin	Librarian
27	BONGERA Ines	Librarian
28	NIYIGENA Samson	Librarian
29	UMWANANKABANDI Nadine	Librarian
30	KARAMAGE Paul	Admission, Records and Examination Officer
31	UWIMPUHWE Consolatrice	Acting Administrative assistant to VRAF

32	NZEYUMUKAMA Emmanuel	Driver
33	NYIRAMINANI Sarah	Acting Secretary
34	RINGUYENEZA Constantin	Warden
35	NIYTEGEKA Anastase	Electrician
36	HABYARIMANA Evariste	Plumber

## Annex 2: List of DLP trainers 2017/2018

S/N	Names	Post/Profession	Institution
1	Honorable BUSINGYE Johnson	Minister of Justice and Attorney General	Ministry of Justice
2	Honorable MUTANGANA Jean Bosco	Prosecutor General	National Public Prosecution Authority
3	KALIHANGABO Isabelle	Deputy Secretary General of RIB	Rwanda Investigation Bureau
4	Mr. HAVUGIYAREMYE Aimable	Chairperson	Rwanda Law Reform Commission
5	Justice Dr. UGIRASHEBUJA Emmanuel	President-East African Court of Justice	East African Court of Justice
6	Justice Dr NTEZILYAYO Faustin	Judge-East African Court of Justice	East African Court of Justice
7	Justice Prof NGAGI Alphonse	Judge- Court of Appeal	Judiciary of Rwanda
8	Justice Dr KARIMUNDA Aimé	President of Court of Appeal	Judiciary of Rwanda
9	Justice MUTASHYA Jean Baptiste	Judge-Supreme Court	Judiciary of Rwanda
10	Justice KALIWABO Charles	Judge- Court of Appeal	Judiciary of Rwanda
11	Justice GASORE Prosper	Judge- High Court	Judiciary of Rwanda
12	Justice KIBUKA Jean Luc	Judge-Commercial High Court	Judiciary of Rwanda



13	Justice KADIGWA G. Laurien	Judge-Commercial High Court	Judiciary of Rwanda
14	Justice RUKUNDAKUVUGA Francois Regis	Inspector General of courts	Judiciary-Inspectorate of Courts
15	Justice RUTAZANA Angeline	Vice President-Commercial High Court	Judiciary-Inspectorate of Courts
16	Justice HATEGEKIMANA Bernard	Judge-Military High Court	Military High Court
17	Mr. NTETE Jules Marius	Inspector General of Prosecution	National Public Prosecution Authority
18	Dr. WIBABARA Charity	National Prosecutor	National Public Prosecution Authority
19	Mr. HABARUREMA Jean Pierre	National Prosecutor	National Public Prosecution Authority
20	Mr. SIBOYINTORE Jean Bosco	National Prosecutor	National Public Prosecution Authority
21	Mr. NIYONZIMA Vincent	National Prosecutor	National Public Prosecution Authority
22	Mrs. HABYARIMANA Angelique	Inspector of Prosecution	National Public Prosecution Authority
23	MBARAGIJIMANA Desire	National Prosecutor	National Public Prosecution Authority
24	Mrs. DUSHIMIMANA Claudine	National Prosecutor	National Public Prosecution Authority
25	Mr. NYIRURUGO Jean Marie Vianney	Head of Economic and Financial Crimes Unit	National Public Prosecution Authority
26	Maître KAVARUGANDA G. Julien	President of Rwanda Bar association	Rwanda Bar Association
27	Maître RUTABINGWA Anastase	Advocate and Former President of Rwanda Bar Association	Rwanda Bar Association
28	Maître RUKANGIRA Emmanuel	Advocate	Rwanda Bar Association



29	Maître Dr. KAYITANA Evode	Advocate and Lecturer -UR School of Law	Rwanda Bar Association and University of Rwanda
30	Maître MUGENI Anita	Advocate	Rwanda Bar Association
31	Maître RUSANGANWA Jean Bosco	Advocate	Rwanda Bar Association
32	Maître MUGISHA Richard	Advocate and President of East Africa Law Society	Rwanda Bar Association
33	Maître GAHONGERWA Goretti	Advocate	Rwanda Bar Association
34	Maître RUBASHA Herbert	Advocate	Rwanda Bar Association
35	Maître SERUGO Jean Baptiste	Advocate and Lecturer -UR School of Law	Rwanda Bar Association and University of Rwanda
36	Maître HABIMANA Pie	Advocate and Lecturer -UR School of Law	Rwanda Bar Association and University of Rwanda
37	Maître KAYIJUKA Ngabo	Advocate	Rwanda Bar Association
38	Maître BUGINGO Jean Bosco	Advocate	Rwanda Bar Association
39	Maître MUKAMA Happy	Advocate	Rwanda Bar Association
40	Dr. MASENGO Fidele	Ag. Secretary General	Kigali International Arbitration Centre
41	Mr. MUVARA Pothin	Deputy Land Registrar	Rwanda Land Management and Use Authority
42	Mrs. NYIRANSHIMIYIMANA Christine	Deputy Land Registrar	Rwanda Land Management and Use Authority
43	Mrs. UMUTESI Anet	Executive Assistant	Urwego Opportunity Bank
44	Mr. NDENGEYINKA William	Senior State Attorney	Ministry of Justice
45	KAMANZI Innocent	Consultant	

46	SP KARASIRA Jean Claude	Director of Anti-corruption and public fund embezzlement Unit	Rwanda National Police
47	SP GATABAZI Jean de Dieu	Deputy commandant/CID	Rwanda National Police
48	Dr MUNYAMAHORO René	Lecturer -UR School of Law	University of Rwanda
49	Dr KARUGARAMA Richard	Lecturer -UR School of Law	University of Rwanda
50	NTWARI Emile	Division Manager/LAS	Ministry of Justice
51	MATSIKO Joseph	Advocate	Kampala
52	TUMWEBAZE John	Advocate	Kampala
53	NDATABAYE Innocent	Advocate	Rwanda Bar Association
54	KATABOGAMA Aaron	court registrar	Judiciary of Rwanda
55	BANGAYANDUSHA	Bailiff	
56	GASANGWA Ezra	Legal adviser	Auditor General Office
57	Dr RUVEBANA Etienne	Ag Principal CASS	University of Rwanda
58	Dr MULEEFU Alphonse	Lecturer -UR School of Law	University of Rwanda
59	ATWIJUKIRE Dennis	Advocate	Kampala
60	GASANA Raoul	Attorney	Rwanda Revenue Authority
61	SP BISANGWA Modeste	Trainer	National Police College
62	MAZIMPAKA Jean Paul	Lecturer -UR School of Law	University of Rwanda
63	BYAKATONDA John	Judge- High Court	Judiciary of Rwanda
64	GAPARAYI Iddi	Lecturer- UK	University of Kigali
65	NIYONDORA NSENGIYUMVA	Advocate	Rwanda Bar Association

**Annex 3: DLP Modules description.**

<b>Module</b>	<b>Program Outcomes</b>
1 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.
2 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.
3 civil and commercial transactions	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.
4 Alternative Dispute Resolution	This module aims to ensure that students are aware, and understand the potential advantages and disadvantages, of the processes of negotiation, mediation and arbitration which are available, as an alternative to litigation, to settle a dispute. It will,



	therefore, equip them with the ability to decide on which process to adopt in any particular case; and with the skills which they will require, in order to use these processes on behalf of their clients.
5 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.
6 The course of civil suit	This module aims at enabling the trainees to establish a thorough understanding of the professional conduct and ethics for judges, to gain a comprehensive understanding of legal procedures in civil; to demonstrate an understanding of court management administration and the use of IECMS; to ensure that students can conduct a hearing and can draft good judgments; demonstrate the ability to apply the law and use of precedent in judgment writing as well as dealing with post trial procedures.
7 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.
8 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: Short courses organized in 2017/2018

Title	Beneficiaries	Number of participants			Dates
		Total	Male	Female	
Training on IECMS from Military prosecution	10 participants from military justice	10	8	2	13-16 Nov 2017
Training report for IECMS from Military justice	28 participants from military justice( military judicial police officers, military prosecutors and judges in military)	28	26	2	19-22 Feb 2018
Workshop on international supply of goods	Legal advisors and officers of ministries and public institutions	40	32	8	19-21 Feb 2018



Workshop on Pleading techniques and how to mitigate Government losses caused by its employees	State Attorneys in Ministry of justice and public institutions and private lawyer contracted to represent public institutions	28	15	13	26-28  Feb 2018
Training on Tax Investigation Techniques	Staff from Rwanda Revenue Authority	16	13	3	14 <sup>th</sup> May to 1 <sup>st</sup> June 2018
Training of Treaty body reporting task force and key other Government institutions on the core international human rights instruments to which Rwanda is a state party and the human rights obligations stemming from membership	29 participants from treaty body reporting task force and key other Government institutions: judges, police officers, RCS officers ,MAJ staff, Rwanda civil societies and private sectors	29	19	10	4-6 June  2018
Training on international Taxation and Insurance	50 Legal advisors for public institutions	50	33	17	11-13 June 2018
Training on	Staff from Rwanda	30	25	5	11-13



international convention against Torture and other Cruel in Human or Degrading Treatment or punishment. Its optional protocol and implement Domestic laws.	national police (RNP), Rwanda correction services(RCS),Rwand a investigation bureau (RIB) and National public prosecution Authority (NPPA)				June 2018
<b>Total Number of People Trained</b>		<b>231</b>	171	60	

**Annex 5: Distribution of Students in their respective specialized courses.**

No	Title	Beneficiaries	Number of Participants			Dates
			Total	Male	Female	
1.	Course on Corporate law practices and insolvency	Supreme court & Rwanda Bar Association	27	15	12	It started from 25 <sup>th</sup> September 2017 and shall end 24 <sup>th</sup> August 2018
2.	Course on Persons and family law in Practice	Supreme court, Rwanda Bar Association & MINIJUST	25	19	06	It started from 25 <sup>th</sup> September 2017 shall end 24 <sup>th</sup> August 2018
3.	Banking legal practices		25	21	4	It started from 2 <sup>nd</sup> October 2017 and shall end 24 <sup>th</sup> August 2018
4.	Practical aspects of contracts and torts		25	15	10	It started from 2 <sup>nd</sup> October 2017 and shall end 24 <sup>th</sup> August 2018
5.	International crimes and genocide ideology		25	18	7	It started from 9 <sup>th</sup> October 2017 shall end 24 <sup>th</sup> August 2018
6.	Practical aspect of economic and financial crimes		29	19	10	It started from 9 <sup>th</sup> October 2017 shall end 24 <sup>th</sup> August 2018
	<b>Total</b>		<b>156</b>	<b>104</b>	<b>52</b>	

**Annex 6: Institutions/organisations signed MoUs with ILPD**

No	Institution/Organization Name	Year of Signature
1	Rwanda Bridge to Justice (RBJ)	2018
2	Capacity Development and Employment Service Board (CED-RDB Now)	2017
3	Ministry of Justice	2017
4	Kigali International Arbitration Centre	2016
5	Office of Ombudsman	2016
6	Great Lakes Initiative for Human Rights and Development	2016
7	Capacity Development and Employment Service Board (CED-RDB Now)	2017
8	Rwanda Correctional Service	2015
9	The Judiciary of Rwanda	2014
10	Nyanza District	2014
11	Institute of Applied Sciences	2014
12	African Centre for Legal Excellence	2014
13	The Hague Institute for Global Justice	2014
14	ICT-LO- DUNGCA	2013
15	Kigali Bar Association (Rwanda Bar Association Now)	2013
16	University of Rwanda	2013
17	Rwanda National Police	2013
18	The Peace Corps	2013
19	American Bar Association	2013
20	MDF	2011



ILPD's community in Umuganda



Teaching at ILPD focuses on practice



ICT is integrated in the teaching at ILPD



ILPD accommodation with modern facilities.

INSTITUTE OF LEGAL PRACTICE AND DEVELOPMENT  
P.O.Box 49, Avenue des Sports, Nyanza, Southern Province, Rwanda  
Email: [info@ilpd.ac.rw](mailto:info@ilpd.ac.rw) / W: [www.ilpd.ac.rw](http://www.ilpd.ac.rw)