



# ILPD ANNUAL REPORT 2016/2017

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## 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 Ag. 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 lawyers, judges, prosecutors and other lawyers from different legal fields have attended its courses during the financial year 2016-2017.

During this financial year, ILPD 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 last year, students from different African countries have attended its courses. ILPD's tremendous growth across Africa can be attributed to our adherence to the core values of Justice, equity, ethics, integrity and independence.

ILPD courses are run in different parts of the country, including Nyanza, Kigali and Musanze and are given by experienced local legal professionals and by international trainers. All programs offered by the Institute have been developed to ensure that our clients are equipped with the knowledge and skills that are highly demanded in today's job market. We have never been an ivory tower. We have always been committed to making a difference to the world, delivering professional courses with great job prospects for our 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 mission of excellence and strong commitment to the success of our activities during the financial year 2016-2017. We are always ready to serve our clients' needs in any way we can.

I thank the entire ILPD academic, administrative and support staff, the Ministry of Justice, the Ministry of Education, the Higher Education Council, all justice sector institutions and our partners, who have played their respective roles in ensuring that the financial year 2016-2017 is a success.

**Havugiyaremye Aimable,**

**ILPD Ag. 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 2016/2017. It provides a summary of the 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, 2017-2018.

### 1. EDUCATION AND TRAINING

#### 1.1 Introduction

During the FY 2016/2017, the institute offered two post graduate programs namely “*Diploma in Legal Practice*” and “*Diploma in Legislative Drafting*”, and various continuing legal trainings commonly known as short 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 Diploma in Legislative Drafting is designed to be undertaken mainly by legal advisors from public and private sectors involved in drafting legal documents, especially legislations. The program of Continuous Legal Education is composed of short tailor made courses offered to people who are in the legal profession or paralegals.

## 1.2 Post Graduate Programs

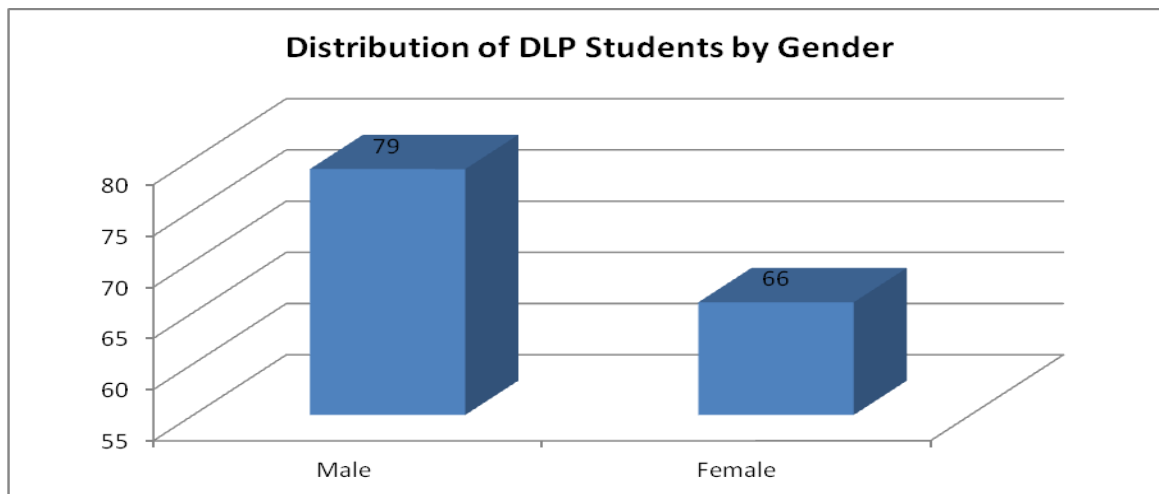
### 1.2.1 Diploma in Legal Practice

#### 1.2.1.1 Modes of teaching

The Diploma in Legal Practice was offered in two different modes, namely *full time mode* and *part-time mode*. The latter includes Week end, evening and Executive sessions.

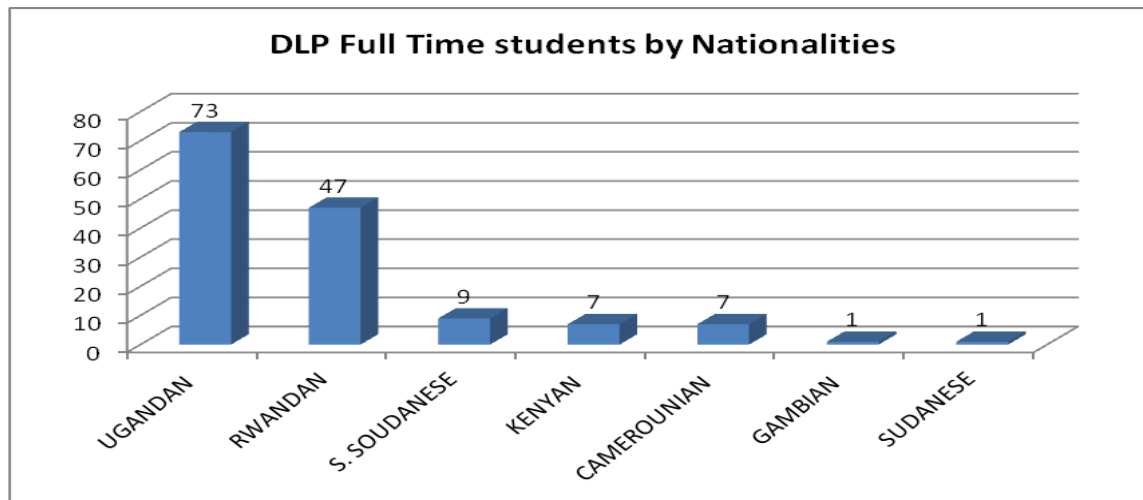
#### ➤ DLP Full Time Mode

The Institute organized and hosted two intakes for the DLP residential program based in Nyanza during the FY 2016/2017. The first intake of 59 students started on 15<sup>th</sup> July 2016 and ended on 23<sup>th</sup> December 2016. The second intake of 86 students started on 13<sup>th</sup> January 2017 and ended on 17<sup>th</sup> July 2017. The total number of students enrolled in both mentioned intakes is 145. The distribution of enrolled students in DLP full time mode in terms of gender was that 66 were females as depicted on the graph below;



*Figure 1: Description of DLP/Residential students*

It is also important to note that ILPD has become attractive beyond Rwandan borders whereby among students enrolled for full time program for FY 2016/2017, 68% were non Rwandans from different countries as depicted on the graph below;

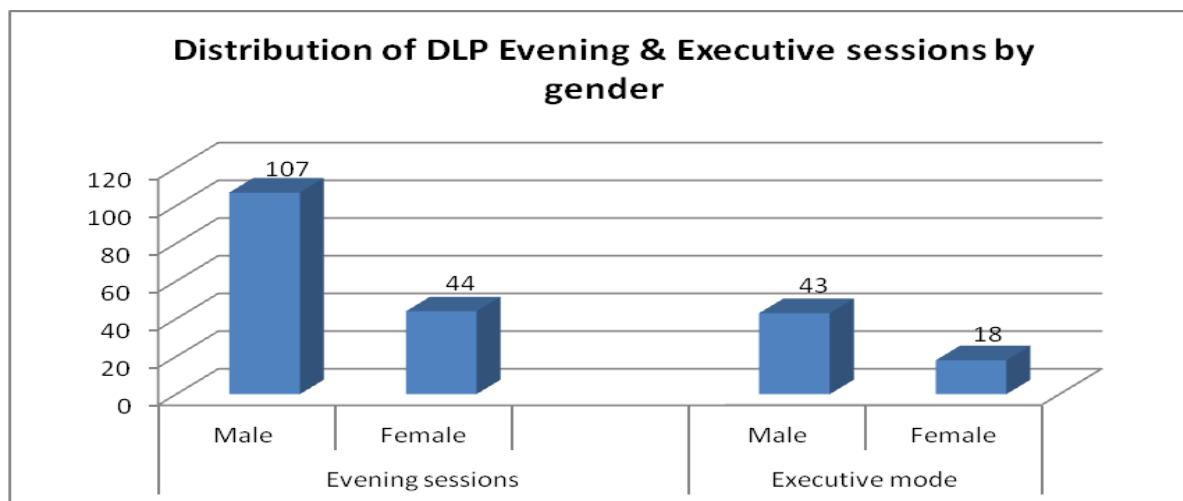


*Figure 2: Description of DLP/Residential students by Nationalities*

**DLP Part Time Mode**

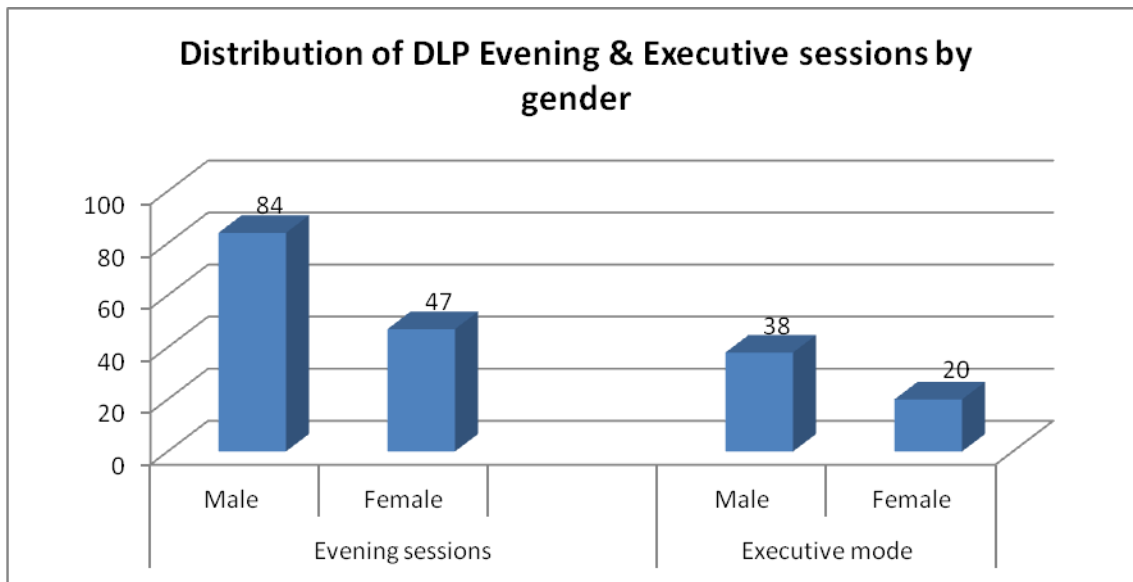
**a) DLP evening and Executive sessions**

During the FY 2016/2017, two intakes of 151 students completed the course of Diploma in Legal Practice under evening program and one intake of 61 students completed the same course under executive mode. The courses started in November 2015 and April 2016 respectively and extended to FY 2016/2017.



*Figure 3: Description of DLP/evening and executive students*

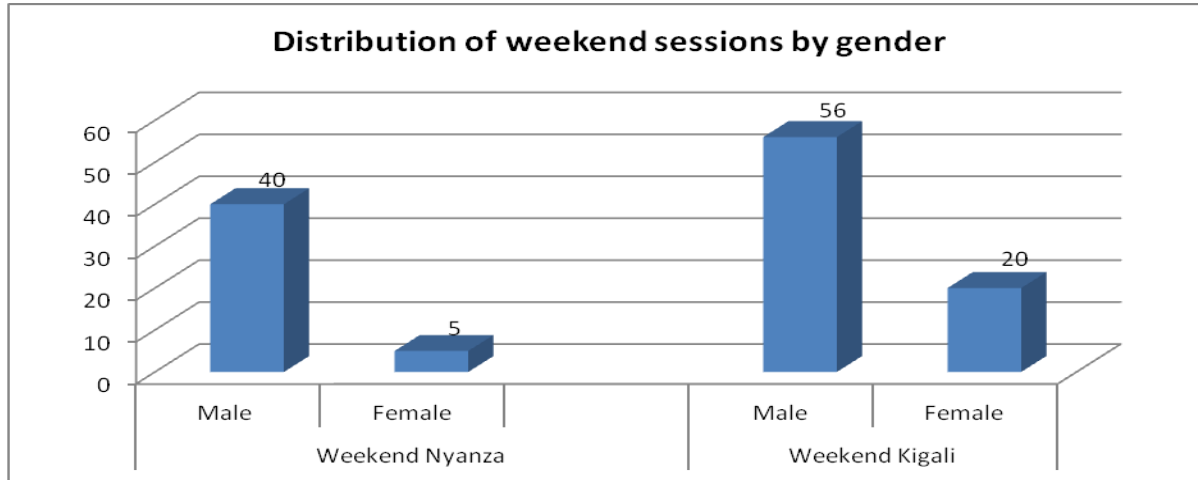
Additionally, during the FY 2016/2017, ILPD started the fifth and the sixth intakes of evening sessions as well as the fourth intake of executive mode. Students in both intakes of evening sessions were 131 while students in fourth intake of executive mode were 58. The courses started in August 2016 and May 2017 respectively and extended to FY 2017/2018.



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

**b) DLP Weekend sessions**

During the FY 2016/2017, 45 students completed DLP program in Nyanza under week end mode while 76 students completed in Kigali under the same mode of teaching. The courses started in October 2015 and due to the fact that courses under the weekend program take almost double the time of the residential mode, those intakes extended to FY 2016/2017.



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

Furthermore during the FY 2016/2017, ILPD started two intakes of 147 students under weekend program based in Kigali. The courses started in February 2017 and extended to FY 2017/2018.

**1.2.1.2 Modules**

The post graduate courses are taught in a modular system. The Diploma in Legal Practice is made up of 9 modules taught in 10 working days each. During 2016/2017 FY, the modules of Diploma in Legal Practice were reviewed after consulting the key stakeholders. The new curriculum was validated by the academic senate and stakeholders and has been sent to the Higher Education Council for validation. It has to start being implemented in FY 2017/2018. The list of DLP reviewed modules is attached on Annex 3.

**1.2.1.3 Trainers**

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

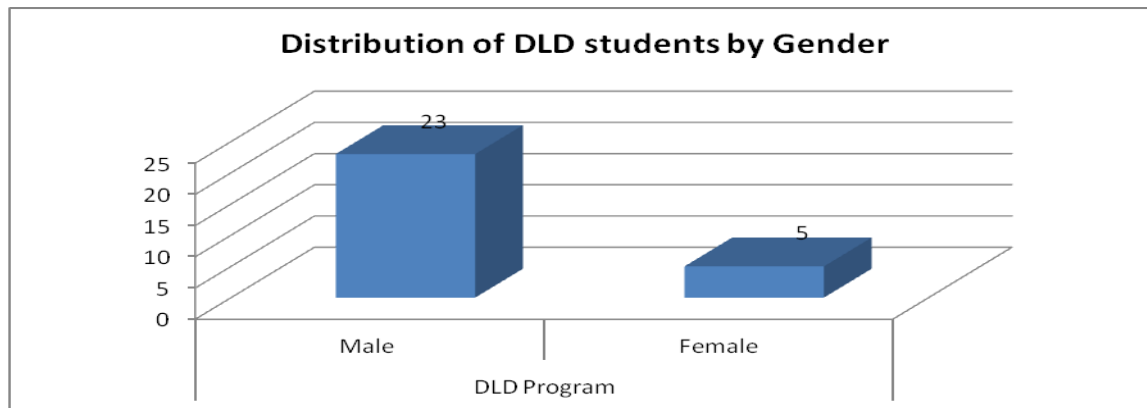
In the FY 2016/2017, ILPD hired 63 highly qualified national and international trainers to teach in the program of Diploma in Legal Practice. Trainers were selected on the basis of

their knowledge and experience, as well as their proficiency in English. Trainers participated in both full time and Part Time modes. A list of trainers hired during the whole financial year is in annex 2 attached.

## 1.2.2 Diploma in Legislative Drafting (DLD)

### 1.2.2.1 Modes of teaching

The institute conducted one intake of DLD of 28 students during the FY 2016/2017. The program was offered under residential program based in Nyanza and was taught in 12 modules of Five to Ten days each. The distribution of DLD students on gender basis is depicted on below graph;



*Figure 6: Description of DLD students by gender*

### 1.2.2.2 Trainers

The Diploma in Legislative Drafting (DLD) was taught by a mixture of local and international trainers. A total number of 12 trainers, including 4 international experts were involved in teaching DLD. A list of trainers and the respective modules taught are attached as Annex 4 and 5.

## 1.3 Continuous Legal Education

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

During the FY 2016/2017, ILPD offered 38 different short courses, of five days each on average, as part of continuing legal education. The short courses offered were attended by 1,105 participants from various organizations. Beneficiaries of the organized short trainings included Judges, Lawyers, Prosecutors, Executive secretaries of cells, MAJ staff, etc. These short trainings covered various domains of law such as Gender Based Violence, Alternative Disputes resolution, Integrated Electronic Case Management System, Judgment execution just to mention a few.

A list of short courses organized with the topics taught, participants to the course and the duration of each course is attached as Annex 6.

#### **1.4 Research and Consultancy**

During FY 2016/2017, ILPD conducted and completed 3 consultancies namely the handbook on international crimes, handbook on management of protected witnesses and handbook on practice directions governing rules and evidence procedures in international and cross border crimes.

### **1. ADMINISTRATION AND FINANCE**

#### **2.1 Introduction**

The department of Administration and Finance deals with administration issues such as human resource development and finance. In the FY 2016/2017, ILPD improved its capacity in terms of infrastructure as well as Human Resource Development.

#### **2.2 Human Resource Development**

The institute facilitated research, administrative and technical staff to attend trainings or workshops in their area of work.

In its policy of human resource development, two staff members; Mr. SIBO Yves Gahizi and NIYIBIZI Tite, ILPD lecturers, continued their PhD studies at University of Sussex in England and Erasmus University Rotterdam in Netherlands respectively.

NDAYISABA Daniel, Acting Director of Training and Research, KABUYE Jean, lecturer and BAGWANEZA Sadiki, Academic Dean, completed the course of Diploma in Legal Practice, Executive mode at ILPD.

MUSAFIRI Epimaque, Acting Academic Registrar started the course of Diploma in Legal Practice, Executive mode at ILPD.

During the FY 2016/2017, 4 members of ILPD staff resigned due to their personal reasons. These are a Public Relations Officer, CLE Coordinator, Budget Officer and the Accountant. To cover the gap of the resigned staff and fill in the posts which were vacant, ILPD recruited 4 staff including 2 accountants, Public Relations Officer and the CLE Coordinator. The list of staff of the ILPD as at 30<sup>th</sup> June 2017 is attached as Annex 1 of this report.

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

In FY 2016/2017, the institute acquired various goods and services in order to enhance its operations. The goods and services were acquired through following tenders:

| No | Tenders Awarded  |
|----|--|
| 1  | Insurance of Minibus.  |
| 2  | Acquisition of construction materials for a genocide survivor's house. |
| 3  | Annual subscription to the mail delivery services                      |
| 4  | Acquisition of Hostel beds and other furniture                         |
| 5  | Acquisition of ICT equipment   |
| 6  | Acquisition of Management information system                           |
| 7  | Binding of Library Materials   |



|    |   |
|----|---|
| 8  | Insurance service of ILPD assets                              |
| 9  | Maintenance of ICT and electronic equipment                   |
| 10 | Study of rehabilitation of ISANGANO and construction of fence |
| 11 | Supply of water and Electrical equipment                      |
| 12 | Acquisition, repair and installation of curtains              |
| 13 | Rehabilitation of ILPD kitchen and restaurant in Nyanza       |
| 14 | Provision of website Advertisement services                   |
| 15 | Acquisition of Generator reverser (Inverseur)                 |
| 16 | Provision of security services                                |
| 17 | Acquisition of graduation gowns                               |
| 18 | Provision of catering services-Nyanza office                  |
| 19 | Supply of Library books                                       |
| 20 | Acquisition of office stationeries (Framework contract)       |
| 21 | Supply and installation of flag poles                         |
| 22 | Acquisition of ICT and electronic spare parts                 |
| 23 | Decoration services   |
| 24 | Hiring a culture troupe                                       |
| 25 | Photography services  |
| 26 | Local transport services                                      |
| 27 | Cleaning and Gardening services                               |
| 28 | Provision of Dry Cleaning Services                            |
| 29 | Acquisition of Tents and Plastic Chairs                       |

## 2.4. Infrastructure Development

During FY2016/2017, ILPD proceeded to the construction of the second phase of ILPD building, the project which had started Mid May 2016. At the end of FY 2016/2017, the works completed were at around 60 % as reported by the company supervising the construction works. Physically the progress of works on the site looks as the picture below;



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

## 2.5. Graduation Ceremony

On 8<sup>th</sup> June 2017, ILPD organized the sixth graduation ceremony where 428 trainees from different professions graduated and obtained a Diploma in Legal Practice (DLP). Different dignitaries attended the ceremony, which was officiated by the Honorable Minister of Justice/Attorney General, Johnston Busingye. Graduands were from different professions such as Judges, Prosecutors, Lawyers and other legal professions.

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



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

Source: Academic records for FY 2016/2017



Students who graduated during the 6<sup>th</sup> graduation ceremony.



Parents and relatives of Students who graduated during the 6<sup>th</sup> graduation ceremony



**ILPD Rector delivering welcome remarks**



**Students 'representative delivering a speech on behalf of students**



**The Minister of Justice/Attorney General awarding the overall best performer**



**The Chancellor awarding Diplomas in Legal Practice**

## 2.6. Budget execution

The ILPD budget is made of subsidy allocated from National Budget and the revenues generated internally through different activities performed by the institute. During the FY 2016/2017, ILPD was allocated a subsidy of **348,160,583** Frw which was fully executed. The Institute was also able to generate internally revenues amounting to **1,081,803,901**Frw. The tables below depict the budget expenditure and associated outputs.

### ➤ Execution of subsidy from MINECOFIN

| S.Program                  | Key Outputs  | Allocation in Frw | Execution in Frw | % Execution | Observations   |
|----------------------------|--|-------------------|------------------|-------------|--|
| Finance and Administration | ILPD has necessary equipment and facilities                            | 66.360.583        | 60.360.583       | 100%        | <i>The National subsidy of 348,160,583 Frw was allocated to cater for some fixed costs such as acquisition of ICT services and maintenance of ILPD premises.</i> |
|                            | ILPD premises kept maintained and protected                            | 158.800.000       | 158.800.000      | 100%        |  |
|                            | ICT infrastructure within ILPD progressively reinforced and maintained | 123.000.000       | 123.000.000      | 100%        |  |



➤ Execution of development budget

| S.Program                          | Key Outputs                  | Allocation in Frw | Execution in Frw | % Execution | Observations  |
|------------------------------------|------------------------------|-------------------|------------------|-------------|---|
| Post-Graduate Courses And Research | ILPD infrastructure expanded | 400.000.000       | 400.000.000      | 100%        | The Budget allocated to capital expenditure was used for payment for the construction of second phase of ILPD Building. |

➤ Execution of internally generated revenues

| S. Program                        | Key Outputs                                       | Allocation in Frw | Execution in Frw | % Execution | Observation   |
|-----------------------------------|---|-------------------|------------------|-------------|---|
| Post Graduate Course and Research | Six intakes of students completed DLP program     | 207.620.000       | 180.881.943      | 87%         | <i>The budget was not executed 100% because some intakes crossed to the next FY</i>   |
| Continual Legal Training          | Progressive cover up of skills gap in legal field | 176.580.000       | 176.353.563      | ~100%       |   |
| Library and Information Center    | The ILPD Library improved and well maintained     | 15.000.000        | 10.323.369       | 69%         | <i>The execution has been low because the expense expected to be incurred on KOHA system was not spent as the system remained stable.</i> |
| Finance and Administration        | ILPD has necessary equipment and facilities       | 58.300.000        | 35.764.389       | 66%         | <i>Due delays in tendering process the FY closed before submission of invoices of acquired materials like tents and plastic chairs</i>    |



|              |   |             |             |      |  |
|--------------|---|-------------|-------------|------|--|
|              | ILPD has necessary and capable supporting staff to operate                        | 481.884.026 | 470.500.423 | 98%  | <i>The execution was generally pretty good.</i>  |
|              | ICT infrastructure within ILPD progressively reinforced                           | 1.000.000   | 4.139.855   | 414% | <i>The embarkation to automated systems like imboni, Internet Banking required to purchase scanners which were not planned. So, this caused the over spent on the output</i> |
|              | Raised awareness of the public, within and outside the country on ILPD activities | 22.500.000  | 21.375.743  | 95%  | <i>The execution was generally good</i>  |
|              | ILPD Premises kept maintained and Protected                                       | 3.800.000   | 6.135.735   | 161% | <i>There has been an over-spent on this output because the management of there has been a decision to rehabilitate some ILPD houses to solve the issue of accommodation.</i> |
| <b>TOTAL</b> |   | 962.184.026 | 905.475.020 | 94%  | <i>The budget execution was generally good. Discrepancies were due to changes delay in procurement processes.</i>  |

### 3 SUPPORT SERVICES

In order to satisfy the demands of its academic program and to enhance the provision of 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 services that will facilitate trainers to teach, students to learn and carry out research, and educate surrounding community. In financial year 2016/2017, different activities were performed in the library as stated below:

- ✓ The Library acquired 500 new textbooks worth 26 Million Frw to improve its collection.
- ✓ The Library continued to automate its functions through KOHA, an integrated library management system. This software was acquired to enhance management, control and easy access to information resources. KOHA has modules for acquisitions, circulation, cataloging, serials management, authorities, flexible reporting, label printing, multi-format notices, etc.
- ✓ The ILPD Library continued to be an active member of Rwanda Academic and Research Libraries Consortium (RARLICO). Though the consortium is at its infancy stage, it is expected to boost the access to electronic resources in all academic and research environments, considering the present trends in the information explosion and the individual libraries' inability to acquire enough resources to satisfy their clients.
- ✓ Past newspapers, Journals and official Gazette were bound for easy keeping and prevent the loss of single issues.
- ✓ E-Journals, the Library continued to benefit from INASP negotiated deals with e-journals publishers.

### **3.2 Information and Communication Technology (ICT)**

During the FY 2016 /2017, the following activities were done in order to progressively strengthen ICT infrastructure of the institute.

1. ILPD Kigali Office has been connected to national backbone fiber optic cable.
2. The Institute has started to develop a system known as Management Information System (MIS) which will help the Institute to manage students' information and goes beyond academic needs but also includes the need to link academic and finance departments in terms of students fulfilling their financial obligations. The system shall also have modules of stock and assets management. This system is under development, at the stage coding.
3. In order to keep all the crucial information, the institute has already started the process of digitalizing the institute's data, by having a database of CLE, DLP and other institute's data (list of trainings, participants and students, management decision, financial and audits reports). The data of the institute which are in hard copies are scanned and uploaded into the digital repository of the Institute. This activity is still ongoing.
4. The Institute has facilitated Justice Sector to conduct the trainings on the use of Integrated Electronic Case Management system (IECMS).
5. To reinforce the use of Information, Communication Technology within the institute, ILPD acquired various ICT equipment such as:
  - ✓ 3 Air Conditioners to be used in classrooms (ILPD Kigali & Nyanza classrooms)
  - ✓ 7 Printers
  - ✓ 3 Classroom projectors
6. The following services were also hired by the specialized companies to streamline the good services offered to the students, staff and stakeholders of the Institute:

- ✓ Maintenance services of ICT equipments of the Institute
- ✓ Insurance of ICT equipments
- ✓ The network bandwidth have been upgraded from 5mbs to 10 Mbps
- ✓ The use of Internet banking system, E- procurement system and IPPIS are in place at the institute.

#### **4 PUBLIC RELATIONS AND MARKETING**

Increase the awareness of the ILPD has also been a priority during the FY 2016/2017. Major public relation activities were conducted over the year. These include:

- ❖ Dissemination of ILPD activities through media (Umuseke.rw, The new times, RBA, NTV Uganda etc) and ILPD Website.
- ❖ Social media like Twitter and Facebook were also used.

#### **5. CORPORATE SOCIAL RESPONSIBILITY AND PARTNESHIP**

##### **5.1 Corporate social responsibility**

In addition to its core mandate, the institute participated actively in activities of improving the lives of people as part of corporate social responsibilities. To this end, following are some of activities done by the ILPD as social assistance in the FY 2016/2017:

- The ILPD rehabilitated a house of a genocide survivor who is in the District of Nyanza, Busasamana Sector, Rwesero cell. The house of the vulnerable widow Genocide survivor which was in very bad conditions was rehabilitated and turned into a decent one as depicted by the pictures in Annex 7. The vulnerable Genocide survivor was 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 sickers by proving foodstuff to vulnerable sickers in 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 rent of tents, chairs, sound system just mention a few.
- The ILPD also contributed to the carrier development of Rwandan by mentoring a good number of Rwandans, especially from southern province, through internships.

## 5.2 Partnership

Good cooperation with other institutions is considered as an asset by the management of the ILPD. In FY 2016/2017, the management of the Institute kept the pace of enhancing good relations of the institute with other institutions both public and private. During the elapsed financial year, three (3) memorandum of understanding (MoUs) were signed in order formalize the spirit of cooperation. Many more are still in pipeline. Today the Institute count around seventeen (17) MoUs with other institutions/organization and many of them have started producing good results regardless their aspect of not binding. A list of institutions/organizations that so far signed MoU with ILPD is attached as annex 8.

## 6. PLAN FOR 2017/2018

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 we cannot conclude the briefing of the achievements of ILPD in the FY 2016/2017 without mentioning the broad lines of activities planned in FY 2017/2018. The focus of the FY 2017/2018 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 reduce the backlog of untrained legal professionals in DLP.

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 institute shall also launch the program of specialized courses in various domain of law.

The following activities are planned for FY 2017/2018 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 2017/2018. 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;
- Develop specialized courses;
- Tailor made courses to Justice Sector institutions as well as other institutions;
- Conduct and publish legal researches.

### **5.2 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 ;
- Recruitment of new staff to fill up vacant posts;
- Acquisition of goods and services to enhance operations of the institute;
- Acquisition of land surrounding ILPD premises for further expansion;
- 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.



## ANNEXES

Annex 1: ILPD Staff 2016/2017

| No | Names                     | Position                                |
|----|---------------------------|---|
| 1  | HAVUGIYAREMYE Aimable     | Acting Rector                           |
| 2  | SHIRIMPUMU N. Erick       | Acting VRAF                             |
| 3  | MUSAFIRI Epimaque         | Acting Academic Registrar               |
| 4  | NDAYISABA Daniel          | Acting DTR                              |
| 5  | MUGISHA Richard           | Director of library                     |
| 6  | INGABIRE Juvenal          | Acting DAF                              |
| 7  | BAGWANEZA Sadiki          | Academic Dean                           |
| 8  | NSENGUMUREMYI cyridion    | Lecturer in Charge of Quality Assurance |
| 9  | NIYIBIZI Tite             | Lecturer                                |
| 10 | NDIZEYE Emmanuel          | Lecturer                                |
| 11 | SIBO GAHIZI Yves          | Lecturer                                |
| 12 | BIGIRIMAMA Consolate      | Lecturer                                |
| 13 | MWEMEZI John RUTTA        | Lecturer                                |
| 14 | KABUYE Jean               | Lecturer                                |
| 15 | AKAYEZU MUHUMUZA Valentin | Lecturer                                |
| 16 | NDAYIRINGIYE Ferdinand    | Program coordinator                     |
| 17 | EKYOKUTANGAZA Benjamin    | Program coordinator                     |
| 18 | UTAZIRUBANDA Gad          | Research coordinator                    |

|    |                           |   |
|----|---------------------------|---|
| 19 | UWANYIRIGIRA Jeanne d'Arc | Program coordinator                     |
| 20 | MUNYENGANGO Jean Baptiste | ICT officer                             |
| 21 | TUYISHIME Adiel           | System Administrator                    |
| 22 | KANDERA Rosette           | Acting Human Resource Officer           |
| 23 | MUKARUZIGA Alphonsine     | Internal Auditor                        |
| 24 | NDEKEZI Aimable           | Accountant                              |
| 25 | DUSENGE Jean Felix        | Planning officer                        |
| 26 | SINGURANAYO Elysée        | Accountant                              |
| 27 | IYAMUREMYE Germain        | Procurement Officer                     |
| 28 | SIBOMANA Jean d'Amour     | Public Relations Officer                |
| 29 | LUGIGANA Charles          | Administrative Assistant to Rector      |
| 30 | BENURUGO Alice            | Acting Logistics officer                |
| 31 | RWABUKWISI Justin         | Librarian                               |
| 32 | BONGERA Ines              | Librarian                               |
| 33 | NIYIGENA Samson           | Librarian                               |
| 34 | UMWANANKABANDI Nadine     | Librarian                               |
| 35 | KARAMAGE Paul             | Records and Examination Officer         |
| 36 | UWIMPUHWE Consolatrice    | Acting Administrative assistant to VRAF |
| 37 | NZEYUMUKAMA Emmanuel      | Driver                                  |
| 38 | NYIRAMINANI Sarah         | Acting Secretary                        |
| 39 | RINGUYENEZA Constantin    | Warden                                  |

|    |                      |            |
|----|----------------------|------------|
| 40 | NIYITEGEKA Anastase  | Technician |
| 41 | HABYARIMANA Evariste | Plumber    |

Annex 2: List of DLP trainers 2016/2017

| No | Names                             | Post/Profession                           | Institution                                 |
|----|-----------------------------------|---|---|
| 1  | Honourable BUSINGYE Johnson       | Minister of Justice and Attorney General  | Ministry of Justice                         |
| 2  | Honourable MUTANGANA Jean Bosco   | Prosecutor General                        | National Public Prosecution Authority       |
| 3  | Mrs KALIHANGABO Isabelle          | Permanent Secretary and Solicitor General | Ministry of Justice                         |
| 4  | Mr. HAVUGIYAREMYE Aimable         | Acting Rector                             | Institute of Legal Practice and Development |
| 5  | Amb. Dr. Namira Negm              | Ambassador of Egypt in Rwanda             | Embassy of Egypt in Rwanda                  |
| 6  | Justice Dr. UGIRASHEBUJA Emmanuel | President-East African Court of Justice   | East African Court of Justice               |
| 7  | Justice Dr NTEZILYAYO Faustin     | Judge-East African Court of Justice       | East African Court of Justice               |
| 8  | Justice Prof NGAGI Alphonse       | Judge-Supreme Court                       | Judiciary of Rwanda                         |
| 9  | Justice Dr KARIMUNDA Aimé         | Judge-Supreme Court                       | Judiciary of Rwanda                         |
| 10 | Justice MUTASHYA Jean Baptiste    | Judge-Supreme Court                       | Judiciary of Rwanda                         |

|    |                                      |                                  |                                       |
|----|--------------------------------------|----------------------------------|---------------------------------------|
| 11 | Justice KALIWABO Charles             | President-High Court             | Judiciary of Rwanda                   |
| 12 | Justice GASORE Prosper               | Judge- High Court                | Judiciary of Rwanda                   |
| 13 | Justice KIBUKA Jean Luc              | Judge-Commercial High Court      | Judiciary of Rwanda                   |
| 14 | Justice KADIGWA G. Laurien           | Judge-Commercial High Court      | Judiciary of Rwanda                   |
| 15 | Justice RUKUNDAKUVUGA Francois Regis | Inspector General of courts      | Judiciary-Inspectorate of Courts      |
| 16 | Justice RUTAZANA Angeline            | Inspector of Courts              | Judiciary-Inspectorate of Courts      |
| 17 | Justice Major HATEGEKIMANA Bernard   | Judge-Military High Court        | Military High Court                   |
| 18 | Mr. NTETE Jules Marius               | Inspector General of Prosecution | National Public Prosecution Authority |
| 19 | Dr. WIBABARA Charity                 | National Prosecutor              | National Public Prosecution Authority |
| 20 | Mr. HABARUREMA Jean Pierre           | National Prosecutor              | National Public Prosecution Authority |
| 21 | Mr. SIBOYINTORE Jean Bosco           | National Prosecutor              | National Public Prosecution Authority |
| 22 | Mr. NIYONZIMA Vincent                | National Prosecutor              | National Public Prosecution Authority |
| 23 | Mrs HABYARIMANA Angelique            | Inspector of Prosecution         | National Public Prosecution Authority |
| 24 | Mr. MBARAGIJIMANA Desire             | National Prosecutor              | National Public Prosecution Authority |

|    |                                     |   |  |
|----|-------------------------------------|---|--|
| 25 | Mrs DUSHIMIMANA<br>Claudine         | National Prosecutor   | National Public Prosecution<br>Authority           |
| 26 | Mr. NYIRURUGO Jean Marie<br>Vianney | Head of Economic and<br>Financial Crimes Unit                       | National Public Prosecution<br>Authority           |
| 27 | Maître KAVARUGANDA G.<br>Julien     | President of Rwanda Bar<br>association                              | Rwanda Bar Association                             |
| 28 | Maître RUTABINGWA<br>Anastase       | Advocate and Former<br>President of Rwanda Bar<br>Association       | Rwanda Bar Association                             |
| 29 | Maître RUKANGIRA<br>Emmanuel        | Advocate  | Rwanda Bar Association                             |
| 30 | Maître Dr. KAYIHURA M.<br>Didas     | Advocate and Principal<br>of College of Arts and<br>Social Sciences | Rwanda Bar Association<br>and University of Rwanda |
| 31 | Maître Dr. KAYITANA Evode           | Advocate and Lecturer -<br>UR School of Law                         | Rwanda Bar Association<br>and University of Rwanda |
| 32 | Maître MUGENI Anita                 | Advocate  | Rwanda Bar Association                             |
| 33 | Maître RUSANGANWA Jean<br>Bosco     | Advocate  | Rwanda Bar Association                             |
| 34 | Maître MUGISHA Richard              | Advocate and President<br>of East Africa Law<br>Society             | Rwanda Bar Association                             |
| 35 | Maître GAHONGERWA<br>Goretti        | Advocate  | Rwanda Bar Association                             |
| 36 | Maître RUBASHA Herbert              | Advocate  | Rwanda Bar Association                             |

|    |                                |   |  |
|----|--------------------------------|---|--|
| 37 | Maître SERUGO Jean Baptiste    | Advocate and Lecturer -<br>UR School of Law | Rwanda Bar Association<br>and University of Rwanda                           |
| 38 | Maître HABIMANA Pie            | Advocate and Lecturer -<br>UR School of Law | Rwanda Bar Association<br>and University of Rwanda                           |
| 39 | Maître KAYIJUKA Ngabo          | Advocate                                    | Rwanda Bar Association   |
| 40 | Maître BUGINGO Jean Bosco      | Advocate                                    | Rwanda Bar Association   |
| 41 | Maître MAGOBA Ronnie           | Advocate                                    | Rwanda Bar Association   |
| 42 | Maître MITSINDO Tom            | Advocate                                    | Rwanda Bar Association   |
| 43 | Maître MALALA Aimable          | Advocate                                    | Rwanda Bar Association   |
| 44 | Maître MUKAMA Happy            | Advocate                                    | Rwanda Bar Association   |
| 45 | Maître BAGWANEZA Sadiki        | Advocate and Academic<br>Dean               | Rwanda Bar Association<br>and Institute of Legal<br>Practice and Development |
| 46 | Maître NIYIBIZI Tite           | Advocate and Internal<br>Lecturer-ILPD      | Rwanda Bar Association<br>and Institute of Legal<br>Practice and Development |
| 47 | Maître BIGIRIMANA<br>Consolate | Advocate and Internal<br>Lecturer-ILPD      | Rwanda Bar Association<br>and Institute of Legal<br>Practice and Development |

|    |                                 |   |  |
|----|---------------------------------|---|--|
| 48 | Maître KABUYE Jean              | Advocate and Internal Lecturer-ILPD                           | Rwanda Bar Association and Institute of Legal Practice and Development |
| 49 | Maître JOHN M. Rutta            | Advocate and Internal Lecturer-ILPD                           | Tanganyika Law Society and Institute of Legal Practice and Development |
| 50 | Dr. MASENGO Fidele              | Secretary General   | Kigali International Arbitration Centre                                |
| 51 | Mr. MUVARA Pothin               | Deputy Land Registrar   | Rwanda Land Management and Use Authority                               |
| 52 | Mrs NYIRANSHIMIYIMANA Christine | Legal and Coprorate Manager                                   | Capital Market Authority   |
| 53 | Mrs. UMUTESI Annet              | Executive Assitant  | Urwego Oppornunity Bank  |
| 54 | Mr. NDENGEYINKA William         | Program Manager   | Great Lakes Initiative for Human Rights and Development                |
| 55 | KAMANZI Innocent                | Advocate  | Rwanda Bar Association   |
| 56 | SP KARASIRA Jean Claude         | Director of Anti-corruption and public fund embezzlement Unit | Rwanda National Police   |
| 57 | SP GATABAZI Jean de Dieu        | Deputy Commissioner in charge of investigations               | Rwanda National Police   |
| 58 | Maître NSENGUMUREMYI Cyridion   | Advocate and Internal Lecturer-ILPD                           | Rwanda Bar Association and Institute of Legal                          |



|    |                                  |  | Practice and Development                       |
|----|----------------------------------|--|--|
| 59 | Mr. MUHUMUZA AKAYEZU<br>Valentin | Internal Lecturer and<br>Head of Module        | Institute of Legal Practice<br>and Development |
| 60 | Mr. SIBO GAHIZI Yves             | Internal Lecturer                              | Institute of Legal Practice<br>and Development |
| 61 | Dr MUNYAMAHORO René              | Lecturer -UR School of<br>Law                  | University of Rwanda                           |
| 62 | Dr KARUGARAMA Richard            | Lecturer -UR School of<br>Law                  | University of Rwanda                           |
| 63 | NTWARI Emile                     | Division Manager of<br>Legal Advisory services | MINIJUST                                       |
| 64 | Counsel Joseph Matsiko           | Counsel  | Kampala Associated<br>Advocates                |

Annex 3: DLP Modules description.

| Module  | Achievement of Level/Programme Outcomes*  |
|---|---|
| 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 | This module aims to enable students to understand the principles and purposes which govern the drafting of any legal document,  |



|                            |  |
|----------------------------|--|
| Drafting                   | 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: List of DLD trainers in 2016/2017

| No | Names                        | Post/Profession  | Institution                                  |
|----|------------------------------|--|--|
| 1  | Prof. NICK Hulls             | Free-Lancer  | Independent Consultant                       |
| 2  | Mr. HAVUGIYAREMYE<br>Aimable | Acting Rector  | Institute of Legal Practice and Development  |
| 3  | Mr. MUNYANGABE<br>Frodouard  | Law Revision<br>Analyst  | Rwanda Law Reform Commission                 |
| 4  | Mr. KAMANZI Innocent         | Advocate   | Rwanda Bar Association                       |
| 5  | Mr. DUSHIMIMANA Lambert      | Head of<br>Department/<br>Legislative<br>Drafting and<br>Translation | Law Reform Commission                        |
| 6  | Dr MBEMBE Elvis              | Lecturer   | University of Rwanda                         |
| 7  | Dr NDUSHABANDI Eric          | Director General   | Institute of Research and Dialogue for Peace |
| 8  | Ms. NAKACWA Florence         | Deputy Director  | Law Development Centre/Uganda                |
| 9  | Mr. BIRIBONWOHA Pius         | Head of<br>Legislation<br>Department                                 | Parliament of Uganda                         |
| 10 | Mr. TURATSINZE Elias         | Cabinet<br>Preparation Team<br>Leader                                | Prime Minister Office                        |
| 11 | Dr. Ngarambe Telesphore      | Lecturer   | University of Rwanda                         |
| 12 | Mr. MAZIMPAKA Jean Paul      | Lecturer   | University of Rwanda                         |

### Annex 5: DLD Modules description

| Module   | Topic(s) taught   |
|--|---|
| 1. General Context of Legislation                      | <ul style="list-style-type: none"> <li>(a). Overview of the modules in the diploma course</li> <li>(b). Administrative and housekeeping issues</li> <li>(c). What is meant by legislation and legislative drafting?</li> <li>(d). Comparative analysis of common law and civil law (e) Role of the legislative drafter within the legislative process in Rwanda</li> <li>(e). A history of laws and legislation in Rwanda and the EAC</li> <li>(f). Sources, types and hierarchy of law in Rwanda (c) Legislative process and procedures in Rwanda (d) Fundamentals of Rwandan law</li> <li>(g). Fundamentals of EAC law</li> </ul> |
| 2. Professional Responsibility                         | <ul style="list-style-type: none"> <li>(a). The role of drafter</li> <li>(b). The professional responsibilities of drafters</li> <li>(c). Conflicts of interest</li> <li>(d). The boundaries within which drafters must operate.</li> <li>(e). Practical ways to anticipate, avoid, and resolve professional responsibility problems (specifically, self-preservation for the drafter).</li> </ul>  |
| 3. Policy Development and the Problem Solving Approach | <ul style="list-style-type: none"> <li>(a). Introduction to the Problem-Solving Approach to legislation.</li> <li>(b). Identifying the problem as a step of the problem-solving approach</li> <li>(c). Explanations as a step of problem solving</li> <li>(d). Monitoring and evaluation as a step of problem solving</li> <li>(e). Public lecture on policy development from a Rwandan practical approach</li> </ul>   |



|   |   |
|---|---|
| 4. Research before Drafting and Use of IT         | <ul style="list-style-type: none"><li>(a). Putting draft legislation in context</li><li>(b). Identify and use legal research resources</li><li>(c). Sources of comparative law</li><li>(d). Best practice for computer filing</li><li>(e). The Legislative Drafting Support System (Efficient office standards and procedures);</li><li>(f). Use of forms and templates; Tracking the status of legislation in Rwanda)</li></ul>  |
| 5. Fundamental Principles of Drafting Legislation | <ul style="list-style-type: none"><li>(a). The legislative sentence, including its syntax and style</li><li>(b). Legislative style of writing</li><li>(c). Ways to achieve clarity in drafting</li><li>(d). The plain-language style of drafting</li><li>(e). Importance of consistency in terminology, usage, and style</li><li>(f). Legislative drafting rules and conventions used in Rwanda</li><li>(g). Legislative drafting rules and conventions used in Rwanda, the East African Community, and the Commonwealth of Nations</li></ul> |
| 6. Subsidiary Legislation                         | <ul style="list-style-type: none"><li>(a). Terminology</li><li>(b). Regulations and rule making</li><li>(c). Special considerations when drafting regulations and other subsidiary legislation.</li><li>(d). Adherence to the authorizing law.</li><li>(e). The application and enforcement of legislation.</li><li>(f). Delegation of authority. Limitations on delegation of authority</li><li>(g). Sub national legislation (for example, regional or local). Authority, methods, and processes.</li></ul>                                 |
| 7. Organization and Structure of Legislation      | <ul style="list-style-type: none"><li>(a). Organization generally</li><li>(b). Hierarchy and numbering of the parts of a law or regulation.</li><li>(c). Building blocks of legislation.</li><li>(d). Grouping and ordering of provisions.</li><li>(e). Using reading aids, like tables of contents and headings, to assist understanding the structure and content of legislation.</li><li>(f) Basic structure of a legislative document</li><li>(f). Detailed structure of a legislative document</li></ul>                                 |



|                                    |  |
|------------------------------------|--|
| <p>8. Amendment and Repeal</p>     | <ul style="list-style-type: none"><li>(a). Terminology</li><li>(b). Different types or categories of amendments</li><li>(c). What to do when the draft legislation conflicts with existing law</li><li>(d). Methods of amendment,</li><li>(e). Drafting amendatory (amending) or repealing language</li><li>(f). The mechanics of amendment.</li><li>(g). Judicial decisions as a source of law (and changes to law through interpretation)</li><li>(h). Codification, consolidation, law reform, and law revision</li><li>(i). Publishing compilations of laws</li></ul>  |
| <p>9. Statutory Interpretation</p> | <ul style="list-style-type: none"><li>(a). Relationship between legislative drafting and statutory interpretation.</li><li>(b). How is legislation (in general, not a specific draft) interpreted in Rwanda?</li><li>(c). Understanding how the target “audience” for the legislation will interpret the legislative language.</li><li>(d). Who is interpreting a legislative document? The drafters and policymakers. The persons subject to regulation under the law. The governmental agency implementing the law.</li><li>(e). The courts interpreting the law.</li><li>(f). Who does the interpretation in practice?</li><li>(g). What improvements could be made to aid in statutory interpretation in Rwanda?</li><li>(h). Rules of construction and general principles (canons) of statutory interpretation, in line with international norms and consistent with relevant canons of interpretation developed judicially in common law countries</li></ul> |



|                               |   |
|-------------------------------|---|
| 10. International Instruments | <ul style="list-style-type: none"><li>(a). Types of international instruments.</li><li>(b). Terminology of international instruments.</li><li>(c). Role of international organizations.</li><li>(d). Processes and procedures applicable to international instruments in Rwanda.</li><li>(e). International instruments applicable to Rwanda.</li><li>(f). Sources and methods for researching international instruments.</li><li>(g). Legislative obligations under international instruments. (Harmonization, domestication.)</li><li>(h). Compliance with (non legislative) obligations under international instruments.</li><li>(i). Interpretation of international instruments, in accordance with applicable international law, such as the Vienna Convention on the Law of Treaties, 1969 and other interpretation by relevant international organizations.</li><li>(j). Considerations regarding East African Community treaties and obligations (for example, regional economic integration and drafting of laws)</li></ul> |
| 11. Good Governance           | <ul style="list-style-type: none"><li>(a). Principle of the separation of powers (legislative, executive, and judicial authorities). What is the significance of separation of powers? How is this applicable in Rwanda? Are there areas of power overlaps in Rwanda?</li><li>(b). Oversight of the Government by the Parliament (and the courts).</li><li>(c) Public participation in the law-making process</li><li>(c). The importance of a “paper trail” for the sake of openness, and for better interpretation of legislation.</li><li>(d). Openness through reporting.</li><li>(e). Drafter’s accountability.</li></ul>  |



|                                |   |
|--------------------------------|---|
| <p>12. Translation Matters</p> | <ul style="list-style-type: none"><li>(a). Rules regarding inconsistencies among the different language versions.</li><li>(b). Rules regarding drafting, consideration, approval, and publication in multiple official languages.</li><li>(c). Understanding the meaning in the principle drafting language.</li><li>(d). Consultation with drafter(s). The drafter's responsibility to assist translator(s).</li><li>(e). Translation standards and consistency.</li><li>(f). Matters of layout and style when dealing with multiple languages.</li><li>(g). Official (and unofficial) translations of international instruments. Who does the official translation? What to do when there is not a version in one or more official language.</li><li>(h). Translation issues in the laws of other East African countries.</li></ul> |
|--------------------------------|---|

Annex 6: List of short courses organized in 2016/2017, participants and duration.

| No | Title  | Beneficiaries  | Number of Participants |      |        | Dates  |
|----|--|--|------------------------|------|--------|--|
|    |  |  | Total                  | Male | Female |  |
| 1. | Media Legal Reporting  | Public Relations & Communication Officers                  | 19                     | 15   | 4      | 8 <sup>th</sup> -12 <sup>th</sup> August 2016      |
| 2. | Gender based violence  | MAJ Staff in Charge of GBV                                 | 29                     | 9    | 20     | 16 <sup>th</sup> -18 <sup>th</sup> August 2016     |
| 3. | Gender based violence  | MAJ Staff in Charge of Judgment execution                  | 27                     | 20   | 7      | 22 <sup>nd</sup> -24 <sup>th</sup> August 2016     |
| 4. | Convention on civil and political rights and its optional protocols    | Lawyers/ Legal advisors from different public institutions | 24                     | 14   | 10     | 23 <sup>rd</sup> - 25 <sup>th</sup> August 2016    |
| 5. | International covenant on economic, social and culture rights (ICESCR) | Prosecutors  | 27                     | 19   | 8      | 24 <sup>th</sup> -26 <sup>th</sup> August 2016     |
| 6. | Alternative Dispute Resolution (ADR)                                   | Legal Advisors from different public institutions          | 37                     | 27   | 10     | 01 <sup>st</sup> -02 <sup>nd</sup> September 2016. |
| 7. | Convention on the rights of the child (CRC)                            | RCS and RNP Staff  | 31                     | 12   | 19     | 05 <sup>th</sup> -07 <sup>th</sup> September 2016. |
| 8  | Convention on the rights of the child (CRC)                            | RCS and RNP Staff  | 30                     | 13   | 17     | 13 <sup>th</sup> -15 <sup>th</sup> September 2016. |



|    |  |  |    |    |    |   |
|----|--|--|----|----|----|---|
| 9  | Professional Practice for Bailiffs                   | Bailiffs   | 23 | 14 | 9  | 10 <sup>th</sup> -12 <sup>th</sup> October 2016             |
| 10 | Professional Practice for Bailiffs                   | Executive secretaries of sectors and cells                     | 50 | 42 | 8  | 26 <sup>th</sup> -28 <sup>th</sup> October 2016             |
| 11 | Professional Practice for Bailiffs                   | Executive secretaries of sectors and cells                     | 46 | 34 | 12 | 31 <sup>st</sup> October -02 <sup>nd</sup> November 2016    |
| 12 | Judgment Execution                                   | Executive secretaries of cells                                 | 29 | 19 | 10 | 14 <sup>th</sup> - 18 <sup>th</sup> November 2016           |
| 13 | Administrative Law                                   | Etat Civil and Notary & Advisors in public institutions        | 20 | 13 | 7  | 22 <sup>nd</sup> -25 <sup>th</sup> November 2016            |
| 14 | Public Procurement and Contract Management           | Legal Advisors from different public institutions              | 18 | 14 | 4  | 28 <sup>th</sup> November -01 <sup>st</sup> December 2016.  |
| 15 | Economic and Financial Crimes                        | Prosecutors, judges and other lawyers from public institutions | 50 | 37 | 13 | 28 <sup>th</sup> November - 02 <sup>nd</sup> December 2016. |
| 16 | Property Law and Law of Securities                   | Legal Advisors   | 9  | 6  | 3  | 12 <sup>th</sup> -16 <sup>th</sup> December 2016.           |
| 17 | Integrated Electronic Case Management System (IECMS) | Police officers  | 36 | 32 | 4  | 27 <sup>th</sup> -30 <sup>th</sup> December 2016.           |
| 18 | Land Law   | Sector Land Managers   | 35 | 30 | 5  | 9 <sup>th</sup> - 13 <sup>th</sup> January 2017             |



|    |  |   |    |    |    |   |
|----|--|---|----|----|----|---|
| 19 | Administrative Law                                   | Etat Civil and Notary & Advisors in districts         | 35 | 26 | 9  | 16 <sup>th</sup> -20 <sup>th</sup> January 2017         |
| 20 | Labour and Human Resources Laws                      | Head of Health Center                                 | 17 | 10 | 7  | 23 <sup>rd</sup> -27 <sup>th</sup> January 2017         |
| 21 | Integrated Electronic Case Management System (IECMS) | Judges and Registrars                                 | 26 | 19 | 7  | 30 <sup>th</sup> – 31 <sup>st</sup> January 2017        |
| 22 | Integrated Electronic Case Management System (IECMS) | Judges and Registrars                                 | 31 | 21 | 10 | 30 <sup>th</sup> – 31 <sup>st</sup> January 2017        |
| 23 | New Family and Succession Laws                       | MAJ Staff   | 29 | 17 | 12 | 27 <sup>th</sup> February to 3 <sup>rd</sup> March 2017 |
| 24 | Child Friendly Justice and Legal Aid Provision       | Legal Professionals in Charge of fighting against GBV | 50 | 21 | 29 | 6 <sup>th</sup> to 10 <sup>th</sup> March 2017          |
| 25 | Integrated Electronic Case Management System (IECMS) | Prosecutors   | 15 | 8  | 7  | 13 <sup>th</sup> – 15 <sup>th</sup> March 2017          |
| 26 | Integrated Electronic Case Management System (IECMS) |   | 21 | 16 | 5  | 20 <sup>th</sup> -22 <sup>nd</sup> March 2017           |



|    |   |   |    |    |    |   |
|----|---|---|----|----|----|---|
| 27 | Training on High End Investigation and Forensic Science |   | 44 | 35 | 9  | 20 <sup>th</sup> -24 <sup>th</sup> March 2017 |
| 28 | Integrated Electronic Case Management System (IECMS)    | NPPA(prosecutors and assistant prosecutors) | 14 | 9  | 5  | 3 <sup>rd</sup> -5 <sup>th</sup> April 2017   |
| 29 | Integrated Electronic Case Management System (IECMS)    | Rwanda Correctional Services                | 25 | 20 | 5  | 17 <sup>th</sup> -19 <sup>th</sup> April 2017 |
| 30 | Integrated Electronic Case Management System (IECMS)    | Rwanda Correctional Services                | 24 | 16 | 8  | 19 <sup>th</sup> -21 <sup>th</sup> April 2017 |
| 31 | Integrated Electronic Case Management System (IECMS)    | Rwanda National Police                      | 30 | 23 | 7  | 24 <sup>th</sup> -28 <sup>th</sup> April 2017 |
| 32 | Integrated Electronic Case Management System (IECMS)    | Rwanda National Police                      | 35 | 25 | 10 | 2 <sup>nd</sup> -06 <sup>th</sup> May 2017    |
| 33 | Integrated Electronic Case Management System (IECMS)    | Rwanda National Police                      | 35 | 30 | 5  | 8 <sup>th</sup> -12 <sup>th</sup> May 2017    |
| 34 | Integrated Electronic Case Management System (IECMS)    | Rwanda National Police                      | 35 | 27 | 8  | 15 <sup>th</sup> -19 <sup>th</sup> May 2017   |
| 35 | Integrated Electronic Case Management System (IECMS)    | Rwanda National Police                      | 35 | 26 | 9  | 22 <sup>nd</sup> - 26 <sup>th</sup> May 2017  |



|       |  |                          |      |     |     |   |
|-------|--|--------------------------|------|-----|-----|---|
| 36    | Integrated Electronic Case Management System (IECMS) | Rwanda National Police   | 28   | 21  | 7   | 12 <sup>th</sup> -16 <sup>th</sup> June 2017  |
| 37    | Integrated Electronic Case Management System (IECMS) | Rwanda National Police   | 28   | 22  | 6   | 19 <sup>th</sup> -23 <sup>th</sup> June 2017  |
| 38    | Financial investigation Techniques                   | Rwanda revenue authority | 8    | 5   | 3   | 26 <sup>th</sup> - 30 <sup>th</sup> June 2017 |
| TOTAL |  |                          | 1105 | 767 | 338 |   |

**Annex 7: List of Institutions/organisations signed MoUs with ILPD**

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

