



# PERFORMANCE REPORT

## FINANCIAL YEAR

### 2018/2019

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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 Rector**

The Institute of Legal Practice and Development (ILPD)'s primary mandate is to provide legal professional education to persons holding at least a Bachelor's Degree in Law, provide training to those working in the field of justice and in related fields, promote research and disseminate law, collaborate with other institutions of learning and research in Rwanda and abroad, and support any other initiative that may contribute to the promotion of law and justice.

During the 2018/2019 financial year, the Institute ran six intakes of Diploma in Legal Practice (DLP) and several Continuing Legal Education (CLEs) trainings. ILPD is committed to always apply innovative approaches to training and jealously stick on its reputation for effective and high-quality courses. Just like in the previous couple of years, during this year too, ILPD's training programs attracted participants from different African countries including but not limited to: Kenya, Uganda, Ghana, Cameroon, Togo, The Gambia and to mention just a few. ILPD's tremendous popularity and attractiveness to participants from across Africa has been highly attributed to its adherence to the core values of Justice, equity, ethics, integrity and independence.

Besides the usual training venues at Nyanza and Kigali, during this year, the Institute decided to bring the trainings closer to their beneficiaries and so, some of our courses especially the CLEs were delivered in different parts of the country.

The Institute continued to offer tailor made programs that have been developed to ensure that beneficiaries are equipped with the knowledge and skills that are highly needed at today's job market. To avoid ILPD becoming an ivory tower and thus keeping a distance from its stakeholders, it decided to sign various memorandum of understanding with other public and private institutions for cooperation. The Institute 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 fiercely believe in "Making Knowledge Work".

By keeping proud to our motto of "excellence in legal practice", we strongly commit ourselves to the successful realization of our planned activities for the financial year 2019-2020.

Good service is guaranteed to all customers of the future as was in the previous years.

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, the Rwanda Development Board, as well as our other development Partners, for their respective roles well played in ensuring that the financial year 2018/2019 be a success.

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

## INTRODUCTION

The Institute of Legal Practice and Development (ILPD) established by Law in 2006 is a public higher learning institution that has a mandate of offering professional legal courses, Continuous Legal Education programs and carrying out legal research and dissemination. The establishment of this Institute was part of the implementation of the judicial reforms that the Government of Rwanda embarked on in 2004. To meet the demand for a legal workforce with enhanced skills, ILPD was assigned the task of providing the relevant training, as one of the institution members of the Justice Sector.

This report describes achievements made by the Institute during the financial year 2018/2019. It contains 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, 2019-2020.

### 1. EDUCATION AND TRAINING

#### 1.1 Introduction

During the FY 2018/2019, the Institute continued to offer the postgraduate program commonly known as the “*Diploma in Legal Practice (DLP)*” and various Continuous Legal Education (CLE) courses. DLP 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 continuous learning Education is mostly composed of tailor-made courses offered to people who are in the legal profession 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 two different modes, namely *full-time mode and part-time*.

##### ♣ DLP Full Time Mode

The Institute organized and hosted two intakes of the DLP full time mode based in Nyanza during the FY 2018/2019. The first intake of 61 students started in July 2018 and ended in December 2019. The second intake of 74 students started in January 2019 and ended in June 2019. The total number of students enrolled in both mentioned intakes is 135. The distribution of enrolled students in DLP full time mode in terms of gender is: 52 females and 83 males as represented on the graph below;

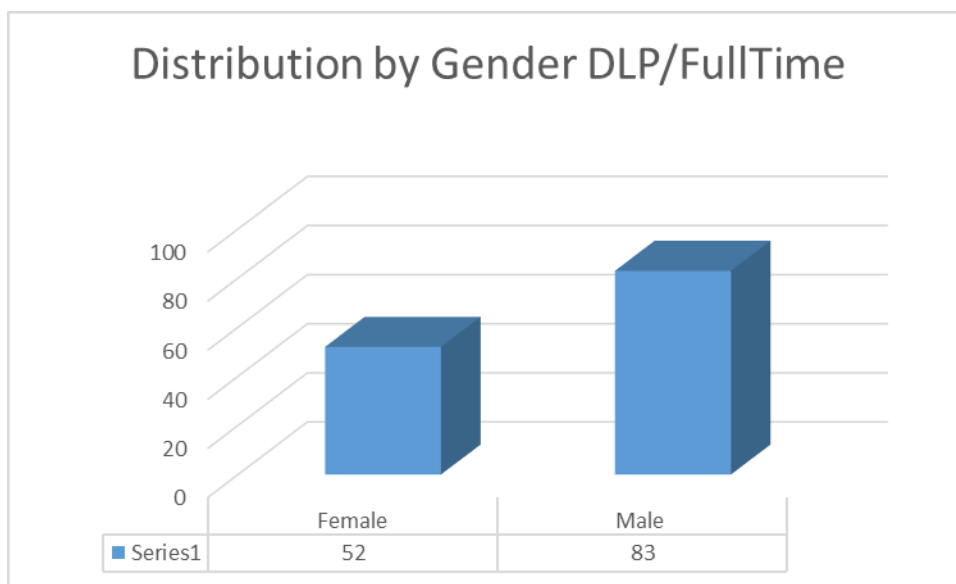
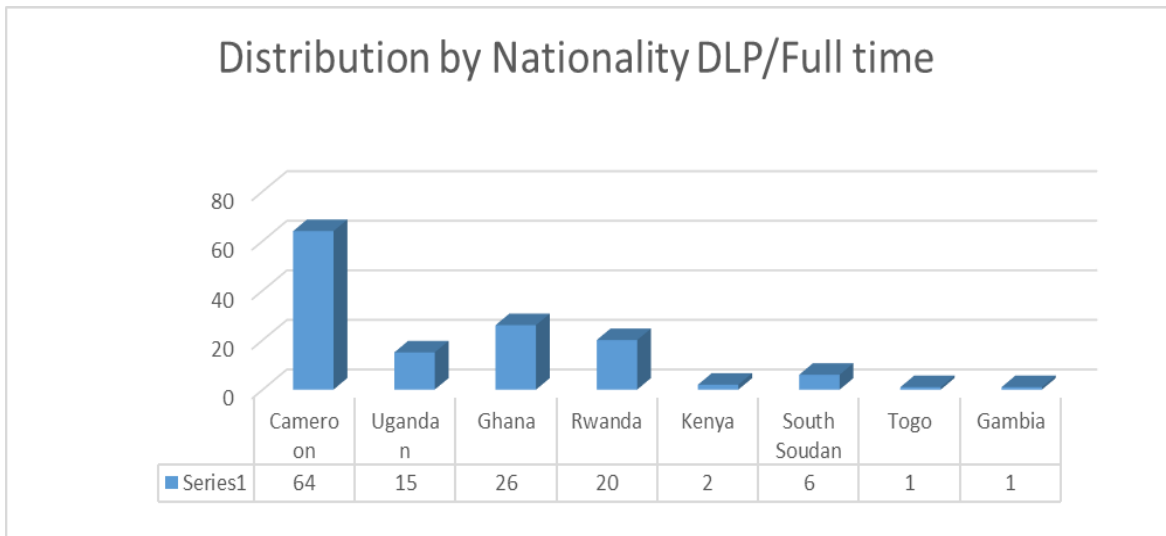


Figure 1: Description of DLP/Full-time students

It is important to note that ILPD has become attractive to participants coming from beyond Rwandan borders whereby among students enrolled to the full-time program in FY 2018/2019, around 82.2% were international participants from different countries as illustrated on the graph below;



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

It should be noted that the full time program at Nyanza is the one that attracts most of our foreign students than any other modes of training applied, mainly due to the available facilities like the excellent accommodation and recreational facilities as well as the calm study environment in a small peaceful city of Nyanza, that allows them to concentrate fully throughout the intensive six months of their classroom lectures and exercises. We do as well have a few foreign students in other modes of study in Kigali, especially those that are already working either in private companies or in international organizations in and around Kigali City.

♠ DLP Part Time Mode

a) DLP evening sessions

During the FY 2018/2019, 126 students composed of 72 males and 54 females completed the course of DLP under evening program. This mode of study, just like the executive and the week-end ones, is highly dominated by local students who are either working in and around Kigali or those that do attend classes coming from their homes or from their families and thus, saving the accommodation and living expenses that they would otherwise spend when they enroll as resident students at Nyanza’s fulltime program. The diagram below shows their distribution by gender;

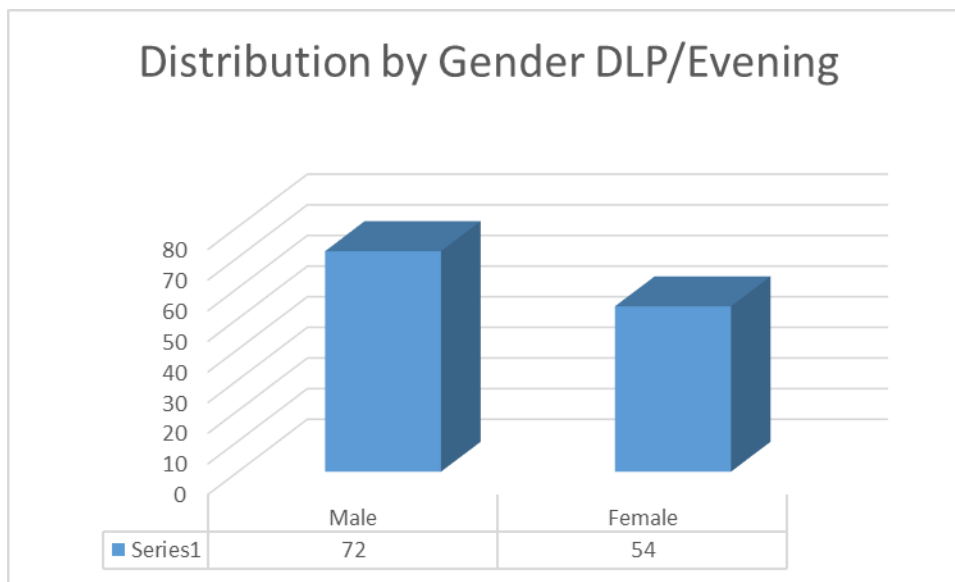


Figure 3: Description of DLP/evening sessions

b) Executive Mode

Additionally, during the FY 2018/2019, one intake of 50 students completed their studies in the executive mode. This intake was composed of 12 female and 38 male as showed on the graph bellow.

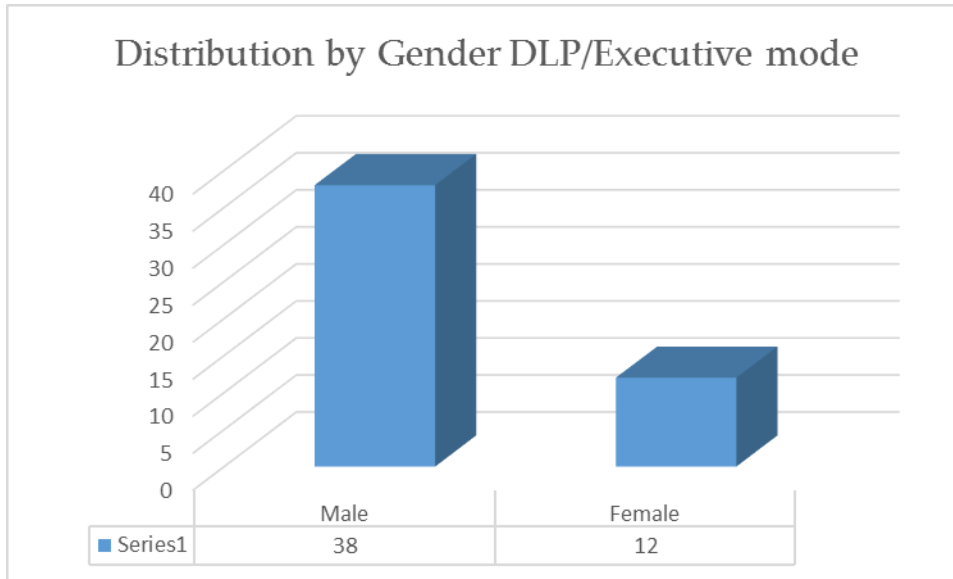


Figure 4: Distribution of DLP Executive session by gender

**c) DLP Weekend session**

During the FY 2018/2019, 59 students from intake five completed DLP program in Kigali under weekend mode of teaching. Students of weekend mode were composed of 21 females and 38 males as depicted on the graph below;

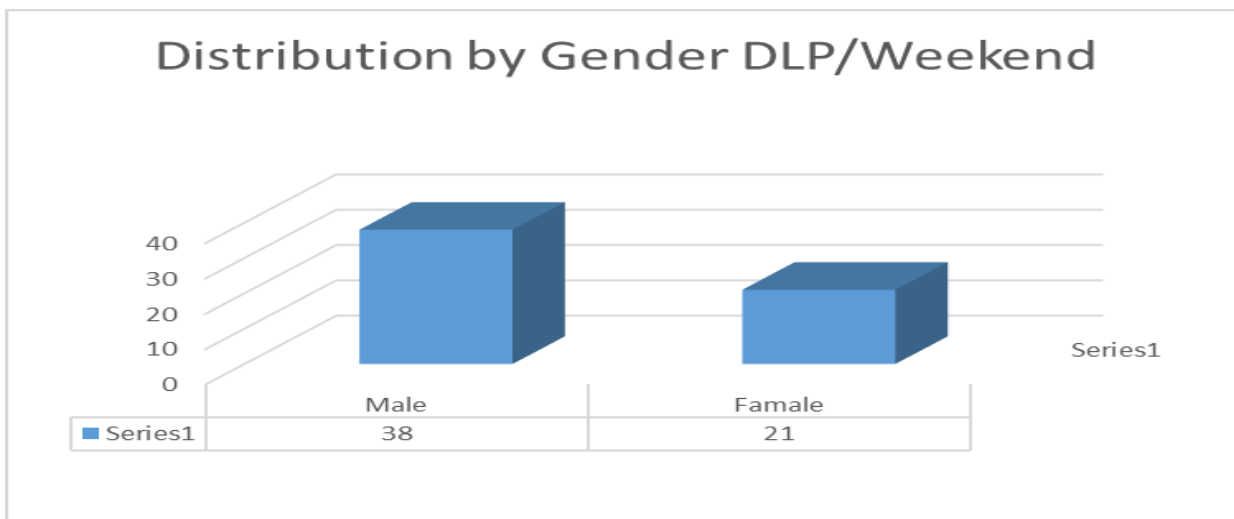


Figure 5: Description of DLP/weekend students

### **1.2.1.2 Modules**

The postgraduate courses are taught in a modular system. The DLP is composed of 8 modules taught in 10 working days each (applied to full time mode, while in weekend and evening 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 in 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 mainly external trainers who are in legal professions. ILPD has around 10 in-house trainers who are mainly charged with modules management, a few lectures as well as involvement in the institute's applied research and consultancy assignments. To be noted is however that, whether in-house or external, the primary criteria for their selection when hiring them are the extensive experiences in their respective practices as Judges, Prosecutors, Advocates or Investigators. A few experienced academics may as well be considered for relevant modules.

In the FY 2018/2019, ILPD contracted 95 highly qualified national and international trainers to train in the DLP program. Trainers were selected based on their knowledge and experience, as well as their proficiency in English. A list of trainers contracted during the whole financial year is attached as Annex 2.

### 1.3 Continuous Legal Education

Continuous 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 from the stakeholders conducted several short courses. The short courses conducted include:

- Training on 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, to increase the awareness of participants on the Rwanda's ratification and reporting status on the international and regional human rights instruments to which Rwanda is a state party.
- Various trainings on Integrated Electronic Case Management System (IECMS) were organized to equip trainees with adequate practical skills to use the system.
- Training on gender budget statement in order to reinforce capacity of JRLOS gender focal points and justice sector secretariat team, in gender budget statement and gender-responsive budgeting.
- Training on communication skills to the public relation and communication staff. The training aimed to prepare a joint awareness plan for 2018/2019 and equip the team with public speaking and writing skills.
- Training of Rwanda Correctional Service (RCS) staff on international convention on civil and political rights and its optional protocol on the abolition of death penalty. The training aimed to increase the capacity of trainees on that



convention and reiterate on the rights enshrined in the CCPR and CCPR-OP2-DP.

- Training of JRLOS district committee members on access to justice to equip them with knowledge on furthering access to justice. The training further aimed to enhance effective functioning of the Justice District committees and realization of their mission in the district.
- Training of advanced criminal investigation. The training was given to the staff from the ombudsman's office and aimed to increase their awareness on investigations techniques, Qualification of offences, modes of liability and constituent elements of offences, and investigation of economic and financial crimes.
- Training on access to justice for JRLOS gender and social inclusion mainstreaming aiming at empowering MAJ legal officers with knowledge and skills to use the IECMS in execution of court/Abunzi decisions, with the overall purpose of improving and accelerating the process of execution of court/Abunzi decisions in Rwanda.
- Training on advanced criminal investigation and cybercrimes offered to staff of Rwanda Investigation Bureau (RIB). The overall objective of the training was to equip the staff of this newly established institution with knowledge, skills and technique to carry cybercrimes investigations.
- Training on civil and political rights offered to command staff (Prisons Directors) of RCS. The main objective of the training is to increase the capacity of directors and deputy directors of prisons on the rights enshrined in the covenant on civil and political rights.

- Specific training on Economic and Financial crimes to RIB's staff. The overall objective of the training was to empower the trainees with advanced skills and techniques for investigation of these emerging but highly rampant crimes in the country.
- Workshop on Economic and Financial crimes that aimed at having participants to exchange their views, knowledge and skills in regard to conducting investigations and prosecution of economic and financial crimes.

In total, eight hundred thirty-eight (838) trainees including five hundred twenty-four (524) males and three hundred fourteen (314) females attended the above listed short courses conducted. 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;"*

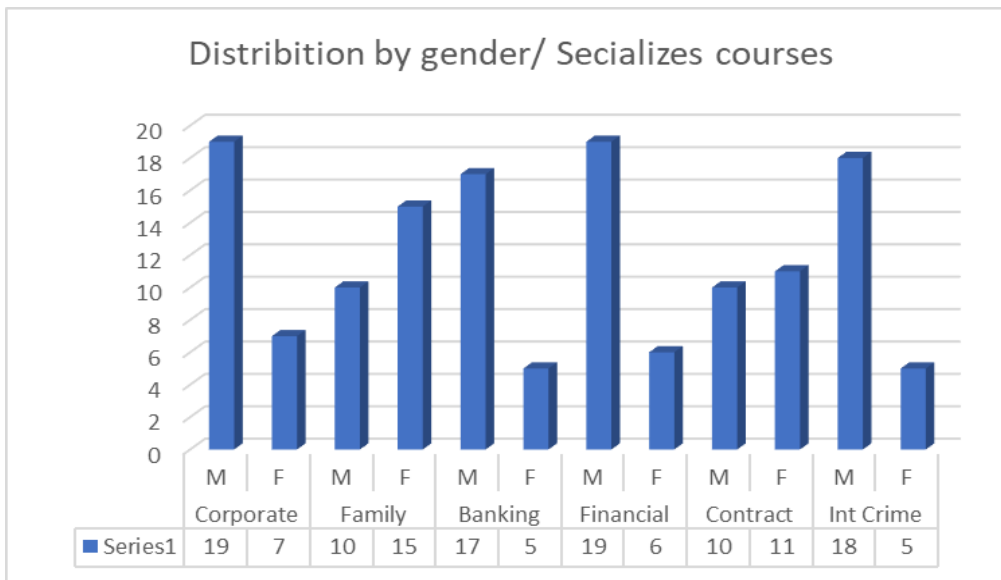
Basing on the guidance of the mentioned resolution, the Institute in collaboration with its stakeholders identified twenty-six (26) specialized courses but developed and started to teach six (6) of them. The developed specialized courses were run starting from end September 2017 up to the mid of the 1<sup>st</sup> quarter of the FY 2018/20189. The specialized courses offered were:

- i. Persons and family law in Practice;



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

One hundred and fifty-six (156) trainees started the program of specialized courses but only one hundred forty-two (142) completed these courses; the diagram below shows their distribution by gender.



Due to budget constraint, the program of specialized courses did not continue in FY 2018/2019.

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## 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 2018/2019, ILPD continued the efforts to strengthen its capacity in terms of infrastructure as well as human resource development.

### 2.2 Human Resource Development

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

Basing on ILPD plan for human resource development, seven (7) staff members were trained by Rwanda Management Institute (RMI) on various topics related to their respective duties and responsibilities. One (1) staff, **Mr. TUYISHIME Adiel**, continued his master's study in computer science and engineering, in Italy.

To fill in the vacant posts, ILPD recruited four (4) staff to replace the ones who resigned. The list of staff of the ILPD as of 30<sup>th</sup> June 2019 is attached as Annex 1 of this report.

### 2.3. Procurement of Goods and services

In FY 2018/2019, the Institute acquired various goods and services to enhance its operations. The goods and services were acquired through the following tenders:

N <sup>o</sup>	Tender name	Type of the tender
1	Supply of electrical and water equipment	Goods
2	Supply of Hostels equipment	Goods
3	Supply of fuel	Goods
4	Supply and Installation of equipment for ILPD 2nd phase building	Goods
5	Supply of ICT Equipment and electronic equipment	Goods
6	Hiring a Class in Kigali for ILPD evening Program	Service
7	Acquisition of office equipment, Furniture and fittings	Goods
8	Acquisition of Camera	Goods
9	Supply of ICT spare parts	Goods
10	Acquisition of Breaker and its Electrical metallic cabinet	Goods
11	Hire Consultant to assess firefighting system	Consultancy
12	Hiring a Consultant Firm for Supervision of the completion of execution works of ILPD second phase building	Consultancy
13	Insurance of ILPD Vehicle	Non-Consultant services
14	Renewal of the Antivirus	Non-Consultant services
15	Transport services	Non-Consultant services

16	Media services	Non-Consultant services
17	Provision of printing services	Non-Consultant services
18	provision of airtime	Non-Consultant services
19	Insurance of ILPD Premises, ICT and Electronic Equipment	Non-Consultant services
20	Maintenance of ICT and Electronic Equipment	Non-Consultant services
21	Engraving of ILPD Assets	Non-Consultant services
22	Cleaning and Gardening services	Non-Consultant services
23	Provision of security services for ILPD Premises	Non-Consultant services
24	Hiring of hotel services	Non-Consultant services
25	Subscription to internet service	Non-Consultant services
26	Subscription to webmail and website hosting service	Non-Consultant services
27	Provision of Catering services	Non-Consultant services
28	Subscription to DSTV Premium	Non-Consultant services
29	Supply and installation of water tank	Goods
30	Mail and courier services	Non-Consultant services
31	Supply of water materials on framework contract	Goods
32	Supply of Fresh milk	Goods
33	Supply of Beverages	Goods
34	Acquisition of office stationaries	Goods
35	Subscription to sport facilities for ILPD Staff	Non-Consultant services
36	Provision decoration services and related equipment	Non-Consultant services

## 2.4. Infrastructure Development

During FY2018/2019, ILPD continued with, and completed the construction of the second phase of its building (iMutakara Complex), a project which had started Mid May 2016. The construction works resumed with the new contractor after abandonment of the site by the first one. Currently, works are completed, and some basic equipment were acquired to make the building usable while waiting for its full furnishing next financial year.



*Figure 6: iMutakara Complex completed.*

## 2.6 ILPD Budget execution

### 2.6.1 Sources of ILPD Budget

The ILPD budget for FY 2018/2019 was made of subsidy allocated from National Budget and revenues generated internally through different activities performed by the Institute. The FY 2018/2019 had a total budget amounting to **2,569,345,382**Frw composed of transfers from central government and own revenues. 47.9% of the approved budget was allocated to recurrent/operational budget whereas 52.1 % 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 of 30<sup>th</sup> June 2019

In the FY 2018/2019, the approved budget of ILPD was executed at a rate of 85.35%, as provided in the table below;

	Financial Year 2018/19	Financial Year 2018/19	Variance	Performance
	Revised Budget	Actual 30 <sup>th</sup> June 2019	A-B	
	- Frw	- Frw	Frw	%
	A	B	A-B	(B/A)*100
<b>REVENUES</b>				
Net Asset Balance brought forward	708,243,479	708,243,479	0	100%
Fees, fines, penalties and licenses	343,520,000	338,252,160	5,267,840	98.47%
Transfers from Treasury	750,000,000	750,000,000	0	100%
Other revenue	767,581,903	774,500,430	(6,918,527)	100.90%
<b>Total Revenues</b>	<b>2,569,345,382</b>	<b>2,570,996,069</b>	<b>(1,650,687)</b>	<b>100.06%</b>
<b>EXPENSES</b>				
<b>Recurrent</b>				
Compensation of Employees	418,036,450	355,006,874	63,029,576	84.92%
Use of Goods and Services	753,982,319	578,572,021	175,410,298	76.74%
Social Assistance	1,000,000	993,800	6,200	99.38%
Other Expenses	5,300,000	3,959,775	1,340,225	74.71%
Capital Expenditure	52,700,000	30,412,700	22,287,300	57.71%
<b>Development</b>				
Capital Expenditure	1,338,326,613	1,224,105,275	114,221,338	91.47%
<b>Total expenses</b>	<b>2,569,345,382</b>	<b>2,193,050,445</b>	<b>376,294,937</b>	<b>85.35%</b>

### 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 provision of ICT services.

#### 3.1 Library

The ILPD Library mission is to provide quality information materials and services that facilitate trainers, trainees and surrounding community to carry out academic research functions and related activities like, teaching and offering of legal education courses. Like other departments, during the financial year 2018-2019, the library did various activities including the following:

- The library personnel continued to register library collections into KOHA software adopted by ILPD to enhance management, control and easy access to information resources. Currently 9401 titles or books are already registered in KOHA system. Library users were introduced on how to view recorded collections with their laptops or other electronic devices.
- Relevant printed collections and other reference materials that meet the Institute's curriculum to complement teaching, learning and research were selected to be purchased in the financial year 2019/2020.
- The Library staff worked closely with other Higher Learning Institutions in Rwanda, and through the good relationship the ILPD Library has gained access to new digital resource collections like DAR (Digital Access to Research/ Research 4Life for least developed Countries).
- The Library did guidance to both trainers and trainees in the discovery and access to unrestricted electronic resources (online journals, e-books, and other legal full text documents for their daily academic research.

- The Library subscribed to local and regional newspapers namely: National Official gazettes, the East African and Jeune Afrique as they were the most needed by users.

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

During the financial year 2018 /2019 the following activities were done in a bid to strengthen the Information Communication Technology within the Institute.

- i.* The Institute acquired 8 laptops to be distributed to staff on cost sharing and co-ownership as a strategy to embrace the paperless system.
- ii.* The assessment study of firefighting measures in place was conducted and recommendations formulated.
- iii.* The following services were also hired from specialized companies to maintain the good services offered to the students, staff and stakeholders of the Institute and enhance the security and proper functioning of existing assets.
  - Maintenance service of IT and electronic equipment of the Institute;
  - Insurance of IT and electronic equipment of the Institute;
  - Subscription to Internet Fiber connectivity, website and web mail hosting;
  - Security layer socket certificate is implemented on [www.ilpd.ac.rw](http://www.ilpd.ac.rw) and [www.mail.ilpd.ac.rw](http://www.mail.ilpd.ac.rw) domains;
- iv.* The ILPD management information system (MIS) was deployed and hosted in African Olleh Services (AOS) data center



## **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 2018/2019. Major public relation activities were conducted over the year; these include:

- TV and radio talk shows of ILPD were organized (RBA, ISANGO Star and Voice of Africa) and ILPD activities were published or aired through media (RBA, Umuseke.rw, igihe.com, the new times, Isango Star, TV and radio 10, etc.) and ILPD website.
- Good relationship with other institutions were maintained through organizing friendly matches including two matches with RBA, UNILAK, etc.
- Promotional materials were produced to contribute to ILPD branding and awareness.
- ILPD social media platforms were active consequently followers were increased to 32,000 followers.
- ILPD community participated in monthly community works (umuganda) including the JRLOS joint umuganda of 26<sup>th</sup> January 2019.
- ILPD community also participates in a monthly mass sport organized by Nyanza District every 3<sup>rd</sup> Sunday of the month.
- ILPD assisted a victim of 1994 Tutsi Genocide survivor in Rwesero cell, Busasamana Sector by providing her food assistance.

### **4.2 Partnership**

ILPD believes in cooperation and partnership. The Institute kept building on good relations it has with other institutions whether public or private. Currently the institute 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. CIVIC EDUCATION

On May 3, 2019, ILPD organized visits of its staff and students to Kigali Genocide memorial center to pay a tribute to Rwandans who perished in the 1994 Genocide against the Tutsi and learn from that dark history of Rwanda.

The visit to Kigali Genocide Memorial Center was 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 the foreign students 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 this visit was that students and staff understood that Genocide against Tutsi was preceded by a genocidal ideology inculcated into the people, which prepared for the Genocide itself. They vowed to fight any ideology that can lead to Genocide wherever it may be around the world. The fact that the visit to Genocide memorial center had been preceded by discussions on Genocide which were held during the memorial week of April 2019 helped students, foreign ones 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 in collaboration with surrounding public institution 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 Institute has also organized a Public Lecture on *"the role of justice system and the involvement of its personnel in genocide against Tutsi delivered at the institute's Headquarters in Nyanza"*. The speaker of the day Dr. BIZIMANA Jean Damascene, the Executive Secretary

of National Commission for the Fight against Genocide (CNLG), explained in detail how things started. Law was one of the factors used to dehumanize Tutsis from 1959 until 1994. He further explained how different Laws, Ministerial Orders and Instructions were published to deny Tutsi's right to property, chasing them out of the country and preventing them from basic rights to education, work, property, etc.

In line with NDI UMUNYARWANDA program, in May 2019, the Institute organized a public lecture that was delivered by RUGERINYANGE WA RUGIRA. He explained the root of Rwandan society by showing the interconnection of families. He further pointed that the discrimination was a new practice brought by colonial power.

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 was to pave the foundation of the Rwandan values through understanding what had destroyed those values.

## **6. PLAN FOR 2019/2020**

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 2018/2019 cannot be done without mentioning the broad lines of activities planned in FY 2019/2020.

The focus of the FY 2019/2020 will be to increase the number of students attending DLP courses through different modes of teaching namely; Part Time Mode, Weekend, Full time and Executive Mode. 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 2019/2020 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 2019/2020. 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 Evening Mode program;
- One intake of DLP Weekend program;
- Conduct at least three legal researches;
- Start two new Post Graduate Diploma programs (Diploma in Labour Law Practice (DLLP); and the Diploma in the Bailiffs' Practice (DBP)).

## **6. 2 Administration and Finance Department**

In 2019/2020 financial year, the administration and finance department as a supporting department shall focus on the following:

- Complete the Furnishing of iMutakara Complex;
- Start renovation of ISANGANO Hall;
- Expand the Institute's land by acquiring new plot;
- 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 2018/2019

No	Names	Position	Status
1	Dr KAYIHURA M. Didas	Rector	Under statute
2	SHIRIMPUMU N. Erick	Acting VRAF	Under statute
3	MUSAFIRI Epimaque	Acting Academic Registrar	Under statute
4	NDAYIRINGIYE Ferdinand	DLP Coordinator	Under statute
5	NIYIBIZI Tite	Lecturer	Under statute
6	NZEYUMUKAMA Emmanuel	Driver	Under statute
7	BENURUGO Alice	Acting Logistics Officer	Under statute
8	MUKARUZIGA Alphonsine	Internal Auditor	Under statute
9	LUGIGANA Charles	Administrative Assistant/Rector	Under statute
10	MUNYENGANGO Jean Baptiste	ICT Officer	Under statute
11	BONGERA Ines	Librarian	Under statute
12	RWABUKWISI Justin	Librarian	Under statute
13	MUGISHA Richard	Director of Library	Under statute
14	KANDERA Rosette	Acting HRO	Under statute
15	HAKAMINEZA Celestin	Procurement Officer	Under statute
16	TUYISHIME Adiel	System Administrator	Under statute
17	RINGUYENEZA Patrick Constantin	Warden	Contractual
18	NYIRAMINANI Sarah	Acting Secretary	Contractual
19	INGABIRE Juvenal	Acting DAF	Under statute
20	KARAMAGE Paul	Record and Examination Officer	Under statute

21	NZAKOMEZA Samuel	Director, Training and Research & Consultancy	Under statute
22	NIYIGENA Samson	Librarian	Under statute
23	UMWANANKABANDI Nadine	Librarian	Under statute
24	BIGIRIMANA Consolate	Lecturer	Under statute
25	BAGWANEZA SADIKI Dieudonne	Lecturer, Academic Dean	Under statute
26	KABUYE NGENDAHAYO Jean	Lecturer	Under statute
27	NSENGUMUREMYI Cyldion	Lecturer	Under statute
28	NDAMAGE Ferdinand	Lecturer	Under statute
29	SINGURANAYO ELYSEE	Accountant	Under statute
30	NDEKEZI AIMABLE	Accountant	Contractual
31	UTAZIRUBANDA GAD	Research Coordinator	Under statute
32	NIYITEGEKA ANASTASE	Electrician	Contractual
33	UWANYILIGIRA Jeanne d'Arc	CLE Coordinator	Contractual
34	SIBOMANA Jean d'Amour	PRO	Under statute
35	HABYARIMANA EVARISTE	Plumber	Contractual
36	NSHIMIYE GITARE	Planning Officer	Under statute
37	MWEMEZI RUTTA John	Lecturer	Contractual
38	NDAHAYO Vedaste	Tax Accountant	Contractual

**Annex 2: List of DLP trainers 2018/2019**

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



		Court	
15	Justice KADIGWA G. Laurien	Judge-Commercial High Court	Judiciary of Rwanda
16	Justice RUKUNDAKUVUGA Francois Regis	Judge Supreme court	Judiciary-Inspectorate of Courts
17	Justice RUTAZANA Angeline	Vice President High Commercial Court	Judiciary of Rwanda
18	Justice HATEGEKIMANA Bernard	Judge-Military High Court	Military High Court
19	Mr. NTETE Jules Marius	Inspector General of Prosecution	National Public Prosecution Authority
20	Dr. WIBABARA Charity	National Prosecutor	National Public Prosecution Authority
21	Mr. HABARUREMA Jean Pierre	National Prosecutor	National Public Prosecution Authority
22	Mr. SIBOYINTORE Jean Bosco	National Prosecutor	National Public Prosecution Authority
23	Mr. NIYONZIMA Vincent	National Prosecutor	National Public Prosecution Authority
24	Mrs. HABYARIMANA Angelique	Inspector of Prosecution	National Public Prosecution Authority
25	MBARAGIJIMANA Desire	National Prosecutor	National Public Prosecution Authority
26	Mrs. DUSHIMIMANA Claudine	National Prosecutor	National Public Prosecution Authority
27	Mr. NYIRURUGO Jean Marie	Head of Economic and	National Public Prosecution

	Vianney	Financial Crimes Unit	Authority
28	Maître KAVARUGANDA G. Julien	President of Rwanda Bar association	Rwanda Bar Association
29	Maître RUTABINGWA Anastase	Advocate and Former President of Rwanda Bar Association	Rwanda Bar Association
30	Maître RUKANGIRA Emmanuel	Advocate	Rwanda Bar Association
31	Maître Dr. KAYITANA Evode	Advocate and Lecturer - UR School of Law	Rwanda Bar Association and University of Rwanda
32	Maître MUGENI Anita	Advocate	Rwanda Bar Association
33	Maître RUSANGANWA Jean Bosco	Advocate	Rwanda Bar Association
34	Maître MUGISHA Richard	Advocate and President of East Africa Law Society	Rwanda Bar Association
35	Maître RUBASHA Herbert	Advocate	Rwanda Bar Association
36	Maître SERUGO Jean Baptiste	Advocate and Lecturer - UR School of Law	Rwanda Bar Association and University of Rwanda
37	Maître HABIMANA Pie	Advocate and Lecturer - UR School of Law	Rwanda Bar Association and University of Rwanda
38	Maître KAYIJUKA Ngabo	Advocate	Rwanda Bar Association
39	Maître BUGINGO Jean Bosco	Advocate	Rwanda Bar Association
40	Maître MAGOBA Ronnie	Advocate	Rwanda Bar Association
41	Maître MITSINDO Tom	Advocate	Rwanda Bar Association
42	MALALA Aimable	Head of Compliance, litigation and subsidiaries	Bank of Kigali

43	Maître MUKAMA Happy	Advocate	Rwanda Bar Association
44	Dr. MASENGO Fidel	Secretary General	Kigali International Arbitration Centre
45	Mr. MUVARA Pothin	Deputy Land Registrar	Rwanda Land Management and Use Authority
46	Mrs. NYIRANSHIMIYIMANA Christine	Legal and Corporate Manager	Capital Market Authority
47	Mrs. UMUTESI Anet	Executive Assistant	Urwego Opportunity Bank
48	Mr. NDENGEYINKA William		Ministry of Justice
49	KAMANZI Innocent	Independent Consultant	
50	SP KARASIRA Jean Claude	Director of crime-scene response	RIB
51	SP GATABAZI Jean de Dieu	Head of Interpol National Central Bureau	RIB
52	Dr. MUNYAMAHORO René	Lecturer -UR School of Law	University of Rwanda
53	Dr. KARUGARAMA Richard	Lecturer -UR School of Law	University of Rwanda
54	NTWARI Emile	Division Manager/LAS	MINIJUST
55	MATSIKO Joseph	Advocate	Kampala
56	TUMWEBAZE John	Advocate	Kampala
57	NDATEBAYE Innocent	Advocate	Rwanda Bar Association
58	KATABOGAMA Aaron	court registrar	Judiciary of Rwanda
59	BANGAYANDUSHA	Bailiff	
60	GASANGWA Ezra	Legal adviser	Auditor General Office
61	Dr. RUVEBANA Etienne	Ag Principal CASS	University of Rwanda
62	Dr. MULEEFU Alphonse	Lecturer -UR School of	University of Rwanda

		Law	
63	ATWIJUKIRE Dennis	Advocate	Kampala
64	GASANA Raoul	Senior Legal manager	Bollore Logistic
65	SP BISANGWA Modeste	Trainer	National Police College
66	MAZIMPAKA Jean Paul	Lecturer -UR School of Law	University of Rwanda
67	BYAKATONDA John	Judge- High Court	Judiciary of Rwanda
68	GAPARAYI Iddi	Lecturer- UK	University of Kigali
69	NIYONDORA NSENGIYUMVA	Advocate	Rwanda Bar Association
70	NDAHIRO Isaac	Independent consultant	
71	GARA John	Independent consultant	
72	GAKUNZI Valery	Advocate	Rwanda Bar Association
73	UWICYEZA Bernadette	Independent consultant	
74	NGOGA Thiery	Advocate	Rwanda Bar Association
75	SEZIRAHIGA Yves	Lecturer -UR School of Law	University of Rwanda
76	DUSHIMIMANA Lambert	Head of department	Rwanda Law Reform Commission
77	MUNYANGAJU Damascene	Advocate	Rwanda Bar Association
78	BADEGE	Commissioner of Police	Rwanda National Police
79	TWAGIRAYEZU Jean Marie	Director General Criminal Investigation	Rwanda Investigation Bureau
80	BAHIZI Alex	Chief Executive Officer	BK General Insurance
81	Prof NUWAGABA Alfred	University Lecturer	Uganda Christian University
82	Justice AKAMBA Joseph	Retired Judge	Judiciary of Ghana

83	GATERA Jean Clément	Attorney	Rwanda Revenue Authority
84	TWAHIRWA Jean Baptiste	Attorney	Rwanda Revenue Authority
85	BYABAGABO Fred	Advocate	Rwanda Bar Association
86	KAMANZI Désiré	Advocate	Rwanda Bar Association
87	SEBUCENSHA Leonard	Advocate and Lecturer - UR School of Law	Rwanda Bar Association and University of Rwanda
88	GAFASHA Isaac	Independent Consultant	
89	NTAGANIRA Emmanuel	On study leave	Rwanda Investigation Bureau
90	KAYIGI Léon	Attorney	RDB
91	SANGANO Yves	Advocate	Rwanda Bar Association
92	BUTARE Emmanuel	Advocate	Rwanda Bar Association
93	TWIZERIMANA John	Trainer	National Police College
94	KARUNGI Niceson	Director ICT	Judiciary of Rwanda
95	MULISA Tom	Lecturer -UR School of Law	University of Rwanda



### Annex 3: DLP Modules description.

Module	Program 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 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



	<p>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.</p>
8 Practice Management	<p>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.</p>



#### Annex 4: Short courses organized in 2018/2019

No	Title	Beneficiaries	Number of Participants			Dates
			Total	Male	Female	
1	IECMS for RIB	Investigators	30	21	9	11sept to 14sept 2018
2	Training on gender focal points on budget statement	Gender focal points	30	20	10	18sept to 20sept 2018
3	IECMS for RIB	Investigators	30	27	3	18sept to 21st sept 2018
4	Training on 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	Treaty body reporting task force.	31	25	6	24 sept to 26sept 2018



	stemming from membership					
5	IECMS from RIB	Investigators	30	23	7	25th to 28 sept 2018
6	IECMS from military prosecution	Investigators	10	8	2	13sept to 16 sept 2018
7	IECSM for court clerks	Registrars	28	10	18	13 nov to 16 nov 2018
8	Training on communication skills to the public relation and communication staff	Communication staff	30	19	11	10th nov to 14 nov 2018
9	IECMS for judges and legal researchers	Judges and legal researchers	32	15	17	20nov to 23rd nov 2018
10	IECMS for professional bailiffs	Bailiffs	30	24	6	3rd dec to 7th dec2018
11	IECMS for military courts officials	military courts	40	26	14	10th dec to 14th dec 2018
12	IECMS for professional bailiffs	Bailiffs	30	19	11	17th dec to 21st dec 2018

13	RCS's on the international convention on civil and political rights and its optional protocol on the abolition of death penalty	RCS' staff	30	12	18	17th dec to 19th dec 2018
14	IECMS	New registrars	27	15	12	8 to 11th January 2019
15	Training to access justice for JRLOS district committee	JRLOS district committee	23	18	5	14th to 17th January 2019
16	Advanced criminal investigation	ombudsman staff	25	14	11	4th to 8th February 2019
17	Training to access justice for JRLOS gender and social inclusion mainstreaming	JRLOS	19	12	7	5th to 8th February 2019
18	IECMS	Legal officers	27	9	18	12th to 15 th February 2019
19	Training on civil and political rights	commissioners and staff of NCHR	35	9	26	18th to 22nd February 2019
20	training of judges and registrars on IECMS	judges and registrars	34	19	15	5th to 8th march 2019



21	training of judges and chief court registrars on IECMS	presidents of courts and chief registrars	47	31	16	18th to 22nd march 2019
22	training on advanced criminal investigation and cyber crimes	RIB staff	22	17	5	20th to 24th march 2019
23	Training on civil and political rights	Directors of RCS	13	11	2	25th to 27th March 2019
24	Training on economic and financial crimes	RIB staff	18	14	4	25th to 29th march 2019
25	Training for bailiffs on iecms	Bailiffs	21	14	7	25th to 29 march 2019
26	Training on international convention on civil and political rights	Directors of RCS	13	10	3	1st -3rd april 2019
27	Training for professional bailiffs on IECMS	BAILIFS	14	9	5	1st -5april 2019
28	Workshop on economic and financial crimes	NPPA, RIB, OAG, OMBUDSAMA N,SUPREME COURT	8	7	1	6th-9th may 2019
29	Training for professional bailiffs on IECMS	Bailiffs	17	10	7	7th- 10th May 2019

30	Training of judges and registrars on IECMS/Rwamagana	Judges and registrars	33	18	15	7th -10th May 2019
31	Training of judges and registrars on IECMS/Rusizi	Judges and registrars	29	24	5	21st-24th May 2019
32	Training of judges and registrars on IECMS/Musanze	Judges and registrars	32	14	18	17th June-20th June 2019
<b>TOTAL</b>			<b>838</b>	<b>524</b>	<b>314</b>	

**Annex 5: Institutions/organisations signed MoUs with ILPD**

No	Institution/Organization Name	Year of Signature
1	DIU Dutezimbere Ubutabera	2018
2	Rwanda Bridge to Justice (RBJ)	2018
3	Capacity Development and Employment Service Board (CED-RDB Now)	2017
4	Ministry of Justice	2017
5	Kigali International Arbitration Centre	2016
6	Office of Ombudsman	2016
7	Great Lakes Initiative for Human Rights and Development	2016
8	Capacity Development and Employment Service Board (CED-RDB Now)	2017
9	Rwanda Correctional Service	2015

10	The Judiciary of Rwanda	2014
11	Nyanza District	2014
12	Institute of Applied Sciences	2014
13	African Centre for Legal Excellence	2014
14	The Hague Institute for Global Justice	2014
15	ICT-LO- DUNGCA	2013
16	Kigali Bar Association (Rwanda Bar Association Now	2013
17	University of Rwanda	2013
18	Rwanda National Police	2013
19	The Peace Corps	2013
20	American Bar Association	2013
21	MDF	2011



Trainees in a moot court



Law dissemination and awareness in the community



ILPD accommodation room(s)



Trainees in short course on IECMS