



Policy on Selection of External Faculty/ Consultants

1. Introduction

The Institute of Legal Practice and Development (ILPD) is a public Higher Learning Institution that offers professional legal skills and conducts legal researches. Courses offered by the Institute are at post graduate level and some short courses taught as continuing legal education. The added value of courses offered by the ILPD from ones of other law schools is the professional aspect taught. The kind of professional skills offered by the ILPD make the Institute to be unique among law schools in Rwanda. To be able to offer the professional skills in its courses, the Institute is obliged to resort to practitioners from their respective professions who come to share their skills and experiences to the trainees for their future careers. The described nature of the Institute therefore makes it to have the dichotomy of its academic staff; Internal Faculty composed by staff employed as full time Lecturers, and the External Faculty which includes part time lecturers who work on assignment based contracts. The external ones are those that are hired either due to their outstanding speciality or the expertise accrued from their long-term services in their respective professions. They may be domestic or foreign.

2. Rationale of the policy

As mentioned above, an External Faculty is extremely important to the accomplishment of our mandate as a professional Institute. It is composed of part time trainers who are drawn from the different legal professions or otherwise, depending on the program to which he/she is being hired for, who come to train on particular topics, upon invitation.

Hiring of external staff becomes inevitable for the institute on two grounds:

- (i) As earlier mentioned, the institute was established to train either the professionals / practitioners or those that intend to join the practice – all in a bid to enhance the respective professional advancement and so, can only be trained by their peers who cannot be hired on a permanent basis;
- (ii) Having the mandate to offer the continuous professional training – popularly known as the Continuous Legal Education courses that are designed and offered on demand makes it impossible to predict which expertise or qualifications shall be needed to effect such trainings and thus, hiring gets conditioned to the demand. The same is true with the research or consultancy assignments too.

A member of external faculty is invited by the Institute to train on a particular aspect(s) related to his/her field of practice and his/her speciality. Here, it should be well noted that not every legal professional can be a good trainer.



Thus to be part of External Faculty of the ILPD, one has to be an outstanding professional, with a passion for training.

The experience has obviously shown that a high calibre legal professional cannot be hired through a classical recruitment process because majority of them, if not all, are not even allowed by regulations of their respective professions to be employed elsewhere. It thus means that they cannot participate in any form of recruitment process. So, the Institute resorts to selecting the individuals, based on their known expertise and professional experience, to be in the institute's database of External Faculty, which is regularly updated, from which they are selected and invited to come over and offer the training or consultancy services when required.

Resorting to External experts or sometimes referred to as consultants may also happen when the Institute is participating in bidding for consultancy tenders that require a certain expertise and or qualification that the Institute does not have internally yet it is a requirement to win the tender. In such a case, the Institute may collect relevant profiles of needed team either from the already established Database or from outside, and adds them for presentation in its offer in response to the bid. Where the tender gets secured, the external members get hired just for that particular assignment. Where, and in case there are some of them that were not already in the institute's database, they will automatically be added, for any future references and opportunities. We note that such expertise often required in tenders is in most cases very specialized, not regular, and are not predictable such that the Institute may be able to hire them on a permanent basis.

The fact that the Institute cannot achieve its mission without External Faculty, and yet a formal recruitment process to get members of External Faculty would be a hindrance to the Institute to getting the requisite professionals of the calibre needed, hence resorting to selection based on their area of expertise and professional experience, necessitated the need to have a policy to guide the selection process to the benefit of the Institute.

3. Selection of External Faculty

As briefly explained above, External Faculty is composed of part time trainers who are invited to teach some parts of a course or module under contractual terms. The selection of members of External Faculty should not be arbitrary but should be based on practical skills of the person, which are not readily available



among internal Faculty, and his or her professional experience. The exception to this would be for those with exceptional qualification that may be required for a particular training. The approach used to get members of External Faculty is “**Head-hunting**” where a potential part time trainer can be identified and suggested by a member of Internal Faculty of the Institute, beneficiary stakeholders (like the judiciary, the Bar, the prosecution or the investigations bureau) as well as recommendations from our partners and peers especially for the international trainers.

Recommendations for potential trainers should be sent to the Vice Rector in charge of Academic affairs who shall vet each suggested candidate. A candidate who has been vetted positively shall be required to present his/her Academic and professional credentials, which shall be submitted to the Academic Assessment Panel (AAP) of the ILPD and in turn, it shall recommend if the presented candidate may be added to the database of the External Faculty or not.

A dossier of each potential part time trainer should be assessed separately. Where found not fitting, a reason for rejection should be communicated to the Academic Vice-Rector though may not be necessary to be communicated to the candidate.

A candidate recommended to be added to the database of External Faculty should be communicated that he/she is added to the database of the Institute and may be called upon from time to time to train on a particular aspect he/she specializes in.

Part-time trainers are paid on daily or hourly rates as may be fixed by the Board of the Directors. Any part-time trainer who may not accept to work on Institute’s rates shall be removed from the database of External Faculty. Each part-time trainer should sign a contract related to the assignment to be done, and must be signed before the training starts.

Database of External Faculty should differentiate part-time local trainers and part-time international trainers since their daily or hourly rates differ as well. The Institute shall seek permission for External Faculty members who are at the same time public servants. The Institute shall facilitate as to the agreement, such external faculty members as a way to waive the burden from the trainers themselves or their employers while at service to the Institute.

4. Selection of consultant

Consultancy and research is another area of activity and a source of income generation for the Institute of Legal Practice and Development (ILPD) in addition



to the training mission. Though some consultancies or research projects may be initiated internally, majority of such is expected to be obtained through tendering where the Institute participates in a competitive process. Therefore, the Institute must have as well a pool of consultants from which it can select needed personnel responding to requirements of a particular tender. Where required skills cannot be found from both internal and external faculty, the institute shall opt to outsourcing externally. Selection of a consultant who is not from the database of external Faculty should follow a procedure similar to the one of a part time trainer as explained above.

Any consultant who accepts to work for the Institute for a particular assignment must sign a contract related to that assignment prior to the commencement of his or her tasks.

The workload or assignment of the consultant must be clearly and unequivocally prepared by the Unit, which is in charge of research and consultancy or Academic Dean with the support from any other member (s) of staff of the institute as shall be deemed necessary. That workload shall be computed into working days, and approved the Vice Rector in charge of Finance and Administration after consultations with any other relevant senior manager at the Institute. Approved tasks and scope shall be proposed to the consultant for the contract negotiation and subsequently, for signing.

Contract must clearly and unequivocally indicate the general and specific tasks of the consultant, expected deliverables and timelines for the assignment. No consultant shall start the execution of the assignment before signing a contract.

The fee for his/her service shall be based on the rates as shall be fixed by the Board of Directors of the Institute. Consultants must be categorised into local or international since their rates for remuneration fees shall be different as well.

5. Obligations of the Institute and Part-time Trainers / Consultants

Obligations of each party (part-time trainer / consultant or the Institute) shall be well detailed in a contract to be signed by both parties. Contracts between ILPD and Part-time trainers / consultants must comply with the internal rules and regulations of the Institute, decisions of the Board of Directors or other competent organ, as well as with this policy itself.