



Institute of Legal Practice  
and Development

*Excellence in Legal Practice*



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# INSTITUTE OF LEGAL PRACTICE AND DEVELOPMENT (ILPD)

## ANNUAL REPORT 2011/2012



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## List of acronyms and abbreviations

CLE	Continuing Legal Education
DAF	Director of Administration and Finance
D C	District of Columbia
DLD	Diploma in Legislative Drafting
DLP	Diploma in Legal Practice
DSTV	Digital Satellite Television
EAC	East African Community
ELMS	Electronic Learning Management System
F Y	Fiscal Year which begins on 1 <sup>st</sup> July and ends on 30 <sup>th</sup> June
FTM	Fast Track Mode
H C	High Court
ICT	Information, Communication and Technology
ILPD	Institute of Legal Practice and Development
ISP	Internet Service Provider
JRLOS	Justice, Reconciliation, Law, and Order Sector
KBA	Kigali Bar Association
LAN	Local Area Network
LLM	Masters of Law
MAJ	Maison d'Accès à la Justice
MBA	Masters in Business Administration
MCITP	Microsoft Certificate for Informational Technology Professionals
MINEAC	Ministry of East African Community
MINIJUST	Ministry of Justice
NEC	National Electoral Commission
NPPA	National Public Prosecution Authority
RLLC	Rwandan Law Libraries Consortium
S C	Supreme Court
TOT	Training of Trainers
UK	United Kingdom
UNICTR	United Nations International Criminal Tribunal for Rwanda
UPS	Uninterruptible Power Supply
USA	United States of America
USAID	United States Agency for International Development
VRAF	Vice Rector in charge of Administration and Finance



## FOREWORD

The year 2011/12 was marked by a change of Rector. I pay tribute to my predecessor, Mrs Vastina Nsanze. The achievements of this year are largely hers and there are significant ones.

The new ILPD building, which was opened by the President in May 2011, came into full operation during the year, extending both teaching and residential accommodation. The Diploma in Legal Practice continues to operate successfully and the plans for a new Diploma in Legal Drafting are near to fruition. Over two thousand judges, lawyers and prosecutors have been trained on short courses by ILPD

I commend this Report to you



# 1. ABOUT INSTITUTE OF LEGAL PRACTICE AND DEVELOPMENT

## 1.1. Establishment

The Institute of Legal Practice and Development (ILPD) was established by Law No 26/2006 of 28/04/2006. The institute is located in Nyanza, Southern province. The ILPD is a public institute of higher education that exercises academic, financial and administrative autonomy. The overall strategic objective of the institute is to contribute to the development of justice in Rwanda and the region.

## 1.2. Vision

The vision of the institute is to “become a practical school for all legal professionals in a spirit of excellence, independence and service to the community, drawing from the diversity and richness of the civil and common law traditions”.

## 1.3. Mission

The mission of the institute is:

- a) To contribute to the development of justice in Rwanda and the region through:
  - ✓ Offering initial professional training to persons holding bachelor’s degree in law; in particular by offering post graduate programmes for judges, prosecutors, lawyers, bailiffs, notaries, etc, to bring their quality to international standards.
  - ✓ Offering continuing legal education in order to improve knowledge and skills for other personnel in the justice sector, in particular by offering training for clerks, criminal investigating officers, mediators and all other personnel dealing with legal matters in different ministries and institutions.
- b) To conduct legal research;
- c) To contribute to the development and dissemination of the law.



#### **1.4. Training programmes**

The institute offers two main categories of training namely;

- ✓ Initial professional legal training or Diploma in Legal Practice Programme (DLP); and
- ✓ Continuing Legal Education (CLE).

#### **1.5. Supervisory and governing bodies**

The institute is supervised by the Ministry of Justice (MINIJUST) and governed by the Board of Directors (BOD) which has powers to ensure that the institute fulfills its responsibilities and functions smoothly. The Board gives policy guidelines to the institute on academic and administrative matters.

#### **1.6. Role of ILPD in Justice, Reconciliation, Law and Order Sector (JRLOS)**

The ILPD is one of the 14 institutions that form the Justice, Reconciliation, Law and Order Sector (JRLOS). A sector wide strategy binding the 14 institutions involved in the justice sector was adopted in November, 2008.

The main objective of the sector strategy is to strengthen the rule of law and to promote good governance. Under the JLROS strategy, ILPD works closely with other institutions in the sector to promote periodically agreed strategic objectives. The ILPD is represented at the policy level, the steering committee, the technical Committee and the various thematic working groups of the sector.

#### **1.7. Staff**

The institute has teaching, research, administrative and technical staff that helps to achieve its objectives. During the FY 2011/2012, 4 members of staff resigned. To replace the resigned staff and support the remaining staff, ILPD recruited 10 staff including the Rector, 2 lecturers, 2 accountants, 2 program coordinators and



3 wardens. The list of staff of the ILPD as at 30<sup>th</sup> June 2012 is set out in Annex 3 of this report.

## 2. EDUCATION AND TRAINING

### 2.1. Introduction

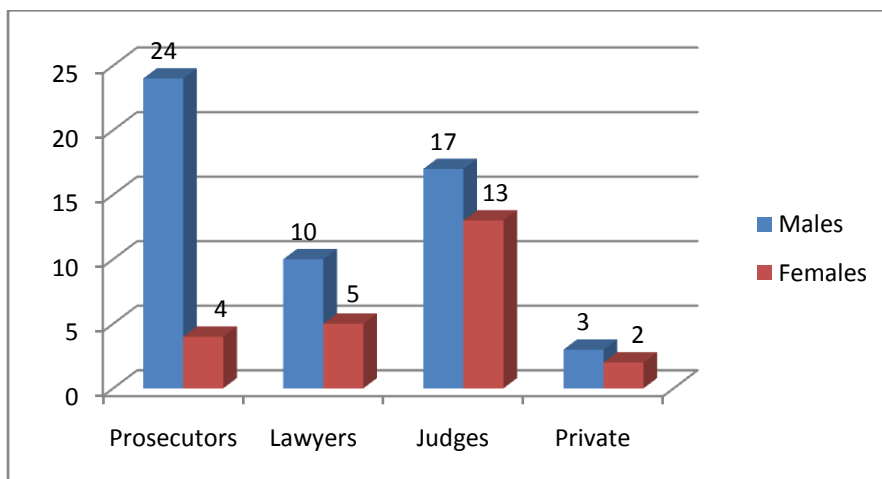
The main objective of Institute of Legal Practice and Development is to offer the initial training to legal practice to holders of bachelor’s degree in law who want to exercise the function of judges, prosecutors and lawyers in Rwanda or in countries of the region.

During the FY 2011/2012, the institute offered a wide range of training courses to members of judiciary, the Bar Association and the National Public Prosecution Authority for a Diploma in Legal Practice (DLP) and Continuing Legal Education (CLE).

### 2.2. Diploma in Legal Practice (DLP)

The institute had two intakes for the DLP during the FY 2011/2012. The total number of trainees was 78; 24 of whom were females as shown on the graph below,

Figure 1: Graph showing the number of DLP students



The first intake which comprised 39 trainees started on 18<sup>th</sup> July 2011 while the second intake which comprised also 39 trainees started on 16<sup>th</sup> January 2012.





After completing all modules for DLP, trainees passed their exams of which 2 trainees failed. The successful trainees proceeded to their places of employment for internship and research.

### 2.2.1. Trainers

ILPD hired 22 highly qualified national trainers. They were selected on the basis of their knowledge and experience, as well as their proficiency in English and French. Different from the previous years, the institute managed to hire only national trainers.

### 2.2.2. Content of DLP

MODULES	OBJECTIVES
<b>Module 1</b> General Legal culture	This module aims at enabling the trainees to cope with issues related, directly or indirectly, with the law. It includes the following courses: Legal English, Practical Approach to Criminal Proceedings, and Practical Approach to Civil proceedings, Ethics, and Mock Trial.
<b>Module 2</b> <b>Interviewing</b>	This module aims at enabling the trainees to be able to improve the abilities in adapting law to real facts presented to them by clients (beneficiaries) or witnesses in an everyday language. With the module, they will be able to master Criminal and civil Proceedings and lead themselves a legal clinic. This module consists of the following courses: General principles and theories of interviewing, Listening techniques, and Interviewing techniques, Identifying the questions of law, Legal clinics, Following up the interview, Prescription of Remedies, and Moot Court.
<b>Module 3</b> <b>Drafting</b>	This module aims at enabling the trainees to draft all legal documents in three languages (French, English, and Kinyarwanda).It includes the following courses: General



	principles of drafting agreements and contracts, Corporate documents, Court documents, Legislative drafting, Moot Court.
<b>Module 4 Negotiation</b>	This module aims at enabling the trainees to develop their skills in negotiation and mediation in different languages (French, English, and Kinyarwanda).It includes the following courses: Established principles of negotiation and mediation, negotiating a contract, negotiating in a bankrupt situation, negotiating labour contracts and agreements, negotiating international transactions, Moot Court.
<b>Module 5 Pleading</b>	The purpose of this module is to enable the trainees to develop his abilities in communicating and convincing, in different languages. The trainees will be required to be part of or lead a team of litigation attorneys or prosecutors in national and international trials. This module consists of various courses on pleading (general principles and special procedures).
<b>Module 6 Judging</b>	The trainees should be able to develop their abilities in solving questions of law and drafting a judgment in different languages. With the module, they will be able to draft judgment in lower or higher instance court even if it comes to deal with a special judgment.
<b>Module 7 Professional practice for judges</b>	The practical module aims at giving a hands-on experience in everyday practice of work as a judge. The module is to be held at the supreme court. Topics to be dealt with are : Workload Assessment, Management (Case flow, Administrative, financial, human resources, etc), Court technology, Supervising Lower Courts, Ethics, the Craft of Judging, Judicial Career, Social Context Education, Minors & juvenile Offenders, Legal reasoning, Dissenting Judgments, Listening to the parties, Evaluating the Evidence, Preparing the Trial, Building a Team with Clerks, Registrars and Court Administrators.



<b>Module 8 Professional practice for prosecutors</b>	The practical module aims at giving a hands-on experience in the everyday practice of work as a prosecutor. The module is to be held at the Parquet General. Topics to be dealt with are: Building a team in the prosecutor's office; building a team with the police officers; Searching, Building and Evaluating evidence, Preparing witnesses; Specific crimes such as economic and financial crimes, terrorism, money laundering, domestic violence etc.; Management-case flow, administrative, financial, human resources, etc.; Preparing the criminal trial; Forensic & new crime related technologies; working with the Court system; Initiating procedures; Ethics.
<b>Module 9 Professional practice for advocates/lawyers</b>	The practical module aims at giving a hands-on experience in everyday practice of the work as lawyers / advocates. The module is to be held at the Bar. Topics to be dealt with are: Professional Practice - setting up a law firm, case flow management, administrative, administrative and financial management, human resources etc.; Searching for, Building and Evaluating Evidence, Preparing Witnesses; Advanced Pleading techniques; Ethics.
<b>Internship</b>	The 3 months internship must be done in the country

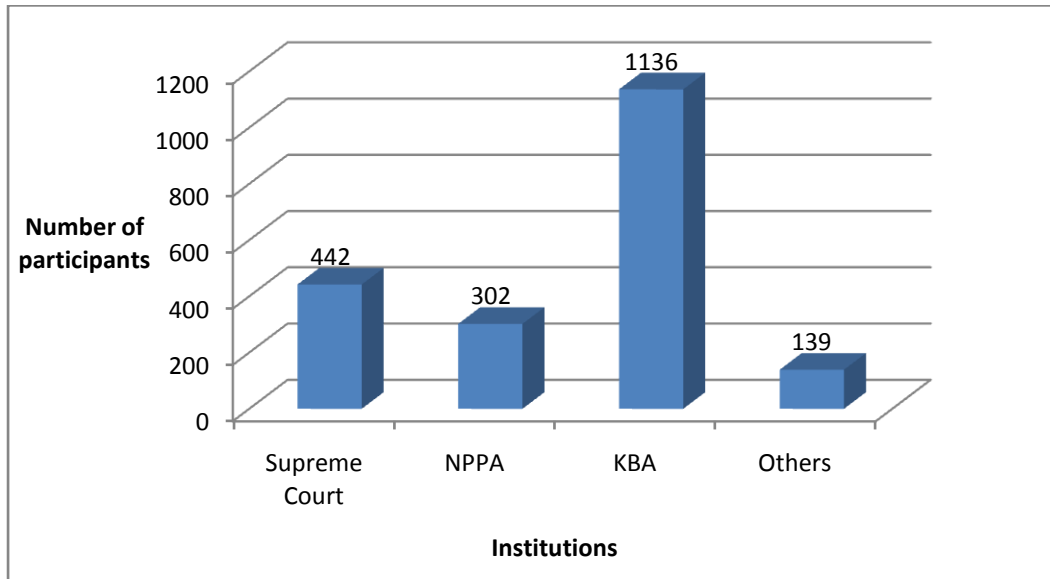
## 2.3. Continuous Legal Education (CLE)

### 2.3.1. Short courses

In the FY 2011/2012, the ILPD offered 37 different short courses, of three to five days each on average, as a part of continuing legal education. Over the year about 2019 participants attended the short trainings organized. The beneficiaries of the trainings offered included judges, lawyers, prosecutors, legal advisors, registrars, staff of access bureau of Justice (MAJ) and police intelligence unit.



Figure 2: Graph showing the number of CLE participants



The short trainings offered covered various domains of law such as international economic law, gender based violence, professional induction for newly recruited judges, prosecutors and lawyers, insolvency, arbitration just to mention a few.

### 2.3.2. Workshops and conference

During the FY 2011/2012, ILPD conducted and participated in organizing four workshops and one conference that contributed to the professional development of lawyers.

A list of short courses, workshops and conference organized with the topics taught, the participants and the duration is attached as Annex 1.

## 3. ADMINISTRATION AND FINANCE

The department of Administration and Finance deals with administration issues, including the human resource development and finance issues. In the FY 2011/2012, the ILPD improved on its capacity in terms of infrastructure as well as Human Resource Development.



### **3.1. Human Resource Development**

#### **3.1.1. Short courses**

Various professional courses were organized for the ILPD staff to develop their capacity. The training organized includes;

- ✓ Customer care (all assistants & secretaries)
- ✓ Communication (Public relation officer)
- ✓ Planning and budgeting ( accountants and budget officer)
- ✓ Public procurement ( Chief Budget Manager, DAF, all internal Tender committee members)
- ✓ Teaching methodology (all academic staff)
- ✓ Research techniques (all academic staff)
- ✓ Librarianship ( librarians)
- ✓ MCITP Enterprise Administrator (ICT officer)
- ✓ Techniques of module development (Head of Modules)
- ✓ Digitalization of the Library (Librarian)

#### **3.1.2. Post Graduate studies**

In its policy of human resource development, the ILPD sent two of its staff for further studies.

- Mr. Emmanuel NDIZEYE, LLM (University of Groningen)
- Mr. Gael Prince NYANGEZI, MBA (University of Montreal)

### **3.2. Infrastructure Development**

During the FY 2011/2012, the ILPD enhanced its infrastructure facilities. These include:

- ✓ Rehabilitation of one of its houses and student rooms of the old building
- ✓ Installation of water heater systems in student rooms



- ✓ Set up and furnishing the moot court
- ✓ Air conditioning the new building
- ✓ Construction of two sport facilities for volley ball and basket ball
- ✓ Construction of a fence of the old building
- ✓ Acquisition of various furniture

**3.3. Report on the Implementation of the FY2011/2012 Budget**

S. Program	Key Outputs	Allocation in RWF	Execution in RWF	% Execution	Observations,
<b>Management</b>	1.1.1. Construction of Two sport facilities (volley and basket ball), a fence and rehabilitation of 45 student rooms  2 <sup>nd</sup> phase construction structure and its costing updated	130,000,000	168,427,787	130%	The execution exceeded the budget allocated because of the following:  1. Some payments were of the works started in FY 2010/2011  2. Removal of asbestos created extra work of specialist  3. Due to the urgent need of facilities, the management decided to use portion of internal generated revenue to finance
	1.1.2 Awareness of the ILPD raised and its services known beyond JRLOS	97,580,000	80,890,994	83%	The budget allocated was under spent because a visit to EAC school of laws was postponed



Academic and Research	1.2.3. 37 short course, four workshops and one conference were offered to 2466 people	182,000,000	372,192,000	205%	The execution exceeded the budget allocation because there are short courses offered on demand to clients which were not in budget. Due to lack of infrastructure capacity most of the trainings were held in hotels of Kigali.
	1.2.4 80 students completed DLP course	131,120,000	145,000,000		
Finance and Administration	1.2.5. 370 Titles of new books acquired	12,000,000	15,856,839	132%	In preparation of a new program in legal drafting, more books were bought than planned
	1.3.1. Payment of staff 36 permanent staff and 8 contractual staff	131,859,216	130,742,819	99%	
ICT Development	1.3.2. Goods and services availed within the Institute	382,038,784	382,038,784		
	1.4.1. Two blocks of ILPD connected with LAN  Inter office communication installed	35,010,000	90,911,240	260%	There had been an under-estimation of the work of connecting the two blocks of ILPD with Fiber optic cable.

#### 4. SUPPORT SERVICES

In order to satisfy the demands of the ILPD curriculum and facilitate the education of its students, the institute has continued to develop its library and ICT services.



#### **4.1. Library**

The ILPD library is used by both the staff and by students. It is a specialist library holding valuable collections in the various areas of law.

##### ***4.1.1. Books and other collections***

In the FY 2011/2012, the library tried to updating its collections by buying **370** books mainly relating to practical skills for Lawyers, Prosecutors, Judges and Legal Drafters. The Library received also a donation of three hundred sixty three books (**363**) from Books for Africa an American based charity. Most of these books cover a wide range of topics such as Black's Law Dictionary, criminal law, Legal drafting, International law; etc.

Apart from books, the library received 35 copies of Judgement writing from UNICTR Library Documentation Centre and 70 manuals on East African Community from the Prime Minister's Office (PRIMATURE). The library subscribed to selected newspapers of both national and international nature.

##### **4.1.2. E-Learning Management System in the Library**

The Electronic Learning System is a tool recently introduced into the teaching and administration systems of ILPD. This system reserves to the library a very important place where library materials can be stored and managed electronically.

Today, all books and other library resources have been entered into the system. Circulation of library materials is being performed using ELMS. All library users (DLP, DLD Students, External and Internal Lecturers) are registered into ELMS and can access to library resources after being trained.

#### **4.2. Information and Communication Technology (ICT)**

In the FY2011/2012, the institute enhanced its capacity in terms of ICT equipments and infrastructure as well as ICT Services offered.





#### *4.2.1. ICT equipments and infrastructure*

- ❖ ILPD counts now two computer labs
- ❖ Acquisition of various ICT equipments.
- ❖ The old block LAN was finished to be installed
- ❖ Connecting its two building with one Local Area Network
- ❖ ILPD is connected to national backbone fiber optic
- ❖ Draft of ICT development plan 2011 -2015 is in place
- ❖ ELMS (Electronic Learning management System) and ILPD micro portal are working
- ❖ Maintenance of ICT equipments by a professional firm
- ❖ A powerful automated generator and two big UPSs acquired to cater for the issue of unstable electricity power

#### *4.2.2. ICT services and training to DLP program*

- ❖ Internal communication is extended to old block
- ❖ ICT training is provided to DLP students from Monday to Thursday from 7:00 to 9:00 am.
- ❖ Subscription to TV services (DSTV) and ISPs is made for 2 years
- ❖ IT committee is in place to monitor, report and for advocacy to institute senior management in order to develop the ICT services for the institute.



## 5. VISITORS

During the FY 2011/2012, the institute received visitors from different parts of the world as shown in the following table:

Date	Name	Title	Company	Adress
18/07/2011	NGOGA GAKUBA Thierry	Chief Executive Officer	Kigali Bar Association	KIGALI
25/07/2011	Prof. KARANGWA	Chairman of electoral Commission	NEC	KIGALI
29/08/2011	Ezra GASANGWA	Investigator	Office of Ombudsman	KIGALI
29/08/2011	KABEGA Caritas	Investigator	Office of Ombudsman	KIGALI
06/10/2011	Pascal B.RUGANINTWA LI	P.S/D D G	MINIJUST	KIGALI
06/10/2011	Paul Kaiser	Democracy and Governance Team leader	USAID	US Embassy KIGALI
06/10/2011	Leah Kaplan	DG officer	USAID	US Embassy KIGALI
06/10/2011	Guillaume B.	Governance specialist	USAID	US Embassy
01/11/2011	KAMATALI	Professor	Ohio University	US
01/11/2011	Lisa		Chemonics	DC
09/11/2011	David Leavitt	Chief of party	The Leavitt Institute	USA
11/11/2011	Major PACIFIQUE KABANDA	Deputy military prosecutor general	Ministry of defense	KIGALI
14/11/2011	Peter n. Jhll	District judge	Ministry of justice, England	U K
14/11/2011	Ranj Matharu	District judge	Ministry of Justice,England	Manchester Civil Justice centre, UK.
17/01/2012	Sam RUGEGE	Chief Justice	Supreme Court	KIGALI
17/01/2012	Pamela Y.K.	Dean, Law	Uganda Christian University	Mukono, Uganda



21/02/2012	George M. KALISA	Advocate	GMK & Partners	KIGALI
21/05/2012	Dr. GERALD A.M. NDIKA	Principal	Law school of TANZANIA	DAR ES SALAAM
21/05/2012	GOODLUCK CHUWA	Senior lecturer	Law school of TANZANIA	DAR ES SALAAM
21/05/2012	Hilary LUBENGO	Registrar	Law school of TANZANIA	DAR ES SALAAM
21/05/2012	Magaluda Mugobe	Chief Accountant	Law school of TANZANIA	DAE ES SALAAM
24/05/2012	De Winne Ruben	LAF intern	LAF	GITEGA, KIGALI
7/06/2012	Catherine Hinwood	Head of Legal Service Project	Ministry of Justice	London
13/06/2012	Nicola Duckwostn	Senior Director-Research	A.I	London
13/06/2012	Sarah Jackson	RWANDA and BURUNDI researcher	A.I	KAMPALA
13/06/2012	Erwu Van Del Borgh	Director of Africa Program	Amnesty International	London

## 6. PLAN FOR 2012/2013

In the FY 2012/2013, the focus will be to increase the number of students attending DLP courses by introducing the new system of Fast Track Mode which will be based in KIGALI from January 2013 so as to reduce the backlog of untrained students in DLP courses. The institute is also planning to start the new program of Diploma in Legislative Drafting which will be undertaken at ILPD from September 2012.

Below are the activities planned for FY 2012/2013 in both academic affairs and administrative and finance department.



### **6.1. Academic affairs Department**

- a. Organize two intakes for the DLP students
- b. Organize the first intake for the DLD students
- c. Start the Fast Track Mode (FTM) program
- d. Offer continuing legal training to the justice sector in line with the CLE calendar.
- e. Organize graduation ceremony
- f. Conduct and publish legal researches

### **6.2. Administration and Finance Department**

- a) Marketing ILPD activities in the region and abroad.
- b) Expropriate new land to increase ILPD space
- c) Recruitment of new staff to accommodate ILPD activities
- d) Acquisition of various furniture and ICT equipment.
- e) Implement the use of collaborative office software applications in ILPD
- f) Implement a Data Quality Control Program
- g) Human resources development by offering short courses to build the capacity of ILPD staff
- h) Purchase and maintain library books and subscribe to various newspapers
- i) Maintain and upgrade library software.



## 7. ANNEXES

### Annex 1: List of short courses organized in 2011/2012, participants and duration.

No	Date	Course	Duration	Participants	Number of participants
1	6-10/07/2011	Arbitration, Contract Law and Business, Finance and legal services market	5 days	Lawyers KBA	60
2	27/07/2011	Ethics and Professional Practice workshop	1day	Lawyers KBA	120
3	27-30/07/2011	Initial training to Lawyers: CPP,CP, COCJ,CPCCSA	4days	lawyers KBA	75
4	18-20/07/2011	Professional Ethics workshop: theory to Practice.(two sessions 70 participants)	3 days	lawyers KBA	140
5	2-4/08/2011	Techniques of pleading and Oral Pleading(two sessions 70 participants)	3 days	lawyers KBA	140
6	9-11/08/2011	Professional practices for Lawyers. (two sessions 70 participants)	3 days	lawyers KBA	140



7	22-26/8/2011	1.Criminal procedures with a focus on summons 2. Organization, functioning and jurisdiction of courts in criminal matters. 3. Drafting indictments and file management 4. Preservation of evidence.	5 days	Assistants to Prosecutors. NPPA	47
8	4-8/9/2011	1.Criminal procedures with a focus on summons 2. Organization, functioning and jurisdiction of courts in criminal matters. 3. Drafting indictments and file management	5 days	Assistants to prosecutors. NPPA	52
9	03-05/10/2011	Child Sexual Assault	3 days	Intermediate Courts Minor Special Chambers &HC judges and NPPA	40
10	27/10/2011	Development of the diploma in legal practice workshop.	1 day	S.C, NPPA, KBA	45
11	24-05/11/2011	Initial training and professional practice for prosecutors.	10 days	Newly recruited prosecutors	28
12	07-11/11/2012	Initial training for judges	5 days	New recruited judges and registrars.	26



13	17-18/11/2011	Conference on Civil procedures in common law.	1day	High Court Judges & Registrars	52
14	17-21/11/2011	Economic crimes.	5 days	NPPA	35
15	21/11-2/12/2011	International economic law	10 days	MINEAC	28
16	01-02/12/2011	Extradition and universal jurisdiction(focus on judging genocide cases from abroad & ICTR)	2 days	Supreme Court Judges, registrars and Inspectors of Courts and senior prosecutors, and NPPA	75
17	05-06/12/2011	Damages and compensation	2 days	Judges TOT team	32
18	07-09/12/2011	Judgment execution, child rights and gender based violence.	3days	MAJ Staff	61
19	12-23/12/2011	International economic law	10 days	MINEAC	28
20	07-09/12/2011	Damages and compensation	3 days	SC, HC & CHC Judges & Inspectors	52
21	14-16/12/2011	East African court of justice law procedure training.	3 days	Senior Lawyers KBA	75
22	30/01/2012	Professional ethics for lawyers	1day	KBA- lawyers	120
23	20-21/02/2012	Electronic Filling system	02days	Commercial High Court judges-registrars	25
24	23-24/02/2012	Electronic Filling system	02days	Commercial Court judges	14
25	8-10/02/2012	Workshop on court administration	03 days	Judges	42



		and management procedures.			
26	1-2/03/2012	Electronic Filling system	02days	High Court-Supreme Court registrars	25
27	12-13/03/2012	Electronic Filling system	02days	High Court registrars	18
28	5-16/03/2012	Initial training for judges& Registrars	10days	judges & registrars	30
29	8-9/03/2012	Discussion on new Rwanda penal code	02days	judges-prosecutors-CID personnel	42
30	19-22/03/2012	Professional practice &ethics for lawyers	04days	lawyers/advocate KBA	120
31	16-17/04/2012	Electronic Filling system	02days	High Court judges	21
32	19-20/04/2012	Electronic Filling system	02days	High Court judges	22
33	19-20,26-27/04/2012	Techniques of pleadings	04days	lawyers/advocate KBA	240
34	4/5/2012	Professional practice for lawyers	02days	lawyers/advocate KBA	106
35	21-24/05/2012	Initial training to prosecutors	04days	Prosecutors, assistant to prosecutors	39
36	28-01/06/2012	Initial training to prosecutors	05days	Prosecutors, assistant to prosecutors	44
37	27-30/05/2012	Mediation training	03days	Judges-Court registrars	30
38	11-12/06/2012	Arbitration	02days	Participants	17
39	4-8/06/2012	Contract drafting	05days	Participants	60
40	4-8/06/2012	Economic crimes	05days	Judges	30
41	28-29/06/2012	Backlog Work shop	02 days	Judges,Deputes	48
42	8-15/06/2012	International Commercial law	08days	Legal officers in different ministries	22





## Annex 2: ILPD Board of Directors

1. Prof. Alphonse NGAGI Chairperson
2. Prof. Nick JOHNSON ILPD Rector
3. Prof. Nick HULS ILPD VRAC
4. Mr. Brekmans BAHIZI ILPD VRAF
5. Mr. Aimable HAVUGIYAREMYE MINIJUST Representative
6. Mr. Fred MUGISHA MINEDUC Representative
7. Dr. Emmanuel UGIRASHEBUJA NUR Representative
8. Mrs. Grace BUNYOYE NPPA Representative
9. Mr. Charles KALIWABO Supreme Court Representative
10. Mr. Fred BAZATSINDA ILPD Administrative Representative
11. Mrs. Anna MUGABO MIFOTRA Representative
12. Mr. Jean Bosco RUSANGANWA KBA Representative
13. Mrs Yves SIBO GAHIZI ILPD Academic staff Representative

## Annex 3: ILPD Staff 2011/2012.

1. BENURUGO Alice Administrative assistant to VRAC
2. NYANGEZI Prince Gael Administrative assistant to Rector
3. NZEYUMUKAMA Emmanuel Driver
4. NIYIBIZI Tite Lecturer
5. MUNYENGANGO Jean Baptiste ICT officer
6. KANDERA Rosette Logistics officer
7. NDAYIRINGIYE Ferdinand Program coordinator
8. RWABUKWISI Justin Librarian
9. MUSANA Jeanne D'Arc Program coordinator
10. MUGISHA Richard Director of library
11. SHIRIMPUMU N. Erick DAF
12. NYAMURASHA Moses Academic registrar



13.	BAHIZI B. Oscar	VRAF
14.	NDIZEYE Emmanuel	Lecturer
15.	SIBO GAHIZI Yves	Lecturer
16.	MUKARUZIGA Alphonsine	Internal Auditor
17.	NYIRARUHIMBI Feza Angelique	Budget officer
18.	RUZINDANA Alex	Director of Training and research
19.	LUGIGANA Charles	Administrative Assistant to VRAF
20.	MAGAMBO Grace	Program coordinator
21.	UWIMPUHWE Consolatrice	Secretary
22.	NGENDA HIMANA Jean Bosco	Lecturer
23.	MUSAFIRI Epimaque	Program coordinator
24.	RUTAYISIRE Peter	Accountant
25.	NICOLAS JEREMY Johnson	Rector
26.	NICOLAAS J. Herman Huls	Vice Rector of Academic Affairs
27.	BAZATSINDA Fred	Procurement officer
28.	NYIRAMINANI Sarah	Warden
29.	RINGUYENEZA Constantin	Warden
30.	KALISA Thadée	Warden
31.	MWEMEZI John RUTTA	Lecturer
32.	MARANGA N. Bernard	Lecturer
33.	NIYITEGEKA Anastase	Technician
34.	HABYARIMANA Evariste	Plumber
35.	MUTONI Aline	Messenger
36.	NDAHIMANA Charles	Accountant