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# INSTITUTE OF LEGAL PRACTICE AND DEVELOPMENT (ILPD)

## ANNUAL REPORT 2012/2013



## TABLE OF CONTENTS

|  |           |
|--|-----------|
| <b>List of acronyms and abbreviations .....</b>                                | <b>5</b>  |
| <b>1. ABOUT INSTITUTE OF LEGAL PRACTICE AND DEVELOPMENT .....</b>              | <b>7</b>  |
| 1.1. Establishment.....  | 7         |
| 1.2. Vision .....  | 7         |
| 1.3. Mission.....  | 7         |
| 1.4. Training programmes .....   | 8         |
| 1.5. Supervisory and governing bodies.....                                     | 8         |
| 1.6. Role of ILPD in Justice, Reconciliation, Law and Order Sector (JRLOS) ... | 8         |
| 1.7. Staff.....  | 8         |
| <b>2. EDUCATION AND TRAINING .....</b>   | <b>9</b>  |
| 2.1. Introduction .....  | 9         |
| 2.2. Post Graduate Programmes.....   | 9         |
| 2.2.1 Diploma in Legal Practice (DLP) .....                                    | 9         |
| 2.2.2 Diploma in Legislative Drafting (DLD) .....                              | 11        |
| a) History.....  | 11        |
| b) Characteristics of the first DLD intake .....                               | 11        |
| 2.2.3 Trainers.....  | 12        |
| 2.3. Continuous Legal Education (CLE) .....                                    | 13        |
| 2.3.1. Short courses.....  | 13        |
| 2.3.2. Workshops .....   | 14        |
| <b>3. ADMINISTRATION AND FINANCE .....</b>                                     | <b>15</b> |
| 3.1. Human Resource Development.....   | 15        |
| 3.1.1. Short courses.....  | 15        |
| 3.1.2. Post Graduate studies.....  | 16        |
| 3.2. Infrastructure Development .....  | 16        |
| 3.3. Report on the Implementation of the FY2012/2013 Budget.....               | 16        |
| <b>4. SUPPORT SERVICES .....</b>   | <b>18</b> |
| 4.1. Library .....   | 18        |
| 4.1.1. Books and other collections .....                                       | 18        |
| 4.1.2. ELMS in the Library (E-Learning Management System) .....                | 19        |



|   |           |
|---|-----------|
| 4.1.3. Service delivery .....   | 19        |
| 4.2. Information and Communication Technology (ICT).....  | 19        |
| 4.2.1. ICT equipments and infrastructure.....   | 19        |
| 4.2.2. ICT services and training to DLP program.....  | 20        |
| <b>5. VISITORS.....</b>   | <b>21</b> |
| <b>6. PLAN FOR 2013/2014.....</b>   | <b>22</b> |
| 6.1. Academic affairs Department .....  | 22        |
| 6.2. Administration and Finance Department .....  | 23        |
| <b>7. ANNEXES.....</b>  | <b>24</b> |
| Annex 1: Content of DLP .....   | 24        |
| Annex 2: Contents of DLD.....   | 26        |
| Annex 3: List of DLD trainers and modules taught 2012/2013 .....  | 27        |
| Annex 4: List of short courses organized in 2012/2013, participants and<br>duration.CLE 2012/2013. .... | 28        |
| Annex 5: ILPD Board of Directors .....  | 29        |
| Annex 6: ILPD Staff 2012/2013. ....   | 30        |
| Annex 7: List of DLD Students.....  | 32        |
| Annex 8: List of DLP Students/Fast Track Mode .....   | 33        |
| Annex 9: List of DLP Students/ Residential.....   | 35        |



## TABLE OF FIGURES

|  |           |
|--|-----------|
| <i>Figure 1: Description of DLP/Residential students .....</i>       | <i>10</i> |
| <i>Figure 2: Graph describing DLP/FTM students.....</i>              | <i>10</i> |
| <i>Figure 3: Graph describing DLD students.....</i>                  | <i>12</i> |
| <i>Figure 4: Graph showing institution beneficiaries of CLE.....</i> | <i>14</i> |

*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  |
| 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  |
| INASP    | International Network for the Availability of Scientific Publications              |
| ISP      | Internet Service Provider  |
| JRLOS    | Justice, Reconciliation, Law, and Order Sector                                     |
| KBA      | Kigali Bar Association   |
| LAN      | Local Area Network   |
| LDC      | Law Development Centre   |
| LLM      | Masters of Laws  |
| MAJ      | Maison d'Accès à la Justice  |
| MBA      | Masters in Business Administration   |
| MCITP    | Microsoft Certificate for Informational Technology Professionals                   |
| MINIJUST | Ministry of Justice  |
| NPPA     | National Public Prosecution Authority  |
| RLLC     | Rwandan Law Libraries Consortium   |
| S C      | Supreme Court  |
| SIDA     | Swedish International Development Agency   |
| TOT      | Training of Trainers   |
| UK       | United Kingdom   |
| UNICTR   | United Nations International Criminal Tribunal for Rwanda                          |
| USA      | United States of America   |
| USAID    | United States Agency for International Development                                 |
| VRAC     | Vice Rector in charge of Academic Affairs  |
| VRAF     | Vice Rector in charge of Administration and Finance                                |



## FOREWORD BY THE RECTOR

2012/3 has been a very successful year for ILPD. The ILPD expanded its activities significantly with the start of a new Diploma, the Diploma in Legislative Drafting (DLD); the development of a new mode for the Diploma in Legal Practice (DLP), the Fast Track Mode (FTM). The FTM incorporates work based learning and is a major innovation in African legal education. In addition, nearly 1500 lawyers, judges and prosecutors were trained on short courses by ILPD during the year.

ILPD has also established itself as the research centre of the JRLO sector of Government. It has completed 4 commissioned researches which have been accepted and adopted as policy by JRLOS.

2013/4 will be a challenging year for ILPD and further development of the DLP will be necessary to deal with the backlog of untrained lawyers. ILPD must also make its transition to a new business model and away from complete Government subsidy.

Professor Nick Johnson  
Rector ILPD



## 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. It is located in Nyanza, Southern Province. The ILPD is a public institute of higher learning which has academic, financial and administrative autonomy. The overall strategic objective of the institute is to contribute to the development of justice in Rwanda and in 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 programme to 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 to 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:

- ✓ Post Graduate Programmes
- ✓ Continuing Legal Education/Short courses.

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

The institute is supervised by the Ministry of Justice and governed by the Board of Directors. The Board of Directors has powers to ensure that the institute fulfils 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 2013. The main objective of the sector strategy is to strengthen the rule of law and to promote good governance. Under the JRLOS 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 2012/2013, four administrative members of staff resigned. To cover the gap, ILPD recruited 3 staff including the planning officer and 2 librarians. The list of staff of the ILPD as at 30<sup>th</sup> June 2013 is in Annex 6 of this report.





## 2. EDUCATION AND TRAINING

### 2.1. Introduction

The main objective of Institute of Legal Practice and Development is to provide professional legal trainings and carry out legal research.

During the FY 2012/2013, the institute offered two post graduate programmes namely “*Diploma in Legal Practice* and *Diploma in Legislative Drafting*”. Whereas the Diploma in Legal drafting was attended mainly by public drafters from ministries and other public institutions, the Diploma in Legal Practice was attended by trainees from Judiciary, Rwanda Bar Association, the National Public Prosecution and some few private students as further explained in next sections.

### 2.2. Post Graduate Programmes

Post-graduate programmes is one category of the courses offered by the ILPD; During the Financial year of 2012/2013, the institute offered two post graduate courses namely “*Diploma in Legal Practice*” and “ *Diploma in Legislative Drafting*”. A summary of the running of the two programmes, is explained in next sections

#### 2.2.1 Diploma in Legal Practice (DLP)

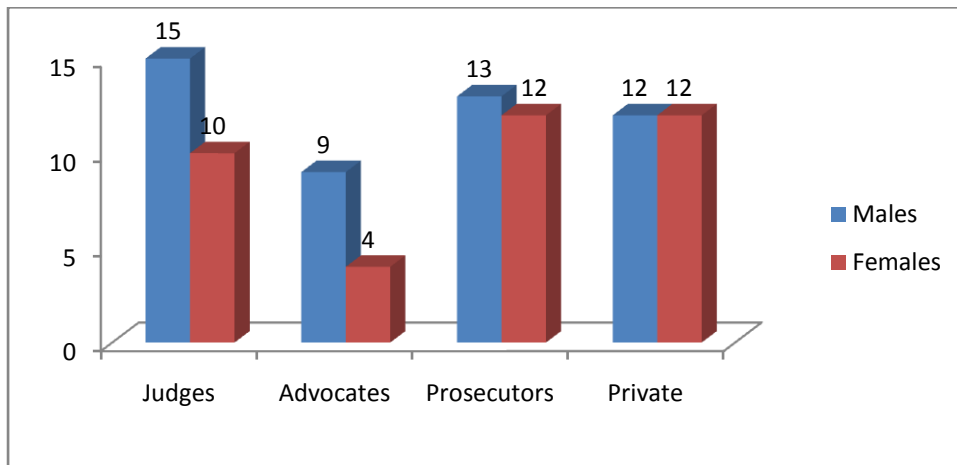
The Diploma in Legal Practice was offered in two different modes namely *full time mode* and *fast track mode*. In March 2013, ILPD began consultations with its key stakeholders over its syllabus with a view to undertaking revisions that could incorporate the needs of the stakeholders.

##### a) DLP Full Time

The institute had two intakes for the DLP residential programme based in Nyanza during the FY 2012/2013. The first intake of 44 students started on 17th July 2012, and ended mid-December 2012. The second intake of 43 students started on 11th January 2013 and ended June 2013. The total number of people trained in both intakes is 87 among them 39 were females as shown on the graph below:



**Figure 1: Description of DLP/Residential students**

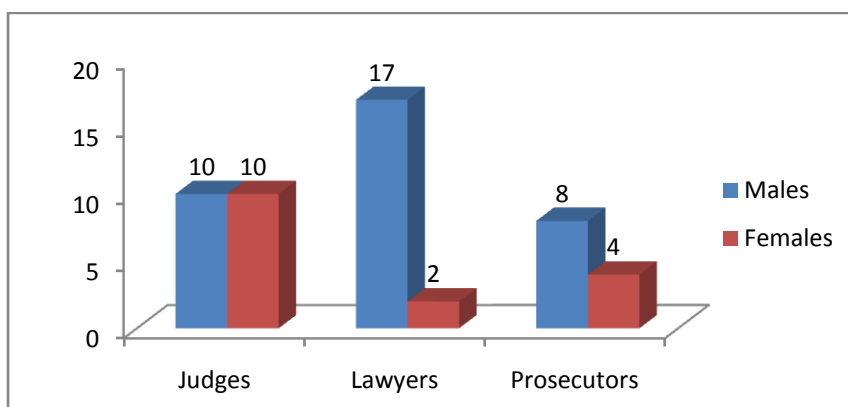


The pass rate in both intakes was “Excellent” because only one student failed, equivalent to 1.1% of the enrolled students in the programme.

**b) DLP Fast Track Mode**

The institute had one intake for the DLP Fast Track Mode during the FY 2012/2013. Under this mode of delivery, each module is taught face to face with the trainer for 5 days, the rest of the activities are done at work. The FTM intake started on 7<sup>th</sup> January 2013 and ended on 31<sup>st</sup> December 2013. The total number of trainees enrolled under this mode was 51; among them 16 were female and the rest male, as it is depicted in the graph below:

**Figure 2: Graph describing DLP/FTM students**





Because the FTM takes almost double the time of the residential mode, its intake spanned the FY 2012/2013 and FY 2013/2014.

## **2.2.2 Diploma in Legislative Drafting (DLD)**

### **a) History**

A Diploma course on legislative drafting had been developed by a team chaired by the former Rector of ILPD, Mrs Vastina Nsanze, on the basis of a detailed course plan designed by Mark Hamilton, an American consultant. It was approved by the Higher Education Council in 2010. When the new VRAC (Nicholaas Huls) started in May 2011, he was assigned to implement a DLD plan and prepare a concrete course.

In September 2011, ILPD got the green light from the Minister of Justice to begin offering a course in legislative drafting. The VRAC constituted a team with Hadley Rose, a consultant at the legislative Unit of MINIJUST, Sibon Gahizi, a lecturer at ILPD and himself (VRAC). The team was assisted occasionally by John Bosley (Chemonics) and George Kalisa, an external faculty member of the institute.

### **b) Characteristics of the first DLD intake**

The first intake started on September the 3<sup>rd</sup> 2012. It was officially opened by the Honourable Minister of Justice. The intake was made by students appointed from various Ministries and institutions.

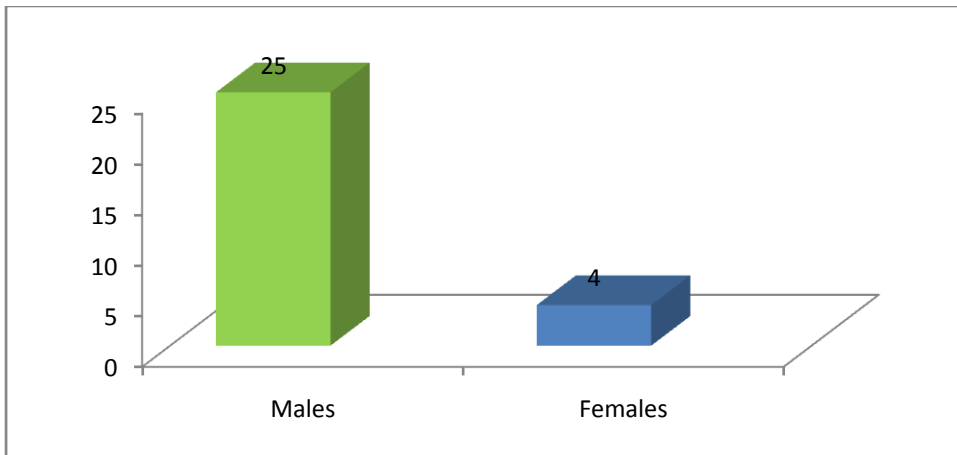
From the beginning it was clear that students had different levels in legislative drafting experience. Some agencies had sent their recently recruited lawyers who had little or no experience. The three KBA students had no experience in the actual drafting of legislation. At the other end of the spectrum there were highly qualified drafters with a lot of practical experience and a good mastery of English.



Although some students were weak in English, all of them did their exams and submitted written assignments in English. The language of instruction was English, but occasionally some Kinyarwanda was used just to illustrate or demonstrate a concept or principle.

The institute conducted only one intake of DLD of 30 students during the FY 2012/2013. One trainee dropped out and so only 29 students completed the programme as described in the graph below.

**Figure 3: Graph describing DLD students**



### 2.2.3 Trainers

Due to the nature of practical training offered by the ILPD, the latter always resort to external trainers who are in the profession. In FY 2012/2013, ILPD hired 20 highly qualified national trainers to teach in the programme of Diploma in Legal Practice. Trainers were selected on the basis of their knowledge and experience, as well as their proficiency in English. The 20 external trainers participated in both the full time and fast track mode of Diploma in Legal Practice. In addition, 8 mentors were hired to coach FTM students at- their work places. The mentors were selected based on their area of expertise and years of experience.



The Diploma in Legislative Drafting (DLD) was taught by a mixture of local and international trainers. A total number of 18 trainers, including 8 international experts were involved in teaching DLD. A list of trainers and the respective modules taught is attached as Annex 3.

### **2.2.4 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. A list of modules taught is in annex 3. The Diploma in Legal Drafting on the other hand was taught in 16 modules of Five to Ten days each. A list of modules taught in DLD in annex 2.

### **2.3. Continuous Legal Education (CLE)**

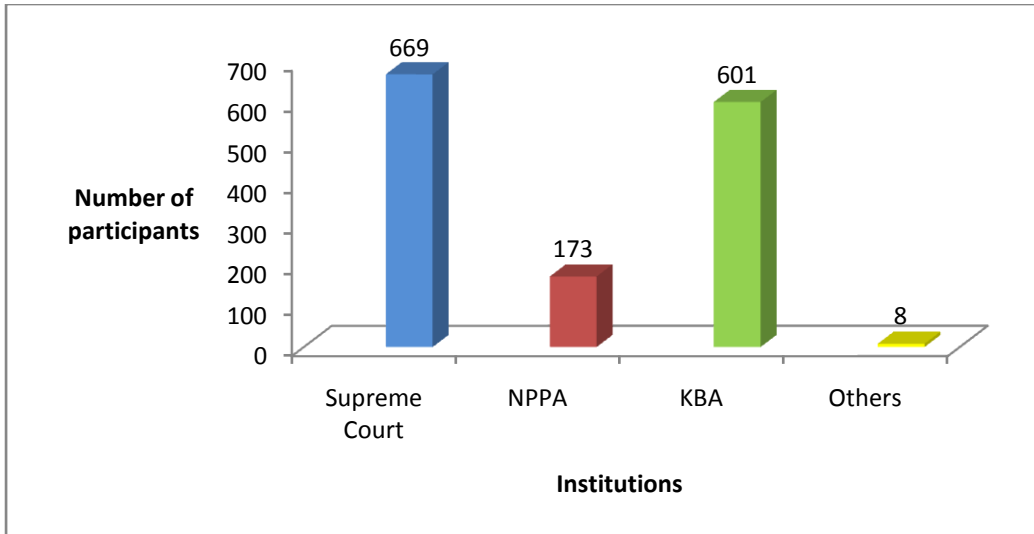
Continuing Legal Education is another type of programme offered by the ILPD. Continuing Legal Education is normally done in terms of short course, workshops or conferences.

#### **2.3.1. Short courses**

In the FY 2012/2013, the ILPD offered 31 different short courses, of three days each on average, as a part of continuing legal education. Over the year about 1451 participants attended the short trainings organized. Among the beneficiaries of the trainings offered included judges, lawyers, prosecutors, legal advisors, registrars, just to mention a few. The graph below describes those who participated in the short courses offered during FY 2012/2013,



Figure 4: Graph showing institution beneficiaries of CLE



The short trainings offered covered various domain of law such as new the Penal Code of Rwanda, arbitration, civil, commercial and administrative procedures, Pleading, Professional Practice for lawyers and Human Rights just to mention a few.

### 2.3.2. Workshops

During the FY 2012/2013, ILPD conducted and participated in the organization of two workshops that contributed to the professional development of lawyers.

- Backlog Workshop
- Workshop on Court Administration and management

A list of short courses and workshops organized with the topics taught, the participants and the duration is attached as Annex 4.

### 2.4 Research Activities

The ILPD conducted and completed four research projects during the FY 2012/2013. These research projects were:

1. The end to end process mapping of the criminal justice system in Rwanda



2. Alternatives to Imprisonment in Rwanda Focusing on the mainstreaming of TIG (*Travaux d'interets General*) and Best Practice Guidelines for Judges in the exercise of their Direction when Imposing Non-Custodial Sentences
3. The legal aid policy
4. The legislative mapping process

The findings were presented to stakeholders and approved. These research reports have been adopted as JRLOS policy and implementation plans are being worked out.

### 3. ADMINISTRATION AND FINANCE

The Department of Administration and Finance deals with administration issues, including the human resource development and finance. In the FY 2012/2013, 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 trainings organized include:

- ✓ Customer care (all assistants & secretaries)
- ✓ Planning and budgeting (Planner and ICT officer)
- ✓ Public procurement (all internal Tender committee members)
- ✓ Teaching methodology (all academic staff)
- ✓ MCITP Enterprise Administrator (ICT officer)
- ✓ Digitalization of Library (Librarian)
- ✓ Marketing Strategies (Librarian)



### 3.1.2. Post Graduate studies

In its policy of human resource development, the ILPD sent one of its staffs for further studies. Mr. MUGISHA Richard, Director of Library, is now doing Masters Degree in Information Sciences, (Library and Information Studies) at Moi University, Kenya.

### 3.2. Infrastructure Development

During the FY 2012/2013, the ILPD enhanced its infrastructure facilities. These include:

- ✓ Wiring play grounds and hostels;
- ✓ Purchase of curtains for the new buildings and replacement of old ones in the old building;
- ✓ Equipping the ILPD hostels with water heater machines;
- ✓ Acquisition of IT Spare parts;
- ✓ Acquisition of tent poles and sitters for further generation of income through renting the ILPD Garden for weddings and other events;
- ✓ Acquisition of water and electrical equipments;
- ✓ Acquisition of various pieces of furniture.

### 3.3. Report on the Implementation of the FY2012/2013 Budget

The ILPD budget of the FY 2012/2013 was **1,104,009,329 Rwf**. The budget executed was **1,075,219,826 Rwf** equivalent to **97%** of the allocated budget. Some activities experienced an over spending but through the income generated internally. The table below depicts the budget expenditure and associated outputs.





| S.Program                  | Key Outputs  | Allocation in RWF | Execution in RWF | % Execution | Observations,  |
|----------------------------|--|-------------------|------------------|-------------|--|
| Management                 | 1.1.1. Operation of ILPD activities coordinated and enhanced                 | 69,298,329        | 69,298,329       | 100%        |  |
|                            | ILPD activities marketed within and outside Rwanda                           | 36,811,012        | 36,811,012       | 100%        |  |
| Academic and Research      | 1.2.3. 31 short course and two workshops were offered to 2466 people         | 323,066,562       | 235,578,369      | 73%         |  |
|                            | 1.2.4 138 students completed DLP course and 28 students completed DLD Course | 149,121,544       | 236,609,737      | 158%        | Over spending caused by more demand of training than planned |
|                            | 1.2.5. 60 Titles of new books acquired                                       | 6,000,000         | 6,000,000        | 100%        |  |
| Finance and Administration | 1.3.1. Payment of staff 36 permanent staff and 8 contractual staff           | 318.611,810       | 294,537,107      | 92%         |  |
|                            | 1.3.2. Goods and services availed within the Institute                       | 156,600,072       | 151,885,272      | 97%         |  |
| ICT Development            | 1.4.1. Development of ICT infrastructure is reinforced and modernized        | 10,500,000        | 25,500,000       | 243%        | Over spending due budget estimation done poorly.             |
|                            | 1.4.2. Data and information sharing across the sector is reliable and secure | 34,000,000        | 19,000,000       | 59%         |  |



## 4. SUPPORT SERVICES

In order to satisfy the demands of its academic programmes and to facilitate the provision of quality training to the students, the institute has continued to invest in the library and the provision of ICT services.

### 4.1. Library

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

#### 4.1.1. Books and other collections

- The institute library continued to update its library collections by purchasing 60 books which cover a wide range of topics such as Judging, Legislative drafting, Interviewing, Moot court, Pleading, etc to support the Institute curriculum.
- The Institute also received a donation of eighty eight thousand (88) law encyclopaedias from the International Law Book Facility, a United Kingdom-based charity.
- With support from the Swedish International Development Agency (SIDA) and the International Network for the Availability of Scientific Publications (INASP) through the National University of Rwanda, the Institute staff and trainees had and continue to have access to electronic journals. Access is already simplified by clicking on links already posted on the institute website under Library web page. This allows students to access current research material needed to carrying out their day to day researches.
- The institute subscribed to selected newspapers and magazines of both national and international nature. Back copies of these newspapers and magazines are archived to allow subsequent access.



- The institute library maintains an archive of official gazettes from the previous years were bound according to their date of issue and maintained to avoid loss or damage.

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

- All acquired books and other library materials have been registered into Electronic Learning Management System (ELMS) to be accessed online.
- This has allowed for a complete cataloguing of over 300 books at a standard level.
- The institute now employs WINISIS, a database management system belonging to UNESCO to manage journals and newspapers in digital format.

#### **4.1.3. Service delivery**

The library improved access to its services by increasing working hours, including being open during the weekends (Saturday) to facilitate library users to do their research.

Library rules and regulations have been updated and posted on the Institute website under Library web page.

The library staffs have also participated in teaching students ICT basics and how to access electronic databases posted on the Institute website, under Library web page.

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

The mission of ICT unit is to provide the highest quality based services and resources, in the most cost effective manner that support and enhance the mission and activities of institute (ILPD).

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

- ❖ Acquisition of various ICT equipments



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

During 2012/2013 FY, ICT unit has improved its services and did many activities related to ICT development within the institute such as;

##### **1. Subscription to Perii E-resources**

This is a great achievement because Lecturers, Staff and Students will use these online resources to do their research and have access to the most renown law databases of the world.

##### **2. Study on how ILPD shall implement the Intranet and paperless information System**

This study has been done and now the institute has the roadmap which will help to implement ICT projects in line with the institute's mandate.

##### **3. Maintenance of ICT equipments**

In order to continue to maintain the ILPD ICT equipments and allow staff and students to work in good environment, the institute managed to hire a professional ICT maintenance company, acquire Antivirus licenses and pay for the bandwidth of 5mbps.

##### **4. ICT Training to students**

To enhance the capacity of students in ICT, training has been provided to DLP students from Monday to Thursday from 7:00 to 9:00 am

- ❖ Subscription to TV services (DSTV) and ISPs was 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 2012/2013, the institute received visitors from different parts of the world as shown in the following table:

| Date       | Name                           | Title                    | Company   | Address       |
|------------|--------------------------------|--------------------------|---|---------------|
| 12/09/2012 | Erik Jensen                    | Professor                | Stanford Law School                               | Palo Alto, CA |
| 12/09/2012 | Ryne Saxe                      | Student                  | Stanford Law School                               | Palo Alto, CA |
| 12/09/2012 | Joy BJSN                       | Student                  | Stanford Law School                               | Palo Alto, CA |
| 18/09/2012 | Eleanor French                 | Researcher               | Save the Children                                 | London, UK.   |
| 18/09/2012 | Sharon Wilkins                 | Deputy High Commissioner | British High Commission                           | KIGALI        |
| 28/09/2012 | GASAMAGERA Wellars             | Director General         | Rwanda Institute of Administration and Management | KIGALI        |
| 16/11/2012 | Sam RUGEGE                     | Chief Justice            |   | KIGALI        |
| 21/11/2012 | Agnes MUHONGERWA               | Prosecutor               | National Public Prosecutor Authority              | KIGALI        |
| 26/11/2012 | Justice MUTASHYA Jean Baptiste | Justice                  | Supreme Court                                     | KIGALI        |
| 12/12/2012 | Angelina MUGANZA               | Executive Secretary      | Public Service Commission                         | KIGALI        |
| 27/01/2013 | Anne Marie de Ruiter           | Program Manager          | Nuffic  |               |
| 22/02/2013 | Robert Hill                    | District Judge           | Ministry of Justice                               | England       |
| 25/03/2013 | Lootsma                        | Country Director         | UNDP  | KIGALI        |
| 06/05/2013 | Dr. Steven BWANA               | Justice                  | TGCL University of Dar-Es-Salaam                  | TANZANIA      |
| 06/05/2013 | Johannes Dovelng,LLM           | Project Manager          | TGCL University of Bayreuth                       | TANZANIA      |
| 22/05/2013 | Ben HODGSON                    | Consultant               | Lexis Nexis                                       | South Africa  |
| 22/05/2013 | KAZAIRE Judith                 | Director of Gender Unit  | MIGEPROF  | RWANDA        |



|            |                          |                      |                                  |            |
|------------|--------------------------|----------------------|----------------------------------|------------|
| 23/05/2013 | Selma de Groot           | Policy Officer       | Ministry of Security and Justice | Netherland |
| 23/05/2013 | Frieda Nicolai           | Deputy Director      | Public Prosecutor Office         | Netherland |
| 30/05/2013 | Weima Freddy             | Director General     | Nuffic                           | Netherland |
| 24/06/2013 | Dame LINDA Dobbs         | Legal Consultant     | -                                | London     |
| 24/06/2013 | KAYITESI ZAYINABO Sylvie | Deputy Chief Justice | Judiciary                        | KIGALI     |

## 6. PLAN FOR 2013/2014

In the FY 2013/2014, the focus will be to increase the number of students attending DLP courses by introducing the new system of Part Time Mode and executive mode which will be undertaken at KIGALI from January 2014 so as to reduce the backlog of untrained students in DLP courses. The institute is also planning to launch the second intake of Diploma in Legislative Drafting which will be undertaken at ILPD from July 2013.

Below are the activities planned for FY 2013/2014 in both academic affairs and administrative and finance department.

### 6.1. Academic affairs Department

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



## 6.2. Administration and Finance Department

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



## 7. ANNEXES

### *Annex 1: Content of DLP*

| MODULES                                  | OBJECTIVES   |
|--|--|
| <b>Module 1</b><br>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><br><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, students are 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><br><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</b><br><b>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<br/>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<br/>Judging</b>                                       | This module helps trainees to be able to develop their abilities in solving questions of law and drafting a judgment in different languages. At the end of this module, students are able to draft judgment in lower or higher instance court even if it comes to deal with a special judgment.   |
| <b>Module 7<br/>Professional<br/>practice for<br/>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<br/>Professional<br/>practice for<br/>prosecutors</b> | The practical module aims at giving a hands-on experience in the everyday practice of work as a prosecutor. . Topics e dealt with in this module 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> | This is a practical module which aims at giving a hands-on experience in everyday practice of the work as lawyers / advocates. Topics to be dealt with in this module include: 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  |

### *Annex 2: Contents of DLD*

| <b>MODULES</b>   | <b>Names</b>   |
|------------------|--|
| <b>Module 1</b>  | Introduction to legislative drafting                     |
| <b>Module 2</b>  | Professional responsibility                              |
| <b>Module 3</b>  | Policy development and the Problem-solving approach      |
| <b>Module 4</b>  | Research before drafting                                 |
| <b>Module 5</b>  | Understanding the legal context for new legislation      |
| <b>Module 6</b>  | Fundamental principles of drafting legislation           |
| <b>Module 7</b>  | Efficiency and use of technology in drafting legislation |
| <b>Module 8</b>  | Legislative style  |
| <b>Module 9</b>  | Particular legislative provisions                        |
| <b>Module 10</b> | Organization and structure of legislation                |
| <b>Module 11</b> | Subsidiary legislation                                   |
| <b>Module 12</b> | Amendment and repeal                                     |
| <b>Module 13</b> | Statutory interpretation                                 |
| <b>Module 14</b> | International instruments                                |
| <b>Module 15</b> | Principles of good governance                            |
| <b>Module 16</b> | Matters of translation                                   |

**Annex 3: List of DLD trainers and modules taught 2012/2013**

| N°  | Modules  | Trainers   |
|-----|--|--|
| 1.  | Introduction to legislative drafting                     | ❖ Prof. Nick HULS<br>❖ KAYITARE Jean-Pierre                          |
| 2.  | Professional responsibility                              | ❖ HAVUGIYAREMYE Aimable  |
| 3.  | Policy development and the Problem-solving approach      | ❖ Prof. Bill KOSAR<br>❖ Prof. Nick HULS<br>❖ Hon. GASAMAGERA Wellars |
| 4.  | Research before drafting                                 | ❖ DUSHIMIMANA Lambert  |
| 5.  | Understanding the legal context for new legislation      | ❖ PAPAI Victor<br>❖ NYIRANSHIMIYIMANA Christine<br>❖ SIBO GAHIZI     |
| 6.  | Fundamental principles of drafting legislation           | ❖ McLeod Ian   |
| 7.  | Efficiency and use of technology in drafting legislation | ❖ KAMANZI Innocent<br>❖ AROME Emmanuel                               |
| 8.  | Legislative style  | ❖ XANTHAKI Helen   |
| 9.  | Particular legislative provisions                        | ❖ MASENGO Fidèle   |
| 10. | Organization and structure of legislation                | ❖ NAKACHWA Florence  |
| 11. | Subsidiary legislation                                   | ❖ POPELIER Patricia  |
| 12. | Amendment and repeal                                     | ❖ NSANZA Vastina   |
| 13. | Statutory interpretation                                 | ❖ McLeod Ian   |
| 14. | International instruments                                | ❖ BAMWINE Loyce  |
| 15. | Principles of good governance                            | ❖ MULISA Tom   |
| 16. | Matters of translation                                   | ❖ MAJYAMBERE Félix   |



**Annex 4: List of short courses organized in 2012/2013, participants and duration.CLE 2012/2013.**

|     |   |                               |        |                              |
|-----|---|-------------------------------|--------|------------------------------|
| 1.  | Backlog Work shop                               | 48 Judges,Deputes             | 02     | 28-29.2012                   |
| 2.  | Qolloqium of Rwanda Transfer cases              | 55 (Supreme Court, NPPA, KBA) | 03     | 30-01/08/2012                |
| 3.  | Arbitration training by the Chartered Institute | 55KBA                         | 02     | 16-17/08/2012                |
| 4.  | New penal code training                         | 50KBA                         | 02days | 06-07/09/2012                |
| 5.  | Civil, Commercial and administrative procedures | 50KBA                         | 03days | 12-14/09/2012                |
| 6.  | Banking law and practice                        | 50 Judges                     | 04days | 16-19/09/2012                |
| 7.  | New Penal Code                                  | 25 Judges, researchers        | 04days | 25-28/09/2012                |
| 8.  | Ethics for advocates                            | 60 Advocates/KBA              | 02days | 8-9/11/2012                  |
| 9.  | Pleading for advocates                          | 45 Advocates/KBA              | 02days | 15-16/11/2012                |
| 10. | Initial training for judges-registrars          | 20 participants               | 10days | 19/11-05/12                  |
| 11. | Professional Practice for advocates             | 45 Advocates/KBA              | 02days | 22-23/11/2012                |
| 12. | New penal code for High court judges-military   | 55judges, registrars          | 03days | 06-08/12/2012                |
| 13. | ToT on International Economic Law               | 08participants                | 5days  | 10-14/12/2012                |
| 14. | New penal Code for judges registrars GASABO     | 50 judges, registrars         | 03days | 13-15/12/2012                |
| 15. | New penal Code for judges registrars NYARUGENGE | 50 judges, registrars         | 03days | 20-22/12/2012                |
| 16. | New penal code for High court judges-military   | 55judges, registrars          | 03days | 06-08/12/2012                |
| 17. | Human Rights for Judges                         | 45 Judges-registrar Muhanga   | 2days  | 28-29/01/2013                |
| 18. | Workshop on Court Administration and management | 52 Judges                     | 3days  | 04-06/02/2013                |
| 19. | New Penal Code for Judges                       | 45 Judges-registrar Muhanga   | 3days  | 30-01 <sup>st</sup> /02/2013 |
| 20. | New Penal Code for NPPA                         | 31 Prosecutors                | 3days  | 12-14/02/2013                |
| 21. | New Penal Code for NPPA                         | 52 Prosecutors                | 3days  | 18-20/02/2013                |



|     |                                      |  |       |               |
|-----|--------------------------------------|--|-------|---------------|
| 22. | Arbitration                          | 35 Commercial Courts<br>Jugdes           | 3days | 27-01/03/2013 |
| 23. | Professional Practice for lawyers    | 55Advocates                              | 2days | 21-22/03/2013 |
| 24. | International Human Rights           | 45 Judges-Registrars<br>Nyanza Nyamagabe | 2days | 25-26/03/2013 |
| 25. | New Penal Code                       | 45 Judges-Registrars<br>Nyanza Nyamagabe | 2days | 27-29         |
| 26. | Pleading ( CAPA)                     | 55 advocates                             | 2days | 18-19         |
| 27. | Ethics (CAPA)                        | 55 advocates                             | 2days | 25-26         |
| 28. | Procurement for Commercial<br>Judges | 50 judges-registrars<br>Commercial       | 2days | 25-26         |
| 29. | Indictment-Witness interview         | 40 Prosecutors-police<br>officers        | 3days | 9-11          |
| 30. | Human Rights                         | 60                                       | 2days | 20-21         |
| 31. | New Penal Code                       | 75 Karongi- Jugdes-<br>prosecutors       | 3days | 22-24         |
| 32. | Professional Practice CAPA           | 40                                       | 2days | 20-21         |
| 33. | CAPA pleadings                       | 40                                       | 2days | 13-14         |

#### ***Annex 5: 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. Mr. Yves SIBO GAHIZI      | ILPD Academic staff Representative |



**Annex 6: ILPD Staff 2012/2013.**

|                                 |                                    |
|---------------------------------|------------------------------------|
| 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 Brekmans             | 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. NGENDAHIMANA Jean Bosco     | Lecturer                           |
| 23. MUSAFIRI Epimaque           | Program coordinator                |
| 24. Bongera Ines                | Librarian                          |
| 25. NICOLAS JEREMY Johnson      | Rector                             |
| 26. Nkurunziza Evariste         | Librarian                          |
| 27. NYIRAMINANI Sarah           | Warden                             |
| 28. RINGUYENEZA Constantin      | Warden                             |
| 29. KALISA Thadée               | Warden                             |
| 30. MWEMEZI John RUTTA          | Lecturer                           |
| 31. MARANGA N. Bernard          | Lecturer                           |



- |                          |                  |
|--------------------------|------------------|
| 32. NIYITEGEKA Anastase  | Technician       |
| 33. HABYARIMANA Evariste | Plumber          |
| 34. MUTONI Aline         | Messenger        |
| 35. DUSENGE Jean Felix   | Planning officer |

*Annex 7: List of DLD Students*

| <b>N0</b> | <b>NAMES</b>              | <b>INSTITUTIONS</b>                         |
|-----------|---------------------------|---|
| 1         | AKANA BAKUNZI Jovin       | NATIONAL COUNCIL OF HIGHER EDUCATION (NCHE) |
| 2         | BAHIZI Johnson            | KIGALI BAR ASSOCIATION                      |
| 3         | BWANAKWELI John           | PRESIDENCY OF THE REPUBLIC                  |
| 4         | GATERA Raymond            | MINIJUST                                    |
| 5         | HABINEZA Valens           | MINISTRY OF INTERNAL SECURITY               |
| 6         | HITIMANA Sylvestre        | NATIONAL COMMISSION OF CHILDREN             |
| 7         | HODARI Patrick            | NATIONAL WOMAN'S COUNCIL                    |
| 8         | KAMUGISHA Patrick         | RCA   |
| 9         | KANZAYIRE Alphonsine      | NURC  |
| 10        | KAYIRANGA Jean Baptiste   | MINALOC                                     |
| 11        | MITINDO Tom               | KIGALI BAR ASSOCIATION                      |
| 12        | MUJAWAYEZU Renatha        | MINISTRY OF NATURAL RESSOURCES              |
| 13        | MWINE Frank Geoffrey      | MINIJUST                                    |
| 14        | NGIRIKIRINGO Innocent     | RWANDA CORRECTIONAL SERVICES (RCS)          |
| 15        | NSENGIMANA Jean d'Amour   | MINISPOC                                    |
| 16        | NSHIMIYIMANA Eugene       | MINISTRY OF HEALTH                          |
| 17        | NTAMBARA Emmanuel         | MINISTRY OF YOUTH AND ICT                   |
| 18        | NTIRANDEKURA Jacques      | MINICOM                                     |
| 19        | NTUNGIRE Jolly            | MIN. OF FOREIGN AFFAIRS & COOPERATION       |
| 20        | NZEYIMANA Francois Xavier | MIDIMAR                                     |
| 21        | RUTAREKA Gaetan           | KIGALI BAR ASSOCIATION                      |
| 22        | RWAMAMARA Lionel          | RWANDA UTILITIES REGULATORY AGENCY          |
| 23        | RWIBASIRA Joseph          | GENDER MONITORING OFFICE                    |
| 24        | RWIGEMA Constantin        | PARLIAMENT /SENA                            |
| 25        | SEMPARA Emmanuel          | MIN. OF EAST AFRICAN COMMUNITY              |
| 26        | TWAMUGABO Youssuf         | RWANDA NATIONAL POLICE                      |
| 27        | UGIRIMPUHWE Fidele        | RBS   |
| 28        | UWITONZE Josephine        | MINAGRI                                     |
| 29        | ZIKULIZA Felix            | PARLIAMENT / DEPUTIES                       |



*Annex 8: List of DLP Students/Fast Track Mode*

| No | Student Name                | Professional |
|----|-----------------------------|--------------|
| 1  | ABIJURU Emmanuel            | lawyer       |
| 2  | BARAHIRA Eric               | lawyer       |
| 3  | BIKOTWA Bruce               | lawyer       |
| 4  | BIZIMANA Leopold            | lawyer       |
| 5  | BIZIMANA SHOSHI Jean Claude | lawyer       |
| 6  | BUGABO Laurent              | lawyer       |
| 7  | HATEGEKA Placide            | lawyer       |
| 8  | KABERA Jean Claude          | lawyer       |
| 9  | KAMOTA Amedee               | lawyer       |
| 10 | MULOMBI Kabeya Augustin     | lawyer       |
| 11 | MUTABAZI R. Innocent        | lawyer       |
| 12 | NDAYISABA Fidele            | lawyer       |
| 13 | NDEGEYA Shaaban Wenceslas   | lawyer       |
| 14 | NGABONZIZA Joseph           | lawyer       |
| 15 | NTAMPUHWE Juvens            | lawyer       |
| 16 | NUBUMWE Jean Bosco          | lawyer       |
| 17 | SHUMBUSHO Philbert          | lawyer       |
| 18 | UMUPFASONI Blandine         | lawyer       |
| 19 | UWANYIRIGIRA Delphine       | lawyer       |
| 20 | BATAMULIZA Alice            | prosecutor   |
| 21 | GAPIRA docile               | prosecutor   |
| 22 | GASHAYIJA Mathiew           | prosecutor   |
| 23 | MURAMUTSA Leodomir          | CID          |
| 24 | MVANO Javan                 | CID          |
| 25 | MUHONGERWA Agnes            | prosecutor   |
| 26 | MUKURALINDA Alain Bernard   | prosecutor   |
| 27 | MUSHIMIYIMANA Francoise     | prosecutor   |
| 28 | UMUMARARUNGU Rose           | prosecutor   |
| 29 | NDIBWAMI Rugambwa           | prosecutor   |



|    |                            |            |
|----|----------------------------|------------|
| 30 | NDIZEYE Yves               | prosecutor |
| 31 | RUBERWA Bonaventure        | prosecutor |
| 32 | GATERA Floribert           | judge      |
| 33 | GATETE Gatari Albert       | judge      |
| 34 | BANDORA Jean Baptiste      | judge      |
| 35 | KABAGAMBE Fabienne         | judge      |
| 36 | KAMANZI Fidele             | judge      |
| 37 | GASANA Damascene           | judge      |
| 38 | KANDAMA Diane              | judge      |
| 39 | KARANGWA Claudine          | judge      |
| 40 | MUKANZIGIYE Germaine       | judge      |
| 41 | MUKESIMANA Albertine       | judge      |
| 42 | MURINDA Nadine             | judge      |
| 43 | MUSABYEYEZU Aimee Solange  | judge      |
| 44 | MUTUMWINKA Natascha        | judge      |
| 45 | RUSHINGANA Nabuzuru Justin | judge      |
| 46 | NSENGIYUMVA Silas          | judge      |
| 47 | NYIRINKINDI Theogene       | judge      |
| 48 | RURANGWA Alexandre         | judge      |
| 49 | SEBAGABO Mbera Patrick     | judge      |
| 50 | UMURERWA Jeanne Christine  | judge      |
| 51 | UWIMANA Liberatha          | judge      |

**Annex 9: List of DLP Students/ Residential**

| N <sup>o</sup> | STUDENT NAME                | PROFESSIONAL                |
|----------------|-----------------------------|-----------------------------|
| 1              | NYIRANSHUTI Franco          | Advocate                    |
| 2              | UWERA SOLANGE               | Advocate                    |
| 3              | MAGOBA Ronnie               | Advocate                    |
| 4              | NYIRAMATAMA Bernadette      | Lawyer                      |
| 5              | MUKAMANA Dative             | Judge                       |
| 6              | MUKARUREMA Justine          | Judge                       |
| 7              | UWAMAHORO ANGELIQUE         | Judge                       |
| 8              | UWINGABIYE Françoise        | Judge                       |
| 9              | UMUHOZA Antoinette          | Judge                       |
| 10             | NYIRAMINANI GASHUMBA Zahara | Judge                       |
| 11             | MUSANGANIRE Marie Josée     | Judge                       |
| 12             | NYIRABATEGEKA Florence      | Judge                       |
| 13             | UMUHOZA Denyse              | Judge                       |
| 14             | MUTUYIMANA Angelique        | Judges                      |
| 15             | NANKAMISHA THERESE          | Judges                      |
| 16             | NYINAWUMUNTU Mariam         | Prosecutor                  |
| 17             | MUGABE MARY                 | Prosecutor                  |
| 18             | MUREKATETE Marie Victoire   | Prosecutor                  |
| 19             | MURUNGI Rosette             | Prosecutor                  |
| 20             | UMUHOZA Chantal             | Prosecutor                  |
| 21             | KARIGIRWA Joselyne          | Prosecutor                  |
| 22             | USABYEMALIYA Donatille      | Prosecutor                  |
| 23             | MUKARUKUNDO Agnes B         | Assistant to the Prosecutor |
| 24             | UWASE Alice                 | Assistant to the Prosecutor |
| 25             | INGABIRE Yvette             | Assistant to the Prosecutor |
| 26             | MUSANA M. Grâce             | Assistant to the Prosecutor |
| 27             | NZALITURANDE Cécile         | Assistant to the Prosecutor |
| 28             | MUNYAKARAGWE Aline Husla    | Private Lawyer              |
| 29             | INGABIRE Doreen             | Private Lawyer              |



|    |                             |                         |
|----|-----------------------------|-------------------------|
| 30 | NAIGA Lucy                  | Private Lawyer          |
| 31 | MUSIIME Patricia            | Private Lawyer          |
| 32 | NYIRANEZA Marie             | Private Lawyer          |
| 33 | KAINZA Consolate            | Private Lawyer          |
| 34 | RWIGAMBA Kayitesi Laura     | Private Lawyer          |
| 35 | UFITINEMA Euphrasie         | Private Lawyer          |
| 36 | KABAJUNGU Esther            | Private Lawyer          |
| 37 | UMUMPOREZE Valentine        | Humana Right Commission |
| 38 | MUNEZERO Raïssa Joyeuse     | Ombudsman               |
| 39 | VUMILIYA Ruth               | Ombudsman               |
| 40 | GASORE SEKAZUBA             | Advocate                |
| 41 | URAYENEZA NYARUSHI Innocent | Advocate                |
| 42 | NDAHIRO Mugarura Emmanuel   | Advocate                |
| 43 | NYANDWI BURIRO FRANCOIS     | Advocate                |
| 44 | SAFARI Gahizi               | Advocate                |
| 45 | TUSHABE Seth                | Advocate                |
| 46 | NGARAMBE Lambert            | Advocate                |
| 47 | KAREMERA Peter              | Advocate                |
| 48 | NKURUNZIZA J. Pascal        | Lawyer                  |
| 49 | GATONI Néhémie              | Judge                   |
| 50 | HARELIMANA Emmanuel         | Judge                   |
| 51 | KAZUNGU Bukasi Olivier      | Judge                   |
| 52 | MANIRAKIZA EMMANUEL         | Judge                   |
| 53 | RUKERA M.Jean de Dieu       | Judge                   |
| 54 | RUREMESHA Simon Pierre      | Judge                   |
| 55 | SAMUGABO RUPIYA             | Judge                   |
| 56 | UDAHEMUKA Adolphe           | Judge                   |
| 57 | Nelson BUGINGO              | Judge                   |
| 58 | TASHOBYA Benon              | Judge                   |
| 59 | NOHELI Emmanuel             | Judge                   |
| 60 | RUTIKANGA Frédéric          | Judge                   |



|    |                                   |  |
|----|-----------------------------------|--|
| 61 | NIYIBIZI J Damascene              | Judge  |
| 62 | MUKUNZI Faustin                   | Prosecutor                                       |
| 63 | RUGAMBA JACQUES                   | Prosecutor                                       |
| 64 | KARANGWA RUHASHYANKIKO<br>Laurent | Prosecutor                                       |
| 65 | MUGABE Fidele                     | Prosecutor                                       |
| 66 | MUNYAMA HORO Munyakazi faustin    | Prosecutor                                       |
| 67 | NDAYAMBAJE Alphonse               | Prosecutor                                       |
| 68 | NTIRUSHWAMABOKO ETIENNE           | Prosecutor                                       |
| 69 | KANYONI Ntabwoba                  | Prosecutor                                       |
| 70 | KABEJA Dan                        | Prosecutor                                       |
| 71 | MUJYAMBERE Naimu                  | Prosecutor                                       |
| 72 | RWANGALINDE Paul                  | Assistant of Protection of the<br>witnesses/NPPA |
| 73 | MPOZAYO Radjabu                   | Assistant to the Prosecutor                      |
| 74 | NGABONZIZA Samson                 | Assistant to the Prosecutor                      |
| 75 | MUYANGO KAMBANDA                  | Private Lawyer                                   |
| 76 | AKATUHAABWA Raynold               | Private Lawyer                                   |
| 77 | RWEGO David Muhoozi               | Private Lawyer                                   |
| 78 | ATURINDA Comfort                  | Private Lawyer                                   |
| 79 | NASSIMBWA Vivian Lwanga           | Private Lawyer                                   |
| 80 | MUGISHA Habib                     | Private Lawyer                                   |
| 81 | NUWAGABA Denis                    | Private Lawyer                                   |
| 82 | GASHUGI Heron                     | RSSB   |
| 83 | KALINGANIRE Dieudonné Simon       | Humana Right Commission                          |
| 84 | BIZIMANA PATRICK                  | Ombudsman  |
| 85 | NGILINSHUTI Védaste               | Ombudsman  |
| 86 | NZABAMWITA Anaclet                | Ombudsman  |
| 87 | NIZEYIMANA J.M.V                  | Judges   |