



The Legal Aid Forum – Rwanda  
Forum d'Aide Juridique – Rwanda

# The Paralegal Practice Manual

## A Guide to Paralegal Roles and Techniques



*Paralegals: Mutoni and Gasore*





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A Guide to Paralegal Roles and Techniques



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## Dedication

*This manual is dedicated to the many paralegals who contribute on a daily basis to the administration of justice through the provision of legal aid services in the field. The contribution of paralegals is key to the realisation of access to justice in a just and equitable manner.*



## Use of this Manual

The Paralegal Practice Manual has been developed for use by paralegals and organisations training paralegals all over Rwanda. This is the first manual of its kind specifically focusing on skills related to paralegal work. This manual also intends to be relevant to paralegals in other countries in Africa and can be contextualised to specific countries or continents like Europe, Asia, etc.

The Paralegal Practice Manual is a self-administered manual for any paralegal who can read and write in Kinyarwanda or English. All thoughts and ideas are presented in a simple and concise manner. In order to enhance her/his skills and knowledge, a paralegal should use this manual and the attached materials as a reference document on a continuous basis. A paralegal should always create time regularly to update her/his knowledge in paralegalism and the law. Such a continuous self-training will ensure that a paralegal is always up-to-date on all information needed to facilitate the effective and efficient delivery of her/his legal aid services.

This manual contains sample tools and provides examples and case studies based on real life experience and with references to Rwandan legislation. Paralegals are encouraged to use this material in their own innovative way depending on their objectives and the specific circumstances and environment within which they are operating.

This manual has been designed in such a way that each section stands on its own. Depending on the skills the paralegal is focusing on, s/he will extract from or refer to the corresponding sections.



## Acknowledgments

The development of the Paralegal Practice Manual was achieved through an extensive consultative process that began in November 2007 and was completed in May 2009. Input, research, discussions and analysis have been provided by a number of member organisations of the Legal Aid Forum and individuals that all played a critical part in the development and finalisation of this manual.

We therefore acknowledge the contributions of various organisations especially those constituting the Paralegal Practice Manual Task Force – Ajprodho, Avega, Haguruka, Human Rights First Rwanda, the Legal Aid Clinic of the National University of Rwanda, the Danish Institute for Human Rights and Penal Reform International – that pioneered the conceptualisation of this project. We would like to also thank the Task Force on Documentation, Monitoring and Evaluation – Adepe, Cladho and Dufatanye Network – that developed the Client Forms and provided valuable input that enriched this manual.

In particular we wish to thank the paralegals and law students who attended the initial information gathering session in April 2008, undertook the pre-test in October 2008, and the validation in February 2009. These paralegals are from all provinces of the country and work with Adepe, Ajprodho, Avega and Haguruka; the law students are from the Legal Aid Clinic of the National University of Rwanda and from the Kigali Independent University (ULK) in Rubavu. We are also grateful to the contributions made by the Judicial Defenders in Rubavu during the pre-test and validation phases.

The development of this manual would not have been possible without the continued support of the staff of the Legal Aid Forum Secretariat who ensured that the commitments made by the Paralegal Practice Manual Task Force were fulfilled. We are also thankful to the Editorial Team for its review and guidance.

We also want to recognise the two consultants from Legal Resources Foundation Trust (LRF) – a national NGO based in Kenya – through the Haki Institute Training, for their guidance, commitment and insights during the development of this manual. The comments and sharing of experiences by Jedidah Wakonyo Waruhiu and George Mwai Gichuki were extremely useful. We extend our thanks also to the LRF staff that provided technical support and backup while in Kenya.

Finally, we express our gratitude for the technical and financial support of the Danish Institute for Human Rights and for the financial contributions of both the Embassy of the Kingdom of the Netherlands in Kigali, Rwanda and DANIDA, all of which made the development and production of this manual possible.

*The Legal Aid Forum - Kigali, Rwanda - May 2009*

# Preface

## *Access to Justice and Paralegalism*

Access to justice – a human right that guarantees the realisation of other rights – is totally out of reach for the majority of the world’s population. Finding clear and simple information about laws, rights, and procedures is difficult and numerous economic and social barriers stand in peoples’ way.

In such circumstances, the reality for the poor and, in particular, for rural communities, paralegals can play a vital and catalytic role. They can assist people to engage with the legal environment, empowering them to understand and claim their rights.

These rights are enshrined in international treaties and in the Rwandan Constitution. Article 16 of the Constitution of the Republic of Rwanda of 4 June 2003 and Article 7 of the Universal Declaration of Human Rights states that ‘*all are equal before the law and are entitled without any discrimination to equal protection of the law*’. Further specific articles guarantee access to information and the right to a fair trial. Yet all of these rights remain elusive if the practices and procedures of the legal system do not help people to gain access.

As stated, paralegals can play a vital bridging role. With an in-depth knowledge of the community within which they live and work, paralegals are able to provide targeted advice and education. They can identify problems and bottlenecks; through linkages with NGOs, lawyers and authorities, paralegals provide, where possible, simple and proximate solutions.

Recognising the important role of paralegals, the Legal Aid Forum in Rwanda is working in different ways to support their work. This manual is one aspect of that support and aims to provide paralegals with clear and relevant information on the practicalities of their work. Guidelines, for example, on how to receive beneficiaries and the importance of confidentiality help to ensure that the first points of contact with beneficiaries are provided in a professional manner.

The manual can be used a part of a paralegal training programme and as a reference tool for experienced paralegals. Focusing on skills, it builds the foundations by providing the building blocks on which to add further in-depth knowledge of the law and additional specific skills such as mediation.

As one step in an on-going process, the Legal Aid Forum encourages paralegals and other stakeholders to provide comments and feedback as well as suggestions for future modules.

*The Legal Aid Forum - Kigali, Rwanda - May 2009*

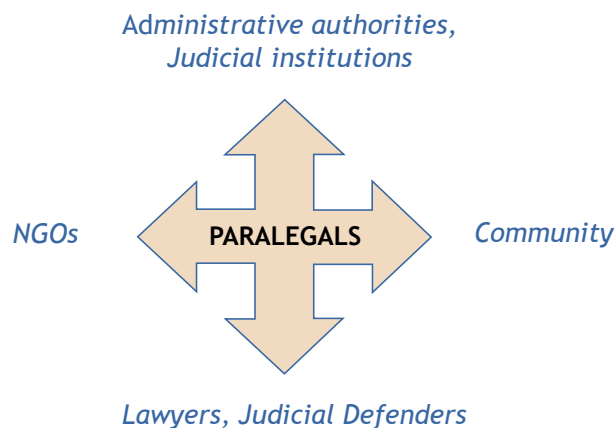
# Paralegal Skills and Techniques

In this Paralegal Practice Manual, you will gain an understanding of:

1. The key roles and techniques of a paralegal;
2. How to effectively prepare and work with beneficiaries; and
3. The key skills applicable in the work of a paralegal.



As a paralegal you play a key role in helping people understand and engage with the law. You provide a link between the community, the administrative authorities, and justice institutions on matters related to access to justice. You will often be the first point of contact for people who need various legal services. It is therefore important that this first contact is well prepared, good and helpful to the person(s) or group(s) concerned!



As a paralegal, there are different roles, techniques, skills, and approaches that you can use in your day to day work. This helps ensure that you build confidence, knowledge, links, and provide a professional service to the community at all times.

These techniques and skills are best acquired through continued practice and mutual exchanges between paralegals. The quality of your services will be further supported and monitored by your affiliate organisation.





# Section

# 1

## Mobilising the Community

At the end of this section you will have an understanding of:

1. What is mobilisation of community; and
2. How to make your legal aid services known to the community.

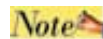


*Linking to the community*

As a paralegal you need to mobilise the community, providing information about:

- Your role as a paralegal; and
- The type of paralegal services and help you can provide.

Mobilisation involves bringing the community together and encouraging them to support you in your role as a paralegal, e.g. disseminating information.

**Note**  Check first whether it is you or your affiliate organisation that will coordinate this mobilisation process before introducing yourself to the community.

*Information to communicate*

### ☆ What does the community need to know?

**WHO** are the paralegals in the community or which organisations provide paralegal services?

**WHAT** type of services can the beneficiaries expect from paralegals?

**WHERE** can the beneficiaries find paralegals?

**WHEN** or on what days of the week and times can the beneficiaries access paralegal services?

**HOW** can the beneficiaries access a paralegal? Do they need to bring any specific documentation, e.g. their identity card or case documents?

*Managing expectations*

*Ways of communication*

**Caution:** ! Managing expectations: You should never present yourself as a lawyer or capable of being able to resolve all problems in the community. People must know the limitations of paralegal work so that your intervention will not disappoint, frustrate or cause dissatisfaction in the community.

## How will the community know about your legal aid services?

You may conduct mobilisation at the level of individuals, specific groups or the general population, by using radio programmes, newspapers, brochures, posters, drama and through contacts with the local administrative authorities, justice institutions, religious communities, social services, etc.

Whenever possible, use ways that do not cost much (such as public meetings organised by local institutions or religious communities).

Developing a good working relationship with the local institutions such as the head of the communal settlement (*'umudugudu'*) will help to ensure that you are able to effectively communicate and have contacts with the community.



*Gasore mobilising the community about the legal aid services he provides.*

## Sensitisation and Training

At the end of this section you will have an understanding of:

1. What is the difference between sensitisation and training; and
2. Participatory training methodologies.



*Creating awareness in the community*

As a paralegal, you should aim to create awareness within the community through sensitisation or even training. This involves:

- Providing information to the community on a specific subject matter;
- Empowering the community by giving them the confidence to understand the law and to adopt, with your guidance, a ‘do it themselves’ approach; and
- Enabling those present to share this information with others not present.

*Distinguishing sensitisation and training*

**What is the difference between sensitisation and training?**

	Sensitisation	Training
<b>Activity</b>	To educate or inform on a particular topic	To train on a specific matter
<b>Audience</b>	General population/ specific group(s)/ individual(s)	A specific target group
<b>Venue</b>	Can be through formal or informal meetings or group discussions	Usually done in workshops



*Gasore answering questions and comments during a sensitisation session.*

*How to organise sensitisation*

## How to organise a sensitisation session?

In order to maximise the quality of the session and its impact, ensure you implement the following steps:

### *Preparation:*

1. Set the objective(s) of the session;
2. Identify and prioritise those actors that you want to influence based on the objective;
3. Inform the local administrative authorities;
4. Identify and set up the place, date and schedule for the sensitisation;
5. Announce the activity and invite individuals or groups to participate; and
6. Develop identified specific messages and language to use according to the audience.

*See in Appendix 1 an example of a Preparatory Form for a sensitisation session.*

### *Sensitisation session: Organise your session as follows:*

1. Introduce yourself as a paralegal and your affiliate organisation;
2. Introduce the topic to be presented and discussed;

3. State the objective(s) of the session;
4. Present the key points;
5. Allow sufficient time for questions and comments from the participants;  
Ensure that you answer honestly and directly to all; and
6. Ask participants to sum up the session.

### **Reporting and Follow up:**

1. Communicate the results of the session to your affiliate organisation; and
2. Follow up on any agreed actions with the audience and report to your affiliate organisation.

**Note** *You may take advantage of an existing public meeting to educate or inform the audience on a specific legal topic in a few minutes. You may also intervene during meetings organised by religious communities, schools, associations, etc. This kind of intervention requires a good working relationship with the relevant authorities or organisations and their prior consent.*

## **How to organise a training session?**

### **Preparation:**

1. Identify and select issue(s) to be covered based on the needs and priorities of the community. Do not take on too many topics as this may confuse the participants;
2. Estimate how long the training session will take;
3. Know your target group (e.g. illiterate, semi-illiterate or literate, initial level of understanding of the particular topic, etc.) and approximate number of participants;

**Note** *Ensure that you keep a reasonable number of participants per session.*

4. Inform the local administrative authorities;
5. Identify an appropriate venue and the equipment available:


**Note** *If necessary, ask for logistical support from your affiliate organisation.*

*How to organise training*

6. Identify the type of language to use according to the composition of the target group;
7. Prepare in detail for the topic(s) so that you can communicate effectively to the participants. For complex topics or new legislation, ensure you get support before the training from your affiliate organisation; and
8. Identify which participatory training techniques to use (*see below*).

#### **Training session:**




1. Make sure you arrive early at the venue to ensure that everything is ready; and
2. Structure your session as follows:
  - a. Introduce yourself as a paralegal and your affiliate organisation;
  - b. Set ground rules so that all can concentrate during the session;
  - c. Establish the participants' expectations and concerns;
  - d. Introduce the topic to be discussed;
  - e. State the objective of the session;
  - f. Make reference to current issues of that particular community and link them with the topic under discussion;
  - g. Use participatory methodologies (*see below*), chosen depending on the topic of the session, the composition of the target group, and the amount of time available; and
  - h. Allow sufficient time for questions and comments from the participants. Ensure that you answer honestly and directly to all.

**Note**  *If you are unable to answer, inform the participants that you will contact your affiliate organisation and get back to them later with the appropriate answer. Make sure that this is possible: do not make a commitment that you cannot keep.*

#### **Evaluation, Reporting and Follow up:**

1. Circulate an attendance/registration form so you keep track of the participants in view of future follow-ups (e.g. to examine later the participants' understanding of the topic learnt; how do they apply this knowledge in their daily work?);

- Develop an evaluation system (see an example below of an Evaluation Form) to get feedback from the participants on the training session either daily or at the end of the training session.

	How was the presentation by the trainer?*	Was the topic covered relevant?*	Was the training session participatory?*	General comments
 <b>Good/Yes</b>				
 <b>Average</b>				
 <b>Poor/No</b>				

\* Tick ✓ as appropriate.

**Note** You can use an evaluation system with reduced or no cost, such as collecting evaluation feedback from participants on a flip chart, using the show of hands, dropping pebbles in different baskets, etc.

- Report to your affiliate organisation: communicate the discussions held and the results of this activity. Indicate action, if any, that you will take on and whether you require any support from the affiliate organisation (e.g. for follow-up).

See in Appendix 3 an example of a Reporting Format for a training session.

- Follow up on any agreed actions, if need be, and report to your affiliate organisation.

## Which participatory and adult learning techniques could you use for training sessions?

### Buzz groups

A buzz group brings two or three people together to discuss a given topic for 5 to 10 minutes only.

Then one of them shares out loud for the whole group the results of the buzz group discussion.

*Participatory techniques*

*Buzz groups*

*Discussion or brainstorming*

As a facilitator, you should:

- Select the topic for discussion;
- Help the whole group to form smaller groups;
- Manage time for the discussion;
- Allocate sufficient time for the feedback of each group; and
- Extract main points based on the discussions.

*Discussions or brainstorming*

Discussions are exchanges led by you as the facilitator or by a volunteer participant on a specific issue that you have identified beforehand. Discussions require the participation of the entire group and are aimed at generating as many diverse ideas from the participants as possible.

Participants can also discuss either in large or smaller groups where they exchange and share the facts, points of views and ideas among themselves.

As a facilitator you should:

- Ensure that discussions remain focused on the identified issue;
- Allocate sufficient time for the feedback made by one person from each group; and
- Summarise the various points stated and extract the lessons learnt from such discussions.

*Role-plays*

*Role-plays*

Role-plays are short skits or dramas on a selected topic. The participants agree to take up specific roles based on the topic. The role selection should be left to the participants to agree upon. Not all participants should be involved in the play.

As a facilitator you should:

- Allocate adequate time for the participants to enact the play;
- Let all the participants discuss what they noted and learnt from the play; and
- Summarise the points arising from the play and discussions.





*Paralegals in a role-play: interviewing a beneficiary.*

### **Group Work**

The participants are divided into smaller working groups. The numbers of each group will depend on the overall number of participants and the time available.

As a facilitator, you give each group a specific task to undertake together. This task may be the same for all groups or different depending on the topic, objective of the session and the amount of time available.

Each group will then:

- Choose their secretary (during work group) and representative (for the plenary session);
- Undertake the task given;
- Write the results of their discussion on a flip chart or notebook through the secretary; and
- Provide feedback to the other participants during the plenary session through their representative.

As a facilitator, you should:

- Allocate sufficient time for the group work and feedback by each group;
- Following the feedback, summarise all the key ideas from all the groups; and
- Link the results with the initial objective of the session.

### **Group Work**



*Paralegals writing the results of their discussion on a flip chart during a group work session.*

### Case studies

### Case Studies

These are imaginary or real life experiences used for discussion to illustrate and analyse attitudes and behaviours.

As a facilitator, you should:

- Ensure that the case study is clear and relevant to the topic being discussed;
- Design the questions that participants will use to discuss the case study;
- Discuss the various responses with all the participants; and
- Summarise the key lessons learnt from the discussions.

**Caution:** In case of real life accounts, names of persons and locations must be changed to protect privacy.

**Note** In case you use a documentary or fictional film as case study, you need to:

- Preview and understand the entire message in the video before using it;
- Ensure that the timing and duration of the video fits into the training programme; and
- During discussion, clarify, if needs be, any misconceptions from the video.

## Receiving Beneficiaries

At the end of this section you will have an understanding of:


1. The five Golden rules of a paralegal when dealing with beneficiaries; and
2. How and where to receive the beneficiaries.



### *Preparatory steps*

### What should you check before receiving beneficiaries?

- Are the potential beneficiaries aware of the receiving location, the type of services you provide, the days and times for the reception (*see Section 1 – Mobilising the Community*)?
- Is there a space for the beneficiaries to sit and wait?
- Are you able to talk to the individual beneficiaries in private?

**Note**  *The other beneficiaries and people around the area should not be able to hear your conversation or make the beneficiary feel uncomfortable.*

- Do you have writing materials?
- Do you have a secure place to store the documents you receive from the beneficiary?

## Golden Rules of a Paralegal

### Confidentiality

### Reception locations

#### ★ Five Golden Rules:

As a paralegal it is important to:

- o Be polite;
- o Act professionally;
- o Make sure that the beneficiary feels comfortable and at ease;
- o Pay attention to the reactions of the beneficiary and be sensitive to her/his needs; and
- o Ensure confidentiality.

#### ★ Confidentiality:

This is one of the most important aspects of your work as a paralegal. You must ensure that whatever the beneficiary tells you remain confidential. The beneficiary must feel that s/he can trust you and that her/his information or documents are safe with you. This means that:

- o You should not disclose this information to another organisation or institution, your friends and/or family, etc.;
- o You must ensure that this information does not accidentally fall into the hands of another person, due to someone having access to your documents or because your files are not stored in a sufficiently secure place;
- o You should only share this information with the legal officers or specifically designated people within your affiliate organisation; and
- o You should inform the beneficiary about the above principles.

## Where to receive the beneficiaries?

**Note** *You may receive beneficiaries in different places. In all situations, the beneficiaries must feel at ease: many people are either ignorant of, or fear the law and the legal system and this makes them feel nervous, unsure or even intimidated by the problem at hand.*

There are three main types of places where you may consider receiving the beneficiaries:

### 1. An established office or legal clinic/boutique

This is a place specifically designated for paralegal work. You have many opportunities to organise the area to best suit the needs of the beneficiaries. This should include:

- A sign post that highlights the nature of services offered;
- A sign post that states the days and times the services are offered;
- A designated receptionist to receive the beneficiaries and explain to them the procedures as they wait to see a paralegal;

- A waiting area that is covered or protected from the sun, rain or wind;
- A reception that has sufficient seats and whenever possible fresh drinking water for refreshment of the beneficiaries;
- Reading materials such as brochures or fliers, newspapers, or reports from your affiliate organisation. The reception area can also be used to display posters that have human rights or access to justice related messages; and
- A registration system that ensures that the beneficiaries are seen on a first come, first served basis. You can also introduce an appointment system to ensure that the beneficiaries do not wait for a too long time or if it is a second visit that they are seen by the same person.

**2. *An area loaned by your affiliate organisation***

This might be an area that is loaned by an organisation or institution, i.e. a local administrative authority, a church, an NGO, etc. In such situations because the use of the place is temporary, the following aspects must be considered in addition to those stated above:

- Ensure that the name of your affiliate organisation is prominently displayed near the working space, e.g. by putting a poster on the door, wall, etc. The beneficiaries need to clearly understand that you are not a representative of the hosting institution or organisation;
- Discuss with the hosting institution or organisation on how to arrange the space provided in a manner that responds to the needs of the beneficiaries; and
- Agree on the specific days and times you will receive the beneficiaries with no interruption.

**3. *An ad hoc location***

There are situations where you may have to meet a beneficiary in a public space, along the road or in someone's house because the beneficiary has come to see you without any prior notice or there is no particular established facility.

As a paralegal you should always be prepared to be of assistance and try to ensure the best conditions for the beneficiary despite the various limitations. This means that you should:

- Find a specific space where you can ensure confidentiality and no interruption;
- Inform the beneficiary about your affiliate organisation, either verbally or using support documents: brochure, organisational identity card, Client Forms with logo of your affiliate organisation, etc.; and
- Make sure that any documents received from the beneficiary or the filled-in Clients Forms are safely kept and well stored.



*University students receiving beneficiaries under a tree.*

## Interviewing Beneficiaries

At the end of this section you will have an understanding of:

1. The five stages of an interview process; and
2. Listening and communication skills.



### *What is interview*

Interviewing is a conversation designed to help you, as a paralegal, gather and understand the beneficiary's questions, problems or claims. This is an essential and preliminary step before you can advise or assist the beneficiary.

### *Preparing the interview*

## **Interview: a five stage process**

### **STAGE ONE – Preparation**

- Prepare yourself mentally;
- Make sure you have enough time for the interview;
- Identify and organise an appropriate place for the interview (*see Section 3 – Receiving Beneficiaries*);
- Have the interviewing tools ready, e.g, Client Form, pen, paper, file, etc.; and
- When it is a follow-up interview:
  - Ensure that you have done what you had committed to do;
  - Ensure you have the documents that may have been provided previously by the beneficiary;

*Meeting the beneficiary*

*In case of psychological assistance needed*

- Be prepared to share the results of your research and/or actions with the beneficiary; and
- Discuss the various options available with the beneficiary.

### STAGE TWO – Meeting the beneficiary

- Greet the beneficiary politely and in a welcoming manner;
- Allow the beneficiary to sit down and settle. Does s/he feel safe, secure and comfortable?

☆ For a female beneficiary, consider asking if she would prefer to speak to a female paralegal.

- Introduce yourself to the beneficiary. Explain your role as a paralegal and the services you can and can not provide;

**Caution** ! You may notice that the beneficiary needs psychological assistance before you can begin work on her/his case.

If so, you should:

- Help calm the beneficiary;
- Explain to her/him that s/he needs to meet first with a trained counsellor in order to receive psychological assistance and support;
- Advise her/him to then come back later to you or your organisation, so that you can provide the legal aid services for her/his case; and
- Then refer her/him to a trained counsellor.

You should not provide counselling unless you have been specifically trained as counsellor.

- Ask the beneficiary how s/he came to learn of your legal aid services;
- Explain how the interview process will proceed, i.e. that you will take notes during the course of the interview, ask a number of direct questions, and fill out a Client Form (*See Appendix 4*);
- Reassure the beneficiary that the information s/he provides will remain confidential (*See Confidentiality Rules in Section 3 – Receiving Beneficiaries*); and



- Confirm that the beneficiary has understood the process and agrees to proceed with the interview.

### STAGE THREE - The interview

- Confirm the personal details of the beneficiary: name, address, etc., and write the beneficiary's responses on the Client Form;
- Ask the beneficiary to briefly explain her/his case. At this point it is important not to interrupt the beneficiary, only do so to clarify an important point;
- Ask 'open ended' questions to provide an opportunity to explore the case with the beneficiary and to identify possible legal aspects that the facts relate to;

**Caution:** You may feel at this stage that this is not a case that you as a paralegal are able to handle. This may be because the beneficiary does not have a legal problem (i.e. the problem may be social, psychological or economic).

In such a situation you may want to recommend that the beneficiary seeks the help of a qualified counsellor and/or a specialised organisation in that field and refer the case accordingly. Ensure that the beneficiary understands why you are referring her/him to this specific person or organisation.

- Follow up with specific questions to clarify any facts. Ensure that you understand the nature of the case being presented to you, that the facts are not contradictory and that there are no information gaps;

In your mind identify the type of action or follow-up required for this case. This will depend on the specific elements of the case and your experience as a paralegal. There are a number of options possible:

- Providing simple information that you as a paralegal can give, e.g. a beneficiary needs to know where to go to register the birth of her/his child;
- Orientation, referral, legal advice, mediation, accompaniment, drafting letters or conclusions, follow-up, etc. (See Sections 5-8 in this manual);

*The interview*

*Ensuring this is a legal case*



- Make neutral remarks – ‘yes’, ‘hmm’, ‘I see’, to show you are following the conversation and are interested in what the beneficiary is saying;
- Ask relevant follow-up questions after her/his presentation of the case; and
- Ensure that your reactions are not judgmental i.e. by showing shock, etc.

**Note** *Be aware of distractions that may interfere with your ability to listen and your beneficiary’s concentration, i.e. music in the background, etc.*

★ Listening is both being silent and being an active listener.

### *Some questioning techniques:*

- Use a tone of voice that shows interest, concern, and friendliness;
- Ask one question at a time and wait for the answer before asking the next question;
- Ensure that the questions you ask follow a certain logical sequence or order;
- If the beneficiary does not understand the question, repeat the question again or ask it in a different way;
- Ask open ended questions to provide an opportunity to explore the case with the beneficiary; and
- Continue to seek to understand the beneficiary by clarifying statements made, summarising the information, restating or repeating it back to the beneficiary.

### ★ **What are open ended or closed questions?**

Open ended questions; ‘What, who, where, when, how’ questions are ones that allow or elicit for a variety of answers.

#### **Example:**

*How did you acquire the property?*

Closed questions; Questions that encourage simple ‘yes’ or ‘no’ answers. These are usually leading questions and only provide one answer responses.

**Note:** *You will risk giving the beneficiary ideas rather than allowing her/him to explain the case as s/he experiences it. However, towards the end of the interview in order to clarify specific facts you may have to ask a number of closed questions.*

#### **Example:**

*Did you acquire the property from your father?*

**Caution:** ! Avoid 'why' questions. They will seem to the beneficiary like you are judging her/him.

## 2. Communication

Communication is the way in which we send or transmit a message using words, signs or body language, aiming at creating understanding. You should always try to be aware of the messages you are sending or transmitting through your body language – otherwise there is a risk that you will unintentionally send or transmit the wrong message.

**Note** 📌 *Be aware that everything you say or do not say communicates a message to the other person. Clear communication increases understanding.*

### *Main elements in communication:*

- Be confident – the beneficiary needs to feel you know the subject matter. However do not pretend you know things that you do not;
- Sit or stand at an appropriate distance – so that the beneficiary has some space but does not have to speak too loudly;
- Maintain eye contact when speaking;
- Speak confidently in a language that your beneficiary understands and speaks;
- Be aware of the effect of your personal communication style and how it impacts on others. Ensure that you are not intimidating the beneficiary;
- Talk less than the beneficiary; and
- Allow short periods of silence.

**Caution:** ! How you are dressed as a paralegal could cause comfort or discomfort to the beneficiary. Therefore always be sensitive about how you dress depending on each situation and that you are dressed in a culturally respectable and sensitive manner.



*Mutoni talking at length and losing eye contact with the beneficiary who is no longer following what Mutoni is saying.*



*Gasore and a beneficiary, an example of good communication that builds understanding, ease and respect.*

**Note** When interviewing children, always consider the following questions;

1. How old is the child?
2. Is the child a girl or a boy?
3. What language is s/he comfortable speaking?
4. Is the child alone or accompanied?
5. Is the child an orphan? Does s/he have a guardian?
6. Is the child traumatised? If s/he needs counselling, first refer her/him to a qualified counsellor and/or a specialised organisation in that field. Later you can have the counsellor, guardian, or parent (ensure that the guardian

*or parent is not part of the complaint) sit together with the child during the interview if this will give the child more confidence.*

**Note** Ensure that you:

- Explain your role to the child in simple language;
- Do not use professional terminology or adult words that the child does not understand;
- Adjust your sitting position so that you are sitting almost next to the child. This enhances the child's confidence. Do NOT sit opposite the child; and
- Ensure that you have minimal body contact with the child. The contact must only be to comfort and build trust with the child.



*Mutoni engaging in discussion with a child in a way that builds confidence.*

**Note** As a paralegal, have practical role or mock plays on how to conduct an effective interview. This will help you to continuously improve your interview skills as a paralegal.

## Orientation, Referral and Accompaniment

At the end of this section you will have an understanding of:

1. The difference between orientation and referral;
2. When to accompany the beneficiary; and
3. Specific considerations when orienting, referring or accompanying the beneficiary.



In case you are unable to provide the services requested by the beneficiary, you may orient her/him on how and/or where to seek help, e.g. civil society organisation, a lawyer registered at the Bar Association or Judicial Defender, *Abunzi*, court, local administrative authority, police station, Ombudsman Office, labour inspection service, etc., or refer her/him to another organisation that will take up the case.

*Distinguish orientation and referral*

### What is the difference between orientation and referral?

Orientation	Referral
To show the way or indicate the place to go	To send the beneficiary to a specific (and often specialist) organisation
No further intervention	Contacts made regarding the case with the identified organisation
Made verbally	Referral Form or letter to the identified organisation completed and given to the beneficiary ( <i>See Client Referral Form in Appendix 6</i> )
Recorded on the Client Form for your records	Copy of Referral Form or letter kept for your records
Accompaniment may be provided ( <i>see below</i> )	

**Orientation example:**

**Mr Nkusi took a case to the Primary Court and won. He has a copy of the judgment with an order for enforcement, but the other party is refusing to carry out the actions set out in the judgment.**



*Mutoni orienting a beneficiary to another civil society organisation.*

**As a paralegal you can orientate Mr Nkusi to the bailiffs, who are responsible for enforcing judgments. You should also explain that there are non-professional bailiffs at the cell, sector and district levels as well as private professional bailiffs. Explain to Mr. Nkusi the role of the bailiffs and tell him where and when to go to meet them.**



*Gasore showing a beneficiary the way to a bailiff.*

*Note: Names have been altered for confidential reasons.*



## When should you accompany a beneficiary to the identified organisation or institution?

(e.g. *Abunzi*, court, local administrative authority, police station, etc.)

- If the beneficiary is a vulnerable person (e.g. a minor, elderly, or sick person, etc.);
- If the beneficiary is unsure of how to approach the identified organisation or institution alone; or
- If the case, because of its peculiarities or sensitivity, needs close follow-up.

### CASE STUDY

#### ***Accompaniment case study:***

*Joseph is 14 years old. His parents were killed when he was five years old and he fled with other family members. Recently he returned to his family home and discovered other people living in his parents' house. He went to the communal settlement (Imidugudu) authorities to seek their help, but they claimed they were unable to help him. He came to you for help.*

*As Joseph is a minor and has lost both his parents, this is the kind of case where you as a paralegal may strongly consider accompanying him in a meeting with the relevant authorities. In order for Joseph to decide on how to proceed with the case you first need to gather the relevant background information. You should start by identifying the relevant authorities with which to arrange a meeting to which you will accompany Joseph and help him find the necessary information.*

*Note: Names have been altered for confidential reasons.*

## Specific considerations when orienting, referring, or accompanying the beneficiary

- Ensure that you have a good knowledge of the various organisations/institutions available, including the services they provide;

*When to accompany a beneficiary*

*Specific considerations in orientation, referral and accompaniment*

- Ensure that you make the best choice about the identified organisation or institution based on specific elements of the case;
- Explain the process to the beneficiary. Inform her/him about the services offered by the identified organisation or institution, the procedures to be applied, and the cases handled; and
- Check whether or not the beneficiary has the capacity and means to reach within the appropriate time the place where the identified organisation and institution works.

#### *Specific considerations for referrals:*

- Ask whether the beneficiary consents or not to the referral process;
- If the beneficiary consents, prepare the referral organisation to receive the beneficiary by writing a referral letter, telephoning the appropriate staff, or with a physical visit. While doing this, highlight the special needs of the beneficiary (if any); and
- If necessary, wait until you get confirmation from the identified organisation that the beneficiary will be received before making a formal referral. In the meantime, regularly inform the beneficiary on the progress of the referral process.

**Note** *In specific cases, where you do not have sufficient legal knowledge and/or it is a particularly complex case, you may refer a beneficiary to the nearest legal officer of your affiliate organisation.*

#### *Specific considerations for accompaniment:*

- Accompany the beneficiary in a 'do it yourself' manner so that the next time s/he will be able to manage and follow-up a similar case on her/his own; and
- In certain situations, e.g. because of distance, you may require your affiliate organisation to reach out directly to the identified organisation or institution on behalf of the beneficiary.



*Mutoni accompanying a beneficiary to the sector authorities.*



*Mutoni accompanying a beneficiary to another civil society organisation.*



# Section

# 6

## Legal Advice and Drafting

At the end of this section you will have an understanding of:

1. What is legal advice?
2. The type of documents you may be required to draft;
3. Who should draft submissions?; and
4. How to draft submissions?



### *What is legal advice*

Legal advice is the provision of information, analysis and assistance on legal issues regarding the case of the beneficiary. You may give legal advice on a face-to-face basis or in a group, depending on the nature of the cases or peculiarity of the problem.

### When does the beneficiary face a legal problem?

This may involve the following situations:

- Someone has broken the law;
- There is a complainant – someone is bringing a case against the beneficiary;
- There is misapplication of the law;
- There is a conflict on the application of the law;
- There is lack of clarity of the law or a problematic law;
- There are laws that conflict with each other; or
- There is lack of knowledge of the law.

**Note** *In case the problem faced by the beneficiary is not legal but social, psychological or economic, please see Section 4 – Interviewing Beneficiaries for potential referral options.*

## CASE STUDY

### *Case study showing a situation requiring legal advice*

*Jean, head of household, wishes to sell the fields belonging to his family without the prior agreement of all the family members. His daughter Agnès, who disagrees with this plan, comes to see you for advice.*

*As a paralegal you are able to identify a legal problem here: Jean will be breaking the law if he goes ahead with his plan to sell the fields without the consent of the rest of the family members. Therefore as a paralegal you should explain to Alice the relevant law(s) and the different options available to her. Below is a detailed example of possible advice:*

*After a detailed presentation of the facts and your analysis of the situation, you advise Agnès to return to her father and to explain to him that such sale of land requires the prior consent of all the family members. You also explain to Agnès the relevant legal provisions applicable in this matter, i.e. the Organic Law No. 08/2005 of 14/07/2005 determining the use and management of land in Rwanda, article 35: “Final transfer of rights on land like sale, donation or exchange by a representative of the family requires the prior consent of all other members of the family who are joint owners of such rights”, and the following articles. Should Jean go ahead with the sale, you inform Agnès that she could then complain to the Mediation Committee that is competent to examine “any civil case relating to lands (...) whose value does not exceed three million Rwanda francs (...)”, in accordance with article 8.1° of Organic Law No. 31/ 2006 of 14/08/2006.*

*Note: Names have been altered for confidential reasons.*

**Skills needed:** In order to give effective legal advice, you must be:

- Well informed on the basics of laws, regulations and procedures;
- Able to understand and analyse a problem; and
- Able to extract the legal issues based on the facts provided and identify the possible next steps (e.g. legal/administrative action).

**Caution!** Make sure that you have all the facts of the case and that these are clear before you provide any legal advice.



*Mutoni providing legal advice to a beneficiary in the office of her organisation.*

**Note** In the case of complex legal issues, you may decide to ask for help and guidance from the nearest legal officer of your affiliate organisation. If so, inform the beneficiary accordingly and that you get back to her/him later with the appropriate information.

**Note** Ensure that you do not provide legal advice to opposing parties in the same case.

*Whenever necessary, ask guidance from a legal officer of your affiliate organisation*

*Avoid conflict of interests*

### CASE STUDY

*Kalisa comes to see you with a copy of a definitive judgment dated 1989 related to a case of dispute of ownership on a specific piece of land and you take up the case. The following day, another party in the same case comes to see you with a copy of another definitive judgement dated 2000. You inform the second party that you are already intervening in the same case and therefore you can not take up the case.*

*Note: Names have been altered for confidential reasons.*

*What is drafting*

## What type of documents may you be required to draft?

- Court forms, e.g. filing a petition in court;
- Letters sent to local authorities or institutions which may be sealed by the responsible officer of your affiliate organisation (*See a sample letter in Appendix 8*); or
- Written submissions (*See an example format of submissions in Appendix 9*).

*Who should draft submissions*

## Drafting submissions: caution needed

Drafting submissions requires a high level of skills and legal knowledge. Submissions are legal documents and any mistake in the document will be detrimental to the beneficiary's case: **extreme caution needs to be exercised when drafting submissions.**

Lawyers, Judicial Defenders and Legal Officers in organisations are the ones who usually draft submissions. However, due to their geographical distances from beneficiaries and to ensure continued access to justice, submissions may also be drafted by law students and/or paralegals.

- Caution:** !
- You should draft submissions only after receiving specific training;
  - You should also work very closely with the Legal Officer who will review the submission before the beneficiary submits it to the relevant court; and
  - You should have:
    - Knowledge of the laws and regulations and the requisite procedures;
    - The ability to draft and write in a detailed and clear manner; and
    - Reference books on laws, regulations or procedures.



**Process of drafting submissions:** In addition to the steps indicated in Section 3 – Interviewing Beneficiaries, you should:

1. Ensure you have all the facts of the case from the beneficiary. You may visit the site in order to understand better the nature of the case;
2. Using the facts: analyse the case with respect to the facts and the relevant or applicable law, and determine how the case may be better managed and the applicable time limits;
3. If the case does not qualify for a submission then advise the beneficiary on what to do;
4. Draft the legal submission;
5. Send the submission to the Legal Officer for review;
6. Get the final copy from the Legal Officer and have the beneficiary sign it;
7. Have the beneficiary deliver or forward the signed submission to the relevant court;
8. Give a copy of the submission to the beneficiary for her/his records; and
9. Advise the beneficiary on the next step(s) to take.

**Note** *A submission must be in the name of and signed by the beneficiary. However, before the beneficiary signs the submission, read it back to her/him for her/his own understanding.*



# Section

# 7

## Mediation and Negotiation

At the end of this section you will have an understanding of:

1. The comparison between mediation and negotiation;
2. Paralegals' mediation skills; and
3. The four stages of mediation.



*A voluntary process*

*Facilitated by an impartial 3rd party*

*Identify differences between Mediation and Negotiation*

### What is mediation?

Mediation is a **voluntary** process where an **impartial** third party assists the two or more parties in a dispute to reach a **mutually acceptable** agreement. Mediation is often seen as a 'win-win' situation for all the parties involved.

The mediator only helps to **facilitate** the process and makes no decisions regarding the outcome of the process.

Mediation seeks to:

- Resolve the dispute;
- Find realistic and workable solution(s);
- Maintain a balance between the parties to the dispute; and
- Provide opportunities for people to communicate and exchange their points of view on a particularly disputed matter.

### What is the difference with negotiation?

It may be that after seeking legal advice from a paralegal or Legal Officer and armed with the correct information on the law, the beneficiary may feel s/he is in a strong position and will

want to attempt to talk with the other party. It is wise to advise the beneficiary that s/he finds a neutral location to carry out this negotiation process.

The beneficiary should also know that if the negotiation fails, then s/he can always return to the paralegal or Legal Officer and request that s/he seeks out the services of a mediator.

The table below highlights the differences between mediation and negotiation.

The table below highlights the differences between mediation and negotiation.

MEDIATION (Ubuhuza)	NEGOTIATION (Umushyikirano)
Third party agreed by both parties	No third party
Voluntary process	
The mediator proposes a meeting to work out an agreement	The parties themselves propose a meeting and work towards reaching an agreement
Agreement reached by the parties – with the help of a mediator	Agreement reached solely by the parties
Takes place in private together with the mediator. However, certain forms of community based mediation may take place in a public forum.	Takes place in private
<i>Both parties commit to implement the agreement – if one is reached. There is a record of the outcome of the mediation / negotiation.</i>	

## CASE STUDY

### *Mediation case study*

*Mrs Balihuta’s employment contract was terminated by her employer without her receiving any indemnity. Deeming her termination to be incorrect, Mrs Balihuta first sought advice from another legal aid organisation that sent a letter to the employer informing him of the applicable legal provisions. Since the employer never reacted to this letter, Mrs Balihuta came to your legal clinic to ask you to organise mediation.*

*You sent an invitation letter to the employer who agreed to this mediation. On the day of the mediation, you facilitated the discussion between the two parties who finally reached a compromise.*

*Note: Names have been altered for confidential reasons.*

## What is your role as a paralegal when dealing with people in conflict?

As a paralegal you may identify certain situations when a party may benefit from trying mediation to resolve a dispute. You should explain to the different parties the process of mediation and help them to identify the next steps.

**Note** You may take further training with the affiliate organisation or another institution on how to improve on your mediation skills.

**Caution:** If you have given legal advice to a beneficiary or someone else who has explained to you all the details of the case, then you should not act as the mediator. You will not be seen to be impartial. You can only help the beneficiary to find an impartial mediator.

## What are the basic skills needed to mediate?

- Be completely impartial and neutral. Do not take the side of any of the parties;
- Facilitate constructive dialogue;
- Listen actively (*See Section 4 – Interviewing Beneficiaries*);
- Identify the underlying needs, interests, and common ground of the parties;
- Take a problem-solving approach;
- Broaden the perspectives of both parties;
- Familiarise yourself with the law and issues faced by the parties;
- Know when a matter is not suited for mediation and needs to be referred to the *Abunzi* or to the court; and
- Summarise and communicate key points in a clear message that the parties understand.

*Skills needed*

*Mediation: A 4 stage process*

## Mediation Process

### STAGE ONE: Preparation

Contact with the first party

1. Introductions and explanation of what mediation is and the role of the mediator;
2. Find out the nature of the problem and explore what the party wants;
3. Establish if mediation is applicable to the case and get commitment from the party to accept a mediation process;
4. Establish with which mediator the party would be comfortable. This could be yourself as the paralegal or another agreed person; and
5. Agree on the next course of action. If applicable, develop a provisional date, time and place for the mediation.

Contact with the other party(ies):

1. Same as with the first party (*see above Steps No. 1 to 4*) – if all terms agreed to, then confirm the date, time and place for the mediation; and
2. Prepare the venue by ensuring that it is suitable and that confidentiality will be ensured.

### STAGE TWO: Opening

1. Welcome and introductions by all parties present;

**Caution:** ! If you know one of the parties, then you must disclose this fact to the other party. The informed party should then decide on whether to continue with the mediation or not. If one of the parties refuses, then you must withdraw and request another competent mediator to take over the mediation process.

2. Explain the guiding rules, especially listening, confidentiality and honesty;
3. Explain the need and purpose of writing down the details of what each beneficiary is stating;

4. Explain and agree on the process;
5. Allow each party to explain their case without interruption;
6. The mediator should ensure that all issues are clearly stated and understood;
7. If there are witnesses they should all be heard for each party;
8. Summarize and acknowledge the perspectives of the different parties;
9. Help the parties to identify the issues, clarify assumptions and consider each others' positions; and
10. Summarise areas of consensus and disagreement;

### STAGE THREE: Discussion

1. Identify or evaluate the various options available.

**Note** *It is important that you are able to recognise signs of concession.*

2. Identify and propose areas where an agreement may be reached (if any); and

**Note** *If no areas of agreement are identified yet, you may decide to play a more active role by providing advice on the subject matter and guiding the parties to come up to an agreement.*

3. If there is no agreement, then seek consensus on the next steps to be taken.

### STAGE FOUR: Settlement

1. Develop an agreement and check with the parties that this is what has been agreed upon verbally;
2. List the obligations of all parties;
3. Check and record the agreement in writing; and
4. Close the session – thank and congratulate all the parties involved.



*Gasore and the two parties after a successful mediation.*

*Distinguish  
Mediation from  
Abunzi*

**Note** It is important to distinguish between this form of mediation widely used by paralegals to resolve conflicts and the specific process provided by the Abunzi under the Organic Law No. 31/2006 of 14/08/2006 with the following characteristics:

- Third party as set out in the law;
- Compulsory prior to the submission of a case before the Primary Court (for civil and criminal matters, the limits are defined in Articles 8 and 9 of Organic Law No. 31/2006 of 14/08/2006);
- The aggrieved party takes the matter to the Abunzi;
- Decision made by the Abunzi if no agreement is reached by the parties;
- Takes place in public (except if it is a closed hearing as decided by Abunzi at their own initiative or upon request due to the nature of the case); and
- The decision must be implemented by the parties. If a party is not satisfied then s/he may refer the matter to the court.



## Investigation and Follow-Up

At the end of this section you will have an understanding of:

1. What is investigation?
2. How to conduct an investigation?; and
3. What is follow-up?



### *Investigation*

#### What is investigation?

During your analysis of a specific case, you may need to gather more information beyond what the beneficiary has informed you of or what you have heard in the community. Investigation is the process of making a more intensive inquiry so as to verify the factual situation or legal position of the case that has been presented to you.

#### How to conduct an investigation?

Once you decide to investigate, you should:

1. First discuss the matter internally with another paralegal or Legal Officer in your affiliate organisation on the implications of the various options and/or where to go for further information;
2. Assess the best way to intervene so as to resolve the problem;
3. Get further information through field visits, interviews with other people and local leaders, e.g. head of communal settlement (*Umudugudu*), and relevant legal books;
4. Integrate this additional information into your analysis of the case and decide whether you orient, refer, or accompany the beneficiary, or provide legal advice, etc. (*See Sections 5-8 in this manual*).

**Note** *Investigation requires experience and needs to be conducted in a very careful manner so that you are not exposed to threats, suspicion or resistance because of your intervention(s). It is always advisable that you notify your affiliate organisation about the investigation. In addition, ensure that your investigation on a specific case will not cause more harm to the beneficiary.*

## Follow-up

### Follow-up

The nature of your work as a paralegal is continuous. After having given legal advice or provided mediation, orientation, referral and/or accompaniment, etc., follow-up of the case is recommended whenever possible.

### What is follow-up?

Follow-up is about tracking the progress of the case to see whether the actions you proposed have worked and/or if you need to take more measures or make other contacts, etc. These follow-up actions are intended to reach a final and definitive solution to the problem that was initially presented to you by the beneficiary.

Follow-up begins when you receive the case until a solution has been found for the case, i.e. the beneficiary has her/his right restored or claim handled.

**Example:** When two parties opt for mediation and they reach an agreement, you will follow-up at a later date and check if both parties have fulfilled their part of the agreement.



*Mutoni asking a passer-by where to find a beneficiary for the follow-up of her/his case.*

# Section

# 9

## The Role of Paralegals in Information Management and the Relationship with Monitoring, Research and Advocacy Processes

At the end of this section you will have an understanding of:

1. What is information management?
2. Skills a paralegal needs in information management and the tools available; and
3. What are monitoring, research and advocacy?



### *Information Management*

#### What is information management?

Information management is the process whereby you as a paralegal and your affiliate organisation document, record and track all the information received during the course of your work. It involves data collection, data analysis, reporting, data usage, and data storage for analysis and future use or reference.


Which specific skills do you need in this process?

- To be able to document consistently and accurately all the information; and
- To be patient.

#### Which tools are available?

Various tools will help you to manage all the information collected during the course of your work:

- **Paralegal notebook:** to take notes during your day-to-day work as a paralegal and to keep record of your appointments made and planned;
- **Client Form** (See Appendix 4): to collect relevant data on the case, i.e. identification of the beneficiary, type of case, details of the case, previous decision / steps taken by the beneficiary, advice given during the interview, decision / steps taken, interviewer's details;
- **Client Referral Form** (See Appendix 6): to be used when a case is referred to another organisation/institution;
- **Client Follow-up Form** (See Appendix 5): to assess the progress of the case in relation to the action plan agreed upon with the beneficiary;
- **Client Additional Information Form** (See Appendix 7): for information on the case that you collect in the absence of the beneficiary. This comes in addition to the initial data collected in the Client Form;
- **Case Summary Form** (See Appendix 10): to compile the main information for a number of cases (i.e. name of beneficiary, file number, gender, age, type of case, date case was first handled, nature of assistance offered, name of referral organisation(s) (if applicable), case progress, person responsible for handling the case in the organisation, etc.). This tool helps you and your organisation to identify and analyse trends in cases handled; and
- **Archiving Form** (See Appendix 11): to be used after a case has been finalised. It details the case(s) information and reason(s) for archiving.

**Note**  For more details on these tools and their usage guidelines and other tools available, please contact your organisation and/or the Secretariat of the Legal Aid Forum.

### *Should you make written reports to your affiliate organisation? Yes!*

The reports you write will allow your affiliate organisation to learn about and monitor the activities' progress, challenges, successes and lessons learnt in the specific community from your point of view.

**Note** Before writing a report, you should consider who will be receiving your report and for what purpose, so that you provide the appropriate information.

**Caution:** You are required to protect the confidentiality of your reports and all communication tools. You should sign and indicate your name in each report.

**Note** Reporting is part of a broader internal monitoring process by your affiliate organisation aimed at assessing and supporting your work and contributing to the planning of future paralegal programmes. This may include field visits, questionnaires, individual discussions, etc.

Documenting your work and managing information will also contribute to the monitoring, research and advocacy processes conducted by your affiliate organisation.

## What is monitoring?

Monitoring is a regular and systematic collection and analysis of information to track the progress of a project, process or system. This process allows your affiliate organisation to either: 1) follow-up activities undertaken by the paralegals and also assess the impact of paralegal work in relation to the expected results and specific objectives of the interventions of paralegals and their affiliate organisation; or 2) monitor the development of external processes (e.g. the functioning of tribunals).

### *Role of paralegals in the monitoring processes:*

Designing (and revising) monitoring processes includes the setting up of monitoring objectives, indicators, and data to be collected as well as indicating the sources of information, the frequency of data collection, the area of monitoring, the staff in charge, etc. These processes must be coordinated by your affiliate organisation and developed on a participatory basis with paralegals.

Paralegals may be involved both during the designing and the implementation phase. However, they should be supervised and receive specific training on:

## Monitoring

1. How to collect data (e.g. conduct interviews);
2. How to use the various monitoring tools;
3. How to compile and analyse the data collected; and
4. How to write reports to the affiliate organisation.

### Research

**Link to research processes:** Based on a series of special cases or emerging trends identified during the monitoring process, your affiliate organisation may decide to conduct specific research.

The purpose of such research is:

1. To gather facts and/or more information on an area of concern or thematic area;
2. To know exactly what the issues are; and
3. To analyse the findings and propose practical and appropriate solution(s) and thereby influence policy or legal change.

### Advocacy

**Link to advocacy processes:** Depending on the results of the monitoring and research, your affiliate organisation may decide to advocate to the relevant authorities on a particular issue(s) or identified trends (based on cases received by paralegals). The intervention of your affiliate organisation is aimed at changing practices, law and/or policy.

**Example:** In the late 1990s, many women's organisations identified and documented discriminatory practices that prevented women from inheriting land. Based on research and advocacy, national and international organisations lobbied to change the law. This process led to the adoption of a specific legislation in 1999 on marriage settlement, succession and inheritance (*See Law No. 22/99 of 12/11/1999 supplementing Book I of the Civil Code and instituting Part Five regarding matrimonial regimes, liberalities and successions*).

# Glossary

- 1. *Abunzi***

According to Article 3 of Organic Law No. 31/2006 of 14/08/2006, *Abunzi* is an ‘organ meant for providing a framework of obligatory mediation prior to submission of a case before the first degree courts hearing cases’ for civil and criminal matters in the limits defined in Articles 8 and 9 of the Organic Law.

If no agreement is reached by the parties, the decision is then taken by the *Abunzi* and must be implemented. The party that is not satisfied may refer the matter to the Primary Court.
- 2. *Access to Justice***

The ability of people to seek and obtain a remedy through formal or informal institutions of justice, and in conformity with human rights standards (*UNDP definition*).
- 3. *Accompaniment***

*(In the context of paralegal work)* Going with a beneficiary to the identified organisation or institution when the beneficiary is a vulnerable person or is unsure of how to approach the organisation or institution alone, or because the case needs close follow-up.
- 4. *Advocacy***

Process of using information strategically to change practices and/or policy that affect peoples’ lives. (In the context of paralegal work) Depending on the results of the monitoring and research, your affiliate organisation may decide to advocate to the relevant authorities on a particular issue(s) or identified trends (based on cases received by paralegals). The intervention of your affiliate organisation is aimed at changing practices, law and/or policy.
- 5. *Affiliate organisation***

*(In the context of paralegal work)* Your mother organisation.
- 6. *Bailiff***

An agent who is responsible by law for enforcing judgments on behalf of another person, e.g. in the seizure or repossession of goods and property. There are non-professional bailiffs at the cell, sector and district administrative levels as well as private professional bailiffs.
- 7. *Beneficiary***

*(In the context of paralegal work)* A person who benefits from your legal aid services, for example by receiving legal information or advice.

- 8. Buzz groups** A group that brings a small number of people together to discuss a topic for a limited period of time, e.g. discussing the role of paralegals for 5-10 minutes.
- 9. Complainant** The party also known as a claimant or plaintiff, who brings a case before a court against another party, in order to obtain a legal remedy in the case and a corresponding court order, e.g. enforcing a right, awarding damages, etc.
- 10. Counselling** Psychological assistance and support provided to a traumatised person by a qualified counsellor and/or a specialised organisation in that field through advice or guidance.
- 11. Courts** The Constitution of the Republic of Rwanda of 4 June 2003 establishes the following Court classification in its amended Article 143: '(...) *Ordinary Courts include the Supreme Court, the High Court, Intermediate Courts and Primary Courts. Specialized Courts include Gacaca courts, Military courts, Commercial courts and any other as may be determined by an organic law (...)*'.
- 12. Drafting** (*In the context of paralegal work*) Filling out court forms or drafting letters sent to local authorities or institutions. Drafting may also include writing submissions in a case.
- 13. Follow-up** (*In the context of paralegal work*) Tracking the progress of the case to see whether the actions you proposed have worked and/or if you need to take more measures or make other contacts, etc. The follow-up begins when you receive the case until when a solution has been found for the case, i.e. the beneficiary has her/his right restored or claim handled.
- 14. Information management** (*In the context of paralegal work*) The process whereby you as a paralegal and your affiliate organisation document, record and track all the information received during the course of your work. It involves data collection, data analysis, reporting, data usage, and data storage for analysis and future use or reference.
- 15. Interview** (*In the context of paralegal work*) A conversation between two or more people (the paralegal as the interviewer and the beneficiary(ies) as interviewee(s)) wherein questions are asked by the interviewer to gather and understand the interviewee(s)' problems or claims.



- 16. Investigation** *(In the context of paralegal work)* Process of inquiring into a matter through field visits, interviews, study of relevant legal books, etc., so as to verify the factual situation or legal position of the case that has been presented to you.
- 17. Judge** A public official with authority to hear and decide cases brought in court for a decision.
- 18. Judicial Defender** A member of the Corps of Judicial Defenders, a professional body created by Law No. 3/97 of 19/03/1997 on the Creation of the Rwandan Bar. According to Articles 2 and 96 of the Law on the Bar, a Judicial Defender is entitled to assist and represent a party in the first instance cases at the level of the Primary and Intermediate Courts.
- 19. Judgment** A formal decision issued by a court on a matter under its consideration.
- 20. Law** A set of rules governing life in society and enforced through a set of institutions.  
These include laws that are rules made by the Parliament and regulations that are rules made by Government authorities.
- 21. Lawyer** A member of the Bar Association, a professional body created by Law No. 3/97 of 19/03/1997 on the Creation of the Rwandan Bar.  
According to Article 2 of the Law on the Bar, a Lawyer is entitled to assist and represent a party in court.
- 22. Legal Advice** *(In the context of paralegal work)* Provision of information, analysis, and assistance on legal issues regarding the case of the beneficiary.
- 23. Legal Aid** Provision of free or subsidised legal aid services including legal information/education; legal advice/mediation; and representation in court.
- 24. Legal Clinic / Boutique** *(In the context of paralegal work)* A place specifically designated to receive beneficiaries and provide legal aid services. This place may be organised to best suit the needs of the beneficiaries, e.g. including sign posting, a waiting area, a registration system, a receptionist, some reading materials, etc.

- 25. Legal Officer** *(In the context of paralegal work)* A person holding a law degree and working in this capacity within your affiliate organisation, to whom you can refer to for help and guidance in the course of your paralegal work, e.g. on specific and/or complex legal issues, on drafting and reviewing submissions, before proceeding to further investigation on a case, etc.
- 26. Legal Problem** *(In the context of paralegal work)* The problem faced by the beneficiary may be of a legal nature in the following situations (*this list is not exhaustive*):
- Someone has broken the law;
  - There is a complainant;
  - There is misapplication of the law;
  - There is a conflict on the application of the law;
  - There is lack of clarity of the law or a problematic law;
  - There are laws that conflict with each other; or
  - There is lack of knowledge of the law.
- 27. Legal Issue** Point or matter of discussion, debate or dispute that is of a legal nature.
- 28. Local Administrative Authority** Administrative authorities at the communal settlement, cell, sector, district and province levels.
- 29. Mediation** A voluntary process whereby an impartial third party assists the two or more parties in dispute to reach a mutually acceptable agreement. Mediation is often seen as a 'win-win' situation for all the parties involved. The mediator only helps to facilitate the process and makes no decisions regarding the outcome of the process.
- 30. Mobilisation** *(In the context of paralegal work)* Providing the community information about your role as a paralegal and the type of paralegal services and help you can provide.
- Mobilisation also involves bringing the community together and encouraging them to support you in your role as a paralegal, e.g. disseminating information.
- 31. Monitoring** *(In the context of paralegal work)* Monitoring is a regular and systematic collection and analysis of information to track the progress of a project, process or system. This process allows your organisation to either: (1) follow-up activities undertaken by paralegals and to assess the impact of paralegal work in relation to the expected results and specific objectives of the interventions of paralegals and their affiliate organisation; or (2)

- monitor the development of external processes (e.g. the functioning of tribunals).
- 32. Negotiation** A voluntary process where parties in dispute talk to each other to reach a mutually acceptable agreement, without any third party intervening.
- 33. Orientation** *(In the context of paralegal work)* When you are unable to provide the services requested by the beneficiary, you may orient her/him on how and/or where to seek help, e.g. to another organisation or institution, without the paralegal intervening further.
- 34. Paralegals** Community-based persons who are not Lawyers/Judicial Defenders or Legal Officers, but who possess the relevant skills and training to provide legal services applicable to the beneficiaries they are serving.
- The specific type of paralegal work may vary from informing detainees or the community about their rights to providing legal advice on a specific case or drafting documents, etc. Paralegals in many ways can be likened to paramedics who provide front-line legal advice and assistance.
- 35. Paralegalism** The practice of paralegal work.
- 36. Petition** Filing an application to initiate proceedings in court.
- 37. Procedures** Rules and formalities to be followed in the administration of justice.
- 38. Referral** *(In the context of paralegal work)* When you are unable to provide the services requested by the beneficiary, you may refer her/him to another organisation that will take up the case.
- 39. Representation in Court** Process whereby a person is legally assisted for the purposes of court proceedings by another person (i.e. her/his legal representative) who acts in the name and on behalf of the represented person.
- According to the Law No. 3/97 of 19/03/1997 on the Creation of the Rwandan Bar, representation in court is limited to members of the Bar Association working in private practice and/or as state mandated lawyers, with the exceptions of the Judicial Defenders and the right of the party to represent her/himself, her/his spouse, parent or relative (*See Article 94 of the Law on the Bar*).

**40. Research**

*(In the context of paralegal work)* Based on a series of special cases or emerging trends identified during the monitoring process, the affiliate organisation may decide to conduct specific research through a detailed study of a subject.

The purpose of such research is:

- To gather facts on area of concern / thematic area;
- To know exactly what the issues are; and
- To analyse the findings and propose practical and appropriate solution(s) and thereby influence policy change.

**41. Sensitisation**

Educating or informing the population, specific groups or individuals on a particular topic through formal or informal meetings or group discussions.

**42. Submission**

A submission is a legal document submitted by a party to the court, containing a brief presentation of the case, the relevant legal provisions, the evidence produced and the specific request made to the court.

# Appendices

**Note** *The following forms and tools are examples provided to facilitate your work as a paralegal; they can be amended and revised depending on the specific circumstances and environment within which you operate.*

## Appendix 1: Sensitisation Session - Example of a Preparatory Form

### TITLE OF SENSITISATION SESSION

PLACE:

DATE:

STARTING TIME:

EXPECTED AUDIENCE (numbers and type of audience):

---

AIM OF THE SENSITISATION SESSION:




INTRODUCTION: Key message you want to convey

MAIN PART OF THE PRESENTATION: (maximum 3 - 5 clear points)

FOLLOW-UP ACTIONS: (to be completed after the session)

NOTES/COMMENTS:

## Appendix 2: Training Session - Example of an Evaluation Form

	How was the presentation by the trainer?*	Was the topic covered relevant?*	Was the training session participatory?*	General comments
 <i>Good/Yes</i>				
 <i>Average</i>				
 <i>Poor/No</i>				

\* Tick ✓ as appropriate.

### Appendix 3: Training Session - Example of a Reporting Format

**TITLE OF TRAINING SESSION:** \_\_\_\_\_

PLACE:  
DATE:  
STARTING TIME:  
DURATION:  
NUMBERS AND PROFILE OF PARTICIPANTS (for full details, see list attached):

---

AIM OF THE TRAINING SESSION:

TOPIC(S) COVERED:

PARTICIPATORY TRAINING TECHNIQUES USED:

MAIN QUESTIONS / DISCUSSIONS HELD WITH PARTICIPANTS:

PARTICIPANTS EVALUATION SUMMARY:

FOLLOW-UP ACTIONS AND SUPPORT NEEDED FROM AFFILIATE ORGANISATION (if applicable):

RECOMMENDATIONS (for future similar training sessions) AND GENERAL COMMENTS:

YOUR PERSONAL DETAILS:

Name:	Phone number:
Affiliate organisation:	Signature:
Date of report:	

**TITLE OF TRAINING SESSION:** \_\_\_\_\_  
**ATTENDANCE LIST**

PLACE:

DATE:

	<b>Name</b>	<b>Organisation/ Institution</b>	<b>Position</b>	<b>Current residence (Sector &amp; Cell)</b>	<b>Phone number</b>	<b>Signature</b>
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						
16.						
17.						
18.						
19.						
20.						
21.						
22.						
23.						
24.						
25.						



## Appendix 4: Client Form



LOGO OF THE  
ORGANISATION

### LETTERHEAD &/or NAME OF THE ORGANISATION

CLIENT FORM

File No. : \_\_\_\_\_

Date: ..... Start of interview time: .....

#### 1. CLIENT INTRODUCTION

How did the client find out about your organisations legal aid services? .....

Recommendation  Radio  The organisation came to your home area  Other: .....

#### 2. CLIENT IDENTIFICATION

Family name: .....

First Name: .....

ID Card No.: ..... Tel.: .....

Current Residence (District, Sector, Cell, Town):.....

Place & Date of Birth: .....

Gender: Female  Male

Civil Status: Single  Married  Divorced  Separated Widow/er

Occupation: .....

Certificate of Indigence: No  Yes  details (date of issue, issuing authority): .....

Client representative (if applicable): .....

Other information (e.g. orphan): .....

#### 3. TYPE OF CASE

Criminal Civil  Commercial  Administrative  Labour

Civil cases: Land  Family  Succession  Insurance  Other: .....

Criminal cases: Theft  Sexual violence  Assault  Genocide crimes  Other: .....

Administrative / Commercial cases (specify): .....

#### 4. DETAILS OF THE CASE (cont. on additional sheet if necessary)

.....

.....

.....

.....

*Client Form, LAF 01/008 – Materials developed in collaboration with the Legal Aid Forum*

File No. : \_\_\_\_\_

**5. PREVIOUS DECISION / STEPS TAKEN BY THE CLIENT**

What steps has the client taken: .....

Other Legal Aid Provider(s) consulted? Yes  No  If yes, which one(s): .....

Brought the case before: Administrative Authorities  Abunzi  Courts  none  Other: .....

Stage of case: case registered  case in progress  case appealed

Case Number: ..... Court: .....

Name of the other party: .....

Other information: .....

**6. ADVICE GIVEN DURING THE INTERVIEW**

Mediation  Negotiation  Orientation  Legal advice  Other (specify) : .....

Need for follow-up on the case? Yes  No  If no, explain.....

**7. DECISION/STEPS TAKEN**

Refer to another organisation .....

Refer to other services e.g. medical services .....

Additional information/documents required .....

Follow up on the case .....

Additional information on next steps to be taken:

If a follow up appointment booked: Date: ..... Time: .....

**8. COMMENTS**

**9. INTERVIEWER'S DETAILS**

I, the undersigned, commits to maintain the confidentiality of all the information provided.

Name of paralegal/legal officer: ..... Phone number: .....

Date: ..... End of interview time: .....

Signature: .....

*Client Form, LAF 01/008 – Materials developed in collaboration with the Legal Aid Forum*

## Appendix 5: Client Follow-up Form



LOGO OF THE ORGANISATION

### LETTERHEAD &/or NAME OF THE ORGANISATION

CLIENT FOLLOW UP FORM

File No. : \_\_\_\_\_

Date: ..... Start of interview time: .....

#### 1. CLIENT INFORMATION & PREVIOUS APPOINTMENT

Name: .....

ID Card No.: ..... Tel.: .....

Client representative (if applicable): .....

Date of previous appointment: .....

Name of paralegal / legal officer: .....

Other information: .....

#### 2. SUMMARY OF PREVIOUS APPOINTMENT

.....  
.....  
.....

#### 3. DEVELOPMENTS SINCE THE LAST APPOINTMENT

Steps taken by the client:

.....  
.....  
.....  
.....

Steps taken by the organisation:

.....  
.....  
.....  
.....  
.....

*Client Follow-up Form, LAF 03/008 – Materials developed in collaboration with the Legal Aid Forum*

File No. : \_\_\_\_\_

**4. NEXT STEPS**

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

**5. DETAILS**

Name of paralegal/legal officer : ..... Phone number: .....

End of interview time: .....

Signature : .....

## Appendix 6: Client Referral Form



LOGO OF THE  
ORGANISATION

### LETTERHEAD &/or NAME OF THE ORGANISATION

CLIENT REFERRAL FORM

File No. : \_\_\_\_\_

Date of referral: .....

#### 1. INFORMATION

Organisation the client is being referred to: .....

Name of client: .....

ID Card No: .....

Current Residence (Sector, District, Cell, Town): .....

Client representative (if applicable): .....

#### 2. TYPE OF CASE

Criminal      Civil     Commercial     Administrative     Labour

Civil cases: Land     Family       Succession       Insurance     Other .....

Criminal Cases: Theft     Sexual violence     Assault     Genocide crimes     Other .....

Administrative/Commercial cases (specify) .....

#### 3. REASON FOR REFERRING THE CASE

Not within organisations area of expertise

Not within organisation's mandate

Case being referred to a lawyer registered at the Bar Association or to a Judicial Defender

Current capacity of organisation limited

Prior referral agreement between organisations

Other (specify): .....

#### 4. DETAILS

Name of paralegal / legal officer : .....

Address: .....Tel: .....

Signature : .....

Name and signature of supervisor (if applicable): .....

*Client Referral Form, LAF 04/008 – Materials developed in collaboration with the Legal Aid Forum*



## Appendix 8: Sample letter by a paralegal to the local authorities or institutions

..... (insert name of the affiliate organisation) Gatsibo, on .....  
 East Province  
 Gatsibo District

The Executive Secretary of the Sector of  
 Rwimbongo  
 Gatsibo District

Object: Request for the enforcement of decision No. RC047/50/2008

Dear Executive Secretary of the Sector,

Considering that we received a request from Nyirabyatsi Flora who was involved in a lawsuit with Seruntaga Alphonse before the Primary Tribunal of Ngarama regarding the property located in the Sector of Rwimbogo, Cell of Munini, that Nyirabyatsi Flora's parents bequeathed to her before their death.

Considering also that Nyirabyatsi won the case with the above references on 11 August 2008, and that the Tribunal ordered Seruntaga to deliver this property to Nyirabyatsi.

Considering finally that the decision was not voluntarily enforced, we ask you to proceed to the enforcement of this decision (see attached copy of the judgment with order for enforcement), on the basis of Article 3 of the Ministerial Order n°114/11 of 03/08/2006 which gives you such competence.

We thank you for your commitment to solving the population's problems and for the collaboration you keep showing towards ..... (insert the name of the affiliate organisation).

Yours sincerely,

Nyiransabimana Sylvia  
 Paralegal of .....  
 (insert the name of the affiliate organisation)

*Note: Names have been altered for confidential reasons.*

## Appendix 9: Example of a format of submissions

### SUBMISSIONS

CASE N°..... (if applicable)

#### I – PARTIES IDENTIFICATION

PLAINTIFF: .....

Daughter/Son of ..... (name of father) and

..... (name of mother)

Born on ..... in .....

Residing in the Village of ....., Cell.....

Sector ....., District .....

Province .....

DEFENDANT: .....

Daughter/Son of ..... (name of father) and

..... (name of mother)

Born on ..... in .....

Residing in the Village of ..... Cell .....

Sector ....., District .....

Province .....

MATTER AT ISSUE:

COURT TO WHICH THE CASE IS SUBMITTED:



II – PRESENTATION OF THE CASE

III – RELEVANT LEGAL PROVISIONS (*note: respect the hierarchy of rules*)

IV – SPECIFIC REQUEST TO THE COURT

Example:

- To receive the case and confirm it is grounded
  - To rule in my favour and against the other party
  - To sentence the other party to the payment of the legal costs
  - To sentence the other party to the payment of .....
- (*note: detail your request*)

Justice shall then be done

Names of the person for whom the submissions are prepared:

.....

Place .....

Date .....

Signature .....

*Note: Attach evidence supporting your case*







## About the Legal Aid Forum

The Legal Aid Forum is a membership based network encompassing thirty three (33) organisations that provide legal aid services to the indigent Rwandan population or vulnerable groups, or that provide support to legal aid service providers in Rwanda.

These organisations are categorised as follows:

- ◆ 21 National NGOs/Trade Unions and 6 International NGOs / Organisations;
- ◆ The Bar Association & The Corps of Judicial Defenders;
- ◆ 4 Universities (Legal Aid Clinics).

The Forum is governed by its Statutes adopted on 12 May 2009 by the members, amending the initial Charter adopted on 26 October 2006. A Steering Committee of nine (9) representative organisations<sup>1</sup> was elected with a mandate of two years; INILAK/ Legal Aid Clinic, Chair and FACT Rwanda, Deputy Chair from 2009.

### VISION, MISSION & OBJECTIVES

**Vision:** Equitable Access to Justice for All.

**Mission:** To promote equitable access to justice for the indigent population and vulnerable groups, through the provision of accessible and high quality legal aid services.

**Objectives:**

- ◆ To increase collaboration and complementarity between activities and actors in the domain of legal aid and access to justice;
- ◆ To improve the quality and accessibility of legal aid service provision;
- ◆ To reinforce the capacity of interveners in the area of legal aid;
- ◆ To identify and initiate research and advocacy on legal issues affecting indigent population and vulnerable groups in Rwanda;

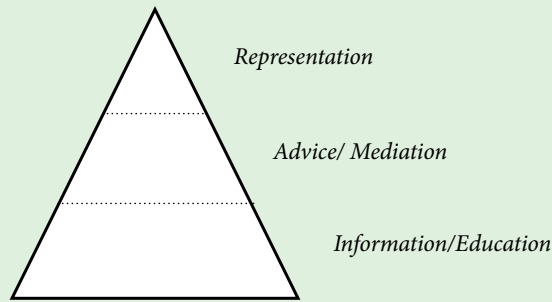
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<sup>1</sup> In 2009-2010: Adepe, Avega, Coporwa, the Corps of Judicial Defenders, Dufatanye Network, Fact Rwanda, International Justice Mission (IJM), RCN Justice & Democracy and INILAK – Legal Aid Clinic.

- ◆ To contribute towards the development of an effective, sustainable legal aid system in Rwanda;
- ◆ To mobilise resources and technical support to enhance legal aid.

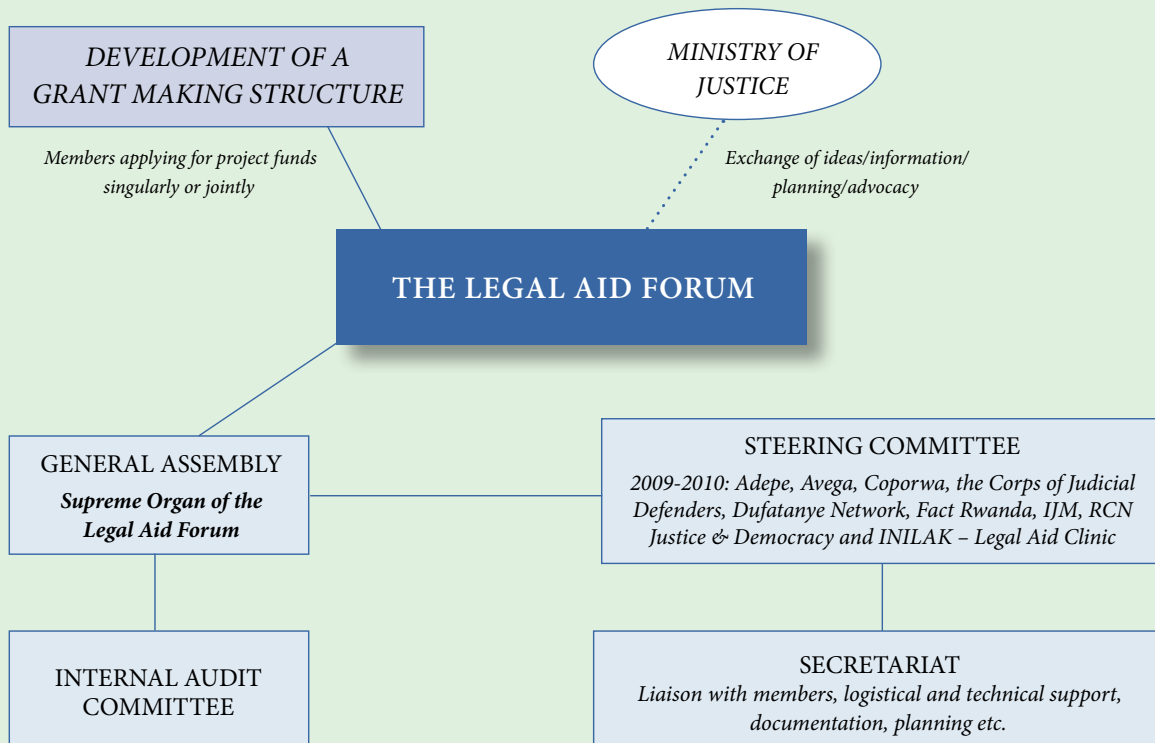
## UNDERSTANDING OF LEGAL AID

A broad understanding based on the concept of the Legal Aid Triangle and the provision of free or subsidized legal aid services has been adopted as a working definition:



**THE LEGAL AID TRIANGLE**

## STRUCTURE



## 2007-2010 DEVELOPMENTS

Based on the findings and recommendations of the Legal Aid Baseline Survey<sup>2</sup> the Legal Aid Forum is working on a number of projects and initiatives. These fall under four key output areas:

- OUTPUT I** Existence of a functioning and *sustainable Legal Aid Forum*.
- OUTPUT II** A number of Legal Aid Providers with the *skills* and *capacity* to provide *quality* and *accessible* legal aid services to the indigent population and vulnerable groups.
- OUTPUT III** Presented *research* and *analysis* that advocates for amendments to the Legal Aid Framework and monitoring of developments.
- OUTPUT IV** Legal Aid *services provided* to the indigent population and vulnerable groups in pilot thematic and geographic areas.

### *Key achievements and developments include:*

1. Countrywide *Legal Aid Baseline Survey* carried out in collaboration with the Ministry of Justice, completed in January 2007;
2. Engagement throughout 2007 with the Ministry of Justice in the *Task Force on Legal Aid* to analyse and make recommendations on the national framework for legal aid<sup>3</sup>;
3. Contribution to the Justice, Reconciliation, Law and Order sector of *EDPRS* and *monitoring* of key indicators;
4. Launch in July 2007 of a periodical information exchange *Bulletin*;
5. Development in 2008-09 and implementation of an improved *documentation and monitoring system* for legal aid providers amongst a pilot group of Legal Aid Providers;
6. Development of a *Paralegal Practice Manual* launched in November 2009;
7. *Research* project in 2009 on *locus standi* and *amicus curiae*;
8. Preparation and implementation in 2009 of a *Legal Aid Week* in Rwanda – Initiative led by the Ministry of Justice in collaboration with the Legal Aid Forum;

2 'Building the Foundations for Access to Justice in Rwanda – A report of the Legal Aid Baseline and Needs Analysis Survey' –Collaboration between the Steering Committee of the Legal Aid Forum and the Ministry of Justice - Sendugwa Gilbert, Havugiyaremye Aimable, January 2007

3 Task Force comprising the Ministry of Justice, the pilot 'Maison d'accès à la Justice' (Access to Justice Bureau), the Bar Association, the Legal Aid Forum (Chair and Secretariat), the Danish Institute for Human Rights and UNDP.

9. **Pilot projects** from May 2008 to **provide legal aid services** at community based levels<sup>4</sup>;
10. Annual **exposure visits, internships** and **staff exchanges** with organisations in the region (notably in Kenya, Malawi, South Africa, Tanzania, Uganda).

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4 Three projects implemented in 2008: 1/ 'Legal Aid and support to local initiatives on Access to Justice for vulnerable youth', implemented by Adepe in Rubavu District, 2/ 'Legal Aid for children and youth facing criminal prosecution' by Ajprodho in Karongi and Rutsiro Districts and 3/ 'Community clinic law project' by INILAK in partnership with Human Rights First in Kamonyi and Kicukiro Districts – projects continuing in 2009 together with four additional projects starting: 1/ 'Legal assistance for vulnerable workers within tea plantations and construction sector, in Gicumbi and Rulindo districts and the City of Kigali' by Cestrar; 2/ 'Community against Gender Based Violence and victims legal assistance in Karongi District in the Western Province' by Fact Rwanda; 3/ 'Legal advice and representation in court for detainees of Nsinda and Kibungo prisons' by ADL in partnership with the Corps of Judicial Defenders; and 4/ 'Legal advice and representation in court for vulnerable persons, notably widows and orphans' by the Corps of Judicial Defenders; for a total of seven projects operating in 2009.

*PERSONAL NOTES*





*PERSONAL NOTES*



*PERSONAL NOTES*



*PERSONAL NOTES*



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*Produced by:*

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