

THE LAW SCHOOL OF TANZANIA



FACTS & FIGURES 2018



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LIST OF ABBREVIATIONS AND ACRONYMS

CAS	Current Awareness Services
CLE	Continuing Legal Education
COTUL	Consortium of Tanzania University & Research Libraries
FE	Final Examination
GPA	General Point Average
ICA	Individual Continuous Assessment
IJA	Institute of Judicial Administration
LL.B	Bachelor of Law
LSRP	Legal Sector Reform Program
LST	Law School of Tanzania
MoCLA	Ministry of Constitutional and Legal Affairs
MTS	Medium Term Strategy
OC	Other Charges
OPE	Oral Practical Exercise
PE	Personnel Emolument
PFA	Planning, Finance and Administration
PhD	Doctor of Philosophy
SDI	Selective Dissemination of Information
TASBA	Tanzania Students' Bar Association
TCRP	Training, Consultancy, Research and Publication
TR	Total Revenue
UDSM	University of Dar es Salaam
WPE	Written Practical Exercise

FOREWORD

This booklet is the second edition of the facts and figures. It intends to give out the complete and broader statistical information of the Law School of Tanzania from financial year 2016/17 to 2017/18. This booklet is essential in providing information to our stakeholders and very useful in facilitating strategic planning, coordination, implementation as well as monitoring and evaluation of various activities undertaken by the school. Indeed, it also provides valuable information to key stakeholders who are engaged in learning and delivering legal practical training in the country.

On the other hand, this booklet brings out information on practical legal training, students' affairs, cooperation with other institutions, researches and consultancy, human resource, financial resources, and school leadership. Moreover, it provides information on the challenges faced during the implementation of LST activities.

It is my earnest hope that the information contained in this booklet will deliver a beneficial and clear road map in guiding staff, student, potential applicant as well as other stakeholders for numerous purposes. Last but not least, LST would like to emphasize that every effort has been taken to ensure that the information presented herein is accurate and remains so. However, LST welcomes opinions and suggestions to improve the content of this booklet.



Dr. Zakayo N. Lukumay

Acting Principal


ACKNOWLEDGEMENTS

This booklet could not have been accomplished without the efforts and support of many people whose names may not all be written here. Their contributions, however, are deeply appreciated and gratefully recognized.

I would like to express my deep appreciation to the Department of Policy, Planning and Budgeting for their assistance in the coordination, preparation and publication of this booklet.

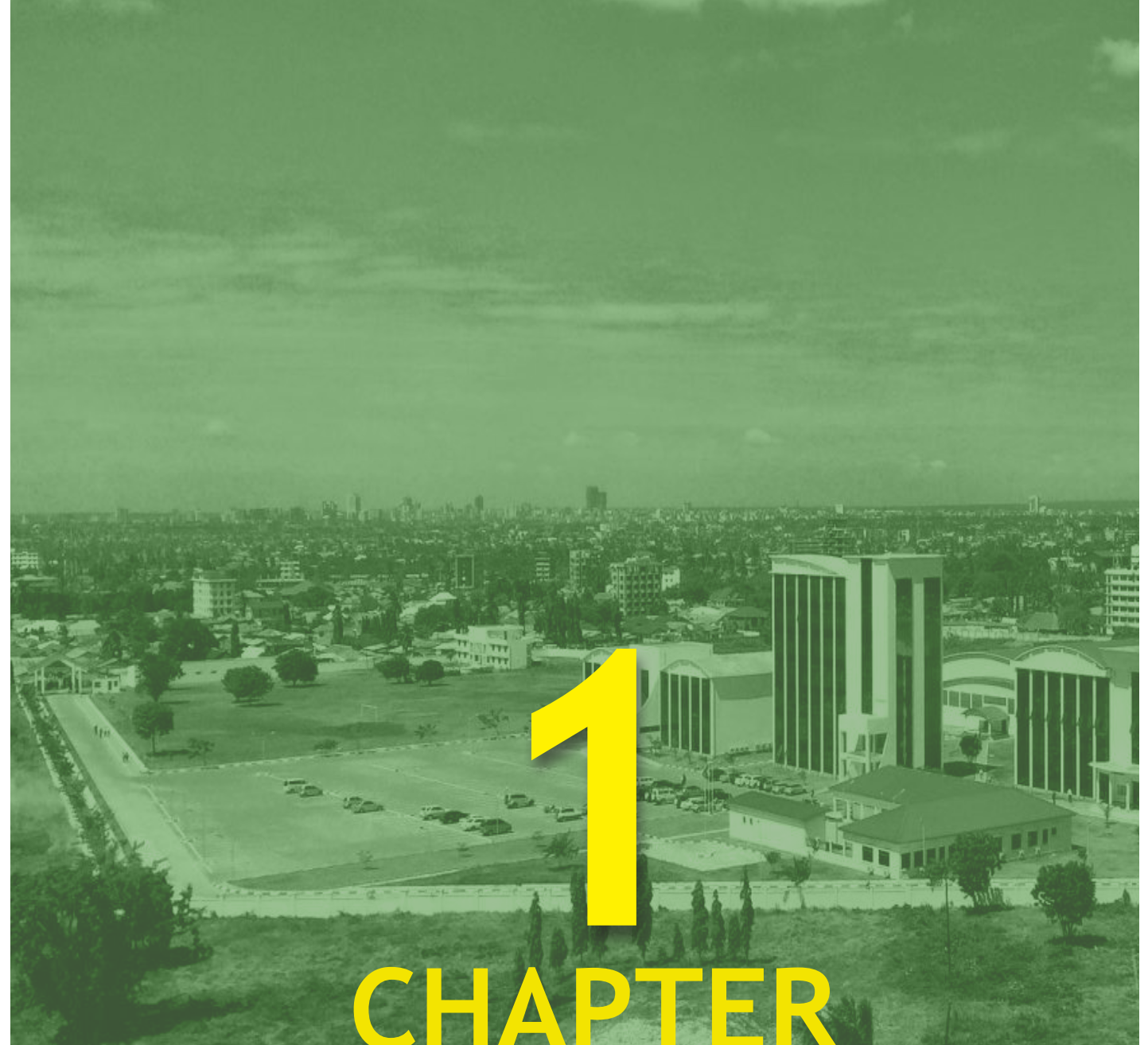
I would also like to thank all Heads of Departments and Units for their willingness to provide significant contributions in a timely manner. Let me further convey my special appreciation to the LST management. Admittedly, without their support, this booklet would not have been completed.

I also gratefully acknowledge the time and expertise devoted by the editor for ensuring that this booklet is of relatively high professional standard. Lastly but not least, to all employees who in one way or the other have enormously contributed to the completion of this booklet.



Dr. William A. Pallangyo

Deputy Principal - Planning, Finance and Administration



CHAPTER

THE LAW SCHOOL OF TANZANIA

1.1 Background

The Law School of Tanzania (LST) was established in 2007 by the Law School of Tanzania Act No 5 of 2007 (the Act) that came into force on 2nd May 2007. The establishment of the Law School of Tanzania was an important development in the broader Legal Sector Reforms implemented under the Ministry of Constitutional Affairs and Justice. The reforms began in 2000 following the launching of the Medium-Term Strategy (MTS) and Action Plan in December 1999. The reforms had their origin in the legal sector reforms, study conducted by a high-level task force headed by Judge Mark Bomani in 1996.

Indeed, reforms in the legal sector can be traced back to the 1977 Msekwa Report. The report recommended establishment of an appropriate institution for provision of practical legal education. It was also indicated in the report that the then internship system for law graduates suffered a number of limitations that could not guarantee production of competent legal professionals.

Some of the weaknesses experienced in the internship system as reported in the Msekwa Report included insufficient quality time provided to students by senior legal officers in their internships and lack of clear focus in the internship system. The report, therefore, proposed that practical training in legal education be conceptualised in a course properly conceived and executed. Establishment of the Law School was one of the mechanisms that could be used to achieve that end. The Bomani Report coming about ten years later proposed even wide-ranging reforms in the legal sector. The reforms were implemented within the framework of the Legal Sector Reform Programme (LSRP).

The objectives of the LSRP included speedy dispensation of justice; affordability and access to justice for all social groups; integrity and professionalism of legal officers; enhanced independence of the judiciary; and a legal and regulatory framework and jurisprudence of

high standards responsive to social, political, economic and technological trends at both national and international levels. The shared mission for the legal sector reform sector is *‘to support the development of social justice, equality, and rule of law through quality and accessible legal services’*

Within these broader reforms, the establishment of the Law School was considered necessary in order to improve the vocational training for graduates of LL.B. According to the Bomani Report, the establishment of the Law School was an opportunity to establish a formal training programme for post-LL.B education. The additional role of the Law School would be to provide continuing legal education for advocates, as it would organize short-term courses and seminars. Participation in these training courses and seminars is currently a condition for renewal of qualification to practice.

The School is a body corporate. It is an independent organ with its own Governing Board. In that regard Section 4 of the Act provides that the School shall:

- *Have perpetual succession and an official seal*
- *In its corporate name, be capable of suing and being sued*
- *Be capable of entering into contract, holding, purchasing or otherwise acquiring in any other way, movable property or immovable property and disposing of any of its property*
- *Have power to borrow money or property as may be required for efficient and proper performance of its functions*

The Governing Board oversees the School and its functions and is assisted by the Practical Legal Training and Examinations Committee, Appointments and Human Resources Development Committee, Planning and Finance Committee, and Audit Committee.



Vision

To become centre of excellence in practical legal training in East Africa



Mission

To provide Quality legal services to law graduates, public and private entities through practical legal training, continuing education, research and consultancy

Functions of the School

The functions of the School are clearly spelt out by section 5 of the Law School of Tanzania Act, 5 of 2007 (Cap. 425 of the Laws) as hereunder:

- Offer, conduct, manage and impart practical legal training programs as may be prescribed by the Council.
- Promote and provide opportunities and facilities for the study of and for the training in legal practice and allied subjects.
- Sponsor, arrange and provide facilities for conferences, seminars, workshops, meetings and consultations on matters relating to legal practice and allied subjects.
- Arrange for the publication and general dissemination of materials produced in connection with the work and activities of the Governing Board.
- Conduct legal research in priority areas as determined by the Governing Board.
- Apply research findings for the betterment of practical legal training, literature and for continued enrichment of the curriculum and teaching.
- Provide consultancy services in legal matters to the Government, public and private organizations, individuals and other clients within and outside Tanzania.
- Arrange for publication and dissemination of legal practice literature generated from the activities of the School as may be determined by the Governing Board.
- Establish relationship or association with other colleges, and institutions both nationally and internationally and
- Do such acts and things and enter into contracts and transactions as are, in the opinion of the Governing Board, expedient or necessary for efficient and proper performance of the functions of the School.

Motto & Core

Our Motto

Excellence In Legal Practice

Values of the School

i Innovative

The School will feature new and advanced methods that will improve the provision of practical legal training programme.

ii Integrity

The School will adhere to the values of fairness and justice in the pursuance of the LST mandate

iii Impartiality

The system at LST will neither be biased nor prejudiced rather it will follow a principle of justice and fairness.

iv Transparency

Decision making within LST will be made in a transparent manner and stakeholders will be informed of any important decision that will impact the wellbeing of the LST.

v Accountability

Explanations and justification for decision and resource use shall be hallmarks of the LST actions and processes.

vi Hard work

LST team works with energy and commitment for the accomplishment of any task at hand.

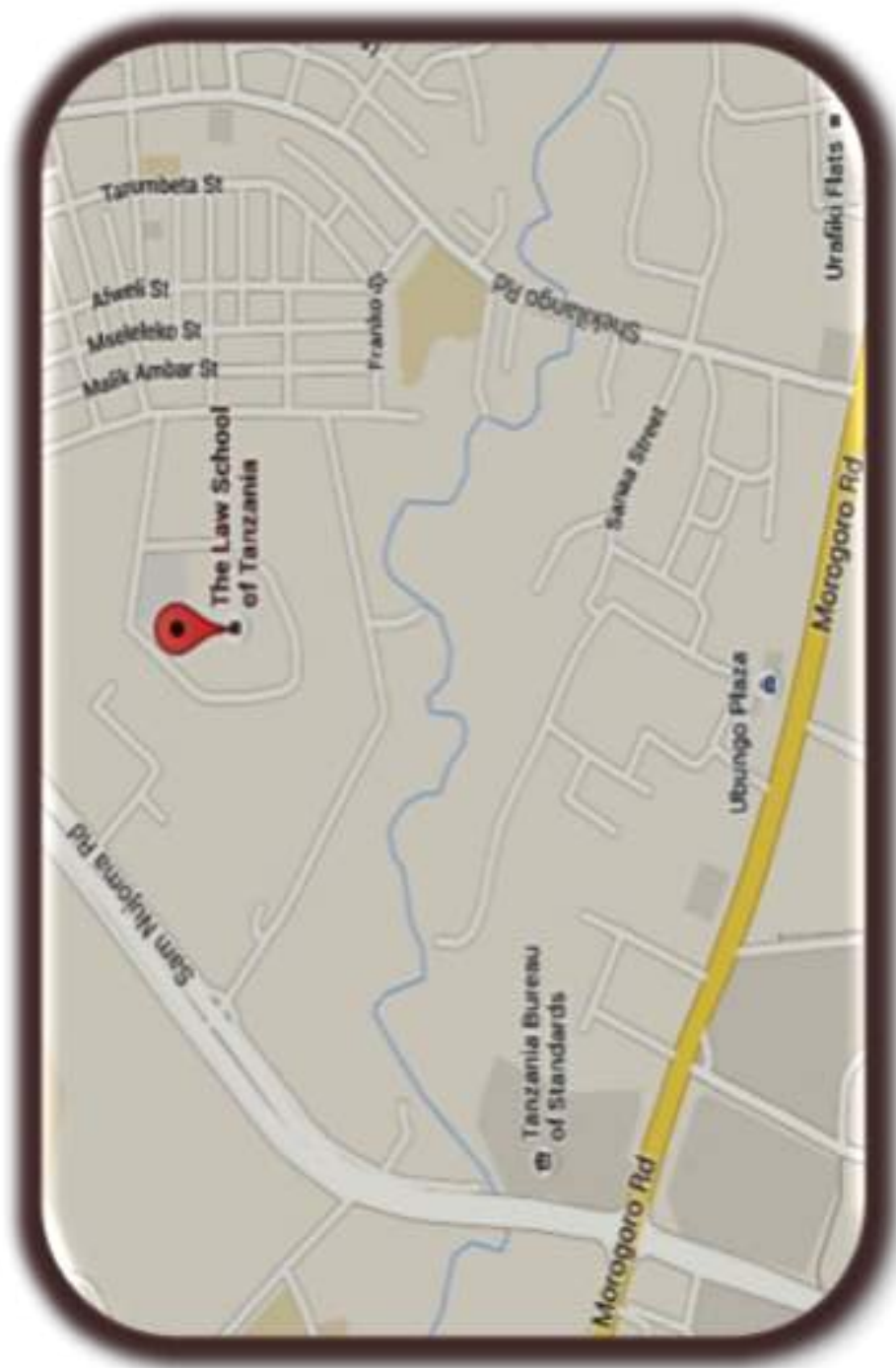
vii Team spirit

Working together will not only bring the best in all of us but it will bring the best in each of us and our mandates.

viii Networking

The school will collaborate, from partnership and cooperation to leverage all possible synergies.

1.4 Location of the School

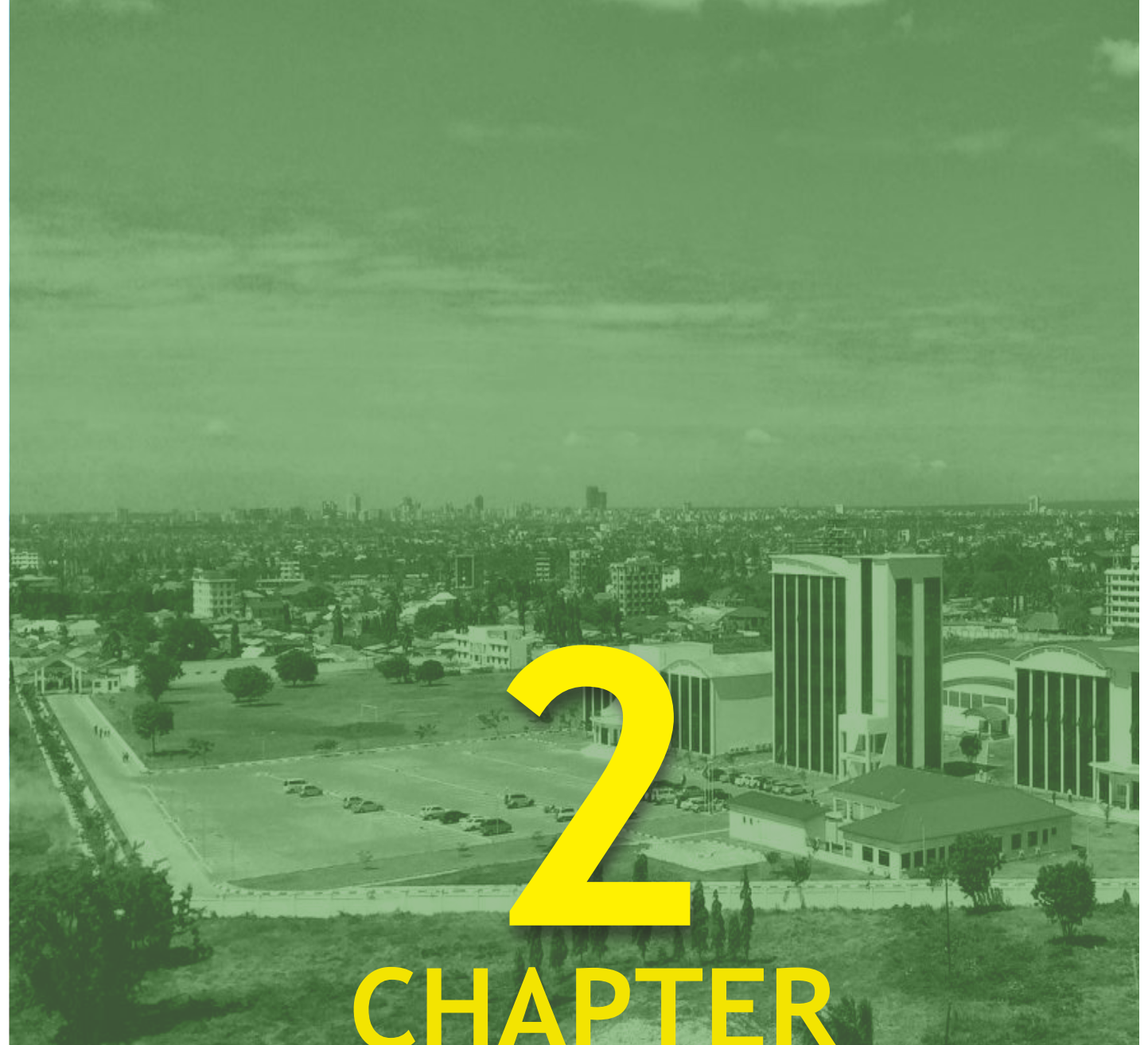


The School is located at Plot No. 2005/2/1, Sinza "C", Ubungo off Sam Nujoma/Mpakani Road.

1.5 Objectives of the School (2016/17-2020/21)

The Law School of Tanzania (LST) has set its objectives to be implemented in the financial year 2016/17-2020/21 so as to achieve its vision and mission as follows;

- i. To improve practical legal training.
- ii. Improving students' welfare.
- iii. To develop capabilities for research and consultancy services.
- iv. To improve library and information services.
- v. Strengthening human resources capacity.
- vi. To enhance institutional governance systems, improving working environments and service delivery.
- vii. Enhancing, sustaining, and effective implementation of National Anti-corruption strategy.
- viii. Strengthening information systems for HIV and AIDS.
- ix. Enhancing application of modern ICT in service delivery.
- x. Improving and maintaining rapport with key stakeholders and development partners.



CHAPTER

PRACTICAL AND LEGAL TRAINING

2.1 Programme Courses

The School offers a one-year practical legal training programme, which is compulsory for any law graduate aspiring to be enrolled as an advocate of the High Court of Tanzania. The School uses the “learning by doing” training approach in which students learn various skills and techniques of a legal practitioner by performing various tasks a practitioner would perform in the real world, only that in this case, they are performed in a classroom setting.

The programme is divided into two semesters. The First Semester covers classroom instruction for up to twenty six weeks while the Second Semester involves a period of clinical law (field placement) followed by final written and oral examinations. Successful candidates are awarded the Post-Graduate Diploma in Legal Practice. The courses which are offered at the Law School are treated as core and others as non-core. This dichotomy is clearly reflected in the mode of assessment for the two categories. Whereas, a core course has 4 examinable components spread over two semesters, a non-core course has only one examinable component which is done at the end of the first semester.

However, for both core and non-core courses, classroom instructions are offered only in the first semester.

(MODULES)

LS 101 Advocacy Skills & LS 105 Civil Procedures and Practice.

LS 102 Professional Conduct and Ethics

LS 104 Criminal Procedure and Practice

LS106 Practical Aspects of Commercial law

LS 107 Conveyancing

LS 108 Probate, Administration of Estates and Trusts

(NON-CORE COURSES)

LS 103 Legal Drafting Skills and Techniques

LS 109 Basic Leadership, Management and Accounting for Lawyers

LS 110 Legal Aid and Human Rights

2.2 Admission Criteria

The admission criteria are governed by the Law School of Tanzania (Admission, Fees and Conduct of Practical Legal Training) Rules, 2011. The Rules provide for admission requirements, payable fees, and generally the conduct of the practical legal training programme.

In terms of Rule 3 (1), an applicant is required to have the following minimum qualifications to be admitted to the programme:

- a) A Bachelor of Law Degree holder or a person who has become eligible for the conferment of the Bachelor of Laws Degree of an accredited higher education institution in Tanzania Mainland; or
- b) A Bachelor of Law Degree holder or a person who has become eligible for the conferment of the Bachelor of Laws Degree of a higher education institution recognized in Tanzania and approved by the Council; or
- c) Equivalent qualifications approved by the Continuing Legal Education council obtained from any institution within or outside Tanzania. The purpose of this criterion is to allow for recognition of degree qualifications which might have a different name but whose content is substantially the same as that offered in the Bachelor of Laws.

In addition to the criteria mentioned under Rule 3 (1) above, a student is eligible for the programme if he or she has passed all the Bachelor of Laws Degree core subjects namely: (a) Criminal Law and Procedure; (b) Legal Method; (c) Constitutional Law; (d) Law of Contract; (e) Law of Evidence; (f) Law of Torts; (g) Land Law; (h) Civil Procedure; (i) Law of Business Associations; (j) Family Law; (k) Public International Law; (l) Tax Law; (m) Administrative Law; (n) Labor Law; and (o) Jurisprudence.

The purpose of this requirement is to ensure that candidates joining the LST are well grounded in at least the theoretical aspects of these core courses to allow the training at LST to focus only on the practical aspects, especially considering that classroom training at the School is offered in only one semester. Without the theoretical foundations, it is always difficult to bridge in the practical aspects.

2.3 Assessment

The School (Students' Performance Assessment and Awards) By-Laws, 2011 requires that every student be assessed in every examinable subject/ component except field placement. There are various assessments conducted by the School.

For core-courses candidates are assessed by doing Individual Continuous Assessment (ICA) and Written Practical Exercise (WPE) in the first semester. In the second semester candidates are assessed in Final Examination (FE) and Oral Practical Exercises (OPE). For none-core courses candidates are assessed by sitting for final examination at the end of the first semester.

The nature of assessment and pass mark for each assessment is as shown in table 2.1 below:

Table 2.1: Students' Performance Assessment

S/N	ASSESSMENT COMPONENT	TOTAL MARKS	PASS MARK
1	<i>Individual Continuous Assessment (total of seven assessment on core courses)</i>	100% per assessment	50% per assessment
2	<i>Written Practical Exercises (total of seven assessment on core courses)</i>	100% per assessment	50% per assessment
3	<i>Final Examination (total of ten assessment on all courses)</i>	100% per assessment	50% per assessment
4	<i>Oral Practical Exercise (once)</i>	100% per assessment	50% per assessment

A candidate is considered to have passed the examination if he/she scores an average of at least 50% of every examinable subject. If the

average score is below 50% and a candidate has scored a GPA of 1.0 or above, or he/she has a GPA below 1.0 but has passed at least three core subjects he/she will be allowed to supplement the component(s) which he/she scored below the required pass mark.

2.4 Tuition and Other Fees

Students shall bear all costs related to their training at the School. Such costs are presented in Table 2.2 and 2.3 respectively.

2.4.1 Fees Payable to the School

Table 2.2: Tuition and Other Fees

<i>Application Fee</i>	<i>20,000.00</i>	<i>Institutional Stationery and Photocopy Services</i>	<i>50,000.00</i>
<i>Registration Fee</i>	<i>20,000.00</i>	<i>Caution Money (Deposit)</i>	<i>10,000.00</i>
<i>Tuition Fee</i>	<i>1,300,000.00</i>	<i>Identity Card</i>	<i>10,000.00</i>
<i>Examination Fee</i>	<i>50,000.00</i>	<i>Student's Organization Fee</i>	<i>10,000.00</i>
<i>Field (Attachment) Supervision Fee</i>	<i>50,000.00</i>	<i>Admission Ceremony Fee</i>	<i>20,000.00</i>
<i>Library Fee</i>	<i>50,000.00</i>	<i>Total</i>	<i>1,590,000.00</i>

2.4.2 Direct Student's Costs

Table 2.3: Direct Student's Cost by Semester

FIRST SEMESTER	
<i>Particulars</i>	<i>Amount</i>
<i>Meal and Accommodation Allowance</i>	<i>1,155,000.00</i>
<i>Books and Stationery</i>	<i>200,000.00</i>
<i>Research Expenses</i>	<i>300,000.00</i>
<i>Special Requirements (Advocates' Attire)</i>	<i>300,000.00</i>
<i>Compilation of Basic Statutes</i>	<i>100,000.00</i>
<i>SUB-TOTAL</i>	<i>2,055,000.00</i>
SECOND SEMESTER	
<i>Particulars</i>	<i>Amount</i>
<i>Field Placement Expenses</i>	<i>1,200,000.00</i>
<i>Meals and Accommodation Allowance</i>	<i>210,000.00</i>
<i>SUB-TOTAL</i>	<i>1,410,000.00</i>
<i>TOTAL</i>	<i>3,465,000.00</i>

2.5 Registration

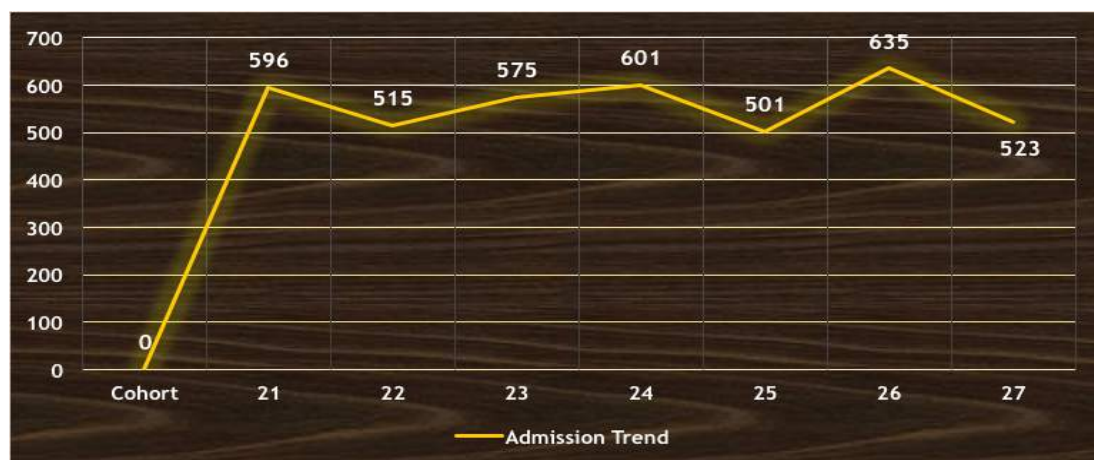
A total of 3,946 students were registered in the FY 2016/17-2017/18 to attend practical legal training which comprised with cohorts 21, 22, 23, 24, 25, 26 and 27. Also for different reasons, it happens that some students fail to attend their training and therefore they opt to postpone their studies and be re-registered in the coming cohorts. 80 students were re-registered in FY 2016/17-2017/18 (See table 2.4).

Table 2.4: Students Registration/Enrollment

Year of Registration	Cohort	First time registered			Re-registered			Totals		
		M	F	Total	M	F	Total	M	F	Total
2016	21	310	275	585	7	4	11	317	279	596
	22	292	213	505	5	5	10	297	218	515
	23	328	237	565	4	6	10	332	243	575
2017	24	287	301	588	6	7	13	293	308	601
	25	298	183	481	10	10	20	308	193	501
2018	26	338	291	629	3	3	6	341	294	635
	27	310	203	513	7	3	10	317	206	523
Grand Total		2,163	1,703	3,866	42	38	80	2,205	1,741	3,946

Statistics show fluctuation in the number of registrations; while the target was to register 600 students per cohort, Figure 2.1 shows only two cohorts that met the target while in the other cohorts registered students were below 600.

Figure 2.1: Admission Trend



Moreover, figure 2.2 shows a small number of registered female students. Only in 24th cohort that LST experienced large number of registered female students (51.25%) compared to males in the FY 2016/17-2017/18.

Figure 2.2: Registration by Sex



LST is for both males and females; therefore, a call is given to all qualified female and male students to join the Law School of Tanzania.

2.6 Examination Results

2.6.1 First Sitting Examination Results

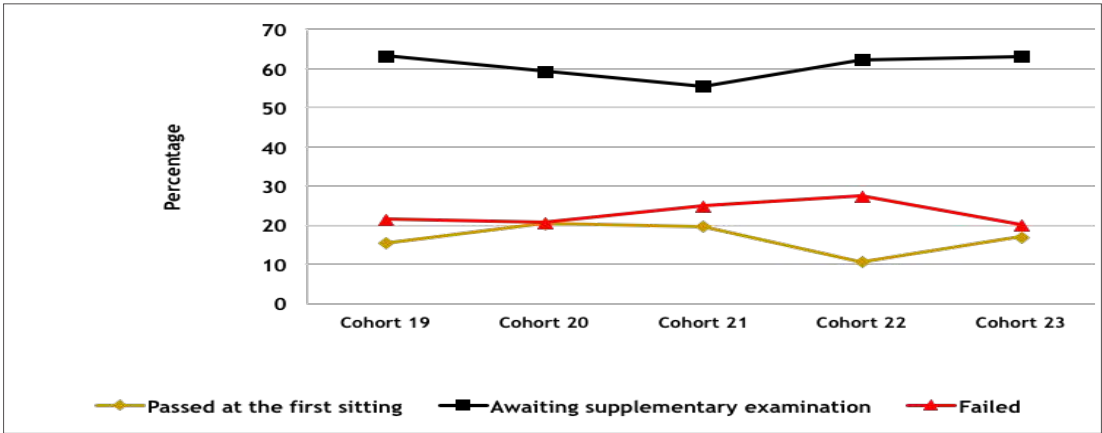
First sitting examination results in the context of this booklet refers to examination results that a given student scores after sitting for a given examination for the first time. LST has a responsibility to prepare and publish examinations. In the year 2016/17-2017/18, there were 2,662 students who did their first sitting examinations out of 2,777 registered. Among 2,662 students, 445 (16.72%) passed, 1,611 (60.52%) were required to sit for supplementary examinations, and 606 (22.76%) failed. Also, there were 113 (4.07%) among registered students who postponed as shown in the table 2.5 below.

Table 2.5: First Sitting Examination Results

Cohort	Students who did their first sitting examinations				Deferment/ postponement	Total
	Passed at the first sitting	Awaiting supplementary examination	Failed	Total		
Cohort 19	80	327	111	518	25	543
Cohort 20	106	309	107	522	24	546
Cohort 21	113	318	142	573	23	596
Cohort 22	53	311	136	500	15	515
Cohort 23	93	346	110	549	26	575
Total	445	1,611	606	518	113	2,775

Figure 2.3 shows that, more than 50 percent of all students who did their examinations in each cohort failed some of their subjects/components. This made them sit for supplementary examinations. If there will be any changes in their future supplementary results, it will be on the pass and not failure. This is due to the fact that failure happens once in the first sitting examinations and not in the supplementary examinations. On average, in the FY 2016/17-2017/18, the pass rate of the first sitting examinations was between 10 and 20 percent.

Figure 2.3: First Sitting Examination Results Trend



2.6.2 Special First Sitting/Supplementary Examinations

During the reporting period (2016/17-2017/18), 4,475 candidates sat for special first sitting/supplementary examinations. Out of these, 1,019 candidates passed, 3,444 were required to appear for supplementary examination and 12 failed.

2.6.3 General Results Overview as of June 2018 (Including Supplementary Results)

Since 2008, LST has been conducting supplementary and special first sitting examinations. In the FY 2016/17-2017/18, first sitting, special first sitting, and supplementary examinations were conducted to students from 1st to 23rd cohort.

Table 2.6 shows that, LST has trained 8,716 candidates out of whom, 4,981 (57.15%) passed and therefore were eligible to be registered as advocates. The remaining 42.85% covers candidates who failed their exams, awaiting for supplementary exams and students who postponed practical legal training.

Table 2.6: Examination Results as of FY 2017/18

Year	Cohort	Pass		Awaiting supplementary examination	Fail		Deferment/ Postponement	Total admitted
		Passed first sitting examination	Passed supplementary/ special first sitting examination		Failed 1st sitting examination	Failed special 1st sitting examination		
2008	1	38	154	67	15	0	14	288
	2	50	98	51	11	0	0	210
2009	3	35	117	34	19	1	6	212
	4	35	138	85	39	2	12	311
	5	33	89	33	31	3	6	195
2010	6	41	102	30	15	1	3	192
	7	46	127	38	20	1	7	239
2011	8	54	92	18	15	0	4	183
	9	51	70	36	10	1	2	170
	10	58	120	43	15	3	7	246
2012	11	55	117	22	36	2	8	240
	12	56	193	44	45	0	6	344
2013	13	95	231	39	25	0	3	393
	14	41	192	32	6	1	3	275
2014	15	77	212	66	29	1	1	386
	16	66	258	92	26	0	8	450
	17	73	206	85	59	4	7	434
2015	18	180	211	97	69	3	13	573
	19	80	202	132	111	3	15	543
	20	106	184	130	107	1	18	546
2016	21	113	168	153	142	4	16	596
	22	53	80	234	136	0	12	515
	23	93	3	348	110	1	20	575
2017	24	87	0	317	169	0	27	600
TOTAL		1,616	3,364	2,226	1,260	32	218	8,716

2.7 Field Placement

The Law School of Tanzania (Curriculum) By-Laws 2011 and the Law School of Tanzania (Students' Performance, Assessment and Awards) By-Laws 2001 require each student to undergo practical training, a form of placement which, forms part of the component of assessment. In this regard, students are placed in law firms, courts, legal aid centers, and legal units in government departments and the Attorney General's Chambers. Therefore, the field placement period is divided into two equal periods which students are required to rotate.

The number of students who attended Practical Field Placement from the year 2016 keeps fluctuating with a very high number of students who attended practical field placement in the twenty fourth cohort. Also, there is a difference in the total number of students expected to attend practical field placement with the total number of admissions in each cohort. This difference is due to the postponement of studies/field attachment for some students from previous cohorts. Due to that reason, the number of students expected to attend practical field placement is expected to rise more in the next cohorts.

Table 2.7: Field Attachment

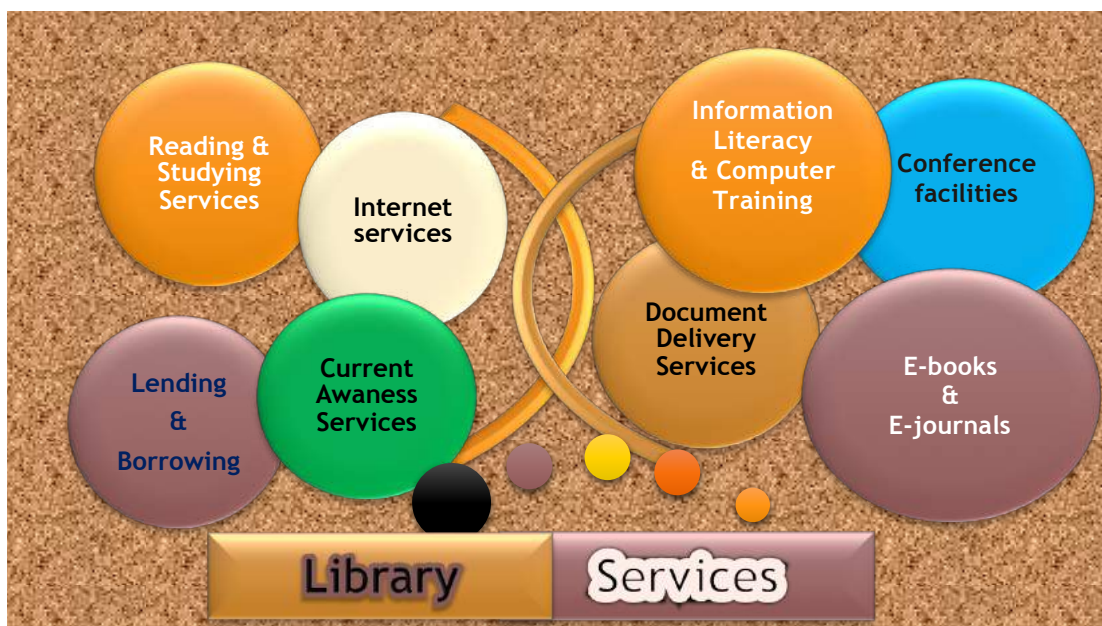
Year	Dates	Cohort	Attended	Didn't attend	Total (Expected to attend practical field placement)	Total admitted
2016	3 rd Oct 2016 - 3 rd Feb 2017	21	577	26	603	596
2017	6 th Feb 2017- 9 th June 2017	22	507	16	523	515
	12 th June 2017 - 13 th Oct 2017	23	562	17	579	575
	9 th Oct 2017 - 9 th Feb 2018	24	588	25	613	601
2018	19 th Feb 2018 - 8 th June 2018	25	496	10	506	501
Total			2,730	94	2,824	2,788

2.8 Library and Information Services

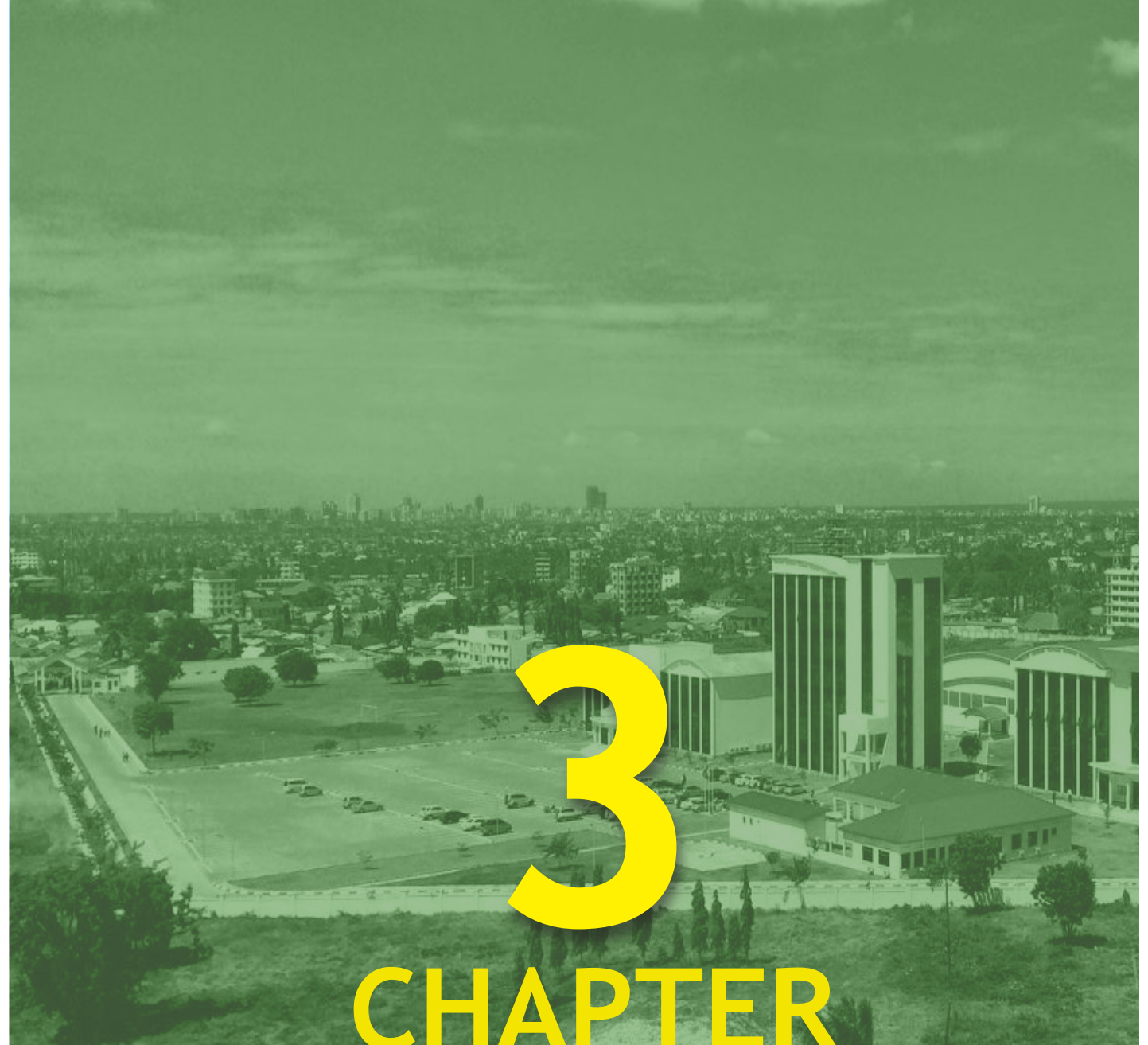
The Law School of Tanzania library was established an important resource center that facilitates legal practical training, research, consultancy and community outreach to its users. The library collection comprised of different materials including, textbooks, serial publications like journals, reports, laws & statutes from East Africa & the Common Law systems.

The library offers information services to library users within and outside the school community. Such amenities include lending of library materials (currently within the campus), document delivery services, references services such as e-books & e-journals through COTUL & Research4Lifer programs, Selective Dissemination of Information (SDI) and Current Awareness Services (CAS). Other services include research, publication and consultancy, information literacy & computer training for library users and conference facilities.

Figure 2.4: Library and Information Services



Currently the library contains more than 3, 000 copies of books and other publications. This collection has been sourced by internal fund and some from different donors mainly Book Aid International through Tanzania Library Services Board (TLSB) arrangements. The library is understaffed though efforts are made to rectify the situation; it is worth mentioning here that, the library is undertaking thorough transformation from its traditional services delivery to automation. Its vision is to be the “*state of the art*” legal library services provider in the country.



CHAPTER

PRACTICAL AND LEGAL TRAINING

3.1 Students Affairs

LST recognize that students are the major stakeholders in the provision of practical legal training, thus it has a department of student affairs.

The department regulates and maintains discipline amongst students, establishes and maintains a state of good relationship among members of the school's community, and assists in building-up discipline among students as trained future legal professionals.

Furthermore, the Department safeguards all the School's physical facilities and property availed to students during their stay at the School "*Ref The Law of School of Tanzania (Students' General Welfare Conduct and Disciplinary Matters) Rules, 2008*". Also, it is responsible to various services and activities aimed at improving welfare of students such as;

- i. Provision of Guidance and Counselling Services to enable students fulfill their academic and personal potential;
- ii. Provision of equal educational opportunity for individuals with disabilities;
- iii. Oversee activities of students' organization as students normally channel their views through the students' government body called the Tanzania Students' Bar Association (TASBA);
- iv. Supervision of sports and games; and
- v. Arrange for Career day whereby students get an opportunity to meet up with experienced, senior members of the legal profession so as to inspire students who are about to join the legal profession.

3.2 Cooperation with Other Institutions

LST has continued to collaborate with other institutions and currently it has successfully signed a Memorandum of Understanding with the Institute of Judicial Administration (IJA) in various issues including research, advisory, training etc.

3.3 Researches, Publications, and Consultancy

Functionally, the Law School of Tanzania is responsible in conducting legal research in priority areas as determined by the Governing Board, applying research findings for the betterment of practical legal training, literature and for continued enrichment of the curriculum and teaching. The school also provides consultancy services in legal matters to the government, public and private organizations, individuals and other clients within and outside Tanzania.

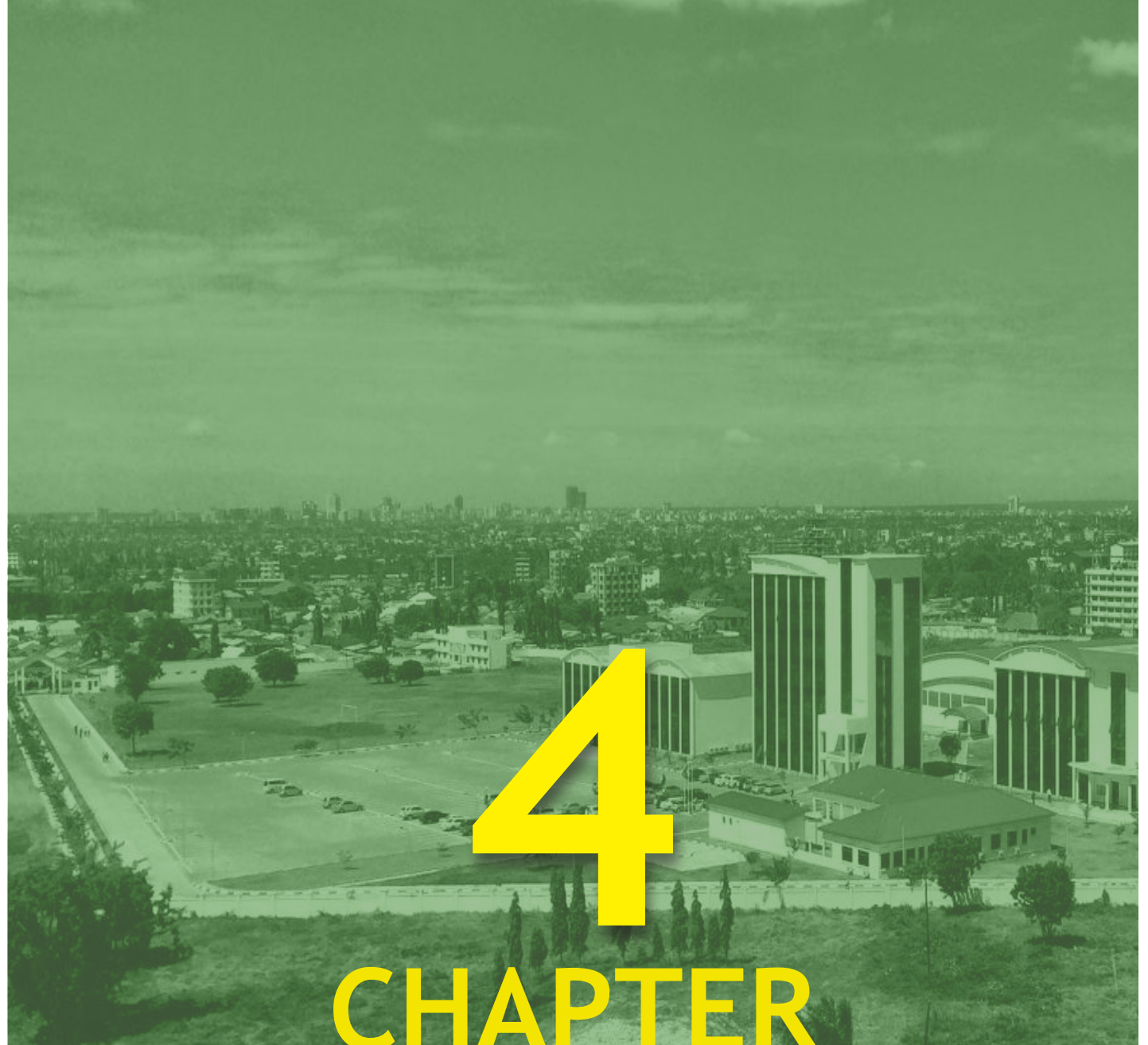
In the period of FY 2016/17 and 2017/18, four consultancies have been registered and three among them have been conducted and finished as shown in the table 3.1 below.

Table 3.1: Consultancies Conducted in the FY 2016/17-2017/18

TITLE OF PROJECT	CLIENT NAME	STATUS	END DATE
Court Users' Satisfaction Mini-Survey, 2018	The Judiciary of Tanzania	Finished	May, 2018
Clients' Satisfaction Survey During the Law Week/Day, 2018	The Judiciary of Tanzania	Finished	May, 2018
Compliance and Value for Money Audits	Public Procurement Regulatory Authority	Finished	June, 2018

Moreover, LST has registered a law journal called LST LAW REVIEW which has been listed as one of the best and quality journals by the University of Dar es Salaam (UDSM). It is comprised of different articles from different authors. It also provides room for academic employees and students to publish their articles.

Currently, LST has volume 1 issue 1 and 2 published in 2016 and volume 2 issue 1 and 2 published in 2017. There are 15 articles in volume one and about 12 articles in volume 2. Volume 3 of LST Law Review is in final stage to be published. On average, 500 copies of each issue are published and sold for Tsh. 10,000/= for the purpose of sharing research findings, training and addressing social economic issues. The abstract of each article is accessible online on the LST website.



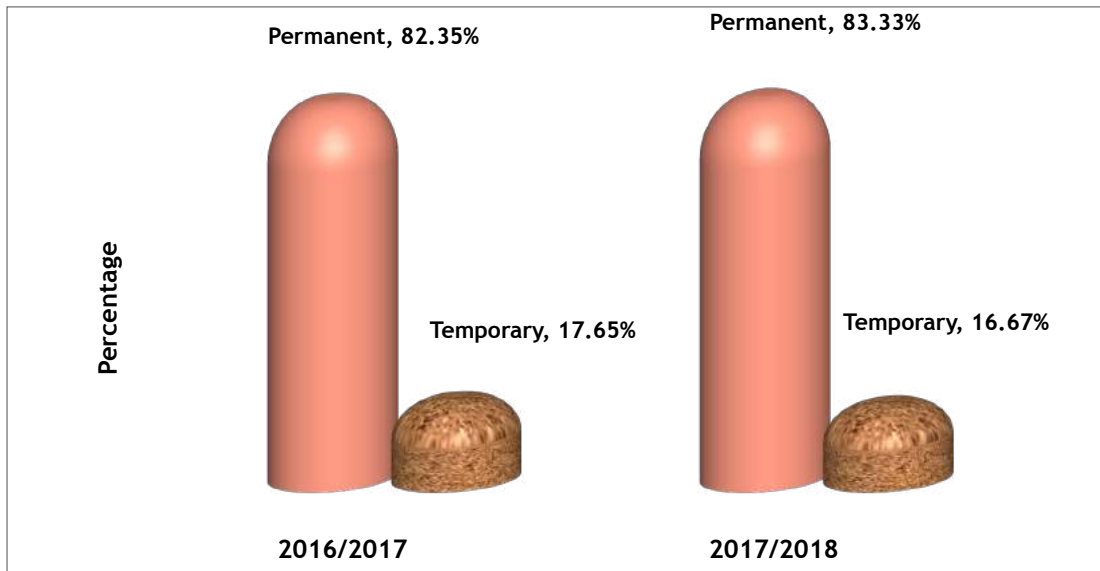
CHAPTER

HUMAN RESOURCES

4.1 Introduction

The policy of the LST is to recruit, incentivize and retain employees in order to continuously provide quality legal training programme as well as conducting research and consultancy services. Currently, LST has both academic and administrative employees comprised with 28 male employees equivalent to 58.33% of all employees and 20 female employees equivalent to 41.67% of all employees (See table 4.2). This make a total of 48 employees where by 83.33% of them are permanent and pensionable and 16.67% are under contractual basis as shown in the figure 4.1.

Figure 4.1: Percentage of Employees by Contract



Comparing to the FY 2016/17, LST had a total of 51 employees where by 82.35% of them were permanent and 17.65% were contractual employees as shown in the figure 4.1 above. This means that, the total number of employees decreased by 5.9% in the FY 2017/18, permanent employees decreased by 4.8% and contractual employees decreased by 11.1% as shown in the table 4.1 below.

Table 4.1: Employees by Contract

	FINANCIAL YEAR		Variance in % (previous FY against current FY)
	2016/2017 (By June 2017)	2017/2018 (By June 2018)	
Permanent	42	40	-4.8
Temporary/ Contract	9	8	-11.1
Total	51	48	-5.9

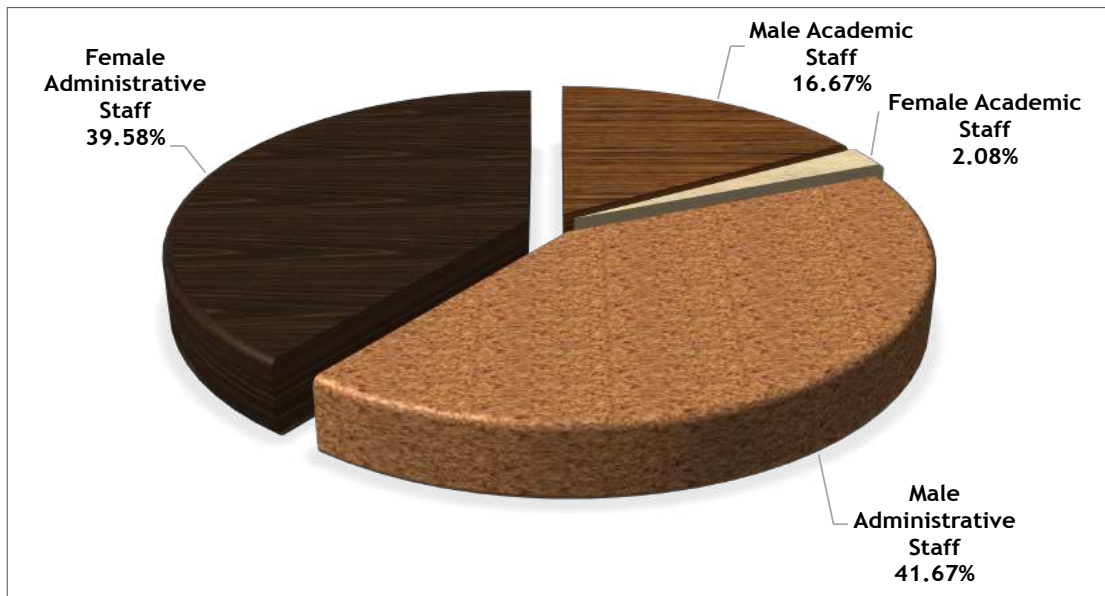
4.2 Administrative Employees

The LST employ administrative employees who ensure that quality legal training is given to all students. Currently, the administrative employees are comprised of 20 male employees equivalent to 41.67% of all employees and 51.28% of all administrative employees and there are 19 female employees equal to 39.58% of all employees and 48.72% of all administrative employees (See figure 4.2 and 4.3 below). The total number of all administrative employees comprise 81.25% of all employees as shown in the table 4.2.

Figure 4.2: Percentage of Administrative Employees by Gender

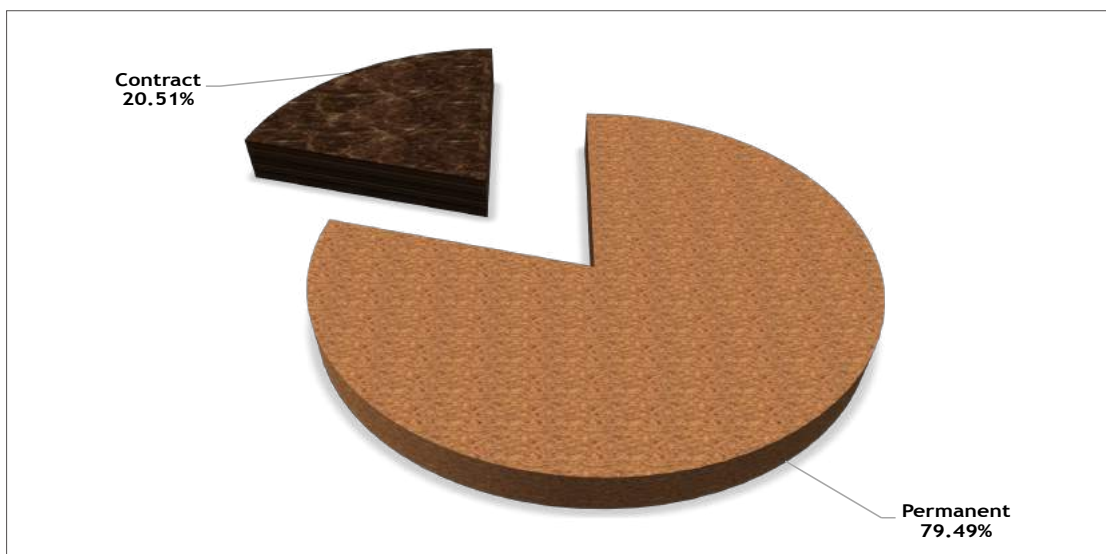


Figure 4.3: Percentage of All Employees by Gender



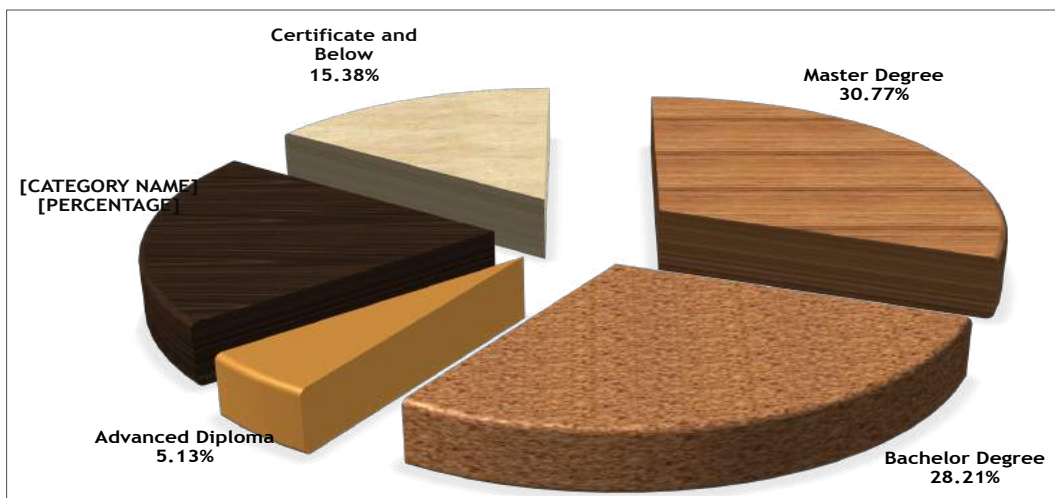
Moreover, out of 39 administrative employees, 31 (79.49% of all administrative employees) are permanent and 8 (20.51% of all administrative employees) are contractual employees as shown in the figure 4.4.

Figure 4.4: Percentage of Administrative Employees by Contract



Also, among 39 administrative employees, 12 (30.77% of all administrative employees) hold master degree, 11 (28.21% of all administrative employees) hold bachelor degree, 2 (5.13% of all administrative employees) hold advanced diploma, 8 (20.51% of all administrative employees) hold diploma, and 6 (15.38% of all administrative employees) hold certificate (See figure 4.5 below).

Figure 4.5: Percentage of Administrative Employees by Level of Education



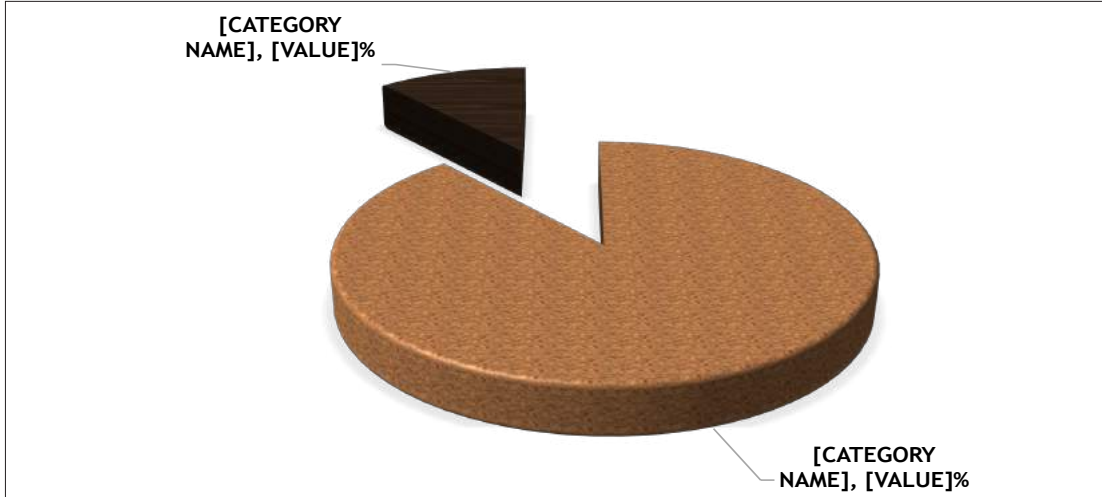
Furthermore, the ratio of administrative employees aged above 50 years to the total administrative employees is 1:13. Also, 3 in 13 administrative employees are aged between 41 and 50 years inclusively, 43.59% are aged between 31 and 40 inclusively, and 25.64% are aged below 31 years (See table 4.2).

4.3 Academic Employees

As for administrative employees, LST also employs both full-time and part-time trainers. For obvious reasons, all the LST's trainers are required to be active practitioners. Currently, LST has 9 full time instructors whereby there are 8 male instructors which is equivalent to 16.67% of all employees and 88.89% of all academic employees, and only one female instructor equivalent to 2.08% of all employees and 11.11%

of all academic employees. The total number of full-time instructors comprise 18.75% of all employees as shown in figures 4.3, 4.6, & table 4.2.

Figure 4.6: Percentage of Academic Employees by Gender



Moreover, out of 9 instructors, 4 (44.44% of all academic employees) are PhD holders while the remaining 5 instructors (55.56% of all academic employees) holding master degree as shown in the figure 4.7.

Figure 4.7: Percentage of Academic Employees by Level of Education



Furthermore, more than half of all instructors are aged between 41 and 50 years inclusively, two are above 50 years while only two are aged below 41 years (See table 4.2).

4.3.1 Part Time Trainers

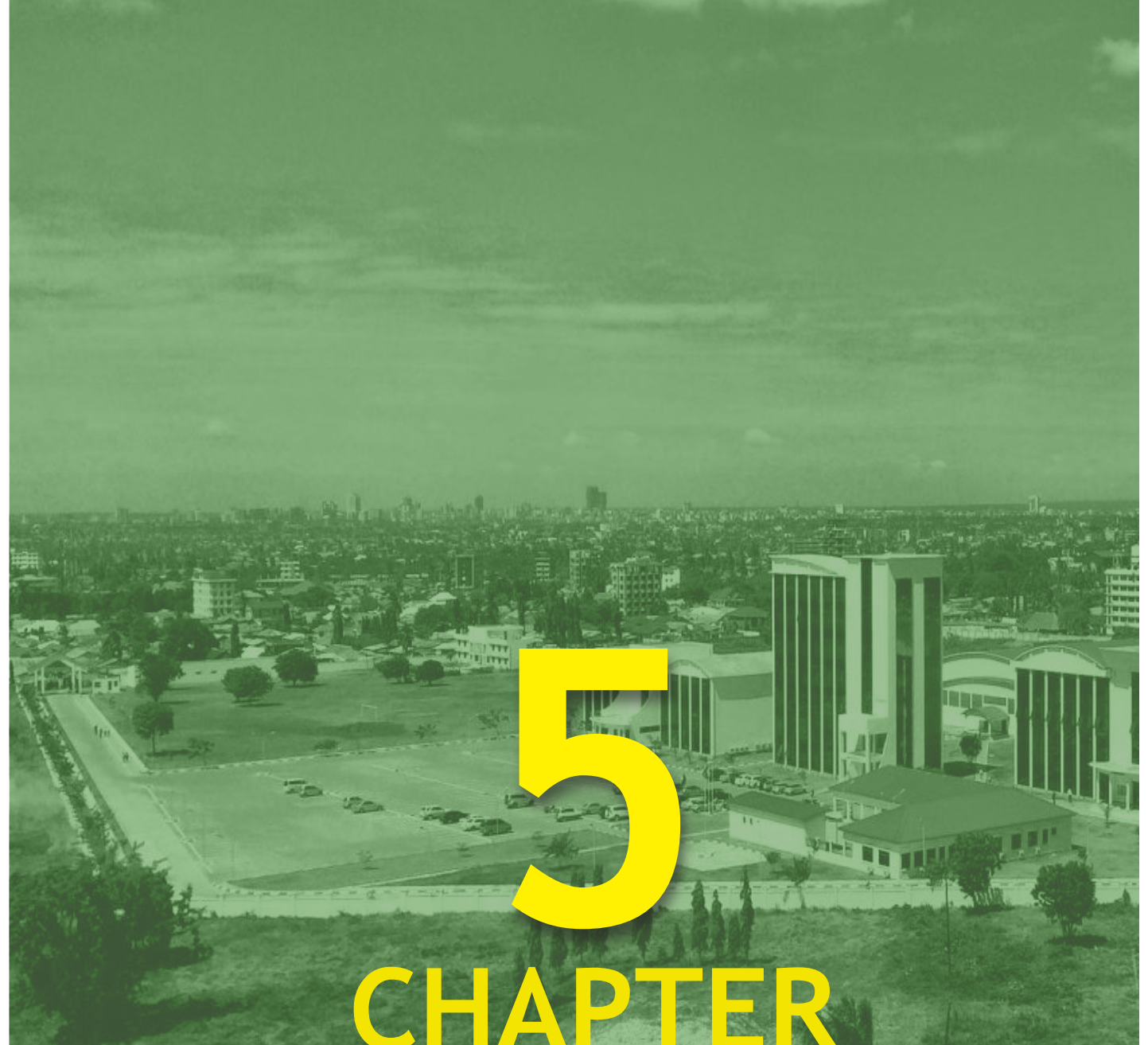
Currently, the school engage part-time trainers to accelerate the provision of practical legal training. The current ratio of imparting practical legal training (learning by doing) is 1:15 i.e. 1 lecturer to 15 students as stipulated in the Rules of the Law school of Tanzania (curriculum) By-Laws, 2011.

The LST is admitting 600 students per each cohort for which they are divided into groups of 30 students to make 20 seminars firms. Therefore, to make effective use of the said ratio, 30 students will need 2 trainers in each firm, while the existing permanent and pensionable lecturers of the school are only nine.

Table 4.2: Staff Profile

STAFF PROFILE					
MALE STAFF		FEMALE STAFF		TOTAL%	
Academic staff (% of total staff)	16.67	Academic staff (% of total staff)	2.08		18.75
Administrative staff (% of total staff)	41.67	Administrative staff (% of total staff)	39.58		81.25
All staff by Gender (June 2018)	% of total staff 58.33%		% of total staff 41.67%		
STAFF BREAKDOWN BY GENDER					
MALE STAFF		FEMALE STAFF			
Staff by Grade (June 2018)					
	NO.	%	NO.	%	Total No. % of Total staff
Academic staff	8	88.89	1	11.11	9 18.75
Administrative staff	20	51.28	19	48.72	39 81.25
Academic staff by Grade (June 2018)					
	NO.	%	NO.	%	Total NO. % of Academic staff
Professor	0	0.00	0	0.00	0 0.00
Associate Professor	0	0.00	0	0.00	0 0.00
Senior Lecture	3	100.00	0	0.00	3 33.33
	1	100.00	0	0.00	1 11.11
Lecture	0	0.00	1	100.00	1 11.11
	3	100.00	0	0.00	3 33.33
Assistant Lecturer	1	100.00	0	0.00	1 11.11
Administrative staff by Grade (June 2018)					
	NO.	%	NO.	%	Total NO. % of Academic staff
PhD	0	0.00	0	0.00	0 0.00
Masters	7	58.33	5	41.67	12 30.77
Bachelor Degree	5	45.45	6	54.55	11 28.21

Advanced Diploma	2	100.00	Advanced Diploma	0	0.00	2	5.13
Diploma	3	37.50	Diploma	5	62.50	8	20.51
Certificate and below	3	50.00	Certificate and below	3	50.00	6	15.38
Academic staff by Contract (June 2018)							
	NO.	%		NO.	%	Total No.	% of Academic staff
Full - Time	Parmanent	8	88.89	Parmanent	1	11.11	100.00
	Temporary/Contract	0	0.00	Temporary/Contract	0	0.00	0.00
Administrative staff by Contract (June 2018)							
	NO.	%		NO.	%	Total No.	% of Administrative staff
Full - Time	Parmanent	16	51.61	Parmanent	15	48.39	79.49
	Temporary/Contract	4	50.00	Temporary/Contract	4	50.00	20.51
Academic staff by Age (June 2018)							
	NO.	%		NO.	%	Total No.	% of Academic staff
Below 31		0	0.00	Below 31	0	0.00	0.00
	31-40	1	50.00	31-40	1	50.00	22.22
41-50		5	100.00	41-50	0	0.00	55.56
	Above 50	2	100.00	Above 50	0	0.00	22.22
Administrative staff by Age (June 2018)							
	NO.	%		NO.	%	Total No.	% of Administrative staff
Below 31		4	40.00	Below 31	6	60.00	25.64
	31-40	9	52.94	31-40	8	47.06	43.59
41-50		5	55.56	41-50	4	44.44	23.08
	Above 50	2	66.67	Above 50	1	33.33	7.69



CHAPTER

FINANCIAL RESOURCES

5.1 Introduction

The Law School of Tanzania like any other higher learning institution needs financial resources to implement various activities in order to perform its core functions namely: conduct practical legal training, legal research and providing consultancy services in legal matters.

The survival of LST largely depends on Government subventions and Tuition fees to propel its functions.

5.2 Revenue Analysis

In the FY 2016/17 and 2017/18, the Law School of Tanzania collected Tsh. 4,399,267,002.49/= and Tsh. 4,444,541,356.59/= respectively as shown in the table 5.1. This amount comprised the contribution from the government and internal revenue. In large quantity, LST internal fund is the major source of fund of LST.

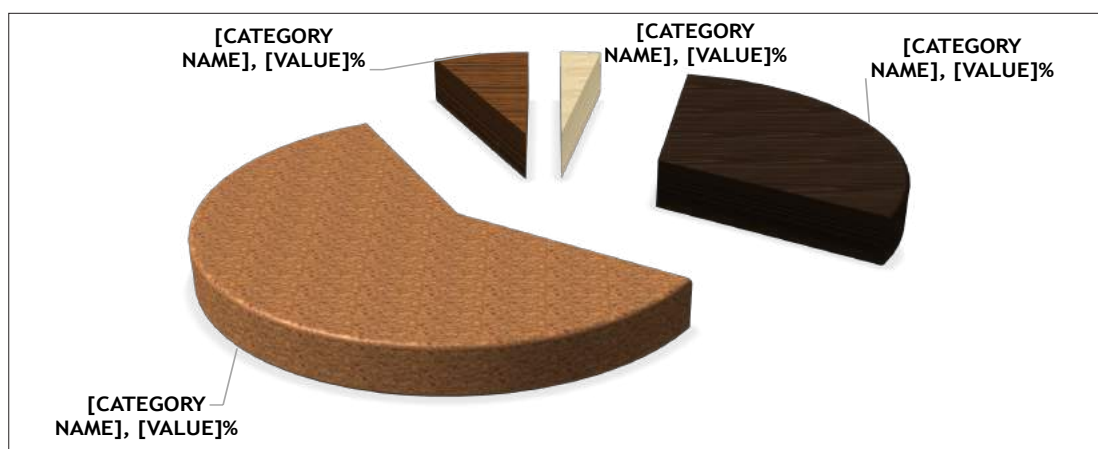
Table 5.1: Revenue Analysis

SOURCE OF FUND	FINANCIAL YEAR				Variance in % (previous actual against current year actual)	
	2016/17	2017/18	2016/17	2017/18		
	Actual Collection		% share to the TR			
Government Contributions	Other Charges (OC)	134,018,900.00	186,658,300.00	3.05	4.20	39.28
	Personal Emoluments (PE)	1,359,689,336.00	1,379,854,246.49	30.91	31.05	1.48
	Sub Total	1,493,708,236.00	1,566,512,546.49	33.95	35.25	4.87
Grant from Paralegal	-	43,195,000.00	-	0.97	100.00	
	Sub Total	-	43,195,000.00	-	0.97	100.00
Internal Revenue	Tuition Fees	2,591,140,000.00	2,537,460,000.00	58.90	57.09	(2.07)
	Other Sources	314,418,766.49	297,373,810.10	7.15	6.69	(5.42)
	Sub Total	2,905,558,766.49	2,834,833,810.10	66.05	63.78	(2.43)
Total Revenue (TR)	4,399,267,002.49	4,444,541,356.59	100.00	100.00	1.03	

5.2.1 Financial Year 2016/2017

In the FY 2016/17, the government contributed 33.95% to the total revenue where by only 3.05% of all revenue was collected for other charges and 30.91% was for personal emoluments as shown in the figure 5.1. The remained 66.05% was from internal sources where by 58.90% of total revenue was collected from tuition fees and 7.15% was from other sources such as application fees, supplementary fees etc.

Figure 5.1: Percentage Share of Sources of Fund to the Total Revenue in FY 2016/17

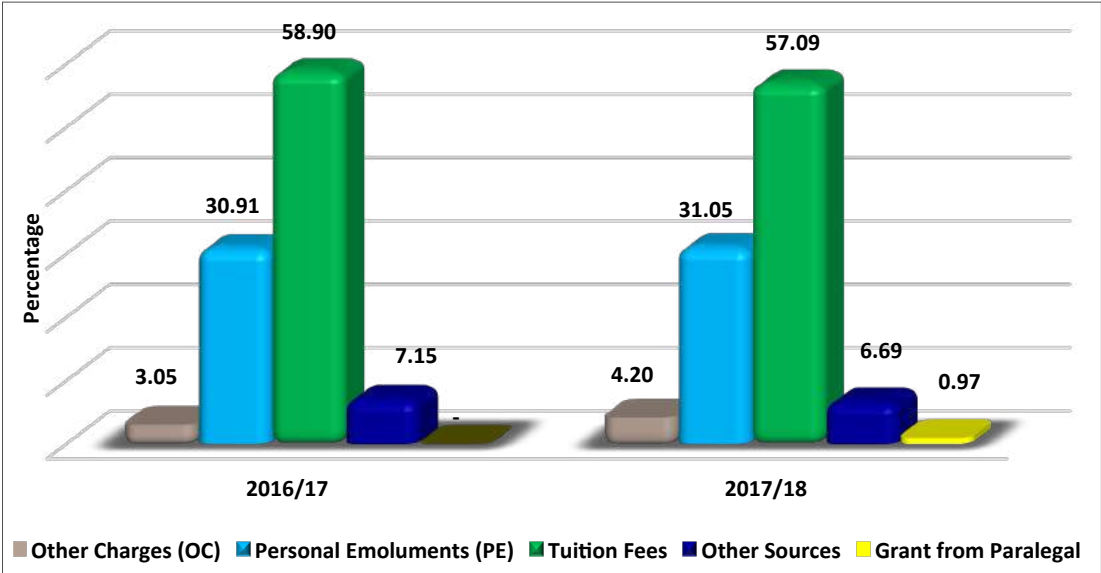


5.2.2 Financial Year 2017/2018

In the FY 2017/18, the revenue increased by 1.03% compared to the previous financial year. Also, the statistics show that there is an increment of 4.87% in the government contribution compared to the FY 2016/17 as shown in the table 5.1 above while the internal revenue decreased by 2.43% due to the fact that the total number of registered students declined in the FY 2017/18 compared to FY 2016/17.

Government contributed 35.25% of total revenue of which 4.20% went to finance other charges and 31.05% for personal emoluments as shown in the figure 5.2. In large quantity of about 63.78% of total revenue was contributed from LST internal sources of which 57.09% was from tuition fees and the rest was from other internal sources.

**Figure 5.2: Percentage Share of Sources of Fund to the Total Revenue
2016/17-2017/18**



Furthermore, in the FY2017/18, LST received fund of Tsh. 43,195,000.00/= from the Ministry of Constitutional and Legal Affairs (MoCLA) to finance paralegal project which is still in the process. This amount contributes about 0.97% to the total revenue.

An aerial photograph of a school campus, featuring a large parking lot, several buildings, and a prominent tall tower. The image is overlaid with a large, bright yellow number '6'.

6

CHAPTER

THE SCHOOL LEADERSHIP DURING THE YEAR 2017/18

6.1 The Governing Board

The Governing Board is the supreme body of the Law School of Tanzania. The Board takes overall responsibility for the Institution, including responsibility for identifying key risk areas, considering and monitoring training decisions, considering significant financial matters, and reviewing the performance of budgets. The Board is also responsible for ensuring that a comprehensive system of internal control policies and procedures are operative, and for compliance with sound corporate governance principles.

The Board delegates the day-to-day management of the activities to the Principal who is assisted by Deputy Principal-Training, Consultancy, Research & Publication and Deputy Principal- Planning, Finance & Administration.

6.2 The Governing Board Committees

The Governing Board has four sub-committees namely, Committee of Practical Legal Training and Examinations, Committee of Administration and Human Resource Development, Committee of Planning and Finance and lastly Audit Committee to ensure and uphold a high standard of corporate governance. All matters need discussions and deliberations by the Governing Board shall go through relevant committee for scrutiny and recommendations before presented to the Governing Board.

6.3 The Governing Board Constituents

According to LST Act No. 5 of 2007, the Deputy Attorney General is the Chairperson of the Board, while members are:

- i) The Registrar, Court of Appeal of Tanzania,
- ii) The President of Tanganyika Law Society,
- iii) The Dean University of Dar es Salaam School of Law,
- iv) One member representing Tanganyika Law Society appointed by the Minister responsible for Legal Affairs,

- v) One Member representing Legal Aid Schemes appointed by the Minister responsible for Legal Affairs and
- vi) One member representing the students' body of the School appointed by the Minister responsible for Legal Affairs.

The Principal of the School serves as the Secretary to the Board.

6.4 Governing Board and its committees who served during the year 2017/2018

Table 6.1: Members of the Governing Board Served in the Year 2017/2018

NO	Name	Organization	Position	Remarks
1	Dr Evaristo Lugopa	Attorney General's Office	Chairperson	Tenure started May 2018
2	Mr Paul Ngwembe	Attorney General's Office	Chairperson	Tenure started January - April 2018
3	Mr. Gerson J Mdemu	Attorney General's Office	Chairperson	Tenure ended December 2017
4	Ms. Aisha Ally Sinda	Representative of members of TLS	Member	
5	Mr. John R Kahyoza	Court of Appeal Tanzania	Member	
6	Ms Scholastica Jullu	NGOs	Member	
7	<i>Prof. Hamudi Majamba</i>	University of Dar es Salaam	Member	
8	<i>Hon. Tundu Lissu</i>	Tanganyika Law Society	Member	Tenure ended April 2018
9	Hon. Fatma Karume	Tanganyika Law Society	Member	Tenure started April 2018
10	Representative of students' body	Law School of Tanzania	Member	
11	Dr. Zakayo N. Lukumay	Law School of Tanzania	Secretary	

Table 6.2: Members of the Practical Legal Training and Examinations Committee Served in the Year 2017/2018

NO	Name	Organization	Position	Remarks
1	Prof. N.N.N. Nditi	University of Dar Es Salaam	Chairperson	
2	Dr. Masumbuko Lamwai	Tumaini University	Member	
3	Dr Alex Nguluma	Tanganyika Law Society	member	
4	Hon. Judge Dr. Fauz Twaib	Judiciary of Tanzania	member	
5	Mr. S Mwakitalu	Attorney General's Chamber	member	
6	Dr. Zakayo N. Lukumay	Law School of Tanzania	Secretary	

Table 6.3: Members of the Appointments and Human Resources Development Committee Served in the Year 2017/2018

NO	Name	Organization	Position	Remarks
1	Ms. Aisha Ally Sinda	Representative of members of TLS	Chairperson	
2	Mr. William Ng'unda	President's office, Public Service Management and Good Governance	Member	
3	Beny A Kabungo	Attorney General's Chamber	Member	
4	Dr. Zakayo N. Lukumay	Law School of Tanzania	Member	
5	Dr. William A. Pallangyo	Law School of Tanzania	Secretary	

Table 6.4: Members of the Planning and Finance Committee Served in the Year 2017/2018

NO	Name	Organization	Position	Remarks
1	Prof. Hamudi Majamba	University of Dar es Salaam	Chairman	
2	Ms. Mossi Mbena	Ministry of Constitutional and Legal Affairs	member	Tenure ended April 2017
3	Ms. Loycana E Mwidunda	Ministry of Constitutional and Legal Affairs	member	Tenure started August 2017
4	Mr. Nuru Mbekenga Abdallahmed	Attorney General's Chamber	member	
5	Mr. Salmin Kaniki	Treasury Registrar's Office	member	
6	Dr. Zakayo N. Lukumay	<i>Law School of Tanzania</i>	member	
7	Dr. William A. Pallangyo	<i>Law School of Tanzania</i>	Secretary	

Table 6.5: Members of Audit Committee Served in the Year 2017/2018

NO	Name	Organization	Position	Remarks
1	Mr. John R Kahyoza	Court of Appeal Tanzania	Chairman	
2	Hon. Tundu Lissu	Tanganyika Law Society	member	Tenure ended April 2018
3	Hon. Fatma Karume	Tanganyika Law Society	member	Tenure started April 2018
4	Ms. Scholastica Jullu	NGOs	member	
5	Mr. Emil Lukiko	Law School of Tanzania	Secretary	

6.5 The Principal

The principal is appointed by the Minister of Constitution and Legal Affairs upon recommendation of the governing board, The Minister appoints a person who is suitable to be the Principal of the school. For the LST the Principal serves for a term of five years and may be re-appointed consecutively for one more term of five years. Currently the position is held by Dr. Zakayo Lukumay as Acting Principal.

6.6 Deputy Principal-Training, Consultancy, Research & Publication

The Deputy Principal-TCRP is appointed by the Council or Governing Board. The Deputy Principal takes the Principal's seat in his absence. The Deputy Principal holds the office for a term of four years and maybe re-appointed consecutively for one more term of four years. The current Deputy Principal-Training, Consultancy, Research and Publications is Dr. Zakayo N. Lukumay.

6.7 Deputy Principal- Planning, Finance & Administration

The Deputy Principal-PFA is appointed by the Governing Board. The Deputy Principal holds the office for a term of four years and maybe re-appointed consecutively for one more term of four years. Currently the Deputy Principal-Planning, Finance and Administration is Dr. William A. Pallangyo.

6.8 Heads of Departments and Units by June 2018

No	Name	Department/Unit
1	Mr. Hilary Lubengo	Head of Admissions, Examinations and Records (Registrar)
2	Dr. Sist J Mramba	Head of Practical Legal Training Department
3	Ms. Belinda Mollel	Head of Clinical Law
4	Mr. Aristarik Maro	Acting Head of Library Services
5	Ms. Aziel E. Mtera	Head of Student Affairs (Dean)
6	Mr. Edward Chuwa	Acting Head of Legal Services Unit
7	Mr. Anakretus Mhidze	Head of Internal Audit Unit
8	Mr. Benedicto Mahela	Head of Procurement and Supplies Unit
9	Mr. Magaluda Magobe	Head of Finance and Accounts Department

Representatives of Heads of Departments and Unit by June 2018

No	Name	Department/Unit
1	Mr. Dominick Godfrey	Department of Policy, Planning and Budgeting
2	Mr. Remmy Chuma	Department of Human Resources and Administration
3	Ms. Scholastica Njozi	Information, Education and Communication Unit
4	Mr. Dawara Mkwawa	Department of Information and Communication Technology

6.9 Organizational Structure

To achieve the objectives for which the School was established, the functions of the School are discharged and managed through the School's Principal, Deputy Principal of Training, Consultancy, Research and Publications and Deputy Principal of Planning, Finance and Administration. These officers are directly responsible to the Governing Board.

There are two line directorates, the Directorate of Training, Consultancy, Research and Publications discharged with the core functions and the Directorate of Planning, Finance and Administration discharged with the supportive functions.

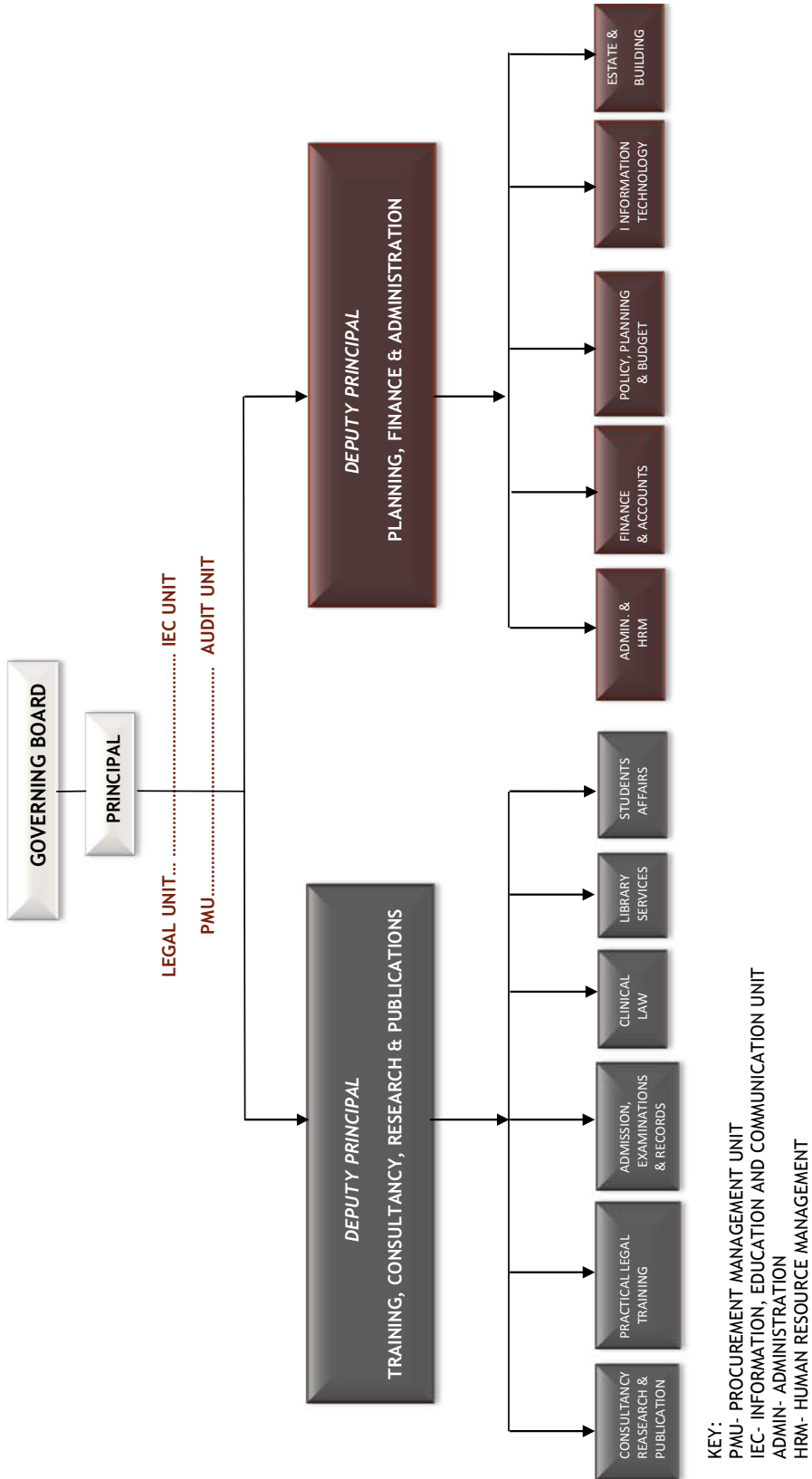
Each Directorate is headed by a Deputy Principal who is accountable to the Principal.

Each Directorate is divided into such number of sections and units depending on the functions performed. The functions of each section as established under each Directorate are performed under the management of a Principal Officer who is accountable to the respective Deputy Principals.

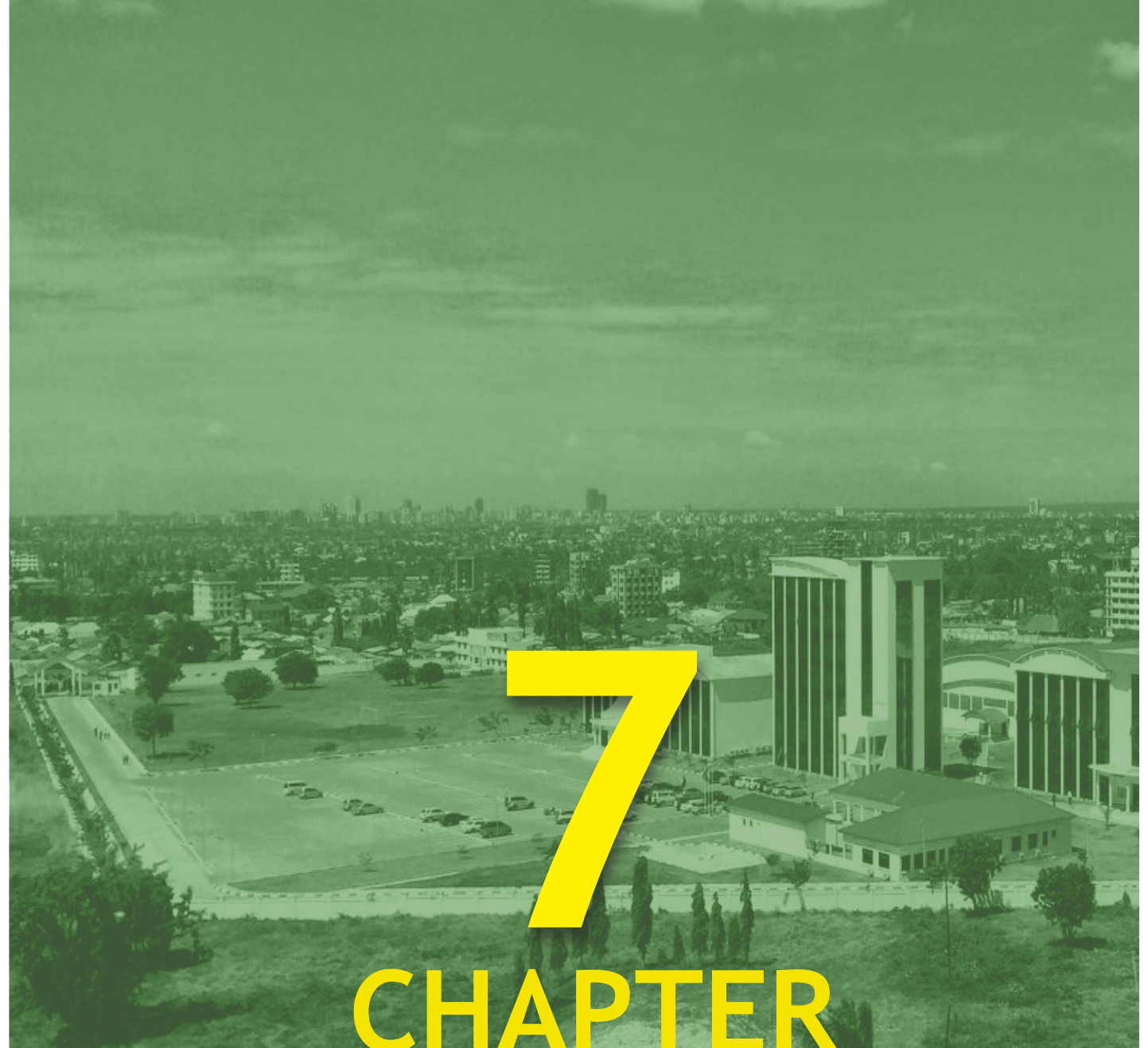
In addition, there are also independent units which are responsible for legal matters, auditing, information, education and communication, and procurement. These units are directly responsible to the Principal.

In order to maintain a lean system of governance, the following functions are outsourced, namely, general cleaning functions and security guard functions.

LST ORGANIZATION STRUCTURE



KEY:
 PMU- PROCUREMENT MANAGEMENT UNIT
 IEC- INFORMATION, EDUCATION AND COMMUNICATION UNIT
 ADMIN- ADMINISTRATION
 HRM- HUMAN RESOURCE MANAGEMENT



CHAPTER

CHALLENGES

7.1 Challenges

In the FY 2016/17-2017/18, the Law School of Tanzania faced some challenges during the implementation of its activities. Such challenges are: -

- i. The school does not have enough permanent tutors/trainers which lead to use part-time instructors who have their responsibilities in other organizations thus affect timely output delivery.
- ii. The vast number of students compared to the field placements areas. Also, other field places do not meet the requirements of the practical legal training.
- iii. LST has not been able to enable students to get accommodations due to lack of accommodation infrastructures. Off campus hostels are not enough to accommodate students from LST due to availability of other neighborhood colleges.



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