

# Annual Activity Report 2021



**Bhutan National Legal Institute**

## *Vision*

We endeavor to become a center of excellence in judicial education for a free, fair and just civil society.

## *Mission*

Promote legal literacy, deliver professional services, enhance judicial independence; and inspire public trust and confidence in the justice system.

## *Core Values*

**Excellence** – We insist on high standard and quality of services and trainings we deliver.

**Collegiality** – We work as a team and align our efforts for achievement of our goals and mandates.

**Integrity** – We maintain integrity and professionalism in our works and services.

**Knowledge** – We continuously learn and grow in the process of teaching and training others.





# *Bhutan National Legal Institute Family*



*Her Royal Highness, Princess Sonam Dechan Wangchuck  
Honorable President*



*Drangpon Pema Needup  
Director General*



*Kinzang Chedup  
Sr. Legal Officer*



*Jangchuk Norbu  
Sr. Legal Officer*



*Dechen Lhamo  
Sr. Legal Officer*



*Tshering Pem  
Sr. Legal Officer*



*Thinley Choden  
P.S. to Her Royal Highness*



*Sonam  
Dy. Chief ICTO*



*Pempa Shingdan  
Legal Officer*



*Tenzin Yangzom  
Research Officer*



*Pema Zangmo  
Administrative Officer*



*Narayan Kumar Chheteri  
Accountant*



*Phuntsho Zangmo  
Accountant*



*Tenzin  
Legal Assistant*



*Tashi Lhamo  
Administrative Assistant*



*Tshering Lhamo  
Store Assistant*



*Tsheltrim Zangmo  
Cleaner*



*Thukten Lhamo  
Gardener*



*Dorji Rinchen  
Driver*

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## Message from the Director General

2021 marked the tenth year of the founding of the Bhutan National Legal Institute. Our institutional journey started ten years ago on 25<sup>th</sup> of February, 2011. And that was a humble beginning in a rented building at Motithang in Thimphu. Ten years ago, the Institute started with only few staff, with a very new experience on establishing only Judicial Academy. For everyone, it was a new experience. Every step was a learning endeavour and in a span of few years, the Institute gradually picked up its robust foundations, thus making it known across the country. On the path to our journey, we have created institutional memories that will last with us forever, the accomplishments that make us what we are today, and the vision for tomorrow that keeps us going.

The Institute, no matter how well designed, is only good as long as there is a strong leadership to lead forward. This year, as we commemorate the ten years of the Institute's success, I want to place on record my most humble gratitude to the Hon'ble Founding President of the Institute, Her Royal Highness Princess Sonam Dechan Wangchuck for her noble initiatives, benevolent blessings and continued guidance and for her epitome of leadership roles in shaping the Institute as it stands out in excellence today. Not only that, Her Royal Highness has been the unceasing voice of conscience and awakening spirit for the entire Judiciary.

I am also indebted to the past and present Chief Justices of Bhutan and the Judiciary for their continued support and cooperation rendered to our Institute. Furthermore, I would like to extend our sincere thanks to the former Director Generals and officials for their efforts and contribution toward the growth of our Institute.

Institute cannot sustain itself without the support of the Justice Sector Institutions. Thanks to the RBP, OAG, ACC, Bar Council, JSW Law and other relevant stakeholders for their continued support and cooperation. I am also thankful to UNICEF, UNDP, Save the Children, SDC, ADC, GoI, GNHC and RGoB for their generous assistance.

The tenth year of the Institute provided us with opportunities to introspect into the past and relish our achievements, and look into the future endeavours of the Institute. The achievements made by the Institute have been quite gratifying. The continuing legal education, revival of age-old practice of mediation (Nangkha Nangdrik) and the institution of Court-Annexed Mediation Units amongst other numerous activities are some of the highlights of the major achievements of the Institute.

The achievements of the Institute are the results of the combined efforts of every individual staff. Without the blessings of HRH and support of my dedicated and hardworking team of staff, I alone cannot do much to achieve the success of our Institute. It is their dedication and hard work that contributed toward the growth of our Institute.

Achievements have been made, however, we at the Institute shall not remain complacent. The clock is ticking and there is still much to achieve. This year, as the Institute turns ten, we pledge to serve the Institute with utmost sincerity and dedication.



As Helen Keller said, *“Alone we can do so little; together we can do so much”*, the Institute shall not work in isolation rather in our journey ahead, the Institute pledges to work in close coordination with the Judiciary, Justice Sector Institutions and other relevant stakeholders in fulfilling its sacred mandates.

Reminiscing 2021, it was not a very eventful year due to the on going challenges posed by the COVID-19 pandemic. However, it gave us a new sense of hope, inspiration and motivation to work tirelessly through different culture and models of education, information sharing and task handling. It afforded us the opportunity to adopt modern e-training procedures and methods marking a new era of judicial education and information dissemination.

I am happy with the continuing growth of our Institute and are looking forward enthusiastically for the promising year ahead. I am hopeful that our services to the Judiciary and relevant stakeholders help to expedite justice and bring justice closer to the people. And let me congratulate the BNLI team for yet another memorable and remarkable year of achievements despite the ill-effects of COVID-19 pandemic. As the BNLI matures and transitions from an era of formation to a period of transformation, I look forward to seeing how the next chapter of the BNLI will unfold.

Pema Needup

Director General



*(His Majesty with Ashi Sonam Dechan Wangchuck, Justices of Supreme and High Court and Judges from 20 Dzongkhags and 15 Dungkhags after the Royal Audience at the Supreme Court on 4 October, 2021)*

## CORE PROGRAMMES

### I. Continuing Legal Education and Professional Development of the Judicial Personnel

*i. 14 Week Capsule Style Intensive Training Programme to the Judicial Personnel organized by the Bhutan National Legal Institute in collaboration with the National Law University, Jodhpur under the financial support from Indian Technical and Economic Cooperation, Ministry of External Affairs, Government of India*

The training programme for capacity building of Judges from Bhutan was designed to holistically enhance the proficiency of the participants in contemporary legal theory and practice. The programme was spread over fourteen weeks with forty-two days of engrossing sessions administered by legal luminaries. The course reflected a multi-dimensional approach wherein it infused the learning of court management skills with detailed understanding of maintaining professionalism, ethics and efficiency in case management. The sessions followed a pedagogy of lecture and discussion, designed to allow an interactive engagement for better analytical and critical understanding of the topics. It was with this aim that each session was set for a duration of one and half hours, with the last half an hour devoted to questions and answers.

Through this course, the participants were equipped to apply new-age systems of information and communication technology in Court practice. Interactions with Indian Judges who familiarised the participants with best practices in Courts had enriched each individual with new capabilities in judicial practices, functions and judgment writing skills. The exposure to contemporary legal developments and theoretical understandings have to go hand in hand for a complete process of capacity building. Renowned academicians and practitioners were invited to deliver lectures ensuring the fulfillment of course objectives. The course highlighted many such areas such as Constitutional Law, Arbitration, Environmental Law, Contract Law, International Trade and Investment Law, Insolvency and Bankruptcy Law, Child Rights, Gender Justice and Legal Methods. As the world is witnessing an unprecedented COVID-19 pandemic crisis, the best practices of India effectively managing the crisis were addressed in the training sessions.

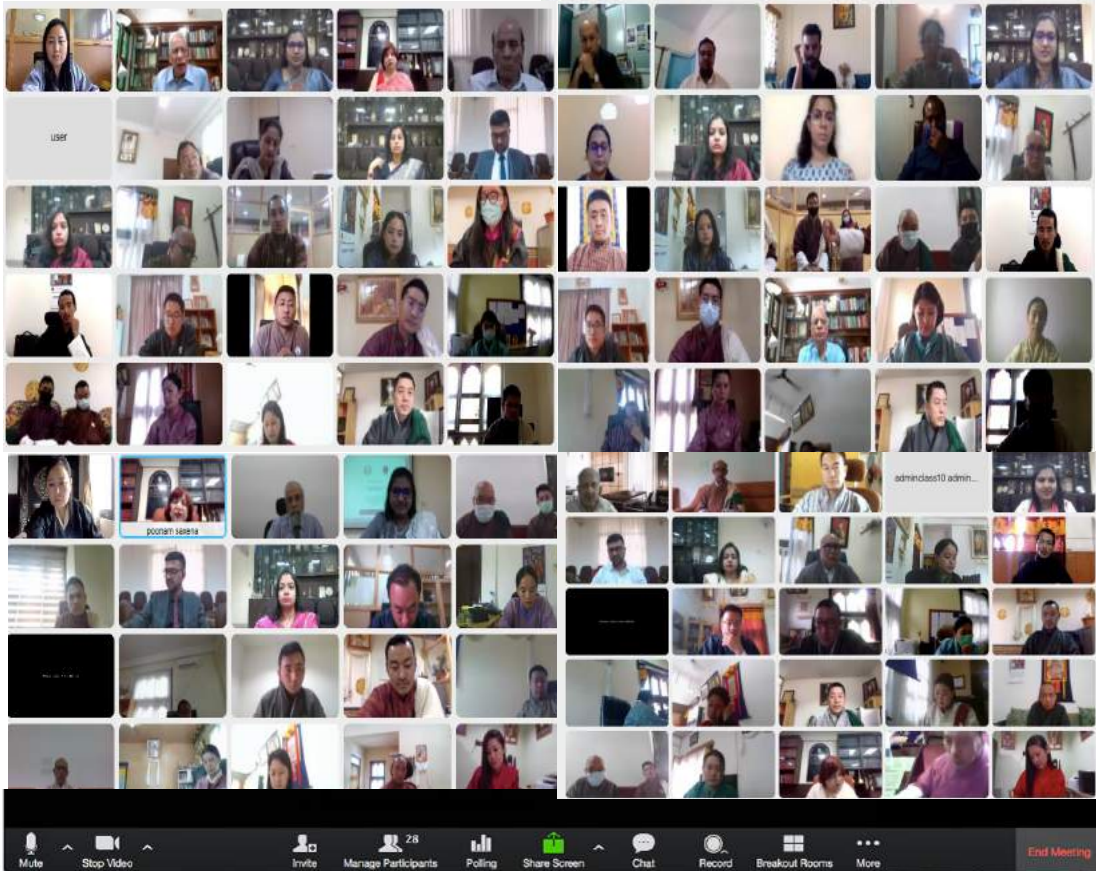
The fourteen-week capacity building programme comprised of one short-programme ('SP') on a specialized topic per week. Each SP was for duration of three days and comprised of six lectures in total. Lectures were held on working days unless it was a public holiday. The lectures provided an in-depth understanding for participants on each SP. The sessions were held in the morning to keep space for judges to attend to cases/hearings on a daily basis.

The fourteen-week capsule style intensive training programme is in consonance with the Memorandum of Understanding (MoU) signed between the Bhutan National Legal Institute and the National Judicial Academy (NJA), Bhopal, on Cooperation in Judicial Education and Mutual Exchanges. The central objective of the MoU was to promote judicial education including training of Bhutanese judges in India and cooperation in other emerging areas relevant to functions of the Judiciary. Considering the COVID-19 situation and travel restrictions, the Indian Embassy in Thimphu, in consultation with the Bhutan National Legal Institute, had prepared a proposal for online e-ITEC training programme for the Bhutanese judicial officers/judges with the National Law University, Jodhpur. In pursuant to this MOU, the Bhutan National Legal Institute in collaboration with the National Law University, Jodhpur under the financial assistance from Indian Technical and Economic Cooperation (ITEC) had conducted 13 virtual trainings out of fourteen-week capsule style intensive training programme in 2021.

### Summary of 14-Week Capsule Style Intensive Training Programme

Sl.	Name of the training	Date & Month	No. Of Participants	Objective of the training
1.	Training on Alternative Dispute Resolution	21-23 January 2021	A total of 23 Judges and Registrars attended the training	To holistically enhance the proficiency of the participants in contemporary legal theory and practice.
2.	Training on International Trade and Investment Laws	27-29 January 2021	A total of 25 Judges and Registrars attended the training	To provide diagnostic and solution-based training on contemporary legal issues
3.	Training on Drafting Contracts	1-3 February 2021	A total of 23 Judges and Registrars attended the training	To provide practical and solution-oriented training to the participants on contemporary legal issues.
4.	Training on Cyber Crimes and Cyber Security	17-19 March 2021	A total of 35 Judges and Registrars attended the training	To provide practical and solution-oriented training to the participants on contemporary legal issues.
5.	Training on Law and Environmental Justice	14-16 April 2021	A total of 20 Judges and Registrars attended the training	To enhance the administration of environmental justice system in the country.
6.	Training on Gender Justice	19-21 May 2021	A total of 19 Judges and Judicial Officers attended the training	To share the comprehensive and multi-faceted view on Gender Justice.

7.	Training on Judgment Writing, Judicial Ethics, Leadership and Professionalism	23-25 June 2021	A total of 45 Judges and Registrars attended the training	To enhance evolving qualities of Judgeship and Judge craft.
8.	Training on Legal Research Skills and Methodologies	26-28 July 2021.	A total of 19 Judges and Registrars attended the training	To enhance the legal research skills and methodologies of the judges and judicial officers
9.	Training on Technology Enabled Courts	27-29 August 2021	A total of 23 Judges and Registrars attended the training	To adopt and adapt to new-age system of administration of justice through technology enabled courts.
10.	Constitution in Law and in Action	20-22 September 2021	A total of 28 Judges and Registrars attended the training	To shed light on the Judicial independence which requires a well-trained and educated judiciary to command respect in society and ensures public trust in the institutional strength.
11.	Bankruptcy and Insolvency Law	18-20 October 2021	A total of 22 Judges and Registrars attended the training	The primary intent of the training programme was hinged on providing a strong conceptual foundation for the Judges, to allow them to understand the normal intricacies of an insolvency dispute and hence, adequately appreciate the same during the pronouncement of the decision.
12.	Social Security	17-19 November 2021	A total of 32 Judges and Registrars attended the training	The three-day training focused on the latest developments taking place in the arena of Social Security, which would act as a refresher to the existing knowledge base and thus would allow the Judges to be apprised about the current position of laws, the recent changes and the judicial trends.

*Glimpses from the training*

## ***ii. Judicial Induction and Orientation Programme (JIOP) for Registrars and Bench Clerks***

Humans are by nature social animals. They rely on interaction and community to survive. However, when you live together, disputes are bound to arise. This is when Court provides justice to the wronged and ensures peace and stability in the society at large. Considering the crucial role of the judicial officers and judges, the Bhutan National Legal Institute acknowledges the value of preparing the new appointees to execute their responsibilities efficiently. The first Judicial Induction and Orientation Programme for the Associate Judges and Judicial Officials was first in 2017 under the mandate of the Continuing Legal Education Section. The objective of the programme was to familiarize with judicial system and assist new appointees for a smooth transition to a judicial office. Ensuing the tradition, the Institute conducted the Judicial Induction



### iii. Virtual Judicial Induction and Orientation Programme for Judges and Justices

The Bhutan National Legal Institute organized a two-day virtual Judicial Induction and Orientation Programme (JIOP 2021) for the newly appointed Judges and Justices from 16-17 February, 2021. The opening ceremony was graced by the Hon'ble President, Her Royal Highness Princess Sonam Dechan Wangchuck. The primary objective of orientation programme was to enhance judicial competence and “ease the path” of newly appointed Judges and Justices for a smooth transition to judicial office through the provision of education and training. The JIOP focused on developing the particular knowledge, skills and attitudes required for effective judging. The theme for the programme was “*Friendly Advice from the senior colleagues*”. The JIOP is a part of the Institute’s Continuing Legal Education and Professional Development of the judicial personnel. The programme was attended by 7 Dzongkhag Drangpons, 6 Justices including the Chief Justice of the High Court, 1 Justice from the Supreme Court, Registrar Generals of the Supreme Court and the High Court. A total of 16 participants attended the programme.



### iv. Awareness Training on Trafficking In Persons (Phase I)

Trafficking in Persons is a heinous transnational organized crime, which grossly deprives and violates freedom and basic human rights. It involves a complex and sophisticated modus operandi that threatens national security and development. The Bhutan National Legal Institute acknowledges the hideosity of the transnational crime and its impact on the country. This concern for the country and the victims of the crime has precipitated into this collaborative Awareness Training on Trafficking in Persons (TIPs) for the Judiciary. The Institute in collaboration with the Department of Law and Order and the United Nations Office on Drugs and Crime (UNODC) conducted the Phase I of the training on Trafficking in Persons from 3-4 March, 2021 for the judges and judicial officials. The training aimed at equipping the judicial officials to establish a criminal justice system that respects and restores the human rights and needs of the trafficked victims. The training also aimed to enhance the skills of the participants to adequately detect trafficking cases, identify trafficking victims and implement anti-trafficking legislation in line with national laws.



Further, the training witnessed the launch of the first training manual which could strengthen the country's capacity to respond to Trafficking in Persons. It was developed with the objective of enhancing the capability and skills of judges to adequately detect trafficking cases and implement anti-trafficking legislation. It takes into consideration the latest trends in terms of forms of exploitation practiced by human traffickers. A multi-disciplinary approach was the key underlining principle at the basis of this training.

The two-day training was attended by seventeen judges and seven judicial officers from various Courts. The training was funded by UNODC.



*(Participants with the Blue Heart Campaign)*



*(The Blue Heart Campaign is a global awareness raising initiative to fight human trafficking and its impact on society. The Blue Heart is the international symbol against human trafficking, representing the sadness of those who are trafficked while reminding us of the cold-heartedness of those who buy and sell fellow human beings)*

### v. Training on Court-Annexed Mediation (Phase III)

The Institute holds great pride in institutionalizing Court-Annexed Mediation in Bhutan. The Mediation Report 2020 indicated 443 cases were mediated in the Courts since its establishment in 2019. However, there is a long road ahead before the vision of the Institute could be achieved. The Institute endeavours to train every Bench Clerk in the Courts in order to equip with skills and techniques required for mediation. To this effect, the training on *Court-Annexed Mediation (Phase III)* was conducted from 15-20 March, 2021. A total of 19 Bench Clerks from Western Dzongkhag Courts attended the training at Damphu Resort in Tsirang.

#### *Glimpses from the Training*



(Participants with Lam Neten, Dzongda and Drangpons of Tsirang and Dagana and SSP during the opening program)







*(Participants engrossed in a group discussion)*



*(Participants engrossed in the Role-Playing Simulation)*



*(DG of BNLI and Drangpon of Tsirang during the closing ceremony)*

#### ***vi. Awareness Training on Trafficking in Persons (Phase II)***

The Bhutan National Legal Institute in collaboration with the Department of Law and Order and the United Nations Office on Drugs and Crime conducted the (Phase II) of the training on Trafficking in Persons (TIPs) for the judges and judicial officials from 7-8 April, 2021 in Bumthang. The training aimed at equipping the judicial officials to establish a criminal justice system that respects and restores the human rights and needs of the trafficked victims. The nineteen participants were enhanced with skills to adequately detect trafficking cases, identify trafficking victims and implement anti-trafficking legislation in line with national laws. A total of 22 participants attended the training at Kaila Guest House in Bumthang.

*Glimpses from the Training*







*(Officials from the BNLI, UNODC and DLO with the Blue Heart Campaign)*



*(Organizers with the Blue Heart Campaign)*

### *vii. Virtual Awareness Workshop on “New Legislations & Amendments” for Bench Clerks*

Legal awareness is the empowerment of individuals regarding issues involving the law. Legal awareness helps to promote consciousness of legal culture, participation in the formation of laws and the rule of law. To this effect, the Bhutan National Legal Institute conducted a two-day virtual awareness workshop on “New Legislations and Amendments” from 13-14 May, 2021 for the Bench Clerks of the Dzongkhag and Drungkhag Courts.

The Bench Clerks are regarded as the backbone of the Judiciary. They not only deal directly with the cases but are integral part of the judicial process and their role as the Bench Clerks is crucial in the effective delivery of justice. As such, there is a need to update them on the new legislations and amendments passed by the Parliament. The awareness workshop was aimed at ensuring uniform application of procedural and substantive laws in the cases before the Courts besides creating legal awareness. The similar workshop will be held after every Parliament session.



**viii. Virtual Training on “Art and Craft of Writing Judgments” for Bench Clerks**

Judges make living contribution to the growth and development of law and jurisprudence. Judges speak and apply their judicial mind through their judgments. A judgment is the end product of the proceedings in the Court. For most judges, drafting judgments is the most demanding, challenging and even stressful part of judicial life. Paradoxically, it can also be the most creative and rewarding. Writing of a good judgment is both an art and craft. It's a skill that can be learned, practiced, improved and refined.

A judgment is not written for the benefits of the parties alone. It is also written for benefits of legal professionals, other judges and appellate Courts. The losing party is the primary focus of concern. The winner is not much interested in the reasons for success, as he is convinced of the righteousness of the cause. The loser, however, in the litigation is entitled to have a candid explanation of the logical reasons for the decision.

The quantity of the judgment does not make the judgment outstanding. Good judgments enhance the prestige of the judge and eventually the Judiciary. Therefore, there is a need for the judges to make a constant and continuous effort to render good judgments. The judgment must be designed and structured so that readers find their way through it easily and quickly. The best judgment is one that is just and can be easily understood by everyone. However, the style of judicial writing is constantly changing and to keep abreast with the changing needs of the society is imperative.

In our context, the bench clerks draft the judgments and then are submitted to the judges for editing. Many of our bench clerks may not have been taught beyond what is there in CCPC 2001. The judges are empowered to sit on cases and deliver judgment fairly. However, the working arms of the Courts lie with the bench clerks who are often tasked with the responsibility to facilitate adjudication and judicial process. It is paramount that the engines of this justice system are equipped with tools and skills to draft judgment in a professional and systematic manner. Recognizing the need for uniform practice and quality judgments, the Institute conducted a three-day virtual training on judgment drafting from 17-19 May, 2021 to the 25 Bench Clerks from Paro, Thimphu, Haa, Punakha, Wangdue, Chukha, Tsirang, Gasa, Zhemgang and Sangbaykha Courts.

The training was aimed at equipping the bench clerks with skills for drafting judgments and to redesign and restructure a judgment format that is concise, lucid and clear to the readers. The training was supported by Royal Government of Bhutan (RGoB) with technical support from the Supreme Court.



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Bhutan National Legal Institute  
*Leading Legal Education*

**Virtual Training on Judgment Writing Skills for Bench Clerks: For  
uniform Drafting Judgment at the Trial Court Level  
(17-19 May, 2021)**

Facilitated by:

1. Drangpon Kinley Namgay, Chief Judge, Paro District court
2. Drangpon Tenzin, Chhukha District Court



*With financial support from the HgoB & Technical assistance from the  
Judiciary of Kingdom of Bhutan*



## Training Sessions

### Session I

Introduction of the Training: Basic Concepts and Issues

### Session II

Structure of Judgment: General Introduction

### Session III

Structure of Judgment: Statement of Facts

### Session IV

Structure of Judgment: Identifying Issues

### Session V

Structure of Judgment: Statement of Rules & Evidence

### Session VI

Structure of Judgment: Analysis - Synthesizing Fact, Evidence and the Law (Criminal)

### Session VII

Structure of Judgment: Analysis - Synthesizing Fact, Evidence and the Law (Civil)

### Session VIII

Structure of Judgment: Disposition & Necessary Instruction

### Session IX

Structure of Judgment: Introduction of a case

### Session X

Plenary Session: Presenting the lessons learnt from the training

3

## ix. Virtual Training on “Judgment Drafting” for the Supreme Court Registrars and Bench Clerks

It is said the art of composing judgment is not taught, rather acquired by practice. Judgment involves the work of reasoning and speaks the mind of a judge. Its strength lies in the reasoning. Clarity of exposition is another attribute of a good judgment. Breaking of judgment into separate paragraphs captures the readers’ attention. Thus, to realize all these prerequisites of a commendable judgment, the Bhutan National Legal Institute conducted a two-day training on Judgment Drafting from 24-25 May, 2021 for the Registrars and Bench Clerks of the Supreme Court. The training was aimed to achieve structural and textual uniformity of judgment. It also geared towards honing of the intellectual capacity of bench clerks enabling them to cater to the call of changing times and meet the aspiration of society.

In pursuit of enhancing drafting skills, the training imparted hands-on simulation exercise on specific issues such as:

- a) the art of reading a case file and journaling of key issues;
- b) in the quest of fact-in-issue and application of corresponding laws thereof;
- c) poaching of material facts and spotting of legal issues;
- d) how to identify the questions of law and nexus between laws and facts;
- e) development of skills in making critical factual analysis;

- f) precise writing of judgment;
- g) troubleshooting of the comparative research on the past judgments; and
- h) how to use concise and precise words/expressions in simple language.

The training was funded by the RGoB. A total of 15 participants attended the training.



### *x. Virtual Training on “Drafting of Judgments” for the High Court Registrars and Bench Clerks*

Writing of a good judgment is both an art and craft. This comes to the Judges and Bench Clerks by way of experience. To some, gradually. To some, spontaneously. They speak their mind. They unfold their mind through their judgments. However, the following questions are frequently asked. Who drafts? How clear are judgments? Of course, the Bench Clerks, the very muscles and bones of the Judiciary assist the Judges to draft judgments for they are integral part of the judicial process.

Brevity, simplicity and clarity are the hallmarks of the good judgment. The greatest of these is clarity. To this effect, the Institute conducted a two-day virtual training on Judgment Drafting from 27-28 May, 2021 for the Bench Clerks and Registrars of the High Court. The underlying objective of this training was to achieve structural and textual uniformity of judgment. It was also aimed at honing the intellectual capacity of the Bench Clerks enabling them to cater to the call of changing times and meet the aspiration of society. The training was funded by the RGoB. A total of 25 participants attended the training.







### *xi. Virtual Training on “Judicial Mediation” for the non-lawyer Judges*

There are no winners or losers in mediation; only fairness. Mediation is like give-and-take where both disputants feel they have won. It is cheaper and expeditious than the formal litigation. Mediation helps reduce congested court dockets, allowing judges more time to decide important cases. It also enhances access to justice and promotes restorative justice.

According to the recent National Mediation Reports published by the Institute, considerable number of cases have been resolved through mediation process. Although Judges do not directly mediate cases but play a crucial role in fostering a culture of amicable dispute resolution. They provide information, arrange information sessions on mediation and, where applicable invite the parties to use mediation and/or refer cases to mediation. It's essential therefore that they have a full knowledge and understanding of the process and benefits of mediation.

In the light of above, the Institute conducted a three-day virtual training on “*Mediation Skills and Techniques*” for non-lawyer judges from the Dzongkhag and Drungkhag Courts from 2-4 June, 2021. Th training was funded by RGoB. A total of 11 judges attended the training.



### ***xii. Virtual training on “Court-Annexed Mediation” (Phase IV) for Bench Clerks***

The Bhutan National Legal Institute endeavors to train every Bench Clerk in the Courts to build a strong human capacity and enhance access to justice through the Court-Annexed Mediation Services. To this effect, the training on *Court-Annexed Mediation (Phase IV)* was conducted virtually for the 25 Bench Clerks of 11 Dzongkhag Courts from 7-12 June, 2021. It was funded by RGoB.



**xiii. Virtual Awareness Workshop on “New Legislations & Amendments” for the Court Registrars and Bench Clerks.**

Legal literacy and awareness is pivotal in promoting the legal culture and involvement in the legislative development, while ensuring obedience to the rule of law. In the whirlpool of many upcoming amended laws and legal provisions, the Institute acknowledges the significance of the disseminating same to the backbone of the Judiciary - the Bench Clerks and Court Registrars who actively support the judges in court proceedings and play a crucial role in dispensing justice.

To this effect, the Institute conducted the virtual awareness workshop for the Bench Clerks of the Dungkhang and District Courts on 15 June 2021. A total of 28 participants attended the workshop.



**xiv. Consultative Meeting with Judges on Judgment Drafting**

To facilitate periodical dialogue and communication among Justices and Judges, the Institute facilitated a consultative meeting virtually on 29 June 2021. The meeting was held based on the feedbacks and recommendations received from the Bench Clerks who have already undergone the training on judgment drafting. The meeting was aimed at creating uniform understanding and approach to judgment writing among various Courts. A total of 34 Judges attended the meeting.





### *xv. Advanced Dzongkha Grammar Training for the Bench Clerks*

The Bhutan National Legal Institute in collaboration with the Supreme Court of Bhutan under the Justice Sector Programme (2018-2023) conducted a six-day training on Advanced Dzongkha Grammar from 9-14 August, 2021 for the Bench Clerks of the Royal Court of Justice. The training discussed the art of comprehension and writing skills to guarantee a standard, persuasive and precise writing skills in drafting judgments and other judicial documents. Further, it was intended to enhance the use of Dzongkha both as a written and spoken language in the country. The training covered important aspects of Dzongkha Grammar, structuring appropriate sentences and words to foster effective communication strategies in the courts. This was also to promote firm linguistic foundations for ensuring the preservation of Bhutan's traditional identity and cultural values. The sessions discussed important aspects of Dzongkha phonology, use of appropriate verbs, amongst other important aspects of the lingua franca.

To ensure that courts functions through the use of virtual platforms, mostly in light of the COVID-19 pandemic, the last day of the training also covered aspects of e-litigation system of the courts facilitated by the E-litigation Core Team from the Judiciary. This was to standardize the use of virtual hearings platforms to make the justice services inexpensive, accessible and more litigant friendly.

The training was financed by the Austrian Development Agency (ADA). A total of 23 Bench Clerks from Chhukha, Dagana, Gasa, Paro, Punakha, Thimphu, Trongsa, Wangduephodrang and Zhemgang District Courts attended the training.

### *Glimpses from the training*



*(RG of the Supreme Court with the participants during the opening program)*



### *xvi. Virtual Training on Child Justice for Bench Clerks*

Justice for Children has become a necessary tool in the modern judicial machinery, creating a new paradigm for protection and administration of justice. A strong and informed child justice system is *sine qua non* in the modern administration of justice, thus concurring the need for protection and informed interpretation and application of the laws for children; reinforcing the courts as the guardians of the rights of children.

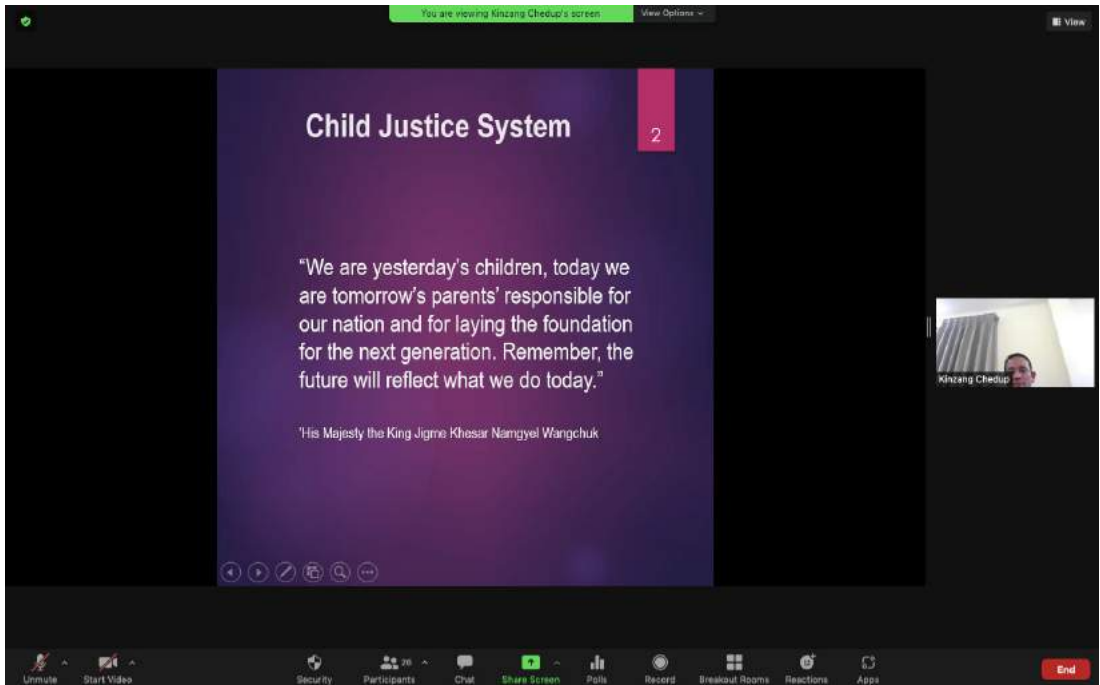
The modern legal system necessitates the respect for the best interest of the child, wholesome development and the nurturing a good citizenship. These strategic visions help to put children at the center, and establish a judicial culture based on values, norms and standards, thus fulfilling the national aspirations and mandates under the Child Care and Protection Act of Bhutan, 2011. It is understandable that we need to promote a peaceful and inclusive society for sustainable development, by providing access to justice for all, by building an effective, efficient and inclusive institutions and by advancing a new understanding of justice for children.

It is imperative that the children benefit from our justice system and we reinforce a justice system based on information by putting justice as a means to enable children's development, guarantee their wellbeing, and establish a strong foundation for justice for children through empowerment and responsive justice services and interventions.

In this light, the Bhutan National Legal Institute and the Supreme Court jointly conducted a three-day training on Child Justice for the Bench Clerks from 11-13 August, 2021 with the financial support from the Austrian Development Cooperation (ADC) under the Justice Sector Programme through the Supreme Court. The virtual training was attended by the 46 Bench Clerks from different courts in the southern Dzongkhags, Supreme Court, High Court, and Family and Child Bench of Thimphu District Court.

### *Some Glimpses from the training*





## xvii. Training on “Pedagogical Skills and Methodologies” for Justices, Judges and Judicial Officers

The Bhutan National Legal Institute in collaboration with the Royal Institute of Management conducted a three-day training on “Pedagogical Skills and Methodologies” from 16-18 August, 2021. The main focus of the training was to acquaint the participants with the (i) Teaching Approaches, (ii) Teaching Outcome, Teaching Methodology or Modes of Delivery, (iv) Assessments and Designing and (v) Course Outline.

The participants included Justices from the Supreme Court and the High Court, Judges and Court Registrars from the Thimphu District Court, Court Registrars from the Supreme Court and High Court and Legal Officers from the Institute. Some of them are currently serving as the Adjunct Faculties for PGDNL Course at RIM. The training would have a huge impact on the reformation of the course and teaching the course as well. The participants were already well versed with the course and the subject content. The added knowledge of pedagogy would enable them to deliver well, which will ultimately help the students in learning in more comprehensive and easier way. Thus, the training was timely given that the conventional teaching methodology is transforming with advanced technology being leveraged in the teaching sector. Hence, the training also included the session on how technology can be used in teaching. A total of 25 participants attended the training. It was funded by ADC under the Justice Sector Program.



*Glimpses from the training*



*(Director, RIM with the participants during the opening program)*





### xviii. *23<sup>rd</sup> Annual Judicial Conference*

The Bhutan National Legal Institute collaborated with the Supreme Court in organizing the 23<sup>rd</sup> Annual Judicial Conference from 28 September to 1 October 2021 at Tashi Namgay Resort in Paro. The Supreme Court took the major role in organizing the conference, while the Bhutan National Legal Institute assisted in financing and logistic supports. The Conference was funded by Austrian Development Cooperation (ADC) under the *Justice Sector Programme (2018 - 2023)*. The Conference brought together Justices and Judges to discuss on relevant judicial issues faced by the *Royal Courts of Justice* and the people. The Conference helped to deliberate on various judicial experiences, concerns and foresights in enhancing administration of justice and strengthening the *rule of law*. The Conference helped to bring in relevant judicial reforms, aimed at enhancing *access to justice* and judicial services to the people. The Conference was attended by Hon. Justices and the Judges from all courts across the country.

*Glimpses from the Conference*





### *xix. Training on Child Psychology (Phase I) for the Judges*

Children in Bhutan is entering a new phase of life. As the nation progresses, we witness an unrestrained development in the field of science and technology. This is putting our children into a complex world of competition, and new expectations, making them as very critical forces of agent as well as susceptible sections of the society. Rapid modernization has changed the ways children interact and expect from the society. They offer an important opportunity for Bhutan to build a resilient justice system and expand our ways of judicial maneuver and new judicial enterprises. Today, our children require the system to meet their expectations and they look to a future which is advanced and that meets the requirements of an ultra-modern society.

With the emerging legal science and development of science to assist in our legal decision makings, child psychology has become an important part of socio-legal science. Although the field of child psychology had been in the past, today, it is penetrating the mindset of the justice system and begins to act as an important force in the judicial decision-making of our Courts.

Today, a time has come where the laws have to be applied in light of the science and evolving concepts of administration of justice by incorporating scientific evidences and values. Science has become an important tool to assist a Judge in decision-making, thus, enabling a court to make a scientific as well as a right decision. Basically, it is the understanding on how a child develops, thinks and reacts so that we are able to scrutinize their actions in line of their thoughts and decision-making ability.

The development of a child is a scientific matter. The socio-scientific development of a child is an evolving socio-legal science. A child develops in stages and so is their mental faculties. As a matter of fact, today the blanket application of law has become incomplete without the application of child science and child psychology. Child behaviourism is also a growing field of legal study. The most important factor in understanding a child is through understanding their behavior, and the reasons why they commit offences and come in conflict with the laws. Unless we are aware about their potential backgrounds and the reasons, justice will still remain both incomplete and unjust. A clear legal and scientific understanding of the matters is crucial to provide just based on reasoned decisions and scientific evidences.

To recognize the children of today as the product and exposed to modern science and technology, we need to recognize the importance of science and scientific analysis of the facts, circumstances and results to ensure that our decisions are accurate as well as modern. It is universally agreed that a child is born as an innocent human being. Nurturing a child is crucial for proper development so that they grow as responsible citizens, who are able to spearhead progressive ideas and growth. Importantly, the positive growth of a child relies on basic elements of care, and proper channelization of energy and positive growth force. We are aware that child's physical, psychological, moral and spiritual development help them to build as a competent and conscious person.

In this pursuit, the Bhutan National Legal Institute in collaboration with the Supreme Court with facilitators from the Khesar Gyalpo University of Medical Sciences of Bhutan, conducted a three-day training from 5-7 October, 2021 for the Judges to comprehend the fundamentals of Child Psychology. The first phase of the training was conducted for the judges of eastern and southern Dzongkhags. The training was funded by the Austrian Development Agency (ADA) under the Justice Sector Programme (2018-2023). A total of 24 Judges attended the training in the first phase.



*(Justice Dr. Jangchuk Norbu of the High Court with Lam Sungkhob, Mr. Gerhard Adam, Head of Office, ADA and Registrar Generals of the Supreme Court and the High Court during the opening program)*



*(DG of BNLI welcoming the chief guest and other guests during the opening program)*



*(Ms. Sangay Choden Namgyel, Lecturer of KGUMSB during her session)*



*(Ms. Tshering Wangmo, Lecturer of KGUMSB during her Session)*

## ***xx. Training on Child Psychology (Phase II) for the Judges***

The Bhutan National Legal Institute in collaboration with the Supreme Court conducted a three-day training on Child Psychology (Phase II) for the Judges from 3-5 November, 2021. The training aimed to help the participants understand the fundamentals of child development and child psychology in the light of justice for children, equip with best practices and approaches to effectively aid a child in conflict with law (CICL) and child in difficult circumstances (CIDC), and apply skills and strengthen competencies to work with them (CICL and CIDC). The training was funded by the Austrian Development Agency (ADA) under the Justice Sector Programme. A total of 32 Justices and Judges attended the training. The training was facilitated by the Khesar Gyalpo University of Medical Sciences of Bhutan.

*Glimpses from the training*



*(Justice Tashi Chhozom with Lam Sungkhob of the Supreme Court and the participants during the opening program)*







### *xxi. Virtual Training on Court-Annexed Mediation (Phase V) for Bench Clerks*

The Bhutan National Legal Institute conducted a six-day virtual training on “Court-Annexed Mediation” (Phase V) from 15-20 November, 2021 for 23 Bench Clerks from various courts. The Institute now has 142 trained judicial mediators across the country. The training was conducted with the objective to impart the participants with necessary skills and techniques required for Court-Annexed Mediation. Even if the community mediation has failed, parties could still opt for the court-annexed mediation. The training was also aimed to enhance access to justice through mediation services for registered cases only at free of cost. The case can be referred to the mediation unit either at the request of any parties or by a judge if he believes there is a good reason to do so with the consent of the parties. The training was financed by RGoB.

*Glimpse from the training*

## II. Capacity Development Programmes for other Stakeholders

### *i. Trial Advocacy Training for the Police Prosecutors*

Justice represents the highest social virtue. It is culmination of the collective efforts of different justice sector institutions namely the Royal Courts of Justice, the Office of the Attorney General and the Royal Bhutan Police. Justice is a shared responsibility. The responsibility of conducting fair and speedy trial does not only fall on the Royal Courts of Justice alone. It is the shared responsibility, in which the prosecutors also play a critical role in the administration of justice.

Criminology is shaped by the nature of the offences, and the change in criminal jurisprudence elsewhere. Moreover, the courts and the prosecutions are challenged by the need to secure Justice on one hand and uphold the interests of the people on the other. They are an essential agent in the administration of justice, to uphold the due process of law in the smooth functioning of the Criminal Justice System.

In this light, to enhance the administration of Criminal Justice System in the country, the Bhutan National Legal Institute conducted a five-day Trial Advocacy Training from 12-16 April, 2021 for the Police Prosecutors at Haa. The training was designed to impart skills and knowledge to carry out effective prosecutions before the courts of law. It was also aimed at enhancing the performance of the duties of the prosecutors

in advancing fair, consistent and expeditious justice. It also provided forum for the exchange of knowledge, experiences and challenges in the administration of justice. The training programme was resourced by distinguished Resource Persons from the Royal Courts of Justice, the Office of the Attorney General, the Royal Bhutan Police and the Bhutan National Legal Institute. The training was attended by 19 prosecutors from the Royal Bhutan Police and two from the Armed Forces Court of Justice. It was funded by RGoB.

### *Glimpses from the training*



*(Chief of Police with participants during the opening ceremony)*











*(Justice Sangay Khandu of the Supreme Court with participants during the closing ceremony)*

## **ii. Training on “Driglam Namzha and Court Etiquettes” for Private and Corporate Lawyers**

Bhutan’s sovereignty and identity are defined by its culture. Its cultural identity is regarded all over the world for its intricate elegance and uniqueness. As a result, preservation and promotion of cultural heritage is one of the four pillars of Gross National Happiness. Therefore, it is of utmost priority to sustain the impalpable aspects of our culture.

The Judiciary has been playing an important role in the preservation and promotion of Bhutanese culture and traditions. Even to this day, the legal system follows and promotes strict adherence to Driglam Namzha and discipline.

Driglam Namzha has an intrinsic meaning as an expression of civility, tact, propriety, decorum, and beauty, and goes beyond the wearing of scarves and the amount of bows that many people associate with Driglam Namzha. In the face of numerous erroneous interpretations of Driglam Namzha’s principles and discipline, the Justice Sector must set an example.

The Bhutan National Legal Institute acknowledges the solemnity of the need to preserve, promote and standardize the practices of Driglam Namzha and Court etiquettes on a daily basis at any place. Therefore, the Institute in collaboration with the Department of Culture under the financial assistance from RGoB conducted a three-day intensive training on Driglam Namzha and Court Etiquettes from 26-28 April, 2021 to the Private and Corporate Lawyers. The training strived to impart and educate the lawyers about

the rich historical background of Driglam Namzha and its significance. A total of 19 participants attended the training.

*Glimpses from the training*









*(DG of BNLI with Instructors and participants during closing session)*

### **iii. Legal Awareness Workshop for LG leaders under Punakha Dzongkhag**

The law is not static but rather dynamic and responding to changing times. Having stringent laws isn't enough. Dissemination of information is the right of the society. And society must be informed of the new legislations and amendments to the existing laws. Awareness of legal education informs public of their rights and duties. To address this gap, the Bhutan National Legal Institute in collaboration with Punakha District Court conducted one-day legal awareness workshop on "New Legislations and Amended Laws" for the Gups of Punakha Dzongkhag on 18 June 2021.

The workshop was aimed at creating awareness about the Civil and Criminal Procedure Code (Amendment) Act of Bhutan 2021, and Penal Code (Amendment) Act of Bhutan 2021, with special focus on trafficking in persons, measures to combat the increasing cases of violence against women and children and teenage pregnancy. The protection and safety of the children is the prime concerns today and our trepidations must translate into action. Legal awareness can be a significant tool for combating violence against women and children which, in turn, can help the Gups to create awareness to the public, parents, guardians, and teachers and students in their respective Gewog.

The participants were also educated on the process as to how mediation service can be availed from the Court-Annexed Mediation Unit (CAMU) established in 2019 across

the courts in the country. The training was attended by 11 Gups and a legal officer from the Dzongkhag Administration.

### *Glimpses from the workshop*







#### ***iv. Training on “Mediation Skills and Techniques” for the Thromde Tshogpas and other Relevant Stakeholders***

The Bhutan National Legal Institute with the financial support from the Royal Government of Bhutan conducted a week-long training on “Mediation Skills and Techniques” from 23-28 August, 2021 for the Thimphu Thromde Tshogpas, Clerks from the Royal Bhutan Armed Force Court of Justice and Royal Bhutan Police, Legal Assistants from the Office of Gyalpoi Zimpon and Office of the Attorney General. The training was aimed at equipping the participants with basic dispute resolution skills and techniques needed to perform the roles and functions of a third neutral party within and outside their respective organizations. The training emphasized on the conflict situations and management skills and strategies to resolve the disputes in the community with the objective to enhance access to justice - by taking justice closer to the doorsteps. A total of 20 participants attended the training.

*Glimpses from the training*



*(Chief Judge Kinley Namgay of Paro Court with participants during opening ceremony)*







*(Role Play by participants)*





(DG of BNLi with participants during closing session)

### III. Post Graduate Diploma in National Law (PGDNL) Course

The Judiciary of Bhutan is the custodian of laws and the sentinel of the rights conferred by the laws. The Bhutanese legal system is gradually inspiring public trust and confidence through continuous institutional and structural reforms. The relentless efforts of the successive Monarchs and the Chief Justices have ensured that law and the legal system provide the necessary stability and enabling environment for the country in rapid development and transition. The growth in legal education and professionalism has marked a new era in the development of our legal system. The Judiciary of Bhutan has always viewed human resource as a critical component of development and progress of any institution. Therefore, among the significant reforms, is the National Legal Course. The Judiciary initiated it in 1995 pursuant to the Royal Command of His Majesty the Fourth Druk Gyalpo.

The National Legal Course has now been re-named as the Post-Graduate Diploma in National Law. The Diploma is now the pre-requisite course for the judicial service entry as well as for private practice of law in Bhutan. The course is designed to provide the trainees with thorough understanding of the national laws, the legal system and the Bhutanese values and ethos. The training includes courses in Bhutanese laws as well as Buddhist literature and grammar. Ngag Droen (Vocabulary), Sumtag (Grammar), Choenjug (Philosophy), Tshema (Logics), Nyen Ngag (Poetry) and other contemporary subjects are taught thereby forming an integrated, intensive and international curriculum for global acceptance and national relevance - a blend of western principles and Bhutanese jurisprudence. As of 2020, 23 batches of Post-Graduate Diploma in National Law have passed out. The graduates are manning country's vibrant legal system and law enforcement agencies including the police and the army. The Course is jointly administered by the Royal Institute of Management and the Bhutan National Legal Institute. Drangpon Rabjam Phuntsho Wangdi is appointed as course coordinator on 31 December 2019.



*(His Excellency Thrimchi Lyonpo Chogyal Dago Rigdzin with the PGDNL trainees, class of 2021)*

### i. *Workshop on “Mediation Skills and Techniques” for the Post-Graduate Diploma in National Law Trainees*

As part of the annual programme under the Post-Graduate Diploma in National Law (PGDNL) course, the Institute in collaboration with Royal Institute of Management, conducted a three-day Workshop from 11-13 October 2021 on “Mediation Skills and Techniques” for the PGDNL trainees.

The workshop has extensively covered the knowledge and the principles of mediation. In addition to the advantages and benefits of mediation the participants are imparted with skills and techniques to manage and resolve disputes through a structured process identifying the needs and interests of the parties leading to win-win outcomes acceptable to both parties through informal, confidential, expeditious, inexpensive and collaborative methods. Interspersed with theoretical presentations and practical simulations of mediator roles and leadership, the interactive and intensive workshop aimed to prepare the participants to be mediation practitioners and trainers in future. The training has equipped them with the requisite skills, knowledge and competency as they are poised to join the legal system shortly.

The workshop was expected to serve not only as an orientation to the legal system but help law professionals begin their career on a sound footing and serve in different capacities in various sectors across the country. It is expected that the attitude of the legal professionals towards the conflict resolution mechanisms are enhanced.

The faculty from the Institute facilitated the three-day workshop and a total of 30 PGDNL trainees attended the workshop.

#### *Glimpses from the workshop*







#### IV. School Law Club

##### ***Guest Lecture on “Fundamental Duties and Rights of Children” for the School Law Clubs***

Guest Lectures among other activities initiated by the Institute is prioritized as one of the core activities of the School Law Club. In the previous years, “*Saying no to drugs at all times and places*”, “*Fundamental Principles of the Constitution of the Kingdom of Bhutan*”, “*Importance of Right to Franchise*”, and “*Responsible Democratic Participation*” were some of the themes identified for the Guest Lectures initiated by the Institute. This year, the Institute chose “*Fundamental Right and Duties of Children*” as the theme for Guest Lecture. The primary objective of choosing the above-mentioned theme was to aid in ensuring the protection of children in their best interests and also to make our children recognize the principle that rights are balanced by responsibilities – essentially the responsibility to respect the rights of others.

The Guest Lecture was delivered in 46 School Law Clubs across the country by the respective Drangpons in their jurisdiction. A sum of Nu. 5,000/- each was disbursed to all the 46 Law Clubs in order to conduct Guest Lecture under the financial assistance from the Royal Government of Bhutan.

*Glimpses from the Guest Lecture*



*(Justice Rinzin Penjor (retd), Vice President of Bar Council of Bhutan with the Law Club Members of Druk School during the Guest Lecture)*



*(Judge Wangchuk Drukpa, Commercial Bench, Thimphu District Court with the Law Club Members of Rinchen Higher Secondary School during the Guest Lecture)*



*(Judge Ugyen Jamtsho, Punakha District Court with the Law Club Members of Ugyen Academy during the Guest Lecture)*



*(Judge Ugyen Jamtsho, Punakha District Court with the Law Club Members of Dashiding Central School during the Guest Lecture)*



*(Judge Tashi Yangzom, Tsirang District Court with the Law Club Members of Damphu Central School during the Guest Lecture)*



*(Judge Sonam Gyeltshen, Bumthang District Court with the Law Club Members of Jakar Higher Secondary School during the Guest Lecture)*





*(Judge Lhendup Zangpo, Trongsa District Court with the Law Club Members of Sherubling Central School during the Guest Lecture)*



*(Judge Jigme Loday, Monggar District Court with the Law Club Members of Monggar Higher Secondary School during the Guest Lecture)*



*(Judge Sangay Chedup, Gasa District Court with the Law Club Members of Bjishong Central School during the Guest Lecture)*



*(Judge Singye Wangdi, Trashiyangtse District Court with the Law Club Members of Baylling Central School during the Guest Lecture)*

## V. Legal Dissemination

### 1. *Dissemination of laws for general public via BBSC Radio and Legal Pamphlets*

Empowerment of the people through proper information about the laws strengthens the people's ability to use law to defend their rights and use law as a tool for social harmony, and equitable social development. Legal empowerment fosters development through empowering and strengthening the voices of the people at the grassroot level. It seeks to establish the rule of law and ensure equal and equitable access to justice and tackle the root causes of exclusion, vulnerability and poverty. Security of livelihoods, shelter, tenure and contract can enable and empower the poor to defend their rights. Legal empowerment can give poor people and communities the legal tools to proactively protect themselves from vices of the society. Despite continuous support for people in the rural areas, people in the remotest part of the country face challenges in legal literacy and means of redressal and access to justice and remedies. Many people in the rural areas have limited legal capacity, and many issues of land, family, marriage that severely limit people's ability to defend.

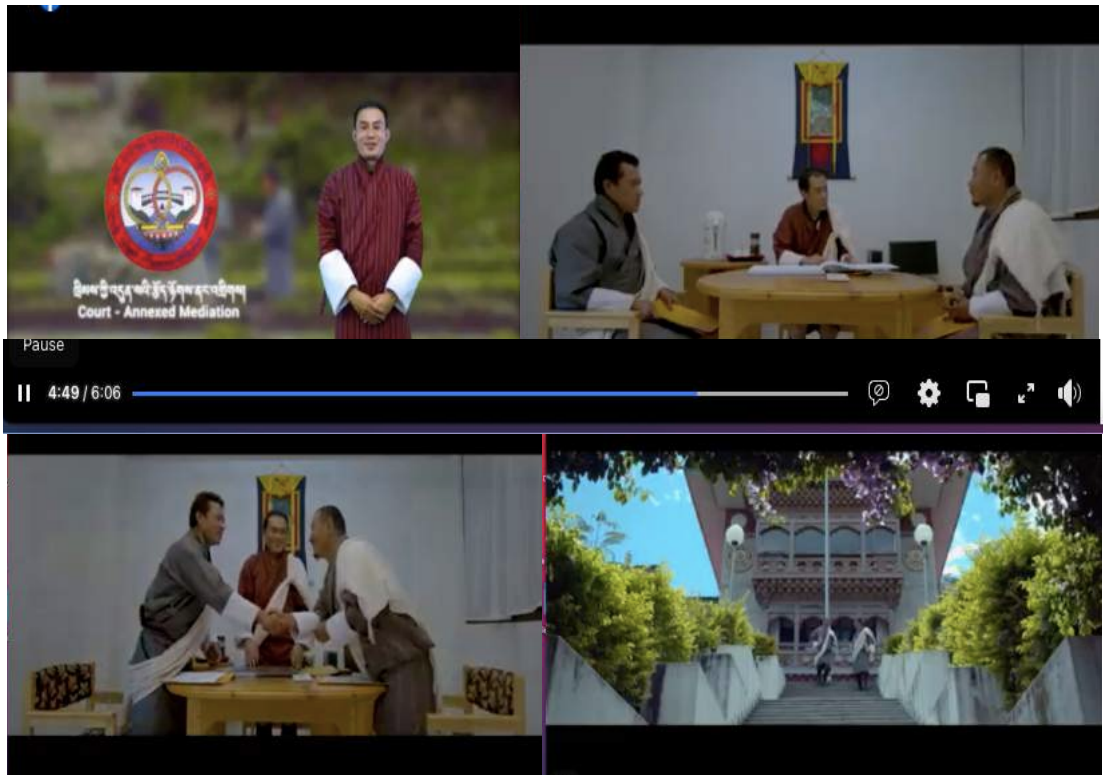
As part of the continuous effort to fulfil the aspirations of the people in bringing laws to their doorsteps, and promote positive changes in our rural communities, the BNLI has identified key aspects of legal empowerment of the people through voice and information. It is believed that the people in the rural areas need information on legal and judicial system, which is accessible to make their legal entitlements practical, enforceable and meaningful. Legal empowerment of our people lies in strengthening the capacity of the people to exercise their rights either as individuals or members of the community. It is seen as the grassroot justice - to ensure that laws are not confined within the Courtrooms but is available to the ordinary people. Unlike traditional rule of law orthodoxies, legal empowerment views our citizens living in different parts of the country as our partners of justice. Legal empowerment is 'the process of systemic change' through which the poor are protected and enabled to use the law to advance their rights and their interests as citizens and economic actors. To ensure that Bhutanese citizens living in remotest part of the country are sensitized on various new legislations that comes up every year.

In this backdrop, the BNLI carried out legal dissemination and awareness programmes for the rural communities since 2013. This year, the Institute continued the advocacy and awareness programmes for the general public via BBS radio and also published legal pamphlets on various aspects of laws to be distributed to the general public. We aspire to capitalize on our citizens to enhance the knowledge of the law and take justice closer to our people.



### Audio-Visual on Court-Annexed Mediation

The Institute acknowledges the solemn need for sensitizing and spreading awareness on Court-Annexed Mediation services in the courts. In this regard, the Institute with the technical assistance from iBEST Studio, produced an awareness audiovisual clip. The objective of the audiovisual clip is to inform and encourage the general public to avail the services of judicial mediation so that it is not only cheaper and faster but peace and harmony could be maintained in the community.



## VI. Publication

### i. *Bhutan Law Review, Vol. XV*

Commemorating the 41<sup>st</sup> Birth Anniversary of His Majesty The King, Her Royal Highness Princess Sonam Dechan Wangchuck launched ‘Bhutan Law Review, Vol. XV’ on 21 February 2021.

In line with His Majesty’s vision of an informed society, the Bhutan National Legal Institute under the patronage of HRH Ashi Sonam Dechan Wangchuck started the Bhutan Law Review, as the first law journal in the kingdom. The law journal is published biannually marking the glorious Royal Birth Anniversary of His Majesty the Fourth Druk Gyalpo and His Majesty The King.

The Law Review creates a platform for judges, legal academicians and others to engage in discourses on law and contemporary legal issues. With the publication, we endeavour to create an informed society based on the rule of law and access to legal information.



*(HRH with Chief Justice and Lam Sungkhop during the launch of BLR Vol, XV)*



*(HRH with Chief Justice of Bhutan and BNLi Faculty during the launch of BLR Vol. XV)*



*(Staff of BNLi)*

**ii. Bhutan Law Review, Vol. XVI**

Commemorating the 66th Royal Birth Anniversary of His Majesty the Fourth Druk Gyalpo, the Constitution and the GNH Day on 11 November 2021, the Bhutan National Legal Institute launched the 16th Volume of the Bhutan Law Review and the Legal Pamphlets. The Institute also initiated the recitation of Kangyur (Translated Words) led by the Lam Sungkhop of the Supreme Court, Judges and Senior Bench Clerks of the Royal Court of Justice. The prayers are held for the good health of His Majesty the Fourth Druk Gyalpo, His Majesty The King, the Royal Family and the people.

***Glimpses from the day***







### iii. *Publication of National Mediation Report 2021*

Mediation of disputes in the communities with the intervention of neutral and trusted community leaders is an age-old customary practice in Bhutan. Albeit minor differences in practices, procedures and methods of mediation, the disputes are mediated throughout the country aiming at the same objective of inexpensive and effective resolution of simple disputes which erupt between people as they navigate daily life and eke out their livelihoods, especially in the rural areas.

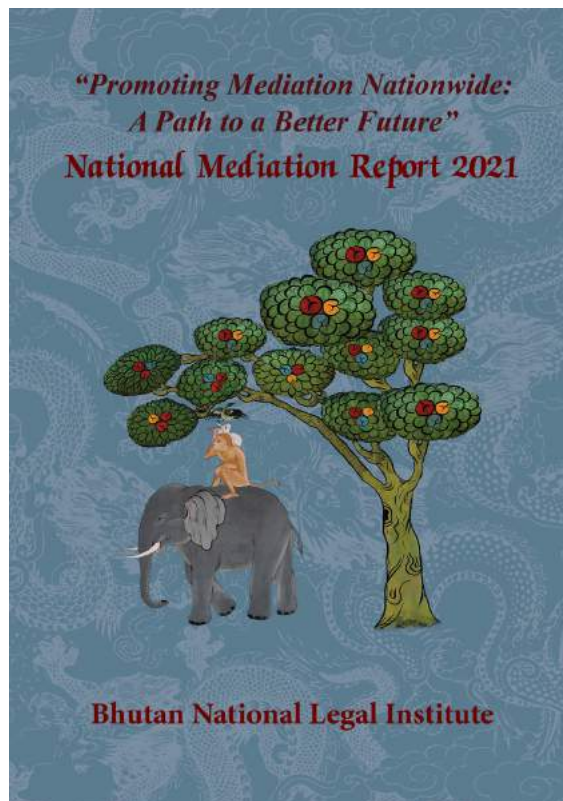
Above all, without the divisive effect of the court litigations and segregation of the people into 'winners and losers' the parties could indulge in the comfort of 'win-win' results honoring the solutions tailored to suit their needs and interests. For all the reforms and access to the courts, it is in fact still "better to lose in the village than win in a Court of Law". Mediation of disputes is the panacea for a small country like Bhutan where people share a small space and live interdependently. Mediation has the potential to strengthen community vitality for Gross National Happiness.

In order to ensure uniformity in practices and procedures of mediation, the Institute began training community and LG leaders. Records revealed that 2025 Gups, Mangmis and Tshogpas have been trained on mediation skills and techniques from 2012-2019. This figure does not include other stakeholders such as civil servants, labour officers, Paralegal Service Providers and Gewog Administrative Officers who have also been imparted mediation skills. In order to study the efficacy of the mediation training, the Institute published *Mediation Training Impact Assessment* in 2016 covering January 2012-June 2015. In 2017, the *National Mediation Report* was published which

covered the disputes mediated from July 2015-December 2017. From 2018, the *National Mediation Report* was published annually.

The National Mediation Report, 2021 is an update on the dispute mediated by the LG leaders in 2021. The report assessed the types and number of disputes mediated in the community. Regarding the community mediation, the report revealed that Paro Dzongkhag has mediated 719 disputes being the highest in the country, followed by 378 disputes mediated by Samtse Dzongkhag and 312 disputes mediated by Chhukha Dzongkhag respectively. Bumthang Dzongkhag has mediated 48 disputes being the least in the country followed by Gasa which mediated 58 disputes and Trongsa Dzongkhag which mediated 60 disputes respectively. The reason for having mediated higher number of cases can be attributed to the higher population and concentration of economic and social activities. On the types of disputes mediated, matrimonial tops the list with 871 disputes while child maintenance-related is the lowest with 224 disputes in the country.

A total of 3,824 disputes were mediated by the LG leaders in 205 Gewogs in 2021 alone. All in all, the mediation has helped in strengthening relationships, promoting harmony and peace in our communities. Similarly, the Courts have been spared of the burden of litigation and adjudication by this much cases in 2021.

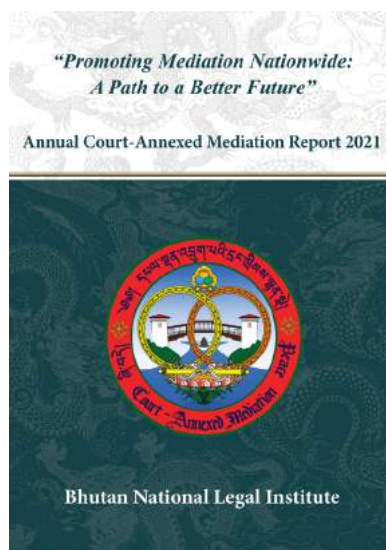


(National Mediation Report 2021)

#### iv. *Publication of Annual Court-Annexed Mediation Report 2021*

Court-Annexed Mediation provides alternative or additional mediation services to the people within the courts, to prevent having win-lose decisions in courts after protracted and often expensive and adversarial litigations. In this system, the judges can refer appropriate civil cases to the CAMUs for judicial mediation; alternatively, the parties can request the judges to adjourn the cases and refer their cases to in-house judicial mediation service after the registration of the cases; any time, before the judgments are rendered. If the mediations are successful, the courts will endorse the settlement agreements and render judgments thereon, and enforce accordingly. If the mediation fails, the cases will be reverted for adjudication as per the laws. The CAM or the judicial mediation services is a significant judicial reform in recent years aimed at keeping justice as inexpensive and expeditious as possible, in addition to strengthening the community vitality, preserving relationship between the people and promoting the Gross National Happiness. All the Courts, except Supreme Court, has Court-Annexed Mediation Unit (CAMU) in place. The CAMU in the Courts was established on 28 October 2019.

The *Court-Annexed Mediation Report, 2021* is an update on the dispute mediated by the judicial mediators across the country in 2021. The CAMU of the Courts across the Country has mediated a total of 994 cases. The CAMU of the High Court has mediated a total of 2 cases; while the CAMU of the Dzongkhag and Dungkhang Courts have mediated 836 and 156 cases respectively. The highest number of cases has been mediated by Paro Dzongkhag Court (139) followed by Mongar (132) and Trashigang Dzongkhag Court (75) respectively. Matrimonial dispute is the maximum number of disputes mediated in the CAMUs across the country. Despite several challenges encountered by the judicial mediators, a good number of cases have been mediated by the CAMUs across the country.



(Annual Court-Annexed Mediation Report 2021)

## VII. Judges' Book Club

Judges are seen by the society as omniscient and sagacious. They play important roles within as well as outside the courts. They are looked upon as custodians of culture, values and legal philosophies. Bhutanese laws are steeped in deep cultural values and traditions, which has evolved into laws and legal principles in the country. Bhutanese laws are a mixture of traditional moral values and modern principles. Judges are expected to know the letter and spirit of the law and the books and readings outside the legal paradigm ensure a composite thinking. Therefore, the 'Judges' Book Club' was initiated in 2012 to provide a platform of readership to our judicial and legal fraternity.

### Membership of the Judges' Book Club

Although Judges' Book Club primarily focuses on the judges and the judicial fraternity, its membership is open. Any person, although legal professionals are preferred, can become a member. The membership of the Club is on the basis of personal and institutional volition; it is mostly based on personal interest. The members of the Judges' Book Club consist of Justices, Judges, and legal professionals.

### Objectives of the Judges' Book Club

The main objectives of the Judges' Book Club are as follows:

- a) It provides a forum for the interaction among its members over a cup of tea with meaningful discussions;
- b) It allows interaction amongst the judges, judicial fraternity and the legal professionals;
- c) It provides a creative recreation for the judges from their mundane grinding rituals of adjudication of cases;
- d) It helps to develop culture of reading, writing and speaking skills and other academic competencies; and
- e) It's a part of Continuing Legal Education and Professional Development for the judicial and legal fraternity.

### Session of the Judges' Book Club

Since the inception of the Judge's Book Club in 2012, it has become an important platform for judicial, academic and non-academic discourse on various legal, and other topical subjects of interest. The Judges' Book Club is being conducted on the last Friday of every month.

Judges' Book Club has been effectively conducted marking a stimulating phenomenon of readership. It was held physically enabling person to person interactions. In view of COVID-19 pandemic restrictions, 74<sup>th</sup> to 76<sup>th</sup> sessions were held in-house. However, in

view of prolonged pandemic restrictions, the Institute is poised to host the Judges' Book Club virtually from 77<sup>th</sup> session onward.

Following books were reviewed and presented in 2021:

Sl. No.	Month/Date	Session	Book	Author	Presenter
1.	2 April	74 <sup>th</sup> Session	Weaponized Lies: How to Think Critically In the Post-Truth Era	Daniel J. Levitin	Mr. Pempa Shingdan, Legal Officer, BNLI
2.	28 May	75 <sup>th</sup> Session	Delog: Journey to Realms Beyond Death	Delog Dawa Drolma	Mr. Kinzang Chedup, Sr. Legal Officer, BNLI
3.	30 June	76 <sup>th</sup> Session	The Handmaid's Tale	Margaret Atwood	Ms. Tenzin Yangzom, Research Officer, BNLI
4.	29 July	77 <sup>th</sup> Session	"Ego is the Enemy"	Ryan Holiday	Ms. Thinley Choeden (Lawyer), PS to HRH
5.	20 August	78 <sup>th</sup> Session	"Buddhist Jurisprudence and Pre-Constitutional Principles"	Ex Lyonpo Sonam Tobgye, the former Chief Justice of Bhutan and Jeffrey Avina	Chief Justice Lyonpo Sonam Tobgye (rtd.)
6.	24 September	79 <sup>th</sup> Session	1. "Cutting Through The Spiritual Materialism" 2. The First and the Last Freedom	Chogyum Trungpa Rinpoche J. Krishnamurti	Judge Tashi Yangzom, Royal Court of Justice, Tsirang.
7.	28 October	80 <sup>th</sup> Session	"Reflection on Judging"	Richard A Posner.	Judge Tenzin, Royal Court of Justice, Chukha.
8.	26 November	81 <sup>th</sup> Session	"Getting to Together: Building Relationships As We Negotiate"	Roger Fisher & Scott Brown.	Chief Judge Tharchean, Royal Court of Justice, Wangduephodrang

## VIII. Educational Excursion

The 4<sup>th</sup> year law students of the Jigme Singye Wangchuck School of Law (JSW School of Law) visited the Bhutan National Legal Institute as part of educational excursion on 9 December 2021. The delegation of eighteen students was led by Ms. Kuenzang Dema, Lecturer & Director for Alternative Dispute Resolution Clinic. During the excursion, students were informed on the mandates of the Institute and also presented on the various aspects of *Court-Annexed Mediation process* in Bhutan. The programme also entertained question and answer sessions, embracing various issues and challenges correlated with mediation in the country.

### *Glimpses from the Excursion*



*(DG, BNLI with the JSW School of Law Students during the Educational Excursion)*





## IX. Other Major Events

### i. *Tenth Foundation Anniversary of the Bhutan National Legal Institute*

25 February 2021 marked the ten years of BNLI's establishment. It marked the ten years of judicial education and learning. It marked the ten years of strengthening the rule of law and legal system in the country. It marked the ten years of dedicated service to the people of Bhutan. Above all, it marked the ten years of unwavering love, compassion, and service to the King, Country, and the People of Bhutan by Her Royal Highness Princess Sonam Dechan Wangchuck, the Hon'ble President.

25 February 2011 was remarkable in the history of judicial education. Her Royal Highness has a vision of clarity, a vision of precision, a vision of intelligence - to ensure that learning doesn't stop with the commencement of a judicial career. There was a vision to create a center for continuing judicial education. There was a vision to create a Think Tank for Law and Justice. There was a vision to inspire, motivate, and inform the people of Bhutan concerning the rule of law. There was a vision to create a learning environment as well as research and development habits within the legal fraternity. To realise these Royal visions, BNLI was born ten years ago on this day.

As envisioned in Her Royal vision, BNLI has done a tremendous job in its decade of the establishment. Her leadership has motivated hundreds of judicial personnel, inspired thousands of young minds, and strengthened the rule of law to its new heights. On this occasion, the Institute committed to serve the Institute with utmost sincerity and unwavering dedication. The occasion was graced by Her Royal Highness, the Hon. President of the Institute. Chief Justice of Bhutan and Ex-faculty of the Institute were also present to celebrate the occasion. Her Royal Highness launched the Annual Activity Report 2020, Judges Profile 2021 and National Mediation Report 2020 commemorating the tenth anniversary of the Institute.

### *Glimpses from the day*



*(HRH with the Chief Justice of Bhutan and past and present BNLI family)*





## ii. *Judiciary and the Bhutan National Legal Institute commemorates the Silver Jubilee of His Holiness the Je Khenpo*

The Bhutan National Legal Institute led by Her Royal Highness Princess Sonam Dechan Wangchuck and the Judiciary led by the Chief Justice of Bhutan, Justices and Registrar Generals of the Supreme Court and the High Court, Judges of the Thimphu District Court and the Director General of BNLI offered butter lamps and performed special prayers for the long life and good health of His Holiness the Je Khenpo on April 27, 2021. The event was later marked by the plantation of saplings (Tseshing) by Her Royal Highness and the Chief Justice of Bhutan.

### *Glimpses from the day*





### iii. *Her Royal Highness' Audience to the PGDNL Trainees (Class of 2021)*

Her Royal Highness Princess Sonam Dechan Wangchuck granted an audience to the trainees of the Post-Graduate Diploma in National Law (PGDNL), Class of 2021 at the Royal Institute of Management on 3 September 2021.

HRH urged the trainees to make the best use of the course to acquire the requisite skills for successful careers and to be able to serve the Tsa-Wa-Sum in various capacities in the future. HRH asked each of the trainees to explain why they chose law and emphasized the importance of having passion in the profession they chose and to never let complacency take hold. HRH most importantly highlighted that the term “justice” is all-encompassing with multiple actors and not just the Judiciary, as commonly misunderstood. The only way forward in achieving a strong and efficient justice sector is for all the various players to work together through improved coordination.

The PGDNL is a year-long course that is aimed at familiarizing law graduates with our National laws, Driglam Namzha and Buddhist literature - pre-requisite knowledge and skills before joining the civil service, corporate sectors, private law firms or practicing independently. The current 24th Batch consists of 11 female and 19 male trainees.



*(HRH with PGDNL Trainees, Class of 2021)*

**iv. Dedicated Royal Civil Service Award 2021**

Her Royal Highness Princess Sonam Dechan Wangchuck awarded the Royal Civil Service Award 2021 (2 Gold and 5 Bronze Medas for 30 and 10 years) of dedicated service to the staff of Jigme Singye Wangchuck School of Law and Bhutan National Legal Institute on 9 December 2021.

The Bhutan National Legal Institute felicitated and conveyed appreciation to Mr. Pema Wangdi, Senior Lecturer, JSW Law, Mrs. Phuntsho Zangmo, Accounts Assistant III, BNLI, Mr. Lhap Tshering, ICT Technical Assistant, JSW Law, Mr. Pedup Dukpa, Junior Lecturer, JSW Law, Mr. Nima Dorji, Assistant Professor, JSW Law, Mrs. Nima Yangzom, Senior Administrative Assistant, JSW Law, and Mrs. Ugyen Tshomo, Senior Dispatcher, BNLI for their commitment and dedicated service to the Tsa-Wa-Sum.



*(HRH with Medal Recipients)*

## v. 114<sup>th</sup> National Day Celebration

The National Day is a historic day in Bhutanese history. On this day, we celebrate fortitude and historical national transition. On the auspicious occasion of the 114<sup>th</sup> National Day, the family of the Bhutan National Legal Institute joined the nation in offering our gratitude and prayers to our visionary Monarchs. The event was marked by offering butter lamps and *Zhabtoen* (long life prayers) for the good health, long life of His Majesty The King, His Majesty the Fourth Druk Gyalpo, the Royal Family and the People. We aspire and pray for everlasting peace and happiness in the country. The event was graced by Lam *Sungkhob* of the Supreme Court, Justice Kinley Dorji, Justice Dr. Jangchuk Norbu and the Registrar General Phurba Dorji of the High Court.

### *Glimpses from the day*









## X. A Summary of Activities 2021

Sl. No.	Activity	Date	Participant
<b>Continuing Legal Education and Professional Development of the Judicial Personnel</b>			
1	<i>14 Week Capsule Style Intensive Virtual Training Programme to the Judicial Personnel</i>	December 2020 until January 2022	Judges and Court Registrars
2	<i>Judicial Induction and Orientation Programme (JIOP)</i>	9-10 February, 2021	11 newly appointed Court Registrars and Bench Clerks
3	<i>Virtual Judicial Induction and Orientation Programme for Judges and Justices</i>	16-17 February, 2021	7 Dzongkhag Drangpons, 6 Justices including the Chief Justice of the High Court, 1 Justice from the Supreme Court, Registrar Generals of the Supreme Court and the High Court
4	<i>Awareness Training on Trafficking In Persons (Phase I)</i>	3-4 March, 2021	17 Judges and 7 Judicial Officers from various Courts
5	<i>Training on Court-Annexed Mediation (Phase III)</i>	15-20 March, 2021	19 Bench Clerks from Western Dzongkhag Courts
6	<i>Awareness Training on Trafficking in Persons (Phase II)</i>	7-8 April, 2021	22 Judges and Court Registrars attended the training at Kaila Guest House in Bumthang
7	<i>Virtual Awareness Workshop on “New Legislations &amp; Amendments” for Bench Clerks</i>	13-14 May, 2021	Bench Clerks from the Dzongkhag and Drungkhag Courts
8	<i>Virtual Training on “Art and Craft of Writing Judgments” for Bench Clerks</i>	17-19 May, 2021	25 Bench Clerks from Paro, Thimphu, Haa, Punakha, Wangdue, Chukha, Tsirang, Gasa, Zhemgang and Sangbaykha Courts
9	<i>Virtual Training on “Judgment Drafting” for the Supreme Court Registrars and Bench Clerks</i>	24-25 May, 2021	15 participants attended the training

10	<i>Virtual Training on “Drafting of Judgments” for the High Court Registrars and Bench Clerks</i>	27-28 May, 2021	25 participants attended the training
11	<i>Virtual Training on “Judicial Mediation” for the non-lawyer Judges</i>	2-4 June, 2021	11 non-lawyer judges attended the training
12	<i>Virtual training on “Court-Annexed Mediation” (Phase IV)</i>	7-12 June, 2021	25 Bench Clerks from Dzongkhag Courts
13	<i>Awareness Workshop on “New Legislations &amp; Amendments” for the Court Registrars and Bench Clerks</i>	15 June 2021	28 participants attended the workshop
14	<i>Virtual Consultative Meeting with Judges on Judgment Drafting</i>	29 June 2021	34 Judges attended the meeting
15	<i>Dzongkha Grammar Training for the Bench Clerks</i>	9-14 August, 2021	23 Bench Clerks from Chhukha, Dagana, Gasa, Paro, Punakha, Thimphu, Trongsa, Wangduephodrang and Zhemgang District Courts attended the training
16	<i>Virtual Training on Child Justice for Bench Clerks</i>	11-13 August, 2021	46 Bench Clerks from different courts in the southern Dzongkhags, Supreme Court, High Court, and Family and Child Bench of Thimphu District Court
17	<i>Training on “Pedagogical Skills and Methodologies” for Justices, Judges and Judicial Officers</i>	16-18 August, 2021	25 participants attended the training
18	<i>Training on Child Psychology (Phase I) for the Judges</i>	5-7 October, 2021	24 Judges attended the training in the first phase
19	<i>Training on Child Psychology (Phase II) for the Judges</i>	3-5 November, 2021	32 Justices and Judges attended the training

20	<i>Virtual Training on Court-Annexed Mediation (Phase V) for Bench Clerks</i>	15-20 November, 2021	23 Bench Clerks from various courts
<b>Capacity Development Programmes for other Stakeholders</b>			
21	<i>Trial Advocacy Training for the Police Prosecutors</i>	12-16 April, 2021	19 Prosecutors from RBP and 2 from the Armed Forces Court of Justice
22	<i>Training on “Driglam Namzha and Court Etiquettes” for Private and Corporate Lawyers</i>	26-28 April, 2021	19 Private and Corporate Lawyers attended the training
23	<i>Legal Awareness Workshop for LG leaders under Punakha Dzongkhag</i>	18 June 2021	11 Gups and 1 Legal Officer from the Dzongkhag attended the workshop
24	<i>Training on “Mediation Skills and Techniques” for the Thromde Tshogpas and other Relevant Stakeholders (OAG, RBP, Armed Forces Court of Justice, OGZ)</i>	23-28 August, 2021	20 participants attended the training
25	<i>Workshop on “Mediation Skills and Techniques” for the PGDNL Trainees</i>	11-13 October 2021	A total of 30 PGDNL trainees attended the workshop
26	<i>Guest Lecture on “Fundamental Duties and Rights of Children” to the School Law Clubs</i>	May -June 2021	Law Club Members of 46 Schools
27	<i>23<sup>rd</sup> National Judicial Conference</i>	Sep. 28-1 October 2021	Justices and Judges
<b>Legal Dissemination</b>			
28	<i>Dissemination of laws to general public via BBSC Radio and Legal Pamphlets</i>		
29	<i>Audio-Visual on Court-Annexed Mediation</i>		
30	<i>Bhutan Law Review, Vol. XV</i>	21 February 2021	HRH launched the BLR. Chief Justice, Lam Sungkhob, and BNLI Staff were present on the day

31	<i>Bhutan Law Review, Vol. XVI</i>	11 November 2021	Judges, Bench Clerks and BNLI Staff
<b>Other Major Events</b>			
32	<b><i>Tenth Foundation Anniversary of the Institute. 25 February 2021</i></b>	25 February 2021	HRH, Chief Justice, Justices, Judges, former and present staff of BNLI
33	<b><i>Judiciary and the Bhutan National Legal Institute commemorated the Silver Jubilee of His Holiness the Je Khenpo</i></b>	April 27 2021	HRH, Chief Justice, Justices, Registrar General of the Supreme Court and the High Court, Judges of the Thimphu District Court and Director General of BNLI offered butter lamps and performed special prayers for the long life and good health of His Holiness
34	<b><i>Her Royal Highness' Audience to the PGDNL Trainees</i></b>	3 September 2021	PGDNL Trainees, 24th Batch
35	<b><i>Dedicated Civil Service Award</i></b>	9 December 2021	BNLI and JSW Law Staff
36	<b><i>Commemorating the 114<sup>th</sup> National Day</i></b>	17 December 2021	BNLI Staff, Justices and RG of the High Court

#### XI. *Staff who joined the Institute in 2021*



1. Ms. Tshering Pem, Sr. Legal Officer joined the office on 26 October 2021 upon successful completion of LL.M in Business Law from the Thammasat University, Bangkok, Thailand.



2. Ms. Tenzin Yangzom joined the Institute as Research Officer on 5 January 2021.

**XII. Staff who left the Institute in 2021**

1. Ms. Tshering Dago Wangmo, Legal Officer was transferred to the Supreme Court of Bhutan in July 2021



2. Ms. Tenzin Yangzom, Research Officer was deputed to Center for Bhutan and GNH Studies (CBS) for the period of four years on 19 August 2021



3. Mr. Ashman Gurung, Security Guard has voluntarily resigned from the office on 12 July 2021 to apply for the post of a driver in the High Court



4. Mrs. Ugyen Tshomo, Sr. Dispatcher has voluntarily resigned from the office in December 2021 to leave for Australia; and



5. Mrs. Ugyen Tshomo, PA to the Director General left in December 2021 due to non-extension of contract by RCSC.

### XIII. Adjunct Visiting Faculty for the Post-Graduate Diploma in National Law (PGDNL), Class of 2021 (24<sup>th</sup> Batch) at the Royal Institute of Management (RIM)

The Bhutan National Legal Institute, besides building the capacity of the Judiciary, legal professionals and other stakeholders, the Institute also serves as the teaching faculty for the Post-Graduate Diploma in National Law (PGDNL) at the Royal Institute of Management (RIM). This helps to ensure professional input of modern pedagogical methods of teaching to our trainees and build their legal careers through information and guidance. Following are the Visiting Faculties:



**1. Thrimchi Lyonpo Chogyal Dago Rigdzin, Chief Justice of Bhutan** is a Visiting Faculty at the Royal Institute of Management, Semtokha, Thimphu. Lyonpo teaches *Constitutional Law*.



**2. Justice Sangay Khandu, Supreme Court of Bhutan** is a Visiting Faculty at the Royal Institute of Management. He teaches *Law of Evidence and Moveable and Immovable Property Act*.



**3. Justice Kinley Dorji, High Court** is a Visiting Faculty at the Royal Institute of Management. He teaches *Legal Drafting and Research Writing*.



**4. Drangpon Phurba Dorji, Royal Court of Justice, Registrar General, High Court of Bhutan** is a Visiting Faculty at the Royal Institute of Management. He teaches *Moot Court and Trial Advocacy Skills*.





**6. Drangpon Pema Needup, Director General, Bhutan National Legal Institute** is a Visiting Faculty at the Royal Institute of Management. He teaches *Civil and Criminal Procedure Code*.



**7. Drangpon Wangchuk Drukpa, Commercial Bench, Thimphu District Court** is a Visiting Faculty at the Royal Institute of Management. He teaches *Law of Contract*.



**8. Mr. Karma Yeshey, Registrar of Companies, Company Registry Division, Ministry of Economic Affairs** is a Visiting Faculty at the Royal Institute of Management. He teaches *Company Law*.



**8. Mr. Kinzang Chedup, Sr. Legal Officer, Bhutan National Legal Institute** is a Visiting Faculty at the Royal Institute of Management. He teaches *Criminal Laws*.

#### XIV. List of Present Staff

The Bhutan National Legal Institute has 18 staff at present. The Institute consists of one Division and six Sections. While the Administration and Finance Section works under the direct supervision of the Director General, the Continuing Legal Education Section (CLES), Capacity Building Section (CBS), Research and Development Section (R&DS), and Information Communication and Technology (ICT) and Media Section work under the administrative supervision of the Research, Training and Education Division (R-TED).

Sl.No.	Official	Designation
1.	HRH Princess Sonam Dechan Wangchuck	Hon. President
2.	Drangpon Pema Needup	Director General
3.	Mr. Kinzang Chedup	Sr. Legal Officer
4.	Mr. Jangchuk Norbu	Sr. Legal Officer
5.	Mrs. Dechen Lhamo	Sr. Legal Officer
6.	Mrs. Tshering Pem	Sr. Legal Officer
7.	Mr. Pempa Shingdan	Legal Officer
8.	Ms. Thinley Choden	P.S. to the Hon. President
9.	Mr. Sonam	Dy. ICT Officer
10.	Mrs. Pema Zangmo	Administrative Officer
11.	Mr. Narayan Kumar Kamar Chhetri	Accountant
12.	Mrs. Phuntsho Zangmo	Accountant
13.	Mr. Tenzin	Legal Assistant
14.	Ms. Tshering Lhamo	Store Assistant
15.	Mrs. Tashi Lhamo	Administrative Assistant
16.	Mr. Dorji Rinchen	Driver
17.	Mrs. Thukten Lhamo	Gardener
18.	Mrs. Tshelthrim Zangmo	Sweeper

## XV. Institutional Linkages

Institutional linkages are an important bloodline for the institution that learns to adapt and adopt the international best practices for modern judicial education. Keeping in the view that best judicial education comes, not only by learning ourselves, but also learning from others, the Institute developed necessary institutional linkages with institutions within and outside Bhutan. Moreover, the Institute is necessitated to explore the exchange of ideas, experience, and programmes with other similar institutions both within and outside Bhutan. In fulfilling this, the Institute has thus far created the following institutional linkages and institutional relations with similar institutions and academics outside Bhutan. They are:

1. Delhi Judicial Academy (DJA), New Delhi, India;
2. Judicial Training Institute (JTI), Bangkok, Thailand;
3. London Judicial College, London, the U.K.;
4. National Judicial Academy, Bhopal, India;
5. National Judicial Academy (NJA), Nepal;
6. Queensland University of Technology (QUT), Brisbane, Australia; and
7. Singapore Judicial College (SJC), Singapore.