



INSTITUTE OF LEGAL PRACTICE AND DEVELOPMENT

STRATEGIC PLAN 2024–2029

Kigali, April 2025



H.E Paul KAGAME

President of the Republic of Rwanda

“The benefits of this Institute are obvious and wide-reaching. What we envisage is an Institute that provides training services, ranging from initial post-graduate practical professional training to law development, as well as other forms of continuous legal training, research and community outreach programmes.

.....But in fact, these outreach programmes should go beyond our borders. This Institute should aim to become a regional, continental and international centre of excellence disseminating knowledge and innovation in legal practice, training and developing legal practitioners”

Extract from the Speech of H.E. Paul KAGAME, at the official opening of the Institute of Legal Practice and Development (ILPD)

FOREWORD BY THE RECTOR

It is with great optimism that I introduce this Five-Year Strategic Plan (2024–2029) of the Institute of Legal Practice and Development (ILPD). The plan reflects our renewed commitment to excellence in legal education, professional training, and applied research pillars that define our identity as a national and regional leader in the development of legal practice.

Since its establishment in 2006, the Institute has played a pivotal role in transforming Rwanda’s Justice Sector by providing high-quality legal training and professional development opportunities. Over the years,

we have enhanced the capacity of justice professionals, promoted the rule of law, and supported national judicial reforms.

The 2024–2029 program builds on these achievements and sets ambitious yet attainable targets. We aim to increase enrolment in both diploma and short courses, ensuring that more practitioners, judges, prosecutors, lawyers, and other justice actors benefit from practical, skills-based training in emerging legal issues.

To further strengthen ILPD’s academic profile and regional positioning, the Institute plans to launch a law publishing house that will serve as a platform for national and regional legal scholarship, dissemination of research. The well acclaimed Rwanda Law Journal and other legal research could be published here at home. This initiative will significantly enhance ILPD’s visibility, credibility, and contribution to legal education and policy dialogue, both nationally and across the region.

Moreover, through major infrastructure projects including the construction of a modern conference hall, the development of the Kigali campus, and the installation of smart classrooms, ILPD will create an enabling environment for learning, research, and innovation. These investments will foster a modern and collaborative academic culture that meets modern standards.

The implementation of this strategic plan will depend on sustained collaboration between ILPD, the Justice Sector, and our valued partners and stakeholders. Together, we can strengthen the foundations of justice, build professional excellence, and shape a generation of legal practitioners who uphold integrity and service to society.

I extend my sincere appreciation to all who continue to support ILPD's mission and invite our partners to join us in realizing this transformative vision for the next five years.

Dr Aimé MUYOBOKE KARIMUNDA

Rector

Executive Summary

The ILPD Strategic Plan 2024/2025–2028/2029 sets a transformative course to strengthen legal education, professional development, and justice sector reforms in Rwanda and the region. Building on its foundational role since 2006, ILPD aims to become a leading African institution in legal practice by addressing emerging challenges, leveraging its institutional strengths, and aligning with national and global development goals.

Anchored in Rwanda’s National Strategy for Transformation (NST2) and the JRLO Sector Strategic Plan, this five-year plan envisions ILPD as a regional hub for legal education, research, and innovation. The strategy is informed by a comprehensive institutional assessment, highlighting ILPD’s strengths such as strong government backing, a solid alumni network, and robust ICT capacity, while acknowledging constraints like staffing gaps, infrastructure needs, and limited international visibility.

The Strategic Plan is built around four key objectives:

- ▶ **Enhance Legal Professional Capacity:** ILPD will modernize its legal education programs to equip practitioners with advanced skills, practical competencies, and strong ethical foundations. Training will be expanded and delivered through innovative, practice-oriented methods such as case-based learning and clinical programs. A strong focus will be placed on inclusivity and gender responsiveness.
- ▶ **Position ILPD as a Knowledge Hub:** The Institute will strengthen its research and policy engagement to influence legal reforms and promote evidence-based practice. Activities will include producing scholarly outputs, hosting legal forums, and forming strategic partnerships. This will position ILPD as a regional leader in legal knowledge and innovation.
- ▶ **Transform the Learning Environment:** ILPD will upgrade its infrastructure and expand digital platforms to create a modern, inclusive learning experience. Smart classrooms, e-learning tools, and ICT integration will enhance accessibility, flexibility, and quality of education. The goal is to create a learner-centered, technology-driven environment that meets diverse professional needs.

- ▶ Ensure Institutional Sustainability and Innovation: To ensure long-term growth, ILPD will improve governance, diversify funding, and strengthen quality assurance systems. Focus areas include faculty development, resource mobilization, and performance-based management. A culture of continuous improvement and innovation will be embedded across the institution.

The implementation of the strategic plan will be overseen by the Rector and Senior Management Team, supported by Strategic Objective Leads. A strong Monitoring and Evaluation system, combined with annual reviews and stakeholder engagement, will ensure accountability and adaptability. The plan emphasizes gender-responsive approaches, sustainable development, and strategic partnerships to advance legal empowerment and institutional resilience.

Table of Contents

EXECUTIVE SUMMARY 4

TABLE OF CONTENTS6

ACRONYMS8

1 INTRODUCTION9

- 1.1 Context9
- 1.2 Purpose 10
- 1.3 Methodology 11

2 SITUATION ANALYSIS12

- 2.1 Policy Context 12
- 2.2 Institutional Strengths 12
- 2.3 Constraints 13
- 2.4 Opportunities and Strategic Imperatives 14
- 2.5 Extended SWOT analysis 15

3 STRATEGIC FRAMEWORK 18

- 3.1 Institutional Overview 18
- 3.2 Strategic Vision and Mission 19
 - 3.2.1 Vision 19
 - 3.2.1 Mission 19
- 3.3 Core Values 19
- 3.4 Strategic Objectives and Interventions 19
- 3.5 Strategic objectives, strategic outcomes, and outcome indicators .22

4	STRATEGIC PLAN IMPLEMENTATION FRAMEWORK	26
	4.1 Implementation framework	26
	4.2 Mechanisms for coordination	26
	4.3 Implementation arrangements	27
<hr/>		
5	RISK ANALYSIS AND MITIGATION MEASURES	29
<hr/>		
6	STRATEGY ACTION PLAN AND IMPLEMENTATION INDICATORS MATRIX	30
<hr/>		
7	MONITORING AND EVALUATION	36
	7.1 Introduction	36
	7.2 Monitoring and evaluation framework (M&E Matrix)	37
<hr/>		
8	COST OF THE STRATEGIC PLAN	41
<hr/>		
9	CONCLUSION	46



Acronyms

ICT:	Information and Communication Technology
ILPD:	Institute of Legal Practice and Development
IT:	Information Technology
JRLO:	Justice, Reconciliation, Law, and Order
M&E:	Monitoring and Evaluation
MIS:	Management Information System
NST:	National Strategy for Transformation
SMT:	Senior Management Team
SMT:	Senior Management Team
SO:	Strategic Objective
SWOT:	Strengths, Weaknesses, Opportunities and Threats
TNA:	Training Needs Assessment

1 Introduction

1.1 Context

The Institute of Legal Practice and Development (ILPD) has been a cornerstone of Rwanda’s Justice Sector transformation since its establishment in 2006. Created to strengthen legal education, professional legal training, research, and policy development, ILPD has progressively become the center of excellence for legal capacity building. Its work aligns closely with Rwanda’s broader vision of establishing a modern, equitable, and accessible justice system, grounded in both national priorities, regional and international legal standards.

The implementation of ILPD’s previous strategic plan (2018–2024) recorded a commendable execution rate of approximately 85 percent, reflecting both institutional commitment and effective collaboration with stakeholders across the justice ecosystem. Key achievements during this period include the expansion of training curricula, improved use of digital platforms for legal education, strengthened research and publication efforts, and enhanced institutional visibility. However, remaining gaps in training coverage, resource mobilization, infrastructure, and innovation signal the need for a renewed and forward-looking strategic orientation.

Over the past decades, ILPD’s efforts have contributed significantly to professionalizing the justice sector, enhancing the quality of legal services, and promoting rule of law reforms. As Rwanda’s socio-economic landscape changes, and as the Justice, Reconciliation, Law, and Order (JRLO) sector adapts to emerging legal, social, and technological realities, ILPD’s role has become even more critical. The Institute stands uniquely positioned to respond to evolving justice needs, promote innovation, and strengthen sectoral collaboration. This strategic planning exercise occurs within the broader framework of the National Strategy for Transformation (NST2), which demands stronger, more efficient, and more responsive legal institutions to underpin sustainable development. The justice sector is expected to play a critical enabling role in consolidating peace, promoting investment, ensuring legal certainty, and protecting rights. New socio-economic dynamics, emerging technologies, regional legal harmonization efforts, and increasing demand for specialized legal services are reshaping the landscape within which ILPD operates. This evolving context necessitates a robust strategic response that positions the Institute as a proactive, adaptive, and collaborative institution capable of anticipating future justice needs.



Accordingly, this new strategic planning process aims to capitalize on past successes while addressing identified gaps. It seeks to enhance ILPD’s institutional resilience, scale up its impact across Rwanda and the region, and ensure that its training, research, and policy work remains relevant, inclusive, and transformative. Through this renewed strategy, ILPD reaffirms its commitment to advancing a justice system that is people-centered, accessible, efficient, and in service of Rwanda’s sustainable development aspirations.

1.2 Purpose

The primary purpose of the ILPD Strategic Plan 2024-2029 is to set forth a clear and actionable roadmap that will guide the Institute’s growth and development over the next five years. Building on the foundation of its notable achievements, this strategic plan is designed to position ILPD to address emerging challenges and seize new opportunities within Rwanda’s rapidly evolving justice sector and within Africa. In an era where legal systems must adapt to technological, social, political, and economic transformations, ILPD’s strategic direction seeks to ensure that it remains a cornerstone of legal excellence and innovation in the country and beyond.

Central to this plan is the ambition to enhance the capacity of legal professionals through the introduction of innovative training programs, the expansion of diploma and certificate offerings, and the adoption of innovative e-learning platforms that promote accessibility and flexibility in legal education. Strengthening ILPD’s role as a knowledge hub also forms a key pillar of the strategy. This will be achieved through the expansion of research initiatives, consultancy services, and the promotion of thought leadership in areas critical to legal practice and reform, positioning ILPD as a driver of evidence-based solutions within the justice sector. In addition, the plan places significant emphasis on the modernization of ILPD’s operational environment. Strategic investments will be made in infrastructure development at the Nyanza main campus, and the expansion of the Kigali Campus and the integration of smart classrooms equipped with advanced learning technologies. These enhancements are intended to create a dynamic, forward-looking educational environment that meets the evolving needs of students and practitioners alike.

Equally important, the plan focuses on reinforcing ILPD’s institutional sustainability and the quality of its programs and services. This will be pursued through the cultivation of strategic partnerships with local, regional, and international stakeholders, the enhancement of governance structures, and the expansion of the Institute’s outreach to diverse audiences. Through these interconnected objectives, ILPD aims not only to strengthen legal education and training but also to contribute meaningfully to justice sector reforms, capacity building,



and policy development in Rwanda and the wider region. Special attention will be given to critical issues such as improving access to legal education, addressing transnational crime, promoting human rights, and advancing good governance. ILPD's branding and marketing, will be enhanced to raise the Institute's visibility and reinforce its reputation as a regional centre of excellence. Additionally, a comprehensive review of ILPD's institutional structure and staffing positions will be undertaken to ensure alignment with strategic priorities and to strengthen operational efficiency.

1.3 Methodology

The ILPD Strategic Plan 2024/2025–2028/2029 was developed through a participatory, evidence-based, and forward-looking process. It began with a thorough review of ILPD's past performance, institutional strengths and challenges, and a SWOT analysis to inform strategic priorities. The plan aligns with Rwanda's National Strategy for Transformation (NST2) and the JRLO sector goals to ensure policy coherence. Broad stakeholder consultations, including ILPD leadership, faculty, students, Justice Sector institutions, development partners, and private sector actors, provided valuable insights through interviews, and workshops. A Training Needs Assessment (TNA) identified key skill gaps, directly informing the design of ILPD's programs. The process was further supported by research, data analysis, and a risk assessment to ensure adaptability and resilience. Strategic priorities and actions were validated through stakeholder feedback to build consensus and ownership of the final plan.



2

Situation Analysis

2.1 Policy Context

The Institute of Legal Practice and Development (ILPD) operates within a dynamic national and sectoral policy environment that prioritizes justice sector transformation, professional capacity development, and innovation in legal education. Rwanda's National Strategy for Transformation (NST2) underscores the importance of strengthening the rule of law, improving access to justice, and enhancing the quality of legal education to support the country's socio-economic development. Furthermore, the Justice, Reconciliation, Law, and Order (JRLO) sector strategy emphasizes the need for continuous legal capacity building and modernization of legal services. ILPD's mandate is therefore firmly aligned with national priorities, positioning the institute as a key actor, in achieving Rwanda's broader development and governance objectives. Internationally, ILPD is increasingly expected to align with global standards of legal training, research excellence, and technology-enabled learning to remain competitive and relevant in the regional and international education space.

2.2 Institutional Strengths

ILPD has established itself as a reputable and influential institution within Rwanda's justice sector and the broader East African region. Among its notable strengths is its proven capacity to develop and deliver diverse legal education programs, catering to a wide range of professional needs across the legal, Judicial, and governance fields. The Institute benefits from strong government support, which provides a stable foundation for growth and strategic direction. A robust Information Technology (IT) infrastructure further enhances ILPD's capacity to deliver modern training programs, including the potential for expanding into online and blended learning modalities. The Institute's research undertaking contribute to its academic reputation, fostering a culture of research and scholarship that supports evidence-based legal practice. Additionally, ILPD maintains an active alumni network composed of legal professionals occupying influential positions within Rwanda and beyond, creating a solid base for networking, collaboration, and institutional advocacy.

2.3 Constraints

Despite its considerable strengths, ILPD faces a number of critical challenges that constrain its full potential. Staffing limitations, including shortages in both academic and administrative personnel, place pressure on program delivery and institutional operations. This staffing gap impacts ILPD's ability to expand its programs, engage in significant research activities, and offer specialized training in emerging areas of law. Infrastructure limitations also present a major bottleneck. While ILPD has invested in IT systems, physical infrastructure such as classrooms, libraries, student facilities remains, inadequate to support a growing student population and modern pedagogical approaches. In particular, the plan prioritizes the development of quality infrastructure at the Nyanza main campus to support full time teaching in post graduate programs, short courses but most importantly organization of conferences, seminars and other events aiming at law development. Improvement of Infrastructure at the Kigali campus is as well a priority to better serve part-time students.

The absence of strong internal regulatory frameworks limits ILPD's ability to consistently deliver high-quality training and adapt swiftly to changing market and sector demands. Furthermore, the Institute's limited use of remote technologies, coupled with a limited transition towards market-driven and client-responsive operational models, hinder its competitiveness, particularly in the context of increasing digitalization of education. Budgetary constraints remain a recurring challenge. Although ILPD enjoys government support, its financial resources are not always sufficient to meet its expansive mandate. Increasing running cost of the institute exacerbate these budget pressures. Additionally, international competition constrains the institute's ability to attract international students and partners, reducing potential avenues for growth and diversification.



2.4 Opportunities and Strategic Imperatives

Despite the identified constraints, ILPD is well-positioned to capitalize on a range of opportunities that can significantly enhance its impact and sustainability. The growing demand for specialized legal education, driven by Rwanda's economic diversification and regional integration efforts, provides fertile ground for program expansion and innovation. Increased government backing for education and justice sector reforms creates an enabling environment for institutional development. Strategic partnerships with local, regional, and international institutions present avenues for resource mobilization, academic exchange, and program development. Collaboration with professional associations, private sector actors, and international organizations can also enhance ILPD's profile and broaden its reach. In addition, the accelerating demand for technology enabled learning, and offers an opportunity to expand access to ILPD's programs beyond traditional physical boundaries, tapping into new markets across Africa.

To fully harness emerging opportunities, it must prioritize key strategic actions, starting with significant investment in the Nyanza campus. As the main campus and home to the full-time Diploma in Legal Practice programs and short courses, Nyanza requires enhanced infrastructure to support high-quality, residential legal training. While this remains the core, targeted investments in the Kigali campus and the development of smart classrooms are also essential to accommodate part-time students and modernize the overall learning environment. The Institute must diversify its training delivery modes to include online and blended learning, strengthening resilience and responsiveness to learner and market needs. Strengthening internal policies, particularly around quality assurance, operational management, and academic standards, will enhance institutional credibility and efficiency.

To sustain its growing mandate and enhance institutional resilience, the Institute of Legal Practice and Development (ILPD) must prioritize the development of a comprehensive Resource Mobilization Strategy. As demand increases for more diversified, technology-driven, and specialized legal training, ILPD's reliance on limited public funding and fragmented donor support poses a significant constraint. A dedicated resource mobilization framework will enable the Institute to proactively identify and engage a broader range of financing partners, including bilateral and multilateral development agencies, philanthropic institutions, the private sector, and regional legal networks.

The strategy should outline mechanisms for leveraging ILPD's existing assets, such as its training expertise, research outputs, alumni networks, and strategic partnerships, to generate sustainable revenue. Additionally, the framework should explore innovative financing approaches, such as income-generating activities, blended finance, and public-private partnerships, while ensuring alignment with the Institute's core mandate and principles of public service.

2.5 Extended SWOT analysis

The development of the Strategic Plan involved an assessment of ILPD's internal and external environments through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to identify factors influencing its ability to achieve its mission. This analysis provided critical insights into the operational context, highlighting key issues that shaped the formulation of the strategic objectives. While acknowledging existing weaknesses and threats that may impact implementation, the analysis also revealed significant opportunities that ILPD can leverage to successfully execute its strategy over the planning period.



Table 1: SWOT Analysis of ILPD Strategic Context

Strengths	Opportunities
Sole institute mandated to provide professional legal training in Rwanda	Growing demand for legal training across public and private sectors
Strong partnerships with academic institutions and development partners	Digital transformation in education
Indexed legal journals and functioning libraries	Potential for international partnerships and donor-funded research
Hybrid training systems (Civil and Common Law)	Access to government infrastructure development plans
Qualified permanent academic staff	Legal reforms and decentralization creating new capacity needs
Government support for infrastructure and ICT systems	
Weaknesses	Threats
Inadequate staffing and insufficient research capacity	High ICT costs and limited funding for growth
Limited infrastructure and outdated MIS	Rising competition from other legal training providers
Lack of internal quality assurance standards and limited outreach	Regulatory delays affecting legal alignment
High turnover and poor staff retention	Cross-border challenges in legal practice recognition



3

Strategic Framework

The strategic framework defines the overall direction and priorities for ILPD over the next five years. It translates the findings from the situation analysis into clear strategic objectives, outcomes, and actions that guide the Institute’s programs, operations, and partnerships. Anchored in ILPD’s mission and aligned with national and sectoral priorities, the framework sets a focused agenda for strengthening legal education, promoting research and innovation, modernizing institutional operations, and ensuring long-term sustainability. It serves as the foundation for driving ILPD’s contribution to a more professional, accessible, and effective Justice system in Rwanda and the region.

3.1 Institutional Overview

The Institute of Legal Practice and Development was established in 2006 with the mandate to strengthen Rwanda’s Justice sector through advanced legal education, professional training, research, and policy support. As a centre of excellence, ILPD provides postgraduate diplomas, continuous professional development programs, and specialized short courses aimed at building the capacity of legal practitioners, Judicial officers, and public sector legal professionals. Guided by a commitment to quality, innovation, and accessibility, ILPD plays a pivotal role in enhancing legal practice standards and promoting the rule of law in Rwanda. With strong government backing, a growing alumni network, and expanding partnerships, ILPD is positioned to lead legal education reform both nationally and within the broader African continent.

3.2 Strategic Vision and Mission

3.2.1 Vision

To be a leading regional institution for legal practice, professional legal development, and legal research in Africa.

3.2.1 Mission

To develop competent legal professionals and promote legal excellence through innovative legal training as well as research, and strategic partnerships.

3.3 Core Values

ILPD's operations and culture are anchored in the following core values:

- a) Integrity: Acting with honesty, ethics, and accountability.
- b) Excellence: Striving for higher standards in education, research, and service.
- c) Professionalism: Promoting responsibility, diligence, and ethical practice.
- d) Inclusiveness: Embracing diversity, equality, and social justice.
- e) Innovation: Applying the latest ideas and technologies to advance legal education.
- f) Service Orientation: Prioritizing public service and access to justice.
- g) Collaboration: Strengthening partnerships to enhance impact and learning.

3.4 Strategic Objectives and Interventions

The ILPD strategic plan 2024/2025–2028/2029 is anchored on four overarching strategic objectives that provide a focused and coherent framework to guide the institute's development over the next five years. These objectives are designed to strengthen ILPD's leadership in legal education, enhance institutional sustainability, and contribute to justice sector reforms at national and regional levels.



Strategic Objective 1: Enhance the capacity and skills of legal professionals.

Key Interventions:

- ▶ Conduct comprehensive Training Needs Assessments (TNA).
- ▶ Develop and implement training programs tailored to national and cross-border legal needs.
- ▶ Expand diploma programs nationally and internationally.
- ▶ Deliver flexible learning options (e-learning, blended formats).
- ▶ Establish alumni networks for outreach and influence.
- ▶ Evaluate training delivery effectiveness to guide improvements.

Strategic Objective 2: Position ILPD as a leading knowledge hub.

Key Interventions:

- ▶ Strengthen a robust research and consultancy department.
- ▶ Conduct research aligned with JRLO sector priorities (e.g., human rights, transnational crime).
- ▶ Develop a consultancy policy and incentives for external collaborators.
- ▶ Organize research dissemination events and practitioner forums.
- ▶ Publish the Rwanda Law Journal and quarterly legal review newsletters.
- ▶ Launch the ILPD Publishing House to amplify legal knowledge outputs.
- ▶ Assess legal historical documentation and other learning materials to be placed in Rwanda Justice Museum

Strategic Objective 3: Transform the learning and operational environment.

Key Interventions:

- ▶ Construct and operationalize Kigali Campus and a modern conference hall (Isangano) and connected facilities.
- ▶ Install executive class rooms, smart classrooms and implement advanced e-learning platforms.
- ▶ Upgrade the Management Information System (MIS).
- ▶ Improve digital accessibility and resource sharing across campuses.
- ▶ Improve and expand access to electronic library resources.

Strategic Objective 4: Strengthen institutional quality, sustainability, and innovation.

Key Interventions:

- ▶ Develop and implement internal policies on workload, quality assurance, assessment, and student conduct.
- ▶ Establish retention policies and staff motivation frameworks.
- ▶ Ensure financial sustainability through partnerships, consultancies, and diversified funding.
- ▶ Establishment of the ILPD Law Firm
- ▶ Implement a comprehensive marketing and communication strategy.



3.5 Strategic objectives, strategic outcomes, and outcome indicators

ILPD seek to achieve the specified outcomes through the pursuit of the four identified strategic objectives, as indicated in table 2 here under:

Table 2: Strategic objectives, their expected outcome and outcome indicators

Strategic Objective 1	To enhance the capacity and skills of legal professionals.
Strategic Outcome	Legal professionals are better skilled and deliver higher-quality legal services.
Outcome Indicators	<ul style="list-style-type: none"> • Number of Training Needs Assessments undertaken for short courses and Postgraduate Diploma • Number of training courses for the short-term and certified trainings developed and approved • Number of training courses for the post graduate Diploma programs developed and approved • Number of annual training calendars developed and approved • Number of training courses delivered and evaluated • Number of operationalised flexible learning options including online and blended learning formats • Number of establish Alumni networks • Number of enrolled trainees for Diploma in legal practice • Number of enrolled trainees for Diploma legislative drafting increased • Number of enrolled trainees for Diploma in Bailiff Practice increased • Number of enrolled trainees for Diploma Procurement Practice increased • Number of enrolled trainees for Diploma in Tax Investigation increased • Number of enrolled trainees for Diploma in Labor Law Practice increased

Strategic Objective 2	To position ILPD as a leading knowledge hub.
Strategic Outcome	ILPD is nationally and regionally recognized as a leading centre for legal research and knowledge dissemination.
Outcome Indicators	<ul style="list-style-type: none"> · Number of research and consultancy services conducted. · Number of highly skilled and competent staff recruited to deliver on the DTRC mandate. · Number of In-house capacity built to deliver on research and consultancies projects. · Number of research proposals developed and approved for funding. · Number of research agenda developed and regularly updated. · Number of trainees enrolled in short courses. · Number of research and consultancy policy developed. · Number of Justice Sector research dissemination Events organized. · Number of Publications in Rwanda law Journal. · Number of Published quarterly legal review newsletter. · Number of established and held legal practitioner forums. · Publishing houses established. · Percentage of Rwanda Justice Museum facility constructed



Strategic Objective 3	To transform the learning and operational environment
Strategic Outcome	ILPD delivers legal education and services through a modern, efficient, and technology-enabled environment.
Outcome Indicators	<ul style="list-style-type: none"> • Number of executive classrooms and smart classrooms developed in both campuses of Nyanza HQ and Kigali. • Number of E-Learning Systems acquired and operationalized. • Percentage of Upgraded Management Information System (MIS). • Percentage of conference halls and connected facilities constructed. • Percentage of construction of Kigali Campus • Percentage of electronic library resources operationalized
Strategic Outcome	Enhanced capacity and professional effectiveness of support staff to contribute to a modern, inclusive, and efficient institutional environment.
Outcome Indicators	<ul style="list-style-type: none"> • Percentage of support staff who have completed targeted capacity building programs annually. • Number of tailored training sessions conducted for support staff per year. • Improvement in internal service delivery satisfaction scores (from internal user surveys) • Proportion of support staff with Individual Development Plans (IDPs) implemented and reviewed annually

Strategic Objective 4	Strengthening institutional quality, sustainability, and innovation.
Strategic Outcome	ILPD operates as a high-quality, sustainable, and innovative institution supporting legal education and justice sector development.
Outcome Indicators	<ul style="list-style-type: none"> · Number of internal trainers workload policy developed. · Number of quality assurance policies developed. · Number of internship Policies developed. · Number of assessment and invigilation Policies developed. · Number of student code of conduct developed. · Number of e-learning Policies developed. · Number of staff Retention Policy developed. · Number of internal administration rules and regulations developed. · Number of communication and marketing strategies developed. · Number of Law firms established



4 Strategic Plan Implementation Framework

4.1 Implementation framework

The implementation of ILPD's Strategic Plan 2024/2025–2028/2029 is guided by a comprehensive framework that integrates policy, institutional, and operational interventions to ensure effective delivery of the strategic objectives. Recognizing the complexity of the Justice sector and the need for collaborative action, the framework adopts a blended approach that engages a wide range of stakeholders, including justice institutions, government agencies, academic partners, private sector actors, and civil society organizations. The framework emphasizes collaboration with key Justice sector institutions to generate a sustainable and dynamic legal practice environment in Rwanda. Particular attention will be given to strengthening internal operational capacities within ILPD, enhancing technological integration, and ensuring financial and institutional sustainability. Interventions will be sequenced and prioritized based on available resources, strategic importance, and alignment with national development priorities. The implementation framework promotes a results-based management approach, ensuring that activities are not only well-coordinated but also directly linked to measurable outcomes and impact. Regular reporting, performance reviews, and stakeholder consultations will be integral to tracking progress and fostering transparency and accountability throughout the strategy period.

4.2 Mechanisms for coordination

Effective coordination is essential for the successful implementation of the ILPD Strategic Plan 2024/2025–2028/2029. The coordination mechanism is structured to ensure strong leadership, efficient communication, collaboration across departments, and active engagement with external stakeholders. Overall strategic leadership and oversight will be provided by ILPD's top management, led by the Rector. The Rector will ensure that strategic priorities are fully integrated into the

Institute’s annual work plans, budgets, and performance frameworks. The Senior Management Team (SMT), comprising heads of key departments including academics, research, finance, administration, and ICT, will play a central role in reviewing progress, addressing operational challenges, and ensuring institutional alignment with the strategic direction. Regular quarterly meetings of the SMT will provide a platform for strategic decision-making and timely adjustments.

Each strategic objective will be assigned to a strategic objective lead, responsible for translating the strategic objective into actionable activities, coordinating implementation, monitoring progress, and reporting to the SMT. This decentralized system enhances ownership, accountability, and effectiveness across the institute. In addition, cross-functional teams will be created to manage activities that require collaboration between multiple departments. These teams will engage in joint planning, sharing of technical expertise, and integrated reporting to promote coherence, synergy, and avoid duplication of efforts.

Stakeholder engagement forms another pillar of the coordination mechanism. ILPD will regularly involve Justice institutions, government ministries, professional associations, development partners, and academic institutions through structured consultation forums. Annual stakeholder meetings will allow for the validation of progress, feedback collection, and alignment of activities with sectoral and national priorities. Strong stakeholder collaboration will not only strengthen the relevance of ILPD’s programs but also foster broader sector ownership of the strategic plan outcomes.

4.3 Implementation arrangements

The implementation of the strategic plan will be guided by clear arrangements to ensure that activities are systematically executed, resources are efficiently utilized, and results are effectively monitored. Strategic Objective Leads, supported by their respective departmental teams, will be responsible for driving the implementation of activities under their objectives. They will prepare detailed operational plans aligned with the strategic plan, set clear performance targets, and oversee day-to-day execution. Departments will integrate these operational plans into their annual work plans to ensure institutional coherence.



To facilitate effective implementation, ILPD will adopt a results-based management approach. Each department will collect and submit activity data on a quarterly basis, feeding into a consolidated institutional progress report. The Monitoring and Evaluation (M&E) team will compile, analyse, and present performance data to the Senior Management Team and key stakeholders. This will allow timely identification of challenges, corrective action, and continuous learning throughout the strategy period. An annual strategic review session involving management and key external stakeholders will assess progress against indicators, evaluate outcomes, and adjust strategies when necessary.

Resource mobilization will also form a core part of the implementation arrangements. The Finance and Administration Department will coordinate efforts to secure sufficient resources to support strategic activities, including leveraging government funding, seeking donor support, and forming partnerships with national and international actors. Additionally, technological integration into operational processes, smart infrastructure development at the Nyanza Main campus and the subsidiary at Kigali Campus and smart classrooms and strengthened internal governance structures will be prioritized to facilitate smooth, effective, and sustainable implementation. Through coordinated mechanisms and structured implementation arrangements, ILPD aims to ensure that the Strategic Plan is not only successfully executed but also generates lasting impact in strengthening legal education, research, and professional practice in Rwanda and the region.

5

Risk Analysis And Mitigation Measures

Table 4: Risk analysis, and mitigation measures

Strategic Outcomes	Description of latent risk	Intensity	Mitigation measures
Legal professionals are better skilled and deliver higher-quality legal services.	<ul style="list-style-type: none"> Limited faculty capacity and resource constraints may affect the quality and consistency of training programs. 	Low	<ul style="list-style-type: none"> Expand faculty development programs and strengthen curriculum quality assurance processes. Strengthen research
ILPD is nationally and regionally recognized as a leading centre for legal research and knowledge dissemination	<ul style="list-style-type: none"> Inadequate research funding and limited publication visibility could hinder ILPD's ability to gain wider recognition. 	Medium	<ul style="list-style-type: none"> funding strategies, promote indexed publications, and increase academic partnerships.
ILPD delivers legal education and services through a modern, efficient, and technology-enabled environment.	<ul style="list-style-type: none"> Technological gaps and infrastructure delays may affect the delivery of modern learning services. 	Medium	<ul style="list-style-type: none"> Prioritize investments in IT infrastructure and fast-track smart classroom development.
Enhanced capacity and professional effectiveness of support staff to contribute to a modern, inclusive, and efficient institutional environment	<ul style="list-style-type: none"> Low motivation or resistance to training among support staff Inadequate financial or logistical resources to implement capacity-building programs 	Medium	<ul style="list-style-type: none"> Involve staff in training design and needs assessment and provide incentives and recognition for completion of training Integrate training costs into annual budgeting cycles and seek external support through partnerships or grants Enhance resource
ILPD operates as a high-quality, sustainable, and innovative institution supporting legal education and justice sector development	<ul style="list-style-type: none"> Financial instability and slow innovation adoption may affect the sustainability and competitiveness of ILPD. 	Medium	<ul style="list-style-type: none"> mobilization strategies, diversify funding sources, and institutionalize innovation management practices.



6

Strategy Action Plan And Implementation Indicators Matrix

Strategic Objective 1: To enhance the capacity and skills of legal professionals								
Strategic Outcome 1.1: Legal professionals are better skilled and deliver higher-quality legal services.								
Outputs	Performance indicator	Base-line	Targets					Responsible institutions
			2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Training courses developed.	Number of Training Needs Assessments undertaken for short courses and Postgraduate Diploma	0	0	1			1	ILPD
	Number of training courses for the short-term and certified trainings developed and approved	6		12				ILPD
	Number of training courses for the post graduate Diploma trainings developed and approved	10			1	1	1	ILPD
	Number of annual training calendars developed and approved	0	0	1	1	1	1	ILPD
	Number of training courses delivered and evaluated	0	1	1	1	1	1	ILPD
	Number of operationalised flexible learning options including online and blended learning formats	0		1				ILPD

Increased enrolment in legal courses	Number of establish Alumni network events	0		1		1		ILPD
	Number of enrolled trainees for Diploma in legal practice	4021	620	630	650	670	700	ILPD
	Number of enrolled trainees for Diploma legislative drafting	81				30		ILPD
	Number of enrolled trainees for Diploma in Bailiff Practice	0		30	35	40	40	ILPD
	Number of enrolled trainees for Diploma Procurement Practice increased	0			55	60	70	ILPD
	Number of enrolled trainees for Diploma in Tax Investigation	0	18	19	25	25	30	ILPD
	Number of enrolled trainees for Diploma in Labor Law Practice	0		30	35	40	40	ILPD



Outputs	Performance indicator	Baseline	Targets					Responsible institutions
			2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Increased research, consultancy undertaking and dissemination	Number of research and consultancy services conducted.	19	3	6	10	15	15	ILPD
	Number of highly skilled and competent staff recruited to deliver on the DTRC mandate.	3	1	1	2			ILPD
	Number of In-house capacities built to deliver on research and consultancies projects.	0	1	1	2	1	1	ILPD
	Number of research proposals developed and approved for funding.	0		5	8	10	12	ILPD
	Number of research agenda developed and regularly updated.	0		1	1	1	1	ILPD
	Number of trainees enrolled in short courses.	3684	1530	1600	1650	1700	1800	ILPD
	Number of research and consultancy policy developed.	0	1					ILPD
	Number of Justice Sector Research Dissemination Events.	0	1	2	2	2	2	ILPD
	Number of Publications in Rwanda law Journal.	3	1	4	4	4	4	ILPD
	Number of established and held legal practitioner forums.	0		3	1		1	ILPD
Number of Publishing houses established.	0				1		ILPD	
Percentage of Rwanda Justice Museum facility constructed	0		5%	10%	20%	35%	ILDP	

Strategic Objective 3. To transform the learning and operational environment								
Strategic Outcome 3.1 ILPD delivers legal education and services through a modern, efficient, and technology-enabled environment								
Increased number of smart classrooms.	Number of executive classrooms and smart classrooms developed in both campuses of Nyanza HQ and Kigali.	0		1	1	1		ILPD
Increased efficiency in e-learning and information managements systems	Number of E-Learning Systems acquired and operationalized.	0		1				ILPD
	Percentage of Upgraded Management Information System (MIS).	1%	10%	50%	40%			ILPD
Increased infra-structure	Percentage of conference halls, Hostels, sports facilities and connected facilities constructed.	0		20%	30%	30%	20%	ILPD
	Percentage of construction of Kigali Campus	0					30%	ILPD
	Percentage of electronic library resources operationalized	0		20%	30%	40%	10%	ILDP



Strategic outcome 3.2 Enhanced capacity and professional effectiveness of support staff to contribute to a modern, inclusive, and efficient institutional environment

Increase in support staff in targeted capacity building programs	Percentage of support staff who have completed targeted capacity	0	20%	30%	60%	80%	100%	ILPD
Increased tailored training sessions conducted for support staff	Number of tailored training sessions conducted	0	4	4	4	4	4	ILPD
Increased internal service delivery satisfaction scores	Number of internal service delivery surveys	0	20%	40%	60%	80%	100%	ILPD
Increased support staff with Individual Development Plans (IDPs)	Percentage of support staff with Individual Development Plans (IDPs) implemented and reviewed	0	40%	60%	100%			ILPD

Strategic Objective 4. Strengthening institutional quality, sustainability, and innovation								
Strategic outcome 4.1: ILPD operates as a high-quality, sustainable, and innovative institution supporting legal education and Justice sector development								
Increased policy development and implementation frameworks	Number of internal trainers workload policy developed.	0	1					ILPD
	Number of quality assurance policies developed.	0		1				ILPD
	Number of internship Policies developed.	0	1					ILPD
	Number of assessment and invigilation Policies developed.	0		1				ILPD
	Number of student code of conduct developed.	0		1				ILPD
	Number of e-learning Policies developed.	0		1				ILPD
	Number of staff Retention Policy developed.	0		1				ILPD
Increased adherence to internal rules and regulations	Number of internal administration rules and regulations developed.	0		1				ILPD
	Number of communication and marketing strategies developed.	0		1				ILPD
	Number of ILPD Law firm establishment	0			1			ILPD

7.



7

MONITORING AND EVALUATION

7.1 Introduction

Monitoring and Evaluation (M&E) are critical components of the ILPD Strategic Plan 2024-2029. They provide the tools and processes necessary to track progress, assess performance, ensure accountability, and guide evidence-based decision-making throughout the implementation period. A well-structured M&E system will enable ILPD to systematically measure achievements against the strategic objectives, identify areas requiring improvement, and make timely adjustments to enhance overall effectiveness.

The M&E framework will be results-oriented, focusing not only on the delivery of planned activities but also on the realization of strategic outcomes and the long-term impact on legal education and justice sector development. It will integrate data collection, performance reporting, and evaluation activities into ILPD's operational processes, ensuring that monitoring becomes an integral part of day-to-day management rather than a separate or occasional exercise. ILPD's M&E system will emphasize participatory approaches, engaging internal departments, faculty, students, and key external stakeholders in the monitoring and review processes. This participatory engagement will enhance transparency, foster shared ownership of results, and strengthen institutional learning and accountability. Regular performance assessments, quarterly and annual reporting, and mid-term and final evaluations will form the backbone of the M&E process, providing structured feedback loops to inform management decisions and strategic adjustments.

7.2 Monitoring and evaluation framework (M&E Matrix)

Performance indicator	Baseline	Targets					Data sources	Frequency	Responsible institutions
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029			
Number of Training Needs Assessments undertaken for short courses and Postgraduate Diploma	0	0	1			1	Assessment reports	Yearly	ILPD
Number of training courses for the short-term and certified trainings developed and approved	6		12				Training reports	Yearly	ILPD
Number of training courses for the post graduate Diploma trainings developed and approved	12			1	1	1	Training reports	Quarterly Yearly	ILPD
Number of annual training calendars developed and approved	0	0	1	1	1	1	Training calendars	Quarterly Yearly	ILPD
Number of training courses delivered and evaluated	0	1	1	1	1	1	Training reports	Quarterly Yearly	ILPD
Number of operationalised flexible learning options including online and blended learning formats	0		1				Learning reports	Quarterly Yearly	ILPD
Number of establish Alumni networks	0		1		1		Reports	Quarterly Yearly	ILPD
Number of enrolled trainees for Diploma in legal practice	4021	620	630	650	670	700	Trainees' reports	Quarterly Yearly	ILPD
Number of enrolled trainees for Diploma legislative drafting	81				30		Trainees' reports	Quarterly Yearly	ILPD
Number of enrolled trainees for Diploma in Bailiff Practice	0		30	35	40	40	Trainees' reports	Quarterly Yearly	ILPD
Number of enrolled trainees for Diploma Procurement Practice increased	0			55	60	70	Trainees' reports	Quarterly Yearly	ILPD



Performance indicator	Baseline	Targets					Data sources	Frequency	Responsible institutions
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029			
Number of enrolled trainees for Diploma in Tax Investigation	0	18	19	25	25	30	Trainees' reports	Quarterly Yearly	ILPD
Number of enrolled trainees for Diploma in Labor Law Practice	0		30	35	40	40	Trainees' reports	Quarterly Yearly	ILPD
Number of research services conducted.	0	3	6	10	15	15	Research outputs report	Quarterly Yearly	ILPD
Number of consultancy services conducted	19	10	10	10	10	10	Reports	Quarterly Yearly	ILPD
Number of highly skilled and competent staff recruited to deliver on the DTRC mandate.	3	1	1	2			Report of staff	Quarterly Yearly	ILPD
Number of In-house capacities built to deliver on research and consultancies projects.	0	1	1	2	1	1	Report trained staff	Quarterly Yearly	ILPD
Number of research proposals developed and approved for funding.	0		5	8	10	12	Report on proposals	Quarterly Yearly	ILPD
Number of research agenda developed and regularly updated.	0		1	1	1	1	Report on research agenda	Quarterly Yearly	ILPD
Number of trainees enrolled in short courses.	3684	1530	1600	1650	1700	1800	Report of trainees	Quarterly Yearly	ILPD
Number of research and consultancy policy developed.	0	1					Final policy report	Quarterly Yearly	ILPD
Number of Justice Sector Research Dissemination Events.	0	1	2	2	2	2	Report and records	Quarterly Yearly	ILPD
Number of Publications in Rwanda law Journal.	3	1	4	4	4	4	Reports on publications	Quarterly Yearly	ILPD
Number of established and held legal practitioner forums.	0		3	1		1	Reports	Quarterly Yearly	ILPD

Performance indicator	Baseline	Targets					Data sources	Frequency	Responsible institutions
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029			
Number of Publishing Houses established.	0				1		Reports	Yearly	ILPD
Percentage of Rwanda Justice Museum facility constructed	0		5%	10%	20%	35%	Reports	Quarterly Yearly	ILPD
Number of executive classrooms and smart classrooms developed in both campuses of Nyanza HQ and Kigali.	0		1	1	1		Reports	Yearly	ILPD
Number of E-Learning Systems acquired and operationalized.	0		1				Reports	Yearly	ILPD
Percentage of Upgraded Management Information System (MIS).	1%	10%	50%	40%			Reports and records	Quarterly Yearly	ILPD
Percentage of conference halls and connected facilities constructed.	0		50%	50%			Reports and records	Quarterly Yearly	ILPD
Percentage of construction of Kigali Campus	0					30%	Progress reports	Quarterly Yearly	ILPD
Percentage of electronic library resources operationalized	0		20%	30%	40%	10%	Progress reports	Quarterly Yearly	ILPD
Percentage of support staff who have completed targeted capacity	0	20%	30%	60%	80%	100%	Reports and records	Quarterly Yearly	ILPD
Number of tailored training sessions conducted	0	4	4	4	4	4	Reports and records	Quarterly Yearly	ILPD
Number of internal service delivery surveys	0	20%	40%	60%	80%	100%	Reports and records	Quarterly Yearly	ILPD
Percentage of support staff with Individual Development Plans (IDPs) implemented and reviewed	0	40%	60%	100%			Reports and records	Quarterly Yearly	ILPD



Performance indicator	Baseline	Targets					Data sources	Frequency	Responsible institutions
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029			
Number of internal trainers workload policy developed.	0	1					Final policy report	Yearly	ILPD
Number of quality assurance policies developed.	0		1				Final policy report	Yearly	ILPD
Number of internship Policies developed.	0	1					Final policy report	Yearly	ILPD
Number of assessment and invigilation Policies developed.	0		1				Final policy report	Yearly	ILPD
Number of student code of conduct developed.	0		1				Final policy report	Yearly	ILPD
Number of e-learning Policies developed.	0		1				Final policy report	Yearly	ILPD
Number of staff Retention Policy developed.	0		1				Final policy report	Yearly	ILPD
Number of internal administration rules and regulations developed.	0		1				Final policy report	Yearly	ILPD
Number of communication and marketing strategies developed.	0		1				Final strategy report	Yearly	ILPD
Number of ILPD Law firm establishment	0			1					

8 COST OF THE STRATEGIC PLAN

Outputs	Performance indicator	Targets					Estimated Budget (RWF)
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Training courses developed.	Number of Training Needs Assessments undertaken for short courses and Post-graduate Diploma		15,000,000			15,000,000	30,000,000
	Number of training courses for the short-term and certified trainings developed and approved		14,790,000				14,790,000
	Number of training courses for the post graduate Diploma trainings developed and approved			7,250,000	7,250,000	7,250,000	21,750,000
	Number of annual training calendars developed and approved		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
	Number of training courses delivered and evaluated	4,872,000	4,872,000	4,872,000	4,872,000	4,872,000	24,360,000
	Number of operationalised flexible learning options including online and blended learning formats		50,000,000				50,000,000



Outputs	Performance indicator	Targets					Estimated Budget (RWF)
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Increased enrolment in legal courses	Number of establish Alumni networks		8,000,000		8,000,000		16,000,000
	Number of enrolled trainees for Diploma in legal practice	250,000,000	250,000,000	250,000,000	250,000,000	250,000,000	1,250,000,000
	Number of enrolled trainees for Diploma legislative drafting				30,000,000		30,000,000
	Number of enrolled trainees for Diploma in Bailiff Practice		20,000,000	25,000,000	35,000,000	40,000,000	120,000,000
	Number of enrolled trainees for Diploma Procurement Practice increased			20,000,000	30,000,000	40,000,000	90,000,000
	Number of enrolled trainees for Diploma in Tax Investigation	20,000,000	20,000,000	30,000,000	40,000,000	40,000,000	150,000,000
	Number of enrolled trainees for Diploma in Labor Law Practice		20,000,000	20,000,000	40,000,000	40,000,000	120,000,000
Increased number of executive classrooms and smart classrooms.	Number of smart classrooms developed in both campuses of Nyanza HQ and Kigali.		80,000,000	80,000,000	80,000,000		240,000,000

Outputs	Performance indicator	Targets					Estimated Budget (RWF)
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Increased efficiency in e-learning and information managements systems	Number of E-Learning Systems acquired and operationalized.		5,000,000				5,000,000
	Percentage of Upgraded Management Information System (MIS).	30,000,000	150,000,000	120,000,000			300,000,000
Increased infrastructure	Percentage of conference halls Hostels, sports facilities and connected facilities constructed.		2,500,000,000	2,500,000,000			5,000,000,000
	Percentage of construction of Kigali Campus					3,000,000,000	3,000,000,000
	Percentage of electronic library resources operationalized		150,000,000	180,000,000	200,000,000	250,000,000	780,000,000



Outputs	Performance indicator	Targets					Estimated Budget (RWF)
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Increase capacity building programs	Percentage of support staff who have completed targeted capacity	4,000,000	4,000,000	4,000,000	5,000,000	5,000,000	22,000,000
	Number of tailored training sessions conducted	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
	Number of internal service delivery surveys	2,000,000	2,000,000	1,500,000	1,500,000	1,500,000	8,500,000
	Percentage of support staff with Individual Development Plans (IDPs) implemented and reviewed	1,000,000	1,000,000	1,000,000			3,000,000
Increased policy development and implementation frameworks	Number of internal trainers workload policy developed.	1,000,000					1,000,000
	Number of quality assurance policies developed.		1,000,000				1,000,000
	Number of internship Policies developed.	1,000,000					1,000,000
	Number of assessment and invigilation Policies developed.		1,000,000				1,000,000
	Number of student code of conduct developed.		1,000,000				1,000,000
	Number of e-learning Policies developed.		1,000,000				1,000,000
	Number of staff Retention Policy developed.		1,000,000				1,000,000

Outputs	Performance indicator	Targets					Estimated Budget (RWF)
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Increased adherence to internal rules and regulations	Number of internal administration rules and regulations developed.		1,000,000				1,000,000
	Number of communication and marketing strategies developed.		15,000,000				15,000,000
	Number of ILPD Law firm establishment			12,000,000			12,000,000
		853,620,000	3,996,612,000	3,919,247,000	1,893,522,000	4,507,247,000	15,170,248,000



9 CONCLUSION

The Institute of Legal Practice and Development (ILPD) Strategic Plan 2024–2029 presents a bold and transformative blueprint for advancing legal education, professional development, and Justice sector reforms in Rwanda and the broader region. Rooted firmly in national development priorities, including the National Strategy for Transformation (NST2), and aligned with global standards for justice, governance, and sustainable development, this strategic plan provides a timely and comprehensive response to the evolving demands of the legal and governance sectors.

By strengthening its academic programs, expanding research and consultancy services, and investing in innovative infrastructure and technological innovation, ILPD is positioning itself to emerge as a premier regional center of excellence in legal education and reform. The strategic focus on inclusivity, accessibility, quality, and collaboration ensures that ILPD remains responsive to the diverse and growing needs of legal practitioners, judicial officers, and public sector actors. It also reinforces ILPD’s broader commitment to promoting access to justice, strengthening the rule of law, and supporting national and regional development objectives.

The strategic objectives outlined in this plan from enhancing the professional capacity of legal practitioners to institutionalizing robust quality assurance mechanisms clearly demonstrate ILPD’s unwavering commitment to institutional excellence, long-term sustainability, and continuous innovation. Through strengthened partnerships with national stakeholders, regional networks, and international collaborators, ILPD will leverage resources, share best practices, and drive forward innovative solutions that respond to contemporary justice sector challenges. As ILPD embarks on this new strategic journey, it is poised to play an even more significant role in shaping the future of legal practice, policy, and governance not only in Rwanda but also across Africa. This Strategic Plan serves as a clear and actionable roadmap for achieving meaningful, measurable progress, ensuring that ILPD continues to function as a catalyst for transformation within the legal profession and as a key driver of justice sector development. The successful implementation of this Strategic Plan will solidify ILPD’s role as a trusted legal knowledge hub, an incubator of professional excellence, and a proactive contributor to Rwanda’s ambition of building a just, inclusive, and resilient society.



