

REPUBLIC OF RWANDA



MINISPORTS

SPORTS DEVELOPMENT POLICY

2020-2030

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Abbreviations

CECAFA	: The Council for East and Central Africa Football Associations
CHAN	: African Nations Championship
CoK	: City of Kigali
FIFA	: Fédération Internationale de Football Association
KIPM	: Kigali International Peace Marathon
MIFOTRA	: Ministry of Public Service and Labor
MINAFFET	: Ministry of Foreign Affairs
MINALOC	: Ministry of Local Government
MINECOFIN	: Ministry of Finance and Economic Planning
MINEDUC	: Ministry of Education
MINICT	: Ministry of ICT & Innovation
MINISPORTS	: Ministry of Sports
MOD	: Ministry of Defense
MoH	: Ministry of Health
NCDs	: Non-Communicable Diseases
RBC	: Rwanda Biomedical Centre
RNOSC	: Rwanda National Olympic Sports Committee
RNP	: Rwanda National Police
SDGs	: Sustainable Development Goals

FOREWORD

Sports and physical activities by their impact contribute to the overall development of the society and is an integral part of its social and economic development.

In today's world society, sport is a major contributor to the economic and social development of peoples. And of course, Sports also immensely contribute to the social and emotional excitement of a population which is mostly what makes a population's wellbeing and happiness. It has been long considered a valuable tool for fostering communication and building links between communities and generations.

The perspective of the Sports Development policy is to harness the cultural, social, and economic power of sports to weave together the necessary steps for a successful transformation of the sports industry.

The policy will focus on the following major components: enhancing governance and leadership of sports bodies, developing skills of sports technical experts, enhancing talent detection and development system and structures, developing sports infrastructure, building strategic partnerships at the regional and international level, increase the participation and interest of private sector investments in sports and, improving coordination and communication among all sector stakeholders.

The Government of Rwanda recognizes sports as one of the pillars of social transformation and development. The Nation is promoting sports in all corners of society unbiased to gender, age, or physical capacity.

Subsequently, the Ministry of Sports intends to revamp and strengthen our school sports ecosystem and related talent development programs to nurture and raise future athletes who will hopefully evolve and perform as professionals.

Governments and sector stakeholders will work together to implement set policy objectives.

The Ministry of Sports



1. Executive Summary

Sport plays a significant role in the development of communities; it brings people together to interact, play, and engage in conversations that build social harmony. Sports positively impact social development and economic sustainability; it empowers people and teaches various values such as respect, courage, teamwork, leadership, and citizenship skills while inculcating cooperation toward shared goals. Sport challenges inequalities in gender, race, and disabilities and can be a means to educate young people against anti-social behavior.

The investment done by the Government of Rwanda in sports infrastructure has improved Rwanda's sports performance but a lot still needs to be done to ensure that the sports industry gets to the level of development within the country's ambitions. The sportsmen and women, the different sports bodies, government institutions, private sector, and civil society organizations are required to work together in moving the sports industry forward. The Sports Development Policy is aimed at developing a sporting culture that will help to significantly contribute to improved health of individuals as well as promoting social cohesion and generate economic benefits to participants and the country at large.

To achieve the national objectives of taking sports to the required level, there is a need for grassroots participation in ensuring the availability of sporting infrastructure, equipment and to create appropriate and adequate conditions for the growth of existing potential sports talents. There is a need to develop high calibre inclusive sports development strategies to have talented men and women participate in sporting activities at both the National and International Levels.

Sports Federations and Associations have to play a crucial role in developing Sports as a means for social growth and wellbeing through sports and entertainment events and consequently grow and publicize the sector through national and international media to attract and transform the sector into a vibrant business venture to tap in for economic opportunities.

The implementation of this Sports Development Policy will address the coordination issue through joint sector action plans and subsequent reviews. Sports partners will work together for the betterment and attainment of expected sports development goals.

Some of these challenges that are expected to be addressed include; limited management and technical capacity of sports bodies, a limited number of sports infrastructures, the limited financial capacity to carry out sports activities, the weak link between sports bodies and schools, and the shortage of technical staff such as coaches, referees, etc, to support sports development.

The policy orientations and strategic actions highlight responses to these challenges and will focus mainly on sports management at institutional and technical levels.

Furthermore, on the institutional aspect; the policy will address roles and responsibilities at the ministerial level, local government level, National sports bodies, Universities and colleges, Primary and secondary schools, and; at the technical level, the policy will address players and coaches' development, sports infrastructure, sports and business, and communication.

Equity and empowerment aspects will cut across all the other categories to ensure that gender balance is promoted and participation of all categories of the population is assured including people with disabilities. The implementation framework proposed is in line with these strategic actions to ensure the effectiveness of the policy actions.

2. Background

Sports have always been an important part of community life and development. People obtain intellectual education from schools and colleges but the connection between the mind and body is very critical in holistic human development and this is possible through blending school/college education with sports. Sports also teach valuable qualities in young people; they learn how to cooperate respectfully to the interest of the community or team and to subordinate their selfish desires to the interests of the team.

While practicing sports, participants learn to play the game, practice fair play, and generosity to teammates. Sportsmanship values are developed, which consists of playing a game according to its rules and accepting defeat with a good temper. These values are lifelong skills that set the base for exemplary behaviors that very much benefits the community at large.

Sport development has a major impact on communities and brings a country together through the promotion of community involvement, social development, and economic sustainability. Sports empowers people and teaches leadership and citizenship skills while inculcating cooperation toward shared goals. They challenge inequalities in gender, race, and disabilities and are a means to educate against anti-social behaviors, and are a means to recon in the process of re-integrating marginalized groups particularly 'youth at risk'.

However, the critical success factors for the achievement of such national objectives require solid organizational structures supported by financial and human resources. The most important foundational structures for the growth of sports in Rwanda are the national sports bodies. Such sports bodies need to coordinate successfully and organize robust strategic plans and resolve to ensure appropriate and professional operational conditions, employees, partnerships, volunteers, and members.

Additionally, the achievement of the expected national objectives requires the inclusion of grass-root participation ensuring the availability of advanced sporting infrastructure and equipment, and create appropriate and adequate conditions for the growth of sport among which an inclusive development of high calibre sportsmen and women to participate in elite and high-performance sporting activities at national and international levels.

In an assessment of Rwanda's national sports federations and based on past results records, most Rwanda national sports federations have not produced the results required to achieve international recognition of Rwanda as a 'sporting' nation. With a few exceptions of some of the national sports such as the Paralympics, Football, Athletics, Cycling, basketball, and Volleyball, other sports are still underdeveloped.

There are approximately 33 national sports federations in Rwanda each with oversight on specific sports disciplines. Most of all are seriously hampered in their ability to excel internationally due to issues ranging from governance and management to budget

constraints, professional skills gaps, and few standard sports infrastructures for appropriate training. However, the fact remains that even with these constraints; Rwanda is slowly but steadily making strides in its appearance onto the global sports arena through increased participation in international sports events.

Some achievements are needful to be recognized:

- The Ministry of Sports championed the process to develop the Rwanda Sports Development Policy and its implementation which provides strategic development orientations and guidelines to stakeholders in the sports sector.
- Sports have been promoted as a tool for the prevention of Non-Communicable Diseases. The Ministry of Health has included sports among its national strategies for disease prevention and control of Non-Communicable Diseases (NCDs) to reduce health risk factors like obesity, diabetes, blood pressure, Awareness has been raised and sport for all provides evidence for further outreach. Consequently, programs have been developed and gained expected popularity among which is the Kigali Car Free Day, a sport for all activity meant to use sports as a health promotion tool. Similar activities have been developed and implemented across the country.
- The Government of Rwanda is increasingly investing in sports infrastructure to allow the professionalization of the industry but also to position the nation as a sporting hub (Kigali Arena, Football Stadium in CoK, Huye, Nyagatera, Bugesera, Ngoma, Rubavu, Volleyball Gymnasium in Gisagara, Cycling Center in Musanze). Furthermore, community participation in sports is on the increase as citizens are embracing sports as a daily lifestyle. Subsequently, the community is also contributing to creating sports facilities through unconventional ways such as Umuganda in rural districts.
- Sports is also being used for the wellbeing of the labor force both in the public and private sector. Through the Ministry of Public Service and Labor (MIFOTRA), the labor service is instructed to practice sports and subsequently, a two-hour session is mandatory every Friday afternoon for civil servants.
- The Ministry of Education has developed a School Sports Policy to complement the Sports Development Policy and be implemented in the education sector. This policy focuses on the promotion of Physical Education, talent development and also looks at revamping school competitions which set the base for professional sports development for both men and women from schools into active professional life. Subsequently, a School Sports Federation has been established and some schools around the country with reasonably developed sports infrastructure and facilities have been identified and tagged “Centers of Excellence”, and encouraged to admit and nurture students with potential talent in different sports disciplines. This approach will be broadened to

other schools with moderate infrastructures to facilitate in accommodating a big number of talented young boys and girls.

- Local and International NGOs have increased their interventions in the sports sector. As development partners, their programs provide added value and support to National programs and increase citizen participation at the same time promoting healthy lifestyles.
- Sports Federations and Associations are the primary custodians of the disciplines under their respective oversight. Most of these Federations are affiliated with international federations with whom they have developed programs and receive support for event's organization. Their role is to develop programs that reach all levels of the community from talent detection and development through to elite and high performance in promoting their games but also contributing to the national development agenda through branding sports as a potentially lucrative business venture.
- The visibility of Rwanda has been on the rise through increased participation in international events. Rwandan Teams have been qualifying in different disciplines with promising performances that need to be supported.
- With new infrastructure development projects in Rwanda and a booming tourism sector, Rwanda is set to becoming a Sports Tourism destination. This is seen through hosted tournaments among which the CHAN 2016, CECAFA competitions, Tour du Rwanda in cycling, AfroBasket 2021, Basketball African League (BAL) Qualifiers and Finals, Regional Motorsports Rallies, Kigali International Peace Marathon (KIPM), African Para volleyball Championships to mention a few.... These have generated income from sports, provided short-term employment opportunities, and are set to position Rwanda as a sports hub in the region and Africa.
- Participation in the Private Sector has increased in the last few years with more and more investments in Infrastructure development, clubs, and federations sponsorships. The Private Sector has expressed its will to support more and more sports events within the Country.
- In various sports disciplines, when hosting games and events, volunteerism has been on the rise as a platform to offer short-term activities for youth especially students during holidays.

Much is being achieved so far, especially about building Sports programs awareness campaigns at all levels, sports public investment (infrastructures) as well as private sector involvement into joining the overall efforts.

The budgeting for implementation of the Sports Development Policy will follow the national public investment procedure as established in Rwanda: *(a) part of the regular planning and budgeting cycle, (b) based on strategic development goals outlined in the NST1, 7 Years Government Program and Vision 2050 priorities, and (c) consultatively agreed planned sports activities through the Sports Joint Sector Working Group (National and International Federations, International Organizations and INGO, local NGOs...) priorities.*

2.1. Context and Rationale

The Sports Development Policy endeavor to weave together the necessary steps for a successful transformation of the sports industry. Achieving the required sport development compels all stakeholders to understand the challenges of sports and its interdependencies in various programs to ensure that the required results are obtained. The policy will focus on the following major components: *enhancing governance and leadership of sports bodies, developing skills of sports technical experts, enhancing talent detection and development system and structures, developing sports infrastructure, building strategic partnerships, and improving coordination and communication.*

The policy is to be seen more as a process rather than as a final product. It seeks to guide decision-making concerning the development of sports since it will be subject to modification and refinement in response to changing social realities.

The Sports Development Policy lies within the scope of international and national strategies, it refers to recommendations from international institutions, but also refers to sector strategies in Rwanda, national laws, and policies.

INTERNATIONAL CONTEXT

1. Sustainable Development Goals (SDGs)

- The sports development policy's 9 goals and associated targets will make effective and cost-efficient contributions to the SDGs. These are Health (SDG 3), Education (SDG 4), Gender (SDG 5), Decent Work and Economic growth (SDG 8), Equality (SDG 10), Sustainable consumption (SDG 12), Combatting Climate change (SDG 13), and Peace, Justice and Strong institutions (SDG 16).
- This sport development policy will be an enabler to sustainable development by contributing to development and peace in Rwanda,
- It will contribute also to the empowerment of women and young people, individuals, and communities as well as to health, education, and social inclusion objectives (2030 Agenda for Sustainable Development A/RES/70/1, Paragraph 37)

2. The Olympic Charter

- The Sports development Policy adheres to the Olympic Principles which are to contribute to building a peaceful and better world by educating youth through sport practiced without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity, and fair play.

3. The KAZAN Action Plan

- The Sports Development Policy aligns with the KAZAN Action Plan on Sports for Development and Peace which provides for the promotion of the use of sports as a strong avenue for development and peacebuilding and its contribution to the overall pursuit of the development objectives including health, education, peace and reconciliation, regional integration, good governance, etc.
- The sports Development Policy will contribute to the promotion of physical activities and refines the right for participation in physical education and sport concerning a set of cross-cutting issues, including inclusivity, gender equality, and youth empowerment.

NATIONAL CONTEXT

To fully exploit the potential mentioned above, the Government of Rwanda has approved Sports as one among the Development Pillars and a sector that contributes the National Strategic targets as aligned with:

1. **The National Strategy for Transformation (NST1)/7years Government Program (2017-2024):** The Sports Development Policy aligns with the NST1's Social Transformation Pillar whose goal is to *Develop Rwandans into capable and skilled people with quality standards of living and a stable and secure society*. Specifically, under the NST1, the policy strives to promote recreational activities and sports for all to increase the socio-economic impact of sports facilities to the citizens. The Private Sector will be interested and engaged in investing in sports facilities construction and management; Mass participation in physical activities will be promoted to reach all levels of Rwandan life as a prevention approach to combat Non-Communicable Diseases (NCDs).
2. **Key Sector Policies with crosscutting provisions related to the Sports Development Policy:**
 - ***The Sports Development Policy 2012***, which is the currently revised policy.
 - ***The School Sports Policy 2020, under its Specific objectives targeting to:***
 - To improve the physical, moral, and mental health of school children and contribute to their socio-economic development,
 - To contribute to the development of “elite sports” by giving children an opportunity to early detection and development of their talents in different sports disciplines,

- To promote mass sports (sports for all) and make it a tool for efficient and quick communication helping school children to change their behaviors based on sports values.
- ***The Education Sector Strategic Plan (2020/21 – 2024/25)*** key strategic areas of interventions are meant to develop and implement Physical Education and Sports (PES) lessons; to train and recruit competent technical staff to support sports development in schools; to promote Sports for All programs in schools; to organize manage School Sports competitions; To work with partner institutions in developing and implementing talent detection and development programs in schools; to establish much-needed Sports facilities in schools for the promotion of sports; to avail Sports equipment and materials for PES lessons and sports competitions in schools; to promote Gender in school sports; to establish and develop inclusive sports programs in schools for children with disabilities and special needs.
- ***The National Gender Policy 2020;*** The policy aligns with the 2020 National Gender policy's:
 - a. ***Priority area 1's objective to engendering national planning frameworks, sector policies, strategies as well as programs and initiatives in public and private sectors;*** the
 - b. ***Priority areas 2's objective to ensure equal access and control of productive resources and economic opportunities for women and men, boys and girls;***
 - c. ***Priority area 5's objective to Ensure effective boys and men's engagement programs and strategies in gender promotion***
 - d. ***Priority area 6's objective to strengthen the mechanisms for promoting women's meaningful participation in leadership and decision-making positions***
- ***National Health Policy 2005;*** the sport's development policy intervenes in the Health Policy' priority interventions to fight the increase of NCDs.
- ***National Community Health Policy 2015;*** The policy intends to implement programs under the health sector's programs to mobilize communities for their full participation in community health activities (promotional, prevention, and curative) with the involvement of women and men aiming at fighting Non-Communicable diseases and promote a healthy living.
- ***Non-Communicable Disease National Strategic Plan 2014-2019;*** The policy will implement programs under the NCD National Strategic Plan referring to the usage of mass sports as a tool for community participation and awareness about the prevention of non-communicable diseases.

- ***The Rwanda Tourism Policy 2009***; The overall objective of the Tourism Policy is to increase tourism revenues sustainably, generate profits for reinvestment, and create jobs. The Sports Policy intends to professionalize the local sports sector and developing its economic investment potential leveraging from the potential of the sports sector to develop and implement investment products such as sports tourism and placing Rwanda as a tourism and entertainment destination.

- ***The National Urbanization Policy 2015***; The urbanization policy implementation plan' conviviality pillar provides for the ministry in charge of sports to participate in planning for urban governance and development. The Sports Policy ensures a clear collaboration in identifying and implement projects which ensure the provision of sports, recreational and physical activities infrastructure in urban and rural settlements.

This National Sports Development Policy offers a formal, holistic, and systematic framework for the development of sport in Rwanda. It is based on recognition of the important role which sport plays in the life of the individual, the community, the nation, the region, and the world.

Benefits of Sports

- **Unite people** – sports bring communities together **Communication awareness platform**: Sport is used as a platform of mass communication and awareness for social development programs.
- **Improve Health** – physical activities and sport keep the body healthy and allow educating the importance of diet, keeping fit and wellbeing,
- **Improve National pride and togetherness** – National pride increases and is upheld when National teams, clubs, and Athletes are performing and builds the nation's togetherness.
- **Contributes to diplomatic relations**: Bilateral and multilateral relations and partnerships are built and strengthened through participation and hosting of international sporting events. Performance in sports disciplines at the international stage brings recognition gains and support to the country.
- **Investment and job creation**– the sports sector constitutes a huge investment opportunity and is a sector that creates jobs when well-structured and organized.
- **Social, public entertainment** – sports add to the social wellbeing of a country as part of the community entertainment during the played championship, and spectators and fans are allowed to express their enjoyment and emotions while supporting their teams,

2.2. Key challenges facing the sports industry in Rwanda

The sports sector in Rwanda currently faces the following challenges:

- **Limited Sports infrastructure:** Limited sports infrastructural facilities in different sports disciplines limits the professional development of disciplines and impact negatively on the community sports entertainment aspect.
- **Lack of a strategic focus on sports development:** Lack of a systematic strategy to promote grassroots and to develop talented youth in different sports disciplines hinders sustainable development of sports in the country. There is a need to have a synchronized development plan from underage to senior athletes' programs.
- **Skills gaps in administration/management of sports bodies (federations, associations, and Clubs)** – The management of Sports organizations and federations have so far presented skills and governance gaps which have to be addressed to ensure continuous growth and development of sports in the country in a more sustainable manner.
- **Insufficiency of qualified personnel (coaches, referees, administrators, and other technical staff) to facilitate sports development** – To attain the desired level of sports development; there is a need for adequate technical staff. The current level of technical staff needs to be empowered and supported for the development of sports in the country and increase educational programs and skills development programs in numbers to support all groups needing the knowledge and skills.
- **Unsustainable Junior leagues to ensure succession planning** –To ensure growth and continuity of the national teams, we need to have long-term athlete development to build a sustainable development program. For junior teams to be able to reach the required level of quality that guarantees continuous success, junior leagues need to be introduced for young players to engage in regular competitions to gain experience and grow professionally.
- **Weak link between sports bodies, local government, and schools** – Strengthening the link between sports bodies (Federations), local government, and schools would ensure a smooth transition of the passionate and talented young men and women especially in lower schools (primary and secondary) to participate actively in sports and to help talented men and women to migrate smoothly to professional sports.

- **Limited Financial Capacity** – the existing challenge of funding for sports development is one of the major obstacles to the development of sports. Normally, active involvement of the private sector in sports helps the development of sports in many countries; but in Rwanda, the involvement of the private sector in sports development is very limited due to the following possible reasons; (1) insufficient strategies to motivate the private sector to support and invest in sports (2) weak marketing strategy on the part of the ministry and the federations to attract the private sector to sponsor or partner in sports (3) perceived also a weakness in the sports management system.
- **Legal framework** – the Government has already done a lot about the legal framework, unfortunately, legal provisions are not applied as they are stipulated, to boost sports development. The ministry of sports in partnership with sports organizations will review the weaknesses in the enforcement of existing laws and those that need to be put in place to support the proper management and growth of the sports industry in Rwanda in line with the international legislation.
- **Lack of role models** – There is a limited number of role models to inspire young talents by their values, attitudes, and behaviors in different sports disciplines. This is related closely to the fact that there are few, if any, internationally recognized professionals in different sports disciplines performing in international clubs. Such professionals go through a series of training experiences and develop values and attitudes that help them to grow professionally and become good role models at home.
- **Weak involvement of parents in sports development** – sports development is a process that starts from a very young age for athletes to grow into professionals and elite performers. Parental involvement is needed to support the talent development process.
- **Lack of clubs participating in the development of sports** – Clubs need to contribute to the development of sports from grassroots programs that need the participation of different sports organizations but mainly clubs as a foundation of sports organizations and platform of junior programs.
- **Gender in sports development (Issue):** In Sports development, boys and girls, men and women participate in sports activities but the level of participation of girls and women remains low compared to that of boys and men. There is a need to put measures that are friendly to girls to ensure their full participation in physical and sports activities as well as to the professional level.
- **Sports practitioners with Disability and special needs (Issue):** insufficient Sports facilities, equipment, and materials, competent technical staff to cater for special sports needs of athletes with a disability and special needs.

2.3. Key opportunities available to the sports industry in Rwanda

- **Young population** - Rwanda is a young vibrant country, our population continues to grow year in year out, with 42.9% under 14 there is an opportunity with the right support to identify and develop young talent
- **Political will and good governance system** - The Government has continually demonstrated its commitment to sports, making a significant public investment in sports activities.
- **Geography and favorable climate for sports activities** - The geography and climate are ideal for developing athletes due to high altitude.
- **Growing private sector with direct foreign investments**- The growing tourism industry in Rwanda is setting the base for direct foreign investments into the untapped sports sector which presents lucrative business opportunities to be developed.
- **Reliable emerging country** - Rwanda is a fast-emerging country in terms of business and innovation. It is a safe/stable country that attracts foreign interest from which investment and long-term programs can be built.

2.4. Policy development framework

The review process of the Sports Development Policy has been undertaken in a consultative approach with sector stakeholder's opinions considered, to review achievements made and challenges met to inform orientation for the revised policy to consider in alignment with the Ministry of Sports' mandate.

Additionally, strategic documents both international ones and national ones have been consulted either by sector policies and strategic plans as well as conventions and charters.

The final policy document has been approved by concerned Government institutions involved in its implementation under the Government Social Cluster as well as stakeholders from the Sports Joint Sector planning mechanism.

The policy also provides key performance indicators (KPIs), targets, and timeframes under which it will be assessed and evaluated.

3. Sports development Vision, Mission, and Objectives

3.1. Vision

The vision is to achieve inclusive sports excellence as a nation at the individual, community, organization, and business level.



3.2. Mission

To pursue the attainment of a sports culture that promotes a healthy lifestyle for Rwandans and embraces a winning culture for those undertaking professional sports in different disciplines.

3.3. Objectives of the Policy

3.1.1. General Objective

The general objective is to establish a framework that fosters the development of professional sports, sports development, and sport for all.

3.1.2. Specific Objectives

The Sports Development Policy aims at achieving the following specific objectives:

- Strengthen the administrative and management capacity of the different sports organizations to include sustainable talent development and nurturing programs.
- To develop and implement a sustainable talent identification strategy to develop young talented boys and girls from primary level up to the attainment of excellence as sportsmen and women at the highest level of sporting competition and performance.
- Monitor the implementation of Physical Education Programs in the education sector and sports programs in schools.
- Strengthen the collaborative relationship with the private sector to support sports development as an industry that will contribute to the earning capacity of the individual as well as to the national economy.
- Enhance the capacity of sports technical officials to improve their effectiveness in the management of sports activities;
- Improve and increase sports infrastructure facilities that meet international standards and those that allow mass participation of the public in a variety of sports disciplines and upgrade the capacity of the country to host an increased number of international sports events.
- Promote Rwanda as a hub of sporting activities by creating significant opportunities for economic investment through hosting international sporting events and the export of sports talents.
- Increase the awareness of sports to stimulate public support and increased citizen participation.
- Promote inclusiveness (gender sensitiveness, people with disabilities) in all sports and improve the knowledge and practice of sport in the perspective of holistic development of the individual and the enjoyment by the public at large.

- Install equity and equality to promote inclusiveness and empowerment in all sports disciplines and sports for all activities.
- Monitor the implantation of compliance to sports ethics and integrity in sports organizations and associations.
- Establish a scientific and academic system to promote research-based documentation for sports development.
- Harness the cultural, social, and economic power of sports as a tool for diplomacy to contribute to Rwanda's positive outlook on the international scene and economic growth through sports development.
- To develop a national strategy for ICT in Sports, to secure economic and diplomatic gains while making Rwanda an African prominent stakeholder in the use and promotion of ICT in sports development.

4. Guiding Principles and Values

As an industry, the sport needs to establish and work to a set of guiding principles/values.

Excellence – The Sports Development policy shall promote excellence as its primary objective in the development of sports.

Integrity – The Sports Development Policy will strive to build integrity among the sector's stakeholders, athletes, coaches, managers, and federations' leadership.

Equity and inclusiveness – the policy will promote fairness in sport, equality of access, recognition of inequalities to take steps and address them. The policy will ensure that sports become equally accessible to everyone in Rwandan society.

Accountability and Responsibility – The policy will endeavor to promote an accountability mindset and spirit for actions and decisions so that stakeholders be answerable for their programs and actions.

Values through Sports – The ultimate goal and outcome of the policy are to create sustainable values that promote Rwanda through its athletes and teams' performances.

Respect – The policy will promote respect for Rwanda worldwide,

Enthusiasm and Commitment – The policy will promote sports enthusiasm which will build community commitment for sports development thus, attracting investment into the sector.

5. Inspirational Target

By 2030

Inspirational targets are set out in consideration of the perceived sports sector development outcome which Rwanda aspires to attain through the implementation of set policy programs by the year 2030.

- ✓ To have a self-sustainable sports sector entrenched in good governance ethics and financial transparency procedures leading to a professionalized industry with increased private investments boosting the sector in terms of infrastructure projects, sponsorships...;
- ✓ To have sustainable and robust talent development programs and structures creating continental and world-class athletes and teams competing internationally and who's athletes are leaving from their sports performances;
- ✓ To have a Rwandan population living a healthy life through the practice of sports in all sectors of life;
- ✓ To have a sports industry promoting gender equality, sports ethics, and inclusiveness with programs and activities for all including people with disabilities.
- ✓ To have a sports sector contributing to the country's strategic agenda to positioning itself as a continental hub in finance, tourism, entertainment, and ICT Innovations.

5.1. Policy Orientations and Strategic Actions

The policy orientations and strategic actions translate the objectives into implementable elements by considering the simultaneous development of Sports for all and high-performance sports; basing on the Rwandan context. The policy vision establishes 2030 as the primary target and defines actions to be undertaken accordingly.

Policy Orientation 1: At National Level

Strengthen the organizational and institutional capacity of sports across all the government institutions and sports bodies to plan and implement activities in different sports disciplines with greater accountability.

Strategic Actions

The Ministry of Sports shall coordinate with the public and private institutions to enhance the governance and planning mechanism of sports organizations for compliance with both

the National and International legal provisions and regulations by 2021. Sports bodies shall be assisted in the formulation, monitoring, and evaluation of programs relating to sports development in general, and to align their plans to the National Sports Policy.

Bi-annual assessments will be conducted to report on the related programs' implementation status and their contribution and impact to the social and economic life of Rwandans and the country's economy.

Furthermore, for consulted policy implementation, the policy proposes the establishment of a consultative ad-hoc Sports Advisory Forum, which will provide strategic advice from an external perspective to the Ministry on the sports sector.

Policy Orientation 2: At decentralized levels

Strengthen existing framework in every province and district that allows young men and women to participate fully and develop their talents in sport to achieve their highest level of performance.

Strategic actions

The Ministry of Local Government shall lead, in coordination Ministry of Sports, the implementation of the Sports Policy orientation in decentralized authorities.

The policy plans for a coordinated sports talent identification system to groom young boys and girls from grassroots to reach their maximal development potential, through Local Leagues, schools' competitions at District Level in coordination with concerned National Federations; and have at least two performing clubs at District level by 2024 with consideration of gender inclusiveness and choice of Sports discipline.

Local authorities shall plan for the revamping of existing Centers of Excellence in schools under their respective administrative oversight and subsequently plan sports development programs considering local age demographics, promotion of traditional games, and establish programs that allow mass participation of the public in sports for fitness and leisure, and increase the availability of sports facilities. This implies the need to have Sports Targets in District annual plan and performance contracts.

Policy Orientation 3: National Sports organizations

National Sports organizations have to develop strategic plans with clear targets and accountability mechanisms which are fitting in the National Vision to support and develop their respective sports.

Strategic Actions

National Sports Organizations shall work collaboratively with public and private partners in the development and promotion of National Leagues (Senior Leagues and Junior Leagues) according to their respective rules and regulations.

As the primary custodians of regulations regarding the respective sports disciplines under their oversight, they will develop and implement 5-year Strategic Plans and business plans to attract private investments in the sector, complying with financial and administrative procedures for private and public management and aligned with the National Sports Development Policy targets; and develop sustainable talent development programs that will be conducted across the country in collaboration with District Administrations and Schools.

National Teams are under their technical oversight. They will plan for the related organization and preparations.

The Sports Bodies (federations) will review and harmonize club membership registration and legal status in all federations by 2022, and subsequently plan for a more citizen-oriented decentralized structure which will allow federation structure access to communities for better talent identification and development by end of 2021.

Policy Orientation 4: Sport in Schools, Army, and Police institutions

Make sports normal life in schools, Army and Police institutions pivotal to the long-term success and sustainability of sports development in Rwanda.

Strategic Actions

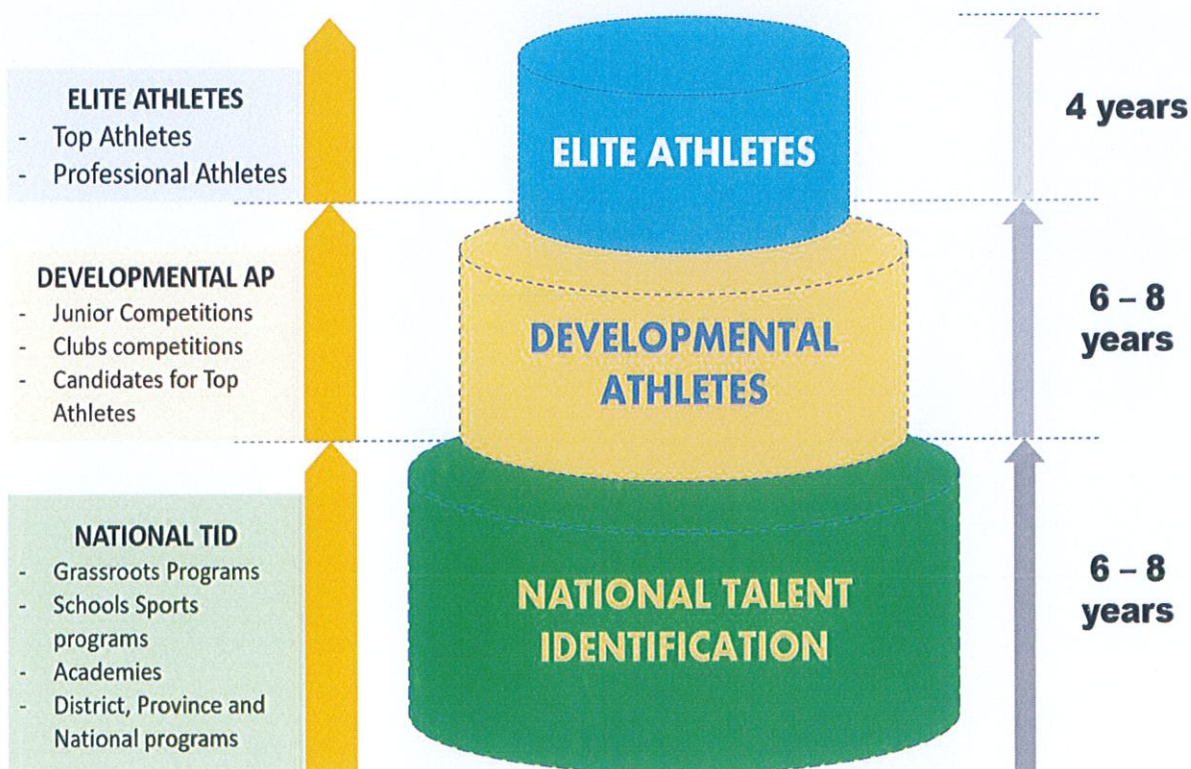
The Ministry of Education will ensure that based on the School Sports Policy, Physical Education and Sports lessons are held in schools and to ensure that sports talents are nurtured from early age basics; revamp inter-schools' (Primary and secondary and inter-university) leagues in all possible disciplines to sustain talent development; and ensure that from 2021 all children to receive a minimum of 4 hours per week of sport in school timetable; Additionally, the Ministry of Education shall advocate for every secondary school to have at least 2 multidisciplinary sports facilities by end of 2024 and encourage partnerships with local sports academies and other sports organizations.

To have professionals in the sports sector, the Ministry of Education shall introduce additional components for sports in High Learning Institutions to complement biology and physical education by 2024 (sports medicine, sport psychology, sports counseling, sports marketing and also include scholarship system for athletes to increase their skills and exposure for continuous professional development.

The Rwanda Defense Force (RDF) and the Rwandan National Police (RNP), based on their countrywide presence, shall actively participate in the promotion of mass sports across the country, organizing army and police leagues to sustain talent development and ensure that by 2024 the army and police units have trained coaches who would lead the community-based sports programs, especially in remote rural areas.

Policy Orientation 5: Athletes Development Pathway

National Sports organizations will establish athletes Development pathways that allow and encourage athletes to gain experience and progress to achieve their maximum capacity, and allowing for the continuous growth of technical expertise in sports-related to player development.



Sports Organizations shall develop professional identification mechanisms and programs to groom and nurture athletic talents from grassroots programs, in schools and districts, province, and up to the National level. These include having long-term development programs including athletes' basic training and preparations, competitions, professionalization mechanisms, sponsorship schemes to partner with private investors for the development of the respective disciplines...

The athletes' development pathways shall focus on the high performance of athletes to win potential medals at the international level and become professional athletes; National Olympic committee in collaboration with its different stakeholders shall train every year at least 20 athletes toward specific competition under the Olympic movement.

Policy Orientation 6: Coach and officials development Pathway

National Sports organizations will establish Coach Development pathways that allow and encourage coaches' skills development and experience, and provisions for allowing continuous growth of technical officials' career according to international certification programs.

Strategic Actions

National Sports Organizations shall enhance the training of coaches to grow their capacity to teach and train young athletes from grassroots programs to elite and high-performance levels.

By end of 2022, a clear and professional gender-inclusive Coach certification mechanism shall be developed and started being implemented for coaches at the National level. This will be developed jointly with gender-inclusive coach career development programs and sports officials' career development programs in respective federations, to create and generate at least 600 permanent, temporary and casual coaching jobs per year.

Career transition programs shall be developed to allow athletes to grow into coaching careers, and with support from international sports organizations such as the International Olympic Committee's global development initiatives "Olympic Solidarity", at least 100 coaches shall be professionally trained annually.

Policy Orientation 7: Sport financing, funding, and Business

Increase investments to build the capacity of the sports sector, and promote public-private partnerships in the development of sport in Rwanda. There is a need to strengthen the framework to promote sustainable resource mobilization from private sector investment in sports activities and initiatives.

Strategic Actions

The Ministry of Sports shall lead in coordination with MINECOFIN and RDB the transition of the sports sector into a private sector-led and investment venture by 2030. This will allow both public and private financing within the sector to sustain professional sportsmanship. The policy looks at establishing by 2025 a National Sports Fund to support sporting activities from local to national levels and increased commercialization of sports facilities as sports and entertainment investment ventures from which the private sector would be called to invest in the construction of sports facilities;

Policy Orientation 8: Communication

Enhance awareness and publicity of sports to increase and sustain public interest in sporting activities by using digital platforms and IT solutions with a special focus on branding the product of sports and Rwanda as a Sports hub destination.

Strategic Actions

The Ministry of Sports and Sports Organizations shall develop by 2022, robust communication strategies that will brand Rwanda as a sporting destination.

Citizen-oriented communication programs shall be developed to ensure the media also actively participate in the sports sector's development. Sports administrators shall also be trained on the active and professional use of digital communication for marketing and promotional activities aiming to increase and sustain spectator attendance at sporting activities

Policy Orientation 9: Infrastructure for Sports Development

Increase well-equipped standard sports infrastructures that facilitate the participation of people in sports and increase both local and international event hosting but also public participation.

Strategic Actions

The Ministry of Sports shall actively work with the Ministry of Infrastructure, Ministry of Local Government, and Private Sector to have by end of 2021 a comprehensive mapping of existing facilities with proposed development plans for those needing an upgrade.

The policy provides for an increase in the number of basic sports facilities in rural settlement projects by 2024, to raise citizen participation in sports practices for physical fitness and healthy living as well as entertainment and leisure; and the development of sports facilities

with required inclusive (that can also be used by people with disabilities) standard to allow elite sports development in different disciplines and the capacity to hosting international competitions; Develop sports facilities management tools (manuals) for safety standards.

Policy Orientation 10: Equity, Equality, Inclusiveness, and Empowerment through Sports

Ensure that equity, equality, inclusiveness, and empowerment are promoted in all sports disciplines and sports for all activities.

Strategic Actions

Sports Sector stakeholders both in the public and private sector shall ensure participation of both men and women in all sports disciplines, promote in more sustainable manner sports in the public and private service and ensure that gender-segregated targets are built into plans of all National sports organizations.

Sports for development programs shall be developed and used as platforms to allow citizen mobilization and involvement in civic responsibilities through sports. Structures that promote the participation of women and inclusiveness of people with disabilities in all sports activities including professional and amateur sports shall be enforced to provide equal opportunity to men and women as well as people with disabilities to participate in both local, international competitions, physical fitness campaigns, entertainment and leisure sports activities across the country.

Programs supporting the development of women in sports and athletes with disabilities shall be given special attention as well as the promotion of inclusive sports programs in communities and schools' sports programs.

Policy Orientation 11: Compliance to Sports Ethics and Integrity

Promote integrity in sports and ensure all players, coaches, officials, club members and managers of sports organizations adhere to fairness and authenticity values in sports

Strategic actions

Sports Organizations shall ensure full compliance to the established Anti-Doping Code as mandated by the World Anti-Doping Agency (WADA) and proactively promote the integrity of sports.

The Ministry of Sports shall plan to have by end of 2021, an established National Anti-Doping Agency (NADO) to regulate anti-doping matters in Rwanda, and Sports Organizations shall subsequently develop anti-doping educational programs promoting fairness in sports and the fight against all kind of malpractices in sports such as match-fixing and corruptions. All

Sports Organizations shall be requested to commit to good governance as a key instrument in compliance with related ethics and integrity in sports organizations.

Policy Orientation 12: Research and documentation in Sports

Promote research in the sector of sports and establish a scientific and academic system to allow the development of sport based on scientific analysis with statistics and facts

Strategic actions

The policy understands the need to conduct and have scientific development-oriented researches and documentations in the sports sector.

The Ministry of Sports shall collaborate with the Ministry of Education to encourage such researches and by end of 2021 have at least a preliminary documentation center with the content on sports history and research or books on sports and traditional games and produce annual reports on the impact of sport in the economic growth social transformation of Rwanda.

Policy Orientation 13: Sport Diplomacy and international relations

Harness the cultural, social, and economic power of sports as a tool for diplomacy to contribute to Rwanda's positive outlook on the international scene and economic growth through sports development.

Strategic Actions:

The Ministry of Foreign Affairs shall lead the country's strategic orientation to leverage the potential of the sports' sector in placing Rwanda as a sporting destination, establish strategic partnerships with at least 5 leading countries in the sports industry to generate around 10 sports development projects, responding to the challenges that hinder the effective development of sport in Rwanda (sports infrastructure, shortage of technical staff...).

Furthermore, through diplomatic channels, the policy looks at increasing the presence of Rwandan citizens at strategic and mid-level positions in international sports organizations decision-making organs and, increase the number of international sports competitions and events that can be hosted in Rwanda thus, positioning Rwanda as a sporting hub and a sporting nation in the region in all sports.

Policy Orientation 14: Promote the use of ICT in shaping the future of the sports industry

Technological innovation is one of the vectors of Rwandan economic growth, the adoption of technology in the sports sector offers obvious socio-economic opportunities but also conceals issues of geopolitical power. Indeed, the proliferation of ICT application in sports at a large-scale around the world should encourage the GoR to work on a national strategy for ICT in Sports, to secure economic and diplomatic gains while making Rwanda an African prominent stakeholder in the use and promotion of ICT in sports development by 2027.

Strategic Actions:

The Ministry of ICT and Innovation shall lead the sports sector's ICT related transformation, which with programs and strategies to support the creation and development of applications used for athletes' training, performance evaluation, develop the local ICT innovation projects for the sports sector, enhance the attractiveness of Rwanda through the development of appropriate IT solutions in the management and operations of sports infrastructures to promote the sports sector and increase the use of apps for live streaming of sporting events and live broadcasting in different sports and create opportunities of visibilities for sponsors and partners.

Subsequently, support shall be given to the development of applications that keep track of athletes' statistical performance records and profiles.

6. STAKEHOLDERS' VIEWS

The Ministry of Sports acknowledges the roles of different stakeholders in sports development and shall continue to assume its policy orientation, allocation of necessary financial means, material and human resources, quality assurance, capacity development, and monitoring of policy strategy outcomes.

For the policy review process, MINISPORTS assessed the previous policy document, identified implementation gaps, and made corrective policy actions. In the process, physical and virtual consultation workshops were organized with stakeholders among which:

Sports Federations: The Rwanda National Olympic and Sports Committee and all 33 sports federations and Associations have been consulted and their inputs have taken into consideration and integrated into the policy;

Governmental Institutions: Different Ministries among them Social cluster Ministries as well as budget agencies have been consulted for their inputs these include the MINECOFIN, MoH, MINEDUC, MINALOC, MIGEPROF, MINICT, MINAFFET, MINADEF, RDB, RNP, RBC, and MININFRA. Furthermore, the policy document was presented and approved by the

Ministerial Social Cluster with issued comments and observations having been taken into consideration and integrated.

7. INSTITUTIONAL RESPONSIBILITIES

For this Sports Policy to be fully effective, there is a need to determine and harmonize the responsibilities which will facilitate its implementation. The mechanism looks at ensuring the coordination and participation of all stakeholders and the citizens to make sure that the policy creates the expected impact.

COLLABORATIVE EFFORTS TO SUPPORT THE IMPLEMENTATION OF THIS POLICY

The collaborative efforts of all the sector stakeholders from both the public and private sector will be critical to the successful implementation of the National Sports Development Policy.

The Ministry of Sports will lead the overall implementation of this policy and be responsible for the overall coordination of sector stakeholders and monitor programs and activities to ensure that the policy remains focused on the identified priorities. The specific tasks of each of the stakeholders shall include but not be limited to:

THE MINISTRY OF SPORTS (MINISPORTS)

- The Ministry of Sports will lead, coordinate and monitor the implementation of this policy and related funds and budget mobilization;
- Encourage and promote the participation of different categories of people in sports disciplines of their choice;
- Work with other agencies – government institutions, private or Civil society to establish and maintain sports and recreational facilities
- To collaborate with the Ministry of Education in the implementation and monitoring of the School Sports Policy.
- Improve the coordination and monitoring of activities under Sports Federations to maximize effectiveness and efficiency in conducting their planned programs
- To support the capacity-building programs for Sports Federations to ensure sport development based on result-oriented planning.
- To ensure mobilization and involvement of the private sector to increase investment in the sports sector industry.

- To promote and ensure sport is used as a platform for transformation to improve citizens' social and economic wellbeing. ,

THE MINISTRY OF FINANCE (MINECOFIN)

The MINECOFIN in consultation with MINISPORTS shall avail needed budget to undertake planned development programs.

THE MINISTRY OF HEALTH (MoH)

The MoH in consultation with MINISPORTS shall develop programs under the sports for development programs to promote health education through sports and physical activities for combating non-communicable diseases

THE MINISTRY OF INFRASTRUCTURE (MININFRA)

The MININFRA and MINISPORTS will maintain close collaboration in identifying and implement projects which ensure the provision of sports, recreational and physical activities infrastructure in urban and rural settlements, as well as the development of infrastructure project to ensure a robust professional sports industry.

THE MINISTRY OF EDUCATION (MINEDUC)

The MINEDUC in collaboration with the MINISPORTS shall ensure that Health & Physical Education is part of the curriculum at all levels of the education system from pre-school through to the tertiary level. Also, it will develop and co-ordinate sports programs and physical recreation activities in schools with the co-operation and guidance of Sports organizations.

- MINEDUC and MINISPORTS shall jointly develop skills development programs for teachers of Sports and Physical Education
- MINEDUC will ensure that Sports & Physical Education is a compulsory part of the curriculum at Teachers' Training Colleges and that these colleges are properly and adequately equipped for such training and courses.
- MINEDUC to introduce certification programs, Diploma and Degree Courses Sports & Physical Education offered at the University of Rwanda.
- MINEDUC to actively provide the support to ensure that every child from pre-school to secondary school inclusive of special schools for the physically and mentally challenged be exposed to regular quality Sports & Physical Education programs at least twice weekly.

- The Ministry of Education shall be responsible for the upkeep of Schools Sports and Recreational playgrounds

THE MINISTRY OF LOCAL GOVERNMENT (MINALOC)

The MINALOC shall be responsible for the establishment, upkeep, and maintenance of, sporting facilities designated as community and village level through local government institutions and citizen participation, and it shall be supported and advised by MINISPORTS.

MINALOC shall ensure that within the Districts structure there is a staff in charge specifically for sports development programs and their implementation.

Districts shall have the oversight of sports development programs within their respective administrative boundaries. They shall work with the MINISPORTS and Sports Federation in the implementation of related development programs as well as in the development of local talents, traditional sports including the development of citizen entertainment and physical activities programs.

THE MINISTRY OF ICT AND INNOVATION (MINICT)

The Ministry shall work in collaboration with the Ministry of Sports in respect to matters relating to the development and use of new sports technologies in Sports.

THE MINISTRY OF FOREIGN AFFAIRS (MINAFFET)

One of the five pillars of Rwanda's 2050 vision is to strengthen Rwanda's position in the international arena to accelerate its development. In this context, Rwanda's foreign policy is shifting from political diplomacy towards economic diplomacy. This paradigm shift has been symbolized by the key role played by the GoR to advocate for continued removal of trade barriers such as with the AfCFTA but also through an intense diplomatic activity to expand Rwanda's diplomatic network towards economic hubs (Dubai, Qatar) and the securing of new economic partners.

It is against this background that MINAFFET has identified sports diplomacy as a promising soft power tool *to strengthen Rwanda's position in the international arena to accelerate its development*. Indeed, sport is a resource capable of enhancing Rwanda's attractiveness on the international scene while contributing to the socio-economic development of the country. In light of the above, MINAFFET shall work in collaboration with the MINISPORTS in respect to matters relating to sports diplomacy to:

- Leverage existing and future framework of cooperation in the sports sector to foster international cooperation projects responding to challenges that hinder the effective development of sport in Rwanda.

- Exploit the economic potential of the sports industry including through diplomatic activity advocating for the organization and hosting of international sporting events in Rwanda.

MINISTRY OF PUBLIC SERVICE AND LABOR (MIFOTRA)

The MIFOTRA shall raise awareness on the advantages of sports for workplaces and lead the participation and practice of sports by Public Servants through enforcement of the established Friday Afternoon Sports for Public Servants so that the practice of sports for healthy living is culturalized within both the public and private service.

MIFOTRA will also lead the awareness for active participation and practice of sports for the Private Sector.

MIFOTRA and MINISPORTS shall develop programs that use sports to develop a wide range of skills and attitudes, including teamwork, leadership, problem-solving, decision-making, communications, personal management, administrative skills, building character and personal qualities such as courage and the capacity to commit to a goal or purpose, as well as values such as respect for others, self-discipline, a sense of fair play and honesty in the workplace.

THE MINISTRY OF DEFENCE (MINADEF) and Rwanda Defense Force (RDF)

- Assist in the identification of significant talent that can be recruited for National teams
- Share the training methodologies and techniques used in the Ministry for the physical training of defense personnel as a means to develop the physical capabilities and endurance of athletes and sportsmen and women in Rwanda
- Where possible, reutilize the training resources and facilities for youth clubs and schools through an outreach program by Ministry personnel. A side benefit of the outreach program could be the recruitment of young talent from the defense forces
- Fully participate in the development of strategic initiatives and plans for the development of sport in Rwanda. Given its significant visible presence and stature in the country, the Rwanda Defense Force will be assisting in community-based mass sports programs using talented sportsmen and women within the force to assist in planned sessions in the designated district and sector sites.
- Establish a Ministry of Defense Sporting Event(s) involving specific sporting activities with competing teams from the Ministry and from the public sector to promote sports and as an extended outreach program for the Ministry of Defense.
- Establish an army league in available sports disciplines



THE RWANDA DEVELOPMENT BOARD (RDB)

The National Sports Development Policy is geared towards professionalizing the local sports sector and developing its economic investment potential. This new dynamic also targets to leverage the economic potential of the sports sector with a focus on sports tourism. Furthermore, RDB will work with MINISPORTS on attracting foreign private sector stakeholders to invest in sports infrastructures and set up a conducive environment to attract international sports events and foreign investments in the sports sector in Rwanda.

RWANDA NATIONAL POLICE (RNP)

- Similar to the Ministry of Defense and in recognition of the significant contributions by the National Police organization to sport in Rwanda, there is a need for closer involvement by the National Police in the strategic development of sport in Rwanda
- As part of its Human Resource strategy and recruitment drive, National Police to identify young men and women who have significant sport ability
- Develop recruited athletes as a means to nurture a talent pool of young athletes within a disciplined environment which will also serve the athletes with some economic stability during the development process
- Given its significant visible presence and stature in the country, the National Police should establish formal outreach programs using talented sportsmen and women within the force to assist in the Youth Development programs (e.g. volunteer basis) and community mass sports programs throughout Rwanda including in schools. Again, this could serve as a means to promote employment in the Police force
- Establish a police league in available sports disciplines

RWANDA BIOMEDICAL CENTRE (RBC)

- To collaborate in the use of sports for development to promote health and wellbeing of the citizen through sports programs meant to combat non-communicable diseases,
- Coordinate the research and assessments aiming to explore the impact of sports and physical activities among the citizens in their respective regions,

THE RWANDA NATIONAL OLYMPIC AND SPORTS COMMITTEE

The overall mandate is beyond the Olympic games and includes the total responsibility involving the development of sports at the grassroots and extending to the development of international athletes.

- Coordinate all recognized Olympic games and sports bodies in planning capacity building, monitoring, and evaluating their activities

- Work with the MINISPORTS in planning and implementing capacity building programs of the different sports bodies to ensure the growth and development of sports at all levels and ultimately to produce international athletes
- Support fundraising efforts of the sports development activities
- Monitor global developments and best practices to enhance and support the development of sport and promotion of sport for all and mass sport in Rwanda
- Proactively represent Rwanda as the national and international body to seek cooperation, assistance, and support for the development of sport in Rwanda

NATIONAL SPORTS FEDERATIONS AND ASSOCIATIONS

- Co-ordinate with the Ministry to ensure that all strategic and tactical plans and related activities are in total concert with the National Policy directives and initiatives
- Organize and craft individual plans and actions to ensure that each of the various sports federations and/or bodies can achieve the status as centers of excellence in respective sports and to serve as a means to promote that sport among Rwandans
- All sports organizations to put in place a profile/database of players showing their career development and facilitating to trace their location

CLUBS AND COMMUNITY SPORTING ORGANIZATIONS

- Clubs have the responsibility to implement this policy and contribute to the development of their respective sport
- Community Sporting Organizations must be registered according to the existing rules and regulations. These organizations have a crucial role to play in encouraging and sustaining total participation in sport at the community level

THE PRIVATE SECTOR

- Private sector to be encouraged to participate in the development of sports in general and in sports infrastructure in particular;
- Support the technical advancement of sports organizations and athletes;
- Provide funding for sports development including participation in the development of new sporting events and competitions at different levels;
- Private Sector participation through the use of commercial strategies and tools.

8. FINANCIAL IMPLICATIONS

MINISPORTS will lead in the implementation of the Sports development Policy and will subsequently plan for its related budget. It is understood that all concerned stakeholders including government institutions will also budget for activities and programs falling under their respective direct oversight, the estimated budget within five years is about **59,868,000,000 Frw**.

8.1. Financial plan

The government will support this policy by expanding current budgets in all relevant institutions for integrated initiatives on comprehensive Sports components outlined in the Sports development Policy and Sector Strategic Plan.

8.2. Human resources

The Sports development promotion should be delivered by trained personnel in different angles of Sports development at different levels.

9. LEGAL IMPLICATIONS

This policy provides direction to the GoR and stakeholders on how to fulfill already existing legal obligations such as Law no 32/2017 of 02/8/2017 governing organization of sport, games, and leisure. Despite different strategies that will be required to be developed there is no other new legal commitment needed.

10. IMPACT ON BUSINESS

This policy will help to have more professional sports results thus towards to the opportunities of creating new jobs and sustain the existing ones. For the health side, the policy will help to have people healthier and better workforce that will benefit the economy as a whole as they will have entrepreneurial skills and equipped with critical thinking due to Sports.

11. IMPACT ON EQUALITY, UNITY, AND RECONCILIATION

Sports Development policy helps all beneficiaries to acquire fundamental values such as discipline, patriotism, respects of laws and rules, respect of authority, other people and their goods, respect of rights of others, mutual tolerance, cooperation, teamwork; fair play; these values are critical for unity and reconciliation among Rwandans.

12. HANDLING PLAN / COMMUNICATION STRATEGY

It is important to carry out sensitization and mobilization campaigns while implementing this policy; media will be used to make sure that beneficiaries from the community level to

the National level are sensitized on the importance of sports Development policy and roles that should be played by different stakeholders so that this policy is efficiently and effectively implemented

13. CONCLUSION

The Sports Development Policy has the potential to contribute substantially to improving the health of all Rwandans in addition to that to create new jobs through professionals' athletes identified; successful implementation of this policy will depend on the following factors:

Coordination, advocacy, sensitization and mobilization, resources availability; capacity building; Monitoring and Evaluation as well as research in different sports disciplines is very key that would assist in policy review if need be.

14. Implementation schedule

Monitoring and Evaluation

To make the policy and its strategy effective an appropriate and reliable monitoring and evaluation system needs to be in place and implemented. The Ministry of Sports will take lead in coordinating the M&E mechanism for this policy.

Mechanisms to facilitate the monitoring and evaluation activities of this policy shall focus on:

- Organize an annual sector policy assessment meeting on the progress, challenges, and issues to be addressed as input for the development of subsequent annual planning processes
- Conduct a mid-term policy evaluation and review to assess the overall progress and effectiveness of its implementation
- Maintain and monitor the database of quantitative and qualitative consolidated data at the national level with input from the various sporting entities
- Conduct a periodic survey about stakeholders' involvement and programs to inform joint action planning that aims to measure sports impact and contribution to economic growth and social transformation

15. Implementation Framework

Strategic activities	Indicators	Responsibility	Timeline in years 2021-2025					Budgets Millions "M" and Billions "B" frw)
			1	2	3	4	5	
Priority area 1: At National Level								
Objective 2: Strengthen the organizational and institutional capacity of sports across all the government institutions and sports bodies to plan and implement activities in different sports disciplines with greater accountability.								
1.1. Formulate, monitor, and evaluate policies relating to sports and physical recreation	Annual reports	MINISPORTS	x					10M
1.2. Establish a Rwanda Sports Advisory forum acting as an independent and ad-hock forum playing an advisory role to the Ministry in charge of Sports.	Reports	MINISPORTS	x	x	x	x	x	
1.3. Establish a consistent training program of staff of both ministries and sports bodies to increase their capacity to plan, implement, monitor, and evaluate sports programs and activities;	Number of training conducted	MINISPORTS	x	x	x	x	x	10M
1.4. Establish a result-based monitoring mechanism to monitor the implementation of programs under sports federations and ensure achievements of set targets.	M&E tool available and operationalized	MINISPORTS	x	x	x	x	x	6 M

1.5. Strengthen the coordination mechanism among sports sector stakeholders to foster alignment of their plans to the National Sports Policy through quarterly assessment sessions.	Number of sessions held and their outcomes	assessment	MINISPORTS	x	x	x	x	x	15M
1.6. Enhance governance system of sports organizations to align and comply with National and International legal provisions and regulations by 2021;	Number of sports organizations complied	sports organizations complied	MINISPORTS	x	x			x	1M
1.7. Avail bi-annual assessment report with statistics to monitor the impact of sports and its contribution to the social and economic life of Rwandans and the country's economy	Number of statistical reports on Sports impact or contribution	Number of statistical reports on Sports impact or contribution	MINISPORTS	x	x				
1.8. Lead the development process of sports and related recreational facilities at the national and decentralized level	Number of sports facilities created at the community level	Number of sports facilities created at the community level	MINISPORTS	x					800M
1.9. Ensure the development and implementation of professional and sustainable business plans by sports federations by 2021	Number federations have a business plan developed and implemented	Number federations have a business plan developed and implemented	MINISPORTS	x					8M
1.10. Develop an athlete performance recognition mechanism to award prizes to best performers and encourage their commitment to self-develop and develop the sector	A manual guide available	A manual guide available	MINISPORTS	x					8M
Priority area 2: At decentralized levels									
Objective 2: Strengthen existing framework in every province and district that allows young men and women to participate fully and develop their talents in sport to achieve their highest level of performance.									
2.1. District administration to, implement and monitor a talent identification system	Number of identified athletes at each district	Number of identified athletes at each district	MINALOC	x	x	x	x	x	1,8B

2.2. Monitor implementation of Youth Leagues with concerned National Federations	Number federation organized leagues	MINALOC	x	x	x	2B
2.3. Reinforce Centers of Excellence in different sports disciplines in Districts considering local age demographics and availability of sports facilities.	Number of Centers of Excellence properly operationalized at district level	MINALOC	x	x	x	800M
2.4. To include Sports Targets in District annual plan and performance contracts	A number of districts have sports targets in their performance contracts	Districts	x	x	x	0
2.5. To have at least two performing clubs at the District level by 2024 with consideration of gender inclusiveness and choice of Sports discipline;	Number of clubs supported by districts	Districts		x		1,500B
2.6. To develop and promote traditional games	Number of traditional games promoted	Districts	x			2,500B
2.7. To coordinate regular schools' competitions and an annual coaches' development program at the district level	A report showing athletes identified in schools' competitions.	Districts	x	x	x	10M
2.8. Districts to mobilize and coordinate local development partners and businesses to invest in sporting activities	Number local development partners mobilized at the district level	Districts	x	x	x	15M

Priority area 3: National Sports organizations

Objective 3: National Sports organizations to develop strategic plans with clear targets and accountability mechanisms which are fitting in the National Vision to support and develop their respective sports.

3.1. National Sports organization to develop respective National Leagues and establish Junior National Leagues according to their respective rules and regulations	Number of National Sports organizations established Junior National Leagues	National Sports organizations	x	x	x	x	x	x	900M
3.2. To develop and implement sustainable talent development programs that will be conducted across the country in collaboration with District administrations and schools;	Number of Athletes identified across the country	National Sports organizations	x	x	x	x	x	x	5 B
3.3. To lead in the selection of National Team players in disciplines under their mandate and plan for their respective training camps and performance in competitions;	Number of professional players under different disciplines	National Sports organizations	x	x	x	x	x	x	2,500B
3.4. Develop and implement a 5-year Strategic Plan and related sustainable business plans with compliance to financial and administrative procedures for private and public management and aligned with the National Sports Development Policy targets.	Number of National Sports organizations have 5-year Strategic Plan and operationalized	National Sports organizations	x						30M
3.5. To develop discipline-specific marketing strategies to attract investors into the sports sector to complement government funding and professionalize the sector beyond amateurism and leisure	A number of National Sports organizations have marketing strategies	National Sports organizations	x						60M
3.6. To review and harmonize club membership registration and legal status in all federations by 2022.	The number of clubs complied legally	National Sports organizations	x						100M

3.7. Federations and sports organizations will develop a decentralized structure that allows access to community levels by 2021 for talent detection and development plan.	A number of sports organization have statured at the community level	National Sports organizations	x	x	x	66M
Priority area 4: Sport in Schools, Army, and Police institutions						
Objective 4: Make sports normal life in schools, Army and Police institutions pivotal to the long-term success and sustainability of sports development in Rwanda.						
4.1. Ensure that sports talents are nurtured from early age basics through Physical Education in schools	Number of ages athletes identified	MINEDUC	x	x		2,500B
4.2. Revamp the inter-schools' (Primary and secondary) league in all possible disciplines to sustain talent development	Number of inter-schools' leagues organized (athletes identified)	MINEDUC	x	x		5,600B
4.3. Revamp the inter-university, army, and police leagues to sustain talent development	Number of inter-universities, army, and police organized (athletes identified)	University of Rwanda, Army, and Police	x	x		2,500B
4.4. School inspection to also monitor implementation of school sports development programs	Report availed	MoD	x	x		1,500B
4.5. From 2021 all children to receive a minimum of 4 hours per week of sport in the school timetable	Number of hours per week of sports teaching	MINEDUC	x	x		0
4.6. Schools to establish partnerships with local sports academies and other sports organizations	Number of Schools partner with academies and other sports organizations.	MINEDUC	x			20M
4.7. To introduce additional components for sports in High Learning Institutions to complement biology and physical education by 2024	Number of additional components for sports introduced in High Learning Institutions	MINEDUC	x	x	x	800M

4.8. To establish at least 2 multidiscipline sport facilities	Number of multidiscipline facilities created	MINEDUC	x	x			900M
4.9. By 2024 ensure all schools have trained coaches to facilitate smooth nurturing of school athletes as well as in army and police units.	Number of schools have qualified coaches	MINEDUC	x	x	x	x	1,100B
4.10. Set up a scholarship system for athletes to increase their skills and exposure for continuous professional development.	Number of athletes who got scholarships	MINEDUC	x	x	x	x	500M
Priority area 5: Athletes Development Pathway							
<i>Objective 5: National Sports organizations will establish an Athlete Development pathway that allows and encourages athletes to gain experience and progress to achieve their maximum capacity, allowing for the continuous growth of technical expertise in sports relative to player development.</i>							
5.1. Enhance the identification of athletes from Grassroot programs, in schools and districts, province up to the National level.	Number of athletes identified and natures	National Sports organizations	x				2,500B
5.2. Develop a long-term development for the athlete's program to nurture the talent of young athletes through youth competitions, clubs' competitions, and the development of Rwandan athletes.	Long term plan manual available and implemented	National Sports organizations	x	x			2B
5.3. Enhance the monitoring and management of the athlete's development to ensure the optimal environment of nurturing talents and prepare top athletes.	Database of the athlete's development and management system available	National Sports organizations	x				50M
5.4. Develop athletes' pathways focusing on the high performance of athletes to win potential medals at the international level and become professional athletes.	Number of professional athletes identified at international level	National Sports organizations	x	x	x	x	1B
5.5. National Olympic committee in collaboration with different its stakeholders to train every at least 20 athletes toward to the specific competition.	Number of athletes trained every year	CNOSR	x	x	x	x	1,500B

Priority area 6: Coach and official's development Pathway

Objective6: National Sports organizations will establish Coach Development pathways which allow and encourage coach's skills development and experience, and provisions for allowing continuous growth of technical officials' career according to international certification programs.

6.1. Enhance training of coaches to grow their capacity to teach and train young athletes from grassroots program to elite and high-performance level	Number of young athletes trained in a coaching career	National Sports organizations	x	x	1B
6.2. Set up a clear certification and gender-inclusive system for coaches at the National level (and for persons with disability and special needs);	Number of coaches certified at the National level	National Sports organizations	x	x	31M
6.3. Improve gender-inclusive coach career development programs and sports officials career development programs to create and generate at least 600 permanent, temporary and casual coaching jobs per year	Number of permanent, temporary, and casual coaching jobs per year created	National Sports organizations	x		1,500B
6.4. Develop career transition programs to allow athletes to grow into coaching careers	Number athletes grew into coaching careers	National Sports organizations	x		4B
6.5. The National Olympic and Sports Committee (CNOSR) through capacity building programs under the IOC's "Olympic Solidarity" to support and conduct professional training and capacity building for at least 100 coaches annually	Number of coaches annually trained	National Sports organizations	x		10M

Priority area 7: Sport financing, funding, and Business

Objective7: Increase investments to build the capacity of the sporting sector, and promote public-private partnerships in the development of sport in Rwanda. There is a need to strengthen the framework to promote sustainable resource mobilization from private sector investment in sports activities and initiatives.

7.1. By 2030 to achieve sustained public and private financing in the development of the sports sector through government incentives to encourage and attract increased private investments	Number attractive incentives proposed	MINISPORTS	x	x	x	x	x	x	100M
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7.2. By 2025 Establish a National Sports Fund to support sporting activities from local to national levels	Sports operationalized	MINECOFIN	x	x	x	x	x	x	40M
7.3. To market and commercialize sports facilities like sports and entertainment ventures and interest the private sector to invest in the construction of sports facilities	Total amount generated from sports facilities	MINISPORTS	x	x	x	x	x	x	10M
Priority area 8: Communication									
<i>Objective 8: Enhance awareness and publicity of sports to increase and sustain public interest in sporting activities by using digital platforms and IT solutions with a special focus on branding the product of sports and Rwanda as a Sports hub destination.</i>									
8.1. produce a Sports Communication Strategy to brand Rwanda as a sporting destination	Number of National Sports organizations have communication strategies and operationalized.	National Sports organizations	x						30M
8.2. Use public and private media houses to increase citizen participation in sports for development programs (sport for health, sports for education, sports for gender equality etc.);	Number of public and private media houses promote sports programs.	RMHC	x						25M
8.3. Train sports administrators to the use of digital communication for marketing and promotional activities aiming to increase and sustain spectator attendance at sporting activities	Number of sports administrators trained in usage of digital communication for marketing	National Sports organizations	x						400M
Priority area 9: Infrastructure for Sports Development									
<i>Objective 9: Increase well equipped standard sports infrastructures that facilitate the participation of people in sports and increase both local and international event hosting but also public participation.</i>									
9.1. to develop a comprehensive mapping of existing facilities with proposed development plans for those needing an upgrade	Number of sports facilities mapped across the country	MINISPORTS	x						100M

9.2. increase the number of basic sports facilities at schools and in settlement centers	Number of basic sports facilities at schools and in settlement centers	MINISPORTS	x	x	4,500B
9.3. Develop sports facilities with required inclusive (<i>that can also be used by people with disabilities</i>) standard to allow elite sports development in different disciplines and the capacity to hosting international competitions	Number of sports facilities accommodating people with disabilities and special needs	MINISPORTS+ all Stakeholders	x	x	2,500B
9.4. Develop sports facilities management tools (manuals) for safety standards	Manual for sports facilities management available	MINISPORTS +MINECOFIN	x	x	5M
Priority area 10: Equity, Equality, Inclusiveness, and Empowerment through					
Objective 10: Ensure that equity, equality, inclusiveness, and empowerment are promoted in all sports disciplines and sports for all activities.					
10.1. Continue to encourage the participation of both men and women in all sports disciplines	A report showing the number of man and women in sports activities	National Sports organizations	x	x	500M
10.2. To promote in more sustainable manner sports in the public and private service	Number of public and privates supporting sports programs	National Sports organizations	x	x	10M
10.3. Ensure that gender-segregated targets are built into plans of all National sports organizations	A number of National Sports organizations doing segregated data reports and promote gender sensitivity.	National Sports organizations	x	x	10M
10.4. Enhance awareness and strengthen structures that promote the participation of women and inclusiveness of people with disabilities in all sports activities including professional sports	A number of National Sports organizations have structure considering women and inclusiveness	National Sports organizations	x	x	25M

10.5. Provide equal opportunity to men and women as well as people with disabilities to participate in both local and international competitions	% of equal opportunity to men and women in the National Sports organizations.	National Sports organizations	x	x	500M
10.6. Support development programs for women in sports and athletes with disabilities	Number of National Sports organizations support specifically women in sports and athletes with disabilities	National Sports organizations	x		25M
10.7. Promote inclusive sports programs in communities and schools' sports programs	The report showing the inclusiveness of sports programs in communities	Districts	x	x x x x	100M
Priority area 11: Compliance to Sports Ethics and Integrity					
Objective 11: Promote integrity in sports and ensure all players, coaches, officials, club members and managers of sports organizations adhere to fairness and authenticity values in sports.					
11.1. All sports actors to fully comply with the Anti-Doping Code as mandated by the World Anti-Doping Agency (WADA) and proactively promote the integrity of sports	Number of cases (0 cases)	National Sports organizations	x	x x x x	50M
11.2. Establish a National Anti-Doping Agency (NADO) to regulate anti-doping matters in Rwanda	Anti-Doping agency operationalized	National Sports organizations	x	x x	100M
11.3. Sports organizations to develop anti-doping educational programs promoting fairness in sports	Education manual available and used	National Sports organizations	x		10M
11.3. Fight all kind of malpractices in sports such as match-fixing and corruptions	Reports	National Sports organizations	x	x x x	66M

11.4. Commit to good governance as a key instrument in compliance with sports ethics and integrity in sports organizations	Reports	National Sports organizations	x	x	x	x	x	x	78M
Priority area 12: Research and documentation in Sports									
Objective 12: Promote research in the sector of sports and establish a scientific and academic system to allow the development of sport based on scientific analysis with statistics and facts.									
12.1. establish partnerships with academic institutions in the research and documentation in sports sectors	Number of institutions	academic researching sports	x	x	x	x	x	x	500M
12.2. Encourage academicians to research the various subjects of sport such as sports development, and high performance, sport for development, sport and society and/or sport and business or economy, sport for tourism	Number of institutions	academic researching sports	x	x	x	x	x	x	5M
12.3. establish a documentation center containing sports history and research or books on sports and traditional games	A documentation center	in place and operationalized	x	x					800M
12.4. Produce annual reports on the impact of sport on the economic growth of Rwanda and the social development of Rwandans.	Number of reports		x	x	x	x	x	x	5M
Priority area 13: Sport Diplomacy and international relations									
Objective 13: Harness the cultural, social, and economic power of sports as a tool for diplomacy to contribute to Rwanda's positive outlook on the international scene and economic growth through sports development.									
13.1. Establish strategic partnerships with 5 leading countries in the sports industry, through sports cooperation agreements, to generate 10 sports cooperation projects,	Number of MoU signed		x	x	x	x	x	x	10M

responding to the challenges that hinder the effective development of sport in Rwanda (sports infrastructure, shortage of technical staff...).										
13.2. Increase presence of Rwandan citizens at strategic and mid-level positions in international sports organizations decision-making organs	Report	MINAFFET	x	x	x	x	x	x	x	50M
13.3. Increase the number of international sports competitions and events hosted in Rwanda thus, positioning Rwanda as a sporting hub and a sporting nation in the region in all sports	Number of sports competitions and events hosted in Rwanda	RDB	x	x	x	x	x	x	x	600M
13.4. Contribute to the construction of a local sports industry integrated into the economic globalization of the sports market, by attracting major international investors in the following sectors: Sports media and sports retailer	Number of investors attracted to sports	RDB	x	x	x	x	x	x	x	100M
13.5. Use sports to show or improve the image of Rwanda through participating or hosting international championships or sporting events	Reports	MINAFFET	x	x	x	x	x	x	x	
13.5. Create a platform for new legislation of trade agreements for economic purpose on large-scale	Reports	RDB	x	x	x	x	x	x	x	
13.6. Hosting international sports-related conferences, meetings, and symposium giving opportunity for lobbying on different issues	Number of sports-related conferences, meetings, and symposium hosted	RDB	x	x	x	x	x	x	x	200M

13.7. Create a platform and strategy to open collaboration and partnerships with international organizations aiming at the development of sports and the use of sports to achieve developmental goals	Number of agreements conclude with international organizations	RDB	x	x	x	x	x	x	50M
Priority area 14: Promote the use of ICT in shaping the future of the sports									
Objective 14: Technological innovation being one of the vectors of Rwandan economic growth, the adoption of technology in the sports sector offers obvious socio-economic opportunities but also conceals issues of geopolitical power. Indeed, the proliferation of ICT application in sports at a large-scale around the world should encourage the GoR to work on a national strategy for ICT in Sports, to secure economic and diplomatic gains while making Rwanda an African prominent stakeholder in the use and promotion of ICT in sports development by 2027.									
14.1. Support the creation and development of applications that can be used for training programs of athletes and Officials in the evaluation and improvement of performances	Number of applications that can be used for training programs of athletes and Officials developed	MINICT	x	x	x	x	x	x	30M
14.2. Develop a strategy to support the development of local ICT innovation projects for the sports sector	Number of ICT solution innovated for Sports developed	MINICT	x	x	x	x	x	x	20M
14.3. Enhance the attractiveness of Rwanda through the development of appropriate IT solutions in the management	Number of IT infrastructures for sports development in place	MINICT	x	x	x	x	x	x	800M

and operations of sports infrastructures to promote the sports sector	14.4 Increase the use of apps for livestreaming of sporting events and live broadcasting in different sports and create opportunities of visibilities for sponsors and partners	Number of applications commercialization developed and operationalized	MINICT	x	x	x	x	x	x	500M
	14.5. Develop Apps that will help to keeps records of athletes' profiles with their statistics and athletic performances	Number of applications showing athletes' profiles with their statistics and athletic performances	National Sports organizations	x	x	x	x	x	x	900M

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