



Republic of Rwanda
Ministry of Sports

Sports

**STRATEGIC
PLAN (SSP)**

2023-2028

JUNE, 2023





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Acronyms and Abbreviations

CSOs	Civil Society Organizations
DDS	District Development Strategy
M&E	Monitoring and Evaluation
MINISPORTS	Ministry of Sports
MINECOFINE	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINIFRA	Ministry of Infrastructure
MINALOC	Ministry of Local Government
MoH	Ministry of Health
MYCULTURE	Ministry of Youth and Culture
MIGEPROF	Ministry of Gender and Family Promotion
NCDs	Non-Communicable Diseases
NST	National Strategy for Transformation
PPPs	Public Private Partnerships
PSF	Private Sector Federation
RDB	Rwanda Development Board
RSOC	Rwanda Sports an Olympic Committee
SFs	Sports Federations
SSP	Sports Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats

Executive Summary

The strategic plan for sports has been developed to respond to the needs of the sector by setting strategic orientation for sports development in Rwanda. The Ministry of sports as a policy entity, strives to provide, for long-term planning and remains the custodian of the strategic and new orientations for the development of sports in the Rwanda based on its mission and mandates. The Sports Strategic Plan that aims at mobilizing and promoting Rwandans towards a greater and sustainable future and endeavor success by taking part in sport world as it recognizes the diversity of participation by type and level, the need for associated infrastructure and greater promotion of the value of sports towards health and education.

The sports sector is of paramount importance and considered crosscutting, and there has been pronounced evidence of its contribution in the socio-economic development of Rwanda through income generation locally to the different stakeholders through the host of international games and other related sports events.

The main objective of the sports sector strategy is to reduce the constraints that sports women and men and other stakeholders are faced with, through enhanced talent development, capacity development, infrastructure development, sports excellence and professional success, well developed sports industry for creation economic value and fostering sports knowledge capital and health.

The extensive elaboration of the sports strategy has benefited from a deep participatory and consultative process involving major sports stakeholders including high-level sports sector actors such as federations, schools, private sector, and others. The process of elaborating the sports strategy also involved extensive review of relevant documents which include among others, the sports development policy, NST1, the sports sector strategic plan, the National Gender policy, the district development strategies among others.

The sports sector is constrained with many challenges among which are; Limited and poor talent detection mechanisms in place for the young and mostly the rural talents; lack well trained and developed sports technicians in all domains; limited financing mechanisms and the country wide lack of up to standards sports infrastructures. The sports strategy is built on three pillars; a) strengthening talent detection for young boys and girls, b) building capacity of sports technicians at all levels for all sport domains and c) engage extensively in the development of sports infrastructures. Further the sports strategy will be implemented based on the three key strategic objectives which are; to enhance equitable talent detection for young boys and girls, enhance and improve the



capacity of sports technicians at all levels in all sport domains and enhance sports infra-structures development for all sport domains.

The sports strategy's implementation will base on existing institutional structures and coordination mechanisms in order to develop functional, sustainable approaches for sports development at the local and national levels for all sports domains. The Ministry of sports shall be the responsible policy entity to oversee and coordinate sport strategy implementation, more specifically shall provide policy guidance. The Ministry of Sports will further lead the detailed planning and delivery process including budgeting and resource mobilization functions in partnership with stakeholders, to ensure adherence to set priorities in the strategic framework and alignment to the national sport development policy.

For effective implementation of the strategy and to be able to realize the outcomes, the operational framework at technical level should be overseen by the technical working committee, and engagement of the private sector specifically the sports actors, and schools should be engaged to ensure that the strategy is addressing the desired targets. Finally, the strategy presents a monitoring and evaluation framework that shows performance indicators, baseline, and targets to be implemented and the responsible institutions. The monitoring and evaluation framework will be tracked through regular collection and analysis of data, and the dissemination of information to enable the accurate tracking of progress against set targets and outputs.

1.1 Background and Context

The National Sports Development Policy as aligned to the National Strategy for Transformation (NST1)/7years Government Program (2017-2024) presents a need to transform sports into an economic and social sustainability and enhancing incomes sector. The ten-year revised Sports Development Policy highlights the NST1's Social Transformation Pillar whose goal is to Develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society. Specifically, under the NST1, the policy promotes recreational activities and sports for all to increase the socio-economic impact of sports facilities to the citizens. Different actors have strived and worked together towards the achievement of the intended targets and /or expectations in the sports sector. Various sports actors have engaged in investing in sports facilities, through construction, and management; mass participation in physical activities have been promoted to reach all levels of Rwandan lives and their health as a prevention approach to combat Non-Communicable Diseases (NCDs) as per the sports development policy.

The Sports Strategic Plan that aims at mobilizing and promoting Rwandans towards a greater and sustainable future and endeavor success by taking part in sport world. The resultant sector strategic plan highlights the significant role sports plays in the economic, governance and social health of the Rwandan community. The sports sector recognizes the diversity of participation by type and level, the need for associated infrastructure and greater promotion of the value of sports towards health and education. Most importantly the sector strategic plan also connects priorities to the national sports development policy framework which provides a clear pathway in pursuit of a high performing sports sector, generate employment opportunities, and increase incomes to Rwandans and the Rwandan economy. The sector strategic plan is nurtured and implemented on three strategic priority areas. These are; Talent detection and sports development; Capacity development; and Infrastructure development.

Thus, the implementation of the sports sector strategic in Rwanda for the next 5 years is intended to realize tremendous achievements across the different sports domains and improve the economic status of sports men and women in the sports sector. This shall contribute immensely to economic growth, in Rwanda, where the scenario intends to be divergent with sports engagement beyond leisure activities. Even though the sector is of paramount importance and considered crosscutting, there has been pronounced

evidence of its contribution in the socio-economic development of Rwanda through income generation locally to the different stakeholders through the host of international games and other related sports events. Much as sports contributes to the individual growth of athletes, the sector has greatly contributed to the outward image of Rwanda as a country and attracted tourism, that contributes to capital inflows.

1.2 Objective of the Strategy

The broad objective of the sports sector strategy is to reduce the constraints that sportsmen and sportswomen and other stakeholders are faced with through enhanced talent development, capacity development, infrastructure development, sports excellence and professional success, well developed sports industry for creation economic value and fostering sports knowledge capital and health. Further to sports development, the strategy will provide orientation towards technical assistance to various stakeholders such as primary schools, sports federations, districts, through capacity building, and policy dialogue by government of Rwanda and other stakeholders to promote sports-friendly business policies, reform policy and regulation. The strategy intends to stimulate market forces to bridge the sports financing gaps and the gaps in athletes where the number of elite athletes has continued to decrease, thus affecting the competition standards and incomes to athletes. The strategy, therefore, guides on the talent, capacity building, sport excellence, and professional growth, economic value and health and infrastructure development towards stakeholders in a bid to increase the number of elite athletes, mass sports engagement for communities through access to well-developed infrastructure.

The strategy also maps the pathways through which sports capacity building and talent development will be enhanced to transform the sports sector and its actors to create and conduct more sports-oriented income generating platforms to enhance economic value. The implementation of the strategy will embed the existing collaboration with all regional and global partners, as the Ministry of Sports spearheads the push to transform the sports landscape in Rwanda, scale up support for infrastructure development and regulatory environments to and rapidly close the existing sports gaps for women and men, to unlock the entrepreneurial capacity of sports stakeholders and achieve maximum impact, leading to sports growth and development.

1.3 Rationale

The strategic plan for sports is developed to respond to the needs of the sector by setting strategic orientation for sports development. The Ministry of sports having been separated and remaining as its own policy entity, provides for long-term planning and the custodian of the strategic and new orientations for the development of sports in

the country as per the institution's assigned mission and mandates. Further, the sports policy has been revised for the 2020-2023-time frame, and existing strategies need as well to be aligned with sports policy and interconnected strategies accommodate the viable changes specifically for sports development policy implementation. It is against this background that the revision of sports strategic plan has been elaborated to allow the ministry sports carry out an implementation of well elaborated strategic objectives.

1.4 Methodology

The extensive elaboration of this sports strategy built on a deeply participatory and consultative process involving major sports stakeholders including high-level sports sector actors. The process of elaborating the sports strategy also involved extensive review of relevant documents which include among others, the sports development policy, NST1, the sports strategic plan, the National Gender policy, the district development strategies, the National Statistical documents such as the Labour Force Survey 2021, the Establishment Survey 2017, the Integrated Business Enterprise Survey 2017 and other sports-related studies and reports from the Ministry of sports.

This review phase consisted of gathering information from relevant documents that offered secondary data on sports development and stakeholder participation approach in ensuring sustainable sports development guided by policies and institutional set ups. This phase offered an opportunity to document about key gaps in the sports sector as well as gaps to private sector inclusiveness in sports development. The level of structured discussions and one-on-one interviews were conducted with the technical team at the Ministry of sports, sports federations, districts and athletes across the country and the non-state actors in sports. Ultimately, a detailed assessment of the previous SSSP was conducted to inform key strategic objectives that the sports strategy would intervene.

2

Situation Analysis of Sports Sector

2.1 Policy Context of Sports in Rwanda

The sports strategic plan is aligned to the national sports development policy, which has been revised and aims to orient the Rwandan community towards a holistic human development which is under threat from societal changes and global trends towards inactivity. The sports strategic plan aims to mobilize and promote Rwandans towards a greater and sustainable future and endeavor success by taking part in sport World. The existing sports development policy focuses and responds on the way people want to engage in sport as it is more dynamic while winning on the world stage is getting harder and more expensive. Thus, with no action undertaken, the Rwandan sporting culture, and all of the benefits it provides to Rwanda and Rwandans, could be lost. Therefore, as highlighted in many countries, once the sports culture is gone, it's just about impossible to get back on track. Thus, protecting this sporting heritage render a big task to the Ministry of sports and its stakeholders, and requires more than the efforts of the Ministry of sports alone. Achieving ultimate goals of more talents, more capacities and well-developed infrastructure, enhancing professionalism, improving economic value and good health will take the collective efforts of everyone who engaged in sports and makes it happen at every level around the country, through orientation and implementation of the sports development policy, and the sports strategic plan.

The resultant sports strategic plan highlights the significant role sports plays in the economic, governance and social health of our community through talent detection, capacity building and development, sports for excellence and professional success, developed sports industry for economic value, enhanced knowledge capital and health, and enhanced sports infrastructure developments. The sports sector through the sports development policy recognizes the diversity of participation sport type and level, the need for associated infrastructure and greater promotion of the value of sports towards health and education through young talents. Most importantly the sports strategic plan also intends to connect priorities to the revised National Sports development policy which provides a clear pathway in pursuit of a high performing sports sector, generate employment opportunities, and increase incomes to Rwandans and the economy as a whole.

The Ministry of sports has made acute strides in streamlining its work in order to strengthen the implementation of its sports programs. The ministry strives to consolidate its contribution in sports and enhance economic development through high valued sports career and higher earning for Rwandan sportsmen and sportswomen. In this way, the ministry seeks to put sport at the top of the agenda to drive the development of the country in terms of attaining growth, availing economic opportunities, strengthening sports skills, and providing platforms for sustainable job creation. Further, the focus is also to work smarter in raising the economic benefits of sports and highlighting the social contribution of sports to national development.

The Ministry of sports has achieved some outstanding results. Key federations/sports associations have raised the standards of athletes in the national team, who have competed globally and raised the country's flag. The status of sports development provides an impetus for potential professionals to gain high levels of income through various sport clusters. Rwanda has less than 200 professional athletes while nearly less than 10 Rwandan sports men and women are priding their professional sports in Europe, Asia, Middle East, and United States of America. The Ministry envisages having more professionals who will trade their talents in foreign countries, generate income, adding to government revenue inflows. The government of Rwanda through the Ministry of sports with their partners have invested in sports infrastructure, which has rendered high performances. These include the new sports fields and arenas across the districts of Huye, Rubavu, Kicukiro, Gasabo, Ruhango, Rutsiro, Gisagara, Bugesera, and Rulindo, and the Bank of Kigali arena. The Ministry of sports is refurbishing the Amahoro and Kigali stadiums to the required international standards, to facilitate hosting of international games and conferences, which would stimulate sport tourism. The built infrastructure, though still limited in numbers, provide a foundation for the young generation and the Ministry of sports will continue to develop more sports facilities in places where talents have been detected and sports facilities lacking. Ultimately, the spillover effect will be to contribute Rwandan economic growth path, with the aim of developing and expanding talents, and creating more jobs in the sports sector.

2.2 Key Challenges hindering Sports development in Rwanda.

Regardless of the sports sector development achievements documented over the years, the sector in Rwanda is still faced with challenges that require attention during the implementation of this SSP in the next five years (2023-2027). Some of the key barrier to sport development include;

- ▶ The number of talents detected stands at 4,218 only portraying limited talent detection mechanisms in place for the young and mostly the rural talents. This has



affected the performance of youth and junior leagues which are nonexistent in some sports domains, thus rendering broader challenges in forming national junior teams. Youth and Junior leagues form a key part of sports development and render performance at professional level once they are available and well structured. The absence of youth and junior sportsmen and sportswomen denies senior national teams “nursery beds” where talent can be identified and professionally nurtured to feed national leagues and outward professionals.

- ▶ The sports sector entirely lack well trained and developed sports technicians in all domains. The few trained ones approximately 354 available are ageing and there are no young trained and experienced sports technicians like coaches, technical officials and referees who are key in the development of sports to international standards. There is a general lack of sports skills and numbers to support all groups needing technical support skills and there a huge gap in the sports administrators especially at the federation and club levels to initiate development plans, resources mobilization, sustainability and map up the sports growth development trends. Still, gaps have been realized in schools, where a limited number of physical education teachers prevails. It needs to be noted that the young talents who are mainly students at primary and secondary levels of education spend much on their time at schools, that it would trade for them being at clubs. Thus, there is a need for more emphasis on having capacities of coaches and trainers at schools.
- ▶ Even though progress has been made in establishing key sports infrastructure at both national and district levels, these infrastructure are still inadequate for the different sports domains. This reduces the enthusiasm of participation in sports by different demographic groups thereby affecting the pace of sports development even among the young and talented. Key facilities to highlight that are still inadequate include volleyball pitches, basketball pitches, athletics tracks, swimming pools across the districts, fencing equipment, table tennis, lawn tennis equipment among others especially in schools.
- ▶ The sports sector is further faced with financing constraints, where for example for the financial year 2023-2024, the budget allocated to the Ministry of sports remains low at 0.22% of the total budget with only 7.46% allocated for development. Whereas there are other agencies such as districts with sport budget lines, the budget still remains low for the realization of the sport’s strategic objectives. Efforts by the private sector engagement are far away from realization. The limited capacity of sports stakeholders, federations, club coupled with the reluctance of the private sector investment in sports has left the sports sector much more vulnerable though Rwanda has potential talents to grow and develop. This conclusively affects the sports budget, organizations of sports events at national and international levels, growth

of athletes, national leagues remain vulnerable and thus impacts on the sports development of the country.

2.3 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The sports strategy is built on current strengths, and opportunities to drive sports development in young men and women, the community and overcome weaknesses, and threats. The SWOT analysis is carried out based on the existing literature to identify the areas within the current environment which require immediate attention and areas that can be strengthened and focused on for better implementation of the sports strategy. The analysis shows that in spite of the weaknesses and threats within the sports sector, there are a number of opportunities that the sports sector and its stakeholders can leverage on for the strategy implementation. Table 1 below highlights the SWOT analysis.

Table 1: The sports strategy SWOT Analysis

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ▶ The Existence of the National Sports Development Policy. ▶ A strong commitment to athletes empowerment. ▶ A strong will and readiness for sports development and in economic empowerment programmes. ▶ Existence of development plans at central and decentralised levels. ▶ Different Development Partners' commitment and willingness to engage in sports. ▶ Strategic linkages and partnerships locally, nationally, and globally. ▶ The fact that participation in sports is a scientific, proven approach that can contribute and generate positive health. 	<ul style="list-style-type: none"> ▶ Good political will with establishment and enacted laws. ▶ Existence of potential partnerships and prospective member base. ▶ Collaborative partners working closely with the government and its entities. ▶ Support from the other ministries and other government agencies. ▶ Availability of young talent and conducive terrain in the country.

WEAKNESSES	THREATS
<ul style="list-style-type: none"> ▶ National budget dependency of sports entities and federations. ▶ Limited skilled sports trainers, coaches, and technicians to develop and transform talent into professional athletes. ▶ Limited monitoring and evaluation framework to track performance and results. ▶ Low engagement of the private sector in tapping the investment opportunities in sports. 	<ul style="list-style-type: none"> ▶ Cultural barriers that may slow talent development of potential girl athletes. ▶ Limited human resource capacity in the sports management and development. ▶ Budget constraints in implementing the sports strategic plan.

3

Strategic Framework

It is a vital need to identify and offer persuasive incentives that will attract children and youth to actively engage in sports in the common quest of transforming sports into a more sustainable income generating trade. The Rwandan community will need to challenge itself and all those in the sports system to raise the bar and be bold. All stakeholders need to play a role in ensuring sport continues to be a part of Rwandans. Developed programmes should portray the need for sports and engage relevant policy and regulatory bodies to improve the enabling environment for sports to flourish.

3.1 The Goal

The overall goal of the sports strategy is to enhance and sustain sports development and sport for development through awareness leading economic and social empowerment.

3.2 The Vision

The vision of sports strategy is to improve and increase participation of all Rwandan communities in sports for national excellence and improving the quality of life for the Rwandan people.

3.3 Mission

- ▶ To reach out to young talents with low access sports facilities and develop them into professionals, to increase and unleash their sport potential and capabilities.
- ▶ To provide technical capacities and engage potential sports trainers, coaches, technicians, and sports administrators/managers to facilitate talent development.
- ▶ To provide user friendly sports infrastructures to the Rwandan communities for majority of sports domains that present potential for success at the world sport scenery.

3.4 Values and Guiding Principles

The following principles will form the basis of the sports strategy's implementation.



- a) The sports strategy will place athletes’ interests first as sport has inherent power to create positive change among the children and youth. The strategy is, to be implemented at the grassroot level to ensure interventions respond to the needs to the young with talent.
- b) Sports stakeholders, such as schools, sports federations, districts, and other non-state actors will be key in implementing the sports strategy embodied in the concept of sportsmanship, trustworthiness, respect, responsibility, fairness, and caring to ensure professional growth and success.
- c) The strategy will aim to promote sportsmanship and foster the development of good character and ensure that sports programs are conducted in a manner that enhances the mental, social, and moral development of athletes and teaches them positive life skills that will help them become personally successful and socially responsible while generating incomes to the citizens.
- d) The strategy will place health and positive front of sports. The strategy will promote the understanding on good health, rationale for doing sports for health benefits and the whole sports community as well as explain the role sports in economic value addition.

3.5 Strategic Approach

Figure 1: Sports strategy- strategic approach



Participant-focused

Sports participants are at the heart of the sports strategy, and these include the young talents in schools, clubs, other sports amateur citizens, rising stars or established high performance athletes. The strategy will focus on gathering insights to support the system to provide sporting experiences to meet the changing needs of participants at all levels in all age categories. Sport can enrich lives regardless of age, gender, or ability, thus, the sports strategy through the various stakeholders will continue to encourage participation by traditionally lower-participation groups such as women, older people, and those with disabilities, and to promote sport and recreation in an appropriate setting.

System-led

The strategy will develop and enhance a system led implementation of the strategy. The tenet of sport coaching and provision of technical advice will follow the process established first and allow for the result to accrue. The sport system will be based on identifying talents first, provide coaching and technical support and anticipate for better results. The sport system will consider five attributes embedded within the processes:

- ▶ Environment – the context the sport system operates within.
- ▶ Intelligence – knowledge, and its application by technical people in the sport system.
- ▶ Capability – people and organisations within the system.
- ▶ Connectivity – sharing and collaboration across the sport system.
- ▶ Resources – financial and physical ‘inputs’ to the sport system

The strategy will focus on the attributes that have the greatest impact on the livelihoods of individuals and growth of more children, the youth and juniors, more winners and once these are achieved rightly, the results will follow.

Performance-driven

The sports strategy will hold sports stakeholders accountable for the impact on the sport system through robust and timely measurement. The strategy will ensure there is a clear return on investment for all the money received and invested in developing talents, capacity building and infrastructure development. The Ministry of sports will maximise the financial and operational performance of sports domains, of partners it invests in, and of the sport system, to ensure provision and maximum possible value to Rwandans. The Ministry of sports will ensure and encourage strategy implementation by all sports stakeholders in the sport system to strive for sport development.

3.6 Sports Strategic Framework

There are six key strategic areas of opportunity that can drive Rwanda’s sports development through two key pillars, notably; Sports development and performance excellence and Sports for development. Full implementation of the potential six strategic areas and ensuring proper execution of activities in all dimensions will allow attainment of Rwanda’s sports vision.

Figure 2: Key pillars of the sports strategy



3.7 Strategic Objectives, Strategic Outcomes and Outcome Indicators

The section articulates the strategic objectives for the sports strategy with a brief description of strategic outcomes and the indicators of each priority.

Table 2. Strategic objectives, outcomes, and outcome indicators

Strategic Objective 1	To enhance equitable talent detection for children and youth.
Strategic Outcome 1.1	Young children and youth easily access sports and boost their talents
Outcome Indicators	<ul style="list-style-type: none"> ➤ Percentage of young children and youth that access sports. ➤ Percentage of young children and youth engaged with talents identified.

Strategic Outcome 1.2	Enhanced capacity literacy of children in sports system
Outcome Indicator	<ul style="list-style-type: none"> ▶ <i>Percentage of young boys and girls with sports system literacy.</i> ▶ <i>Percentage of young boys and girls registered with the sports system.</i>
Strategic Objective 2	To enhance and improve the capacity of sports technicians at all levels in all sport domains.
Strategic Outcome 2.1	Increased and sustained capacity of sports technicians in all sports domains through trainings and coaching
Outcome Indicators	<ul style="list-style-type: none"> ▶ <i>Percentage of sports technicians trained and coached.</i> ▶ <i>Percentage of sports technicians engaged in coaching and technical support to the young talents.</i>
Strategic Outcome 2.2	Improved sports technicians' access to and utilisation of sports services
Outcome Indicator	▶ <i>Percentage of sports technicians accessing sports facilities and services.</i>
Strategic Objective 3	To enhance sports infrastructures development for all sport domains.
Strategic Outcome 3.1	Developed sports infrastructures to foster citizen and young talent participation.
Outcome Indicator	▶ <i>Number of sports infrastructures developed for citizens to actively access.</i>
Strategic Outcome 3.2	Increased incomes generated from sports infrastructures
Outcome Indicator	▶ <i>Percentage of national revenues generated from sports infrastructures</i>
Strategic Objective 4	To Develop sports for excellence and professional success.
Strategic Outcome 4.1	Improved sport excellence, professional growth, and success
Outcome Indicator	▶ <i>Percentage of professionals in sports domains</i>
Strategic Objective 5	To develop the sports industry to create economic value
Strategic Outcome 5.1	Improved sports and recreational activity business



<i>Outcome Indicator</i>	<ul style="list-style-type: none"> ➤ <i>Percentage of sport share of total market value</i> ➤ <i>Number of international sports competitions and conferences</i>
Strategic Outcome 5.2	Developed sports tourism
<i>Outcome Indicator</i>	➤ <i>Percentage of sports tourists visiting Rwanda</i>
Strategic Objective 6	To Foster sports knowledge capital and health
Strategic Outcome 6.1	Improved sports knowledge capital
<i>Outcome Indicator</i>	➤ <i>Percentage of knowledge capital gained</i>
Strategic Outcome 6.2	Increased public health and inculcate healthy behaviors
<i>Outcome Indicator</i>	➤ <i>Percentage of citizens in good health</i>

4

Implementation Framework

The sports strategy's implementation will base on existing institutional structures and coordination mechanisms in order to develop functional, sustainable approaches for sports development at the local and national levels for all sports domains. The strategy employs a wide range of integrated policy and institutional interventions across the sports sector to generate a sustainable growth for sportsmen and sportswomen. The coordination mechanism for the sports strategy implementation is organized around the core pillars identified as strategic interventions that is; strengthening talent detection for young boys and girls; building capacity of sports technicians at all levels for all sport domains and engaging extensively in the development of sports infrastructures, all aimed at ensuring the smooth implementation of the strategy.

4.1 The Coordination Mechanism

Steering Committee

Sports strategy implementation will be guided by the decisions of a national steering committee to be set up by Ministry of Sports. The national steering committee will include ministries involved in sports, development partners, and other stakeholders. The national steering committee shall be chaired by the Minister of Sports and co-chaired by the Minister of education, and it will meet on quarterly basis to provide overall guidance and orientation on key priorities of the sports strategy implementation. This committee will also be responsible for mobilization of resource required to implement the strategy. The committee shall include other members; the Permanent Secretaries of Ministry of Health, Ministry of Local Government, Ministry of Youth and Culture, Ministry of Gender, and Family Promotion. The Ministry of Sports may decide to have more members on the steering committee.

Technical Committee

The working technical committee shall bring together technical persons representing Ministry of Sports, Ministry of Health, Ministry of Education, Ministry of Local Government, Ministry of Youth and Culture, Ministry of Gender, and Family Promotion, Private Sector Federation, who will meet on regular basis to assess progress on strategy implementation and address any technical challenges encountered during the sport strategy



implementation. MINISPORT will engage development partners and civil society organizations to support the implementation of the sports through their usual development support programmes at all levels of the community (local and national).

4.2 Institutional Roles and Responsibilities

The responsibility of overseeing and coordinating sport strategy implementation shall be borne by MINISPORTS, which shall provide policy guidance (Table 5). The Ministry of Sports will lead the detailed planning and delivery process including budgeting and resource mobilization functions to ensure adherence to set priorities in the strategic framework and alignment to the national sport development policy. The operational framework at technical level shall be overseen by the technical working committee, and engagement of the private sector is important during the implementation of the sports strategy. Sports stakeholders such as federations, clubs, schools, colleges, and universities should be engaged to ensure that the strategy is addressing the desired outcomes.

Table 3: Roles and responsibilities

INSTITUTION	ROLES AND RESPONSIBILITIES
MINISPORTS	<ul style="list-style-type: none"> ➤ Have the sole responsibility for policy and strategic guidance on strategy implementation, resource mobilisation, and prioritisation of strategic objectives. ➤ Organise and coordinate other stakeholders. <p style="margin-left: 20px;">Provide oversight on the implementation, coordination, and monitoring of sport strategy implementation</p>
MoH, MINEDUC, MINALOC, MIGEPROF, MIYICT	<ul style="list-style-type: none"> ➤ Support MINISPORTS in policy and strategic guidance on strategy implementation to ensure programmes are inclusive of the strategy’s objectives and resource mobilisation, as well as prioritisation of strategic objectives. ➤ Coordinate institutions under the respective ministries and districts for strategy implementation key indicators
Districts, Schools, Colleges, Universities, Federations,	<ul style="list-style-type: none"> ➤ Implement the strategy through programmes and sub-programmes, activities, and action plans. ➤ Provide quarterly and/or annual reports on strategy implementation focusing on talent detection, and development .

INSTITUTION	ROLES AND RESPONSIBILITIES
MINECOFIN	<ul style="list-style-type: none"> ▶ Ensure equitable resource mobilisation and alignment with the NST1 strategy objectives, linked to sports strategy.
CSOs, Academia, Media, DPs	<ul style="list-style-type: none"> ▶ Implement the strategy through advocacy. ▶ Undertake evaluation of the sports strategy to inform policy. ▶ Engage stakeholders at each institutional level in strategy implementation.

4.3 Implementation Arrangements

The sports strategy implementation oversight and coordination responsibility lies with MINISPORTS which shall provide policy guidance and orientation with support from MINEDUC MINISANTE and MINICOFIN. The three Ministries will also lead the detailed planning and delivery process including providing guidelines for implementing institutions, districts, and other stakeholders to ensure adherence to set priorities in the strategic framework and alignment to the sports strategic pillars.

The implementation of the sport strategy shall be carried out by the federations, schools, clubs, sports academies, districts, the Rwanda National Olympic and Sports Committee at technical level and establish frameworks in close consultation with MINISPORTS, MINISANTE and MINEDUC. A collaboration mechanism with technical committee which bring together stakeholders and nonstate actors including the Private Sector Federation, Development Partners, and Civil society Organizations shall be developed. It will orient the proper implementation actions of the sport strategy. MINECOFIN together with MINISPORTS will be highly critical in mobilization of resources from development partners to implement the sport strategy and ensuring alignment of strategy to other investment priorities. Schools, federations, clubs, national teams, and other implementing partners are required to engage the private sector and fully outsources funding for sports activities, focusing more on talent detection and capacity development of technical sports personnel.

The private sector shall be required to mobilise investments around the sports facilities for business opportunities as elaborated in the strategy. The Rwanda Private Sector Federation, in close partnership with the sports strategy implementing stakeholders should identify points of entry and opportunities for investments in the medium and long-term.



4.4 Risk Analysis and Mitigation Measures

Strategic Outcomes	Description of latent risk	Intensity	Mitigation measures
Young children and youth easily access sports and boost their talents.	<ul style="list-style-type: none"> ▶ Identification of young boys and girls, youth with talents. ▶ Slow talent detection process in implementing the strategy. 	Low	<ul style="list-style-type: none"> ▶ Mobilize schools, federations, and clubs to identify talents. ▶ Develop a data base for the detected talents to facilitate monitoring.
Enhanced capacity literacy of young children and youth in sports system.	<ul style="list-style-type: none"> ▶ Low and limited capacity of youth to adopt the requirements of the sport system 	Medium	<ul style="list-style-type: none"> ▶ Increase capacity building of the young athletes. ▶ Sensitize young athletes on the basic requirement of the sport system.
Increased and sustained capacity of sports technicians in all sports domains through trainings and coaching.	<ul style="list-style-type: none"> ▶ Difficulty in identifying potential sport technicians. ▶ Limitations on stakeholders in engaging rural based sport technicians. 	Medium	<ul style="list-style-type: none"> ▶ Engage the districts and schools in sports technicians ▶ Encourage stakeholders to extend their sports services to rural based technicians.
Improved sports technicians 'access to and utilisation of sports services.	<ul style="list-style-type: none"> ▶ Reluctancy of sport technicians to change their mode of operation. ▶ Limitations in sports facilities to facilitate technicians operate effectively and efficiently. 	Medium	<ul style="list-style-type: none"> ▶ Strengthen the capacity of sports technicians through capacity building programs. ▶ Develop sport facilities across the urban, semi-urban and rural areas. ▶ Increase the capacity of schools with sports technicians.



Strategic Outcomes	Description of latent risk	Intensity	Mitigation measures
Developed sports infrastructures to foster citizen and young talent participation.	<ul style="list-style-type: none"> ▶ Limited budget for the development of new and refurbishing of existing infrastructure. ▶ Heavy reliance on national budget. 	Medium	<ul style="list-style-type: none"> ▶ Strengthen the engagement of the private sector and development partners. ▶ Encouraging sports implementing stakeholders outsource alternative funds.
Increased incomes generated from sports infrastructures.	<ul style="list-style-type: none"> ▶ Difficulty in estimating revenues from sports infrastructures. 	Low	<ul style="list-style-type: none"> ▶ Increase Public Private Partnerships (PPPs).
Improved sport excellence, professional growth, and success.	<ul style="list-style-type: none"> ▶ Slow growth of professionals, limitations in infrastructure and coaches 	Medium	<ul style="list-style-type: none"> ▶ Develop a sports professional plan ▶ Extend sports infrastructures to community level
Improved sports and recreational activity business.	<ul style="list-style-type: none"> ▶ Private sector reluctance to invest in sports ▶ Limited use of technology in sports for innovation 	High	<ul style="list-style-type: none"> ▶ Encourage foreign direct investments in sports ▶ Mobilize for public private partnerships
Developed sports tourism.	<ul style="list-style-type: none"> ▶ Limitations in organizing international tournaments 	High	<ul style="list-style-type: none"> ▶ Bid for international competitions to be held in country
Improved sports knowledge capital.	<ul style="list-style-type: none"> ▶ Limited technical skills and personnel ▶ Slow sports innovations in the country and reluctance in using technology 	Medium	<ul style="list-style-type: none"> ▶ Increase sports knowledge in Rwandan population ▶ Encourage use of technology in sports
Increased public health and inculcate healthy behaviors	<ul style="list-style-type: none"> ▶ Low mass participation at local community levels 	Medium	<ul style="list-style-type: none"> ▶ Encourage mass participation in community-based sports ▶ Encourage work and life balance.

Strategy Action Plan and Implementation Indicators Matrix

5.1 Implementation Indicators Matrix

Pillar 1: Strengthening Sports development and performance excellence.

Strategic Objective 1. To enhance equitable talent detection for children and youth.

Strategic Outcome 1.1. Young children and youth easily access sports and boost their talents
Outcome Indicator 1. Percentage of young children and youth that access sports.

2. Percentage of young children and youth engaged with talents identified

Outputs	Performance indicator	Baseline	Targets					Interventions to deliver the output	Responsible institutions	Estimated Budget (RWF)
			2023-2024	2024-2025	2025-2026	2026-2027	2027-2028			
Young boys and girls are detected for talents.	Percentage of young boys and girls with talent detected	4218	5 percent of young boys and girls with talent detected	5 percent of young boys and girls with talent detected	5 percent of young boys and girls with talent detected	5 percent of young boys and girls with talent detected	10 percent of young boys and girls with talent detected	1. Mobilize schools to detect talents 2. Provide training to sports technicians on talent detection	MINISPORT(Lead), Schools, Clubs, Federations Districts.	200,000,000

Young boys and girls intensively training in various sport domains.	4218	5 percent of young boys and girls training intensively	5 percent of young boys and girls training intensively	5 percent of young boys and girls training intensively	10 percent of young boys and girls training intensively	10 percent young boys and girls training intensively	1. Develop guidelines proper training under each sport domain	MINISPORT(Lead), Schools, Federations, Clubs	370,000,000
Strategic Outcome 1.2. Enhanced capacity literacy of children in sports system									
Outcome Indicator 1. Percentage of young boys and girls with sports system literacy.									
2. Percentage of young boys and girls registered with the sports system									
Young boys and girls are capacitated with the sport system.	200	2 percent of young boys and girls are capacitated	5 percent of young boys and girls are capacitated	5 percent of young boys and girls are capacitated	5 percent of young boys and girls are capacitated	10 percent of young boys and girls are capacitated	1. Develop a sport system literacy plan	MINISPORTS (Lead), Schools, Clubs, Federations	50,000,000
Percentage of young boys and girls registered in the sport system	200	10 percent of young boys and girls registered	10 percent of young boys and girls registered	20 percent of young boys and girls registered	30 percent of young boys and girls registered	30 percent of young boys and girls registered	1. Develop a sport registration system from the lower levels	MINISPORTS (Lead), Schools, Clubs, Federations	30,000,000
Strategic Objective 2. To enhance and improve the capacity of sports technicians at all levels in all sport domains.									
Strategic Outcome 2.1. Increased and sustained capacity of sports technicians in all sports domains through trainings and coaching.									
Outcome indicator 1. Percentage of sports technicians trained and coached									
2. Number of sports technicians engaged in coaching and technical support to the young talents.									

Outputs	Performance indicator	Baseline	Targets					Interventions to deliver the output	Responsible institutions	Estimated Budget
			2022-2023	2023-2024	2024-2025	2025-2026	2026-2027			
Increased capacity sports technicians.	Percentage of sports technicians trained .	354	10 percent of sports technicians trained.	30 percent of sports technicians trained.	30 percent of sports technicians trained.	20 percent of sports technicians trained.	10 percent of sports technicians trained.	1. Develop a capacity building program for sports technicians.	MINISPORTS (Lead), Federations, Olympic Committee, Schools, Clubs	100,000,000
	Percentage of sports technicians with sports training and development skills.	250	20 percent of sports technicians trained.	20 percent of sports technicians trained.	20 percent of sports technicians trained.	20 percent of sports technicians trained .	20 percent of sports technicians trained.	1. Deliver coaching trainings to potential sports technicians.	MINISPORTS (Lead), Federations, Olympic Committee, Schools, Clubs	120,000,000
Increased number of new sports technicians.	Percentage of new sports technicians registered.	354	100 percent of existing sports technicians registered.	100 percent of new sports technicians registered.	1. Provide technical training on talent identification, talent, and development.	MINISPORTS (Lead), Federations, Olympic Committee, Schools, Clubs	150,000,000			



<p>Strategic Outcome 2.2. Improved sports technicians' access to and utilisation of sports services Outcome indicator: 1. Percentage of sports technicians accessing sports facilities and services</p>						
Increased capacity of technicians accessing sports facilities and services.	Percentage of technicians accessing sports facilities and services.	126	20 Percentage technicians accessing sports facilities and services.	20 Percentage technicians accessing sports facilities and services.	20 Percentage technicians accessing sports facilities and services.	70,000,000
<p>Strategic Objective 3. To enhance sports infrastructures development for all sport domains.</p>						
<p>Strategic Outcome 3.1. Developed sports infrastructures to foster citizen and young talent participation.</p>						
<p>Outcome Indicator: 1. Number of sports infrastructures developed for citizens to access</p>						
Sports infrastructures developed.	Number of Sports infrastructures developed.	10	5 Sports infrastructures developed.	10 Sports infrastructures developed.	10 Sports infrastructures developed.	27,000,000,000
<p>Strategic outcome 3.2. Increased incomes generated from sports infrastructures Outcome Indicator: 1. Percentage of national revenues generated from sports infrastructures.</p>						
			1. Provide technical training on usage of sports facilities and services.	20 Percentage technicians accessing sports facilities and services.	MINISPORTS (Lead), Federations, Olympic Committee, Schools, Clubs	
			1. Develop feasibility studies and mapping on needed sports infrastructures across the country.	20 Sports infrastructures developed.	MINIFRA MINISPORTS (Lead), Districts Federations and Schools	



Increased revenue generation from sports infrastructures.	Percentage of national revenue generated from sports infrastructures.	0,0196 percent	1 Percent national revenue generated.	1 Percent national revenue generated.	1 Percent national revenue generated.	1.2 Percent national revenue generated.	1.2 Percent national revenue generated.	1. Develop regulatory and policy guidelines for usage of sports infrastructures. 2. Develop revenue collection mechanism and policy guidelines e.g., PPP.	MINIS-PORTSMINE-COFIN, RRA	50,000,000
Pillar 2: Strengthening Sports for development										
Strategic Objective 4. To Develop sports for excellence and professional success.										
Strategic Outcome 4.1. Improved sport excellence, professional growth, and success										
Outcome Indicator: 1. Percentage of professionals in sports domains										
Increased number of sports professionals	Percentage of sport professional produced	20	0.5 percent of professionals produced	0.5 percent of professionals produced	0.5 percent of professionals produced	1 percent of professionals produced	1 percent of professionals produced	1. Develop more sports academies	Federations, Clubs.	800,000,000
Strategic Objective 5. To develop the sports industry to create economic value										
Strategic Outcome 5.1 Improved sports and recreational activity business										
Outcome Indicator: 1. Percentage of sport share of total market value										
2. Number of international sports competitions and conferences										

Sports industry developed	Percentage of sport share in total market developed	0.02 percent	0.5 percent of sport share developed	1 percent of sport share developed	1. Engage the private sector 2. Encourage Foreign direct investments in sports	MINISPORTS MINICOM RDB	100,000,000			
Increased international sport competitions and conferences	Number of international sport competitions organized	10	5 percent of international sport competitions organized	1. Increase bidding process for hosting international competitions	MINISPORTS FEDERATIONS	50,000,000				
		4	1 percent of sport conferences organized	1. Engage international federations to attract conferences and congresses	MINISPORTS FEDERATIONS	100,000,000				

Strategic Outcome 5.2 Developed sports tourism

Outcome Indicator: 1. Percentage of sports tourists visiting Rwanda

Increased sport tourism	Percentage of sport tourists registered.	530	2 percent of sports tourists visiting Rwanda	1. Increasing sports competitions and conferences	MINISPORTS RDB FEDERATIONS	100,000,000				
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Strategic Objective 6. To Foster sports knowledge capital and health

Strategic Outcome 6.1. Improved sports knowledge capital											
Outcome Indicator: 1. Percentage of knowledge capital gained											
Increased sports knowledge capital	Percentage of population with sports knowledge and skills.	2 percent	10 percent of the population sensitized	1. Increase community sensitization 2. Increase more community sports days	MINISPORTS MINALOC FDERATIONS	80,000,000					
Strategic Outcome 6.2. Increased public health and inculcate healthy behaviors											
Outcome Indicator: 1. Percentage of citizens in good health											
Improved good health and healthy behaviours of citizens	Percentage of population with good health	23 percent	10 percent of population with good health	1. Increase mobilization of communities to engage in sports	MINISPORTS MINISANTE MINALOC	300,000,000					

5.2 Monitoring and Evaluation Framework

The sports strategy seeks to accelerate sports development, growth through employment creation and revenue gains in Rwanda, leading to economic sports empowerment. The strategy aims to reduce the gaps that exists in sports talents, development and infrastructures through foundational levels and engagement of the private sector, which will, in the long run generate a significant impact on different categories of sportsmen and sports women in all sports domains in both rural and urban settings.

The monitoring and evaluation framework for the strategy shows performance indicators, baseline, and targets to be implemented and the responsible institution. The framework will be tracked through regular collection and analysis of data, and the dissemination of information to enable the accurate tracking of progress against set targets and outputs.

Key elements of the monitoring and evaluation include; collection of baseline data which will form the basis for set targets and measuring progress against the set targets, documenting results in the course of strategy implementation and seek to obtain feedback from stakeholders on key outcomes to improve and finally the monitoring plan matrix will be prepared for all stakeholders to systematically support, review, monitor and follow-up different interventions and also to document lessons learned, share experience and knowledge, and areas of improvement for development.

5.3 Monitoring and Evaluation Matrix

Performance indicator	Baseline	Targets					Data Reporting	Frequency	Responsible Institutions	Reporting To
		2023-2024	2024-2025	2025-2026	2026-2027	2027-2028				
Percentage of young boys and girls with talent detected	4218	5 percent of young boys and girls with talent detected	5 percent of young boys and girls with talent detected	5 percent of young boys and girls with talent detected	5 percent of young boys and girls with talent detected	10 percent of young boys and girls with talent detected	Reports in percentages	Quarterly, and annual reports.	FEDERATIONS, OLYMPIC COMMITTEE, SCHOOLS, CLUBS, DISTRICTS	MINISPORTS
Percentage of young boys and girls training intensively in sports domains	4218	5 percent of young boys and girls training intensively	5 percent of young boys and girls training intensively	5 percent of young boys and girls training intensively	10 percent of young boys and girls training intensively	10 percent of young boys and girls training intensively		Quarterly, and annual reports.	FEDERATIONS, SCHOOLS, CLUBS, DISTRICTS	MINISPORTS

Performance indicator	Baseline		Targets					Data Reporting	Frequency	Responsible institutions	Reporting To
			2023-2024	2024-2025	2025-2026	2026-2027	2027-2028				
Percentage of young boys and girls capacitated with the sport system.	200		2 percent of young boys and girls are capacitated	5 percent of young boys and girls are capacitated	5 percent of young boys and girls are capacitated	5 percent of young boys and girls are capacitated	10 percent of young boys and girls are capacitated		Quarterly and annual reports.	FEDERATIONS, SCHOOLS, CLUBS, DISTRICTS	MINISPORTS
Percentage of young boys and girls registered in the sport system	200		10 percent of young boys and girls registered	10 percent of young boys and girls registered	20 percent of young boys and girls registered	30 percent of young boys and girls registered	30 percent of young boys and girls registered		Quarterly and annual reports.	FEDERATIONS, OLYMPIC COMMITTEE, SCHOOLS, CLUBS, DISTRICTS	MINISPORTS
Number of sports technicians trained.	354		10 percent of sports technicians trained.	30 percent of sports technicians trained.	30 percent of sports technicians trained.	20 percent of sports technicians trained.	10 percent of sports technicians trained.		Quarterly and annual reports.	FEDERATIONS, OLYMPIC COMMITTEE, SCHOOLS, CLUBS, DISTRICTS	MINISPORTS
Percentage of sports technicians trained.	250		20 percent of sports technicians trained.	Reporting in percentages	Quarterly and annual reports.	FEDERATIONS, OLYMPIC COMMITTEE, SCHOOLS, CLUBS, DISTRICTS	MINISPORTS				

Performance indicator	Baseline	Targets					Data Reporting	Frequency	Responsible institutions	Reporting To
		2023-2024	2024-2025	2025-2026	2026-2027	2027-2028				
Percentage of sports technicians with sports training and development skills.	354	100 percent of existing sports technicians registered.	100 percent of new sports technicians registered.	100 percent of new sports technicians registered.	100 percent of new sports technicians registered.	100 percent of new sports technicians registered.	Reporting in percentages	Quarterly, and annual reports.	FEDERATIONS, OLYMPIC COMMITTEE, SCHOOLS, CLUBS, DISTRICTS	MINISPORTS
Percentage of new sports technicians registered.	126	20 Percentage technicians accessing sports facilities and services.	20 Percentage technicians accessing sports facilities and services.	20 Percentage technicians accessing sports facilities and services.	20 Percentage technicians accessing sports facilities and services.	20 Percentage of technicians accessing sports facilities and services.		Quarterly, and annual reports.	FEDERATIONS, OLYMPIC COMMITTEE, SCHOOLS, CLUBS, DISTRICTS	MINISPORTS
Number of Sports infrastructures developed.	10	5 Sports infrastructures developed.	10 Sports infrastructures developed.	10 Sports infrastructures developed.	10 Sports infrastructures developed.	20 Sports infrastructures developed.	Reporting in numbers.	Quarterly, and annual reports.	MINIFRA DISTRICTS, FEDERATIONS AND SCHOOLS.	MINISPORTS

Performance indicator	Baseline	Targets					Data Reporting	Frequency	Responsible institutions	Reporting To
		2023-2024	2024-2025	2025-2026	2026-2027	2027-2028				
Percentage of national revenue generated from sports infrastructures.	0.0196 percent	1 Percent national revenue generated.	1 Percent national revenue generated.	1 Percent national revenue generated.	1.2 Percent national revenue generated.	1.2 Percent national revenue generated.	Reporting in percentages.	Quarterly, and annual reports.	MINISPORTS, Districts	MINICOFINE
Percentage of sport professional produced	20	0.5 percent of professionals produced	0.5 percent of professionals produced	0.5 percent of professionals produced	1 percent of professionals produced	1 percent of professionals produced		Quarterly, and annual reports.	Districts Federations and Schools	MINISPORTS
Percentage of sport share in total market developed	0.02 percent	0.5 percent of sport share developed	1 percent of sport share developed		Quarterly, and annual reports.	MINICOM RDB	MINISPORTS			
Number of international sport competitions organized	10	5 percent of international sport competitions organized	Reporting in percentages.	Quarterly, and annual reports.	FEDERATIONS RDB	MINISPORTS				

Performance indicator	Targets					Data Reporting	Frequency	Responsible institutions	Reporting To
	Baseline	2023-2024	2024-2025	2025-2026	2026-2027				
Number of sport conferences organized	4	1 percent of sport conferences organized	Quarterly, and annual reports.	RDB FEDERATIONS	MINISPORTS				
Percentage of sport tourists registered.	530	2 percent of sports tourists visiting Rwanda	Quarterly, and annual reports.	RDB	MINISPORTS				
Percentage of population with sports knowledge and skills.	2 percent	10 percent of the population sensitized	Quarterly, and annual reports.	MINILOC MINISANTE	MINISPORTS				
Percentage of population with good health	23 percent	10 percent of population with good health	Quarterly, and annual reports.	MINISANTE	MINISPORTS				



6

Conclusion

The sports strategic plan is intended to realize tremendous achievements across the different sports domains and improve the economic status of sports men and women in the sports sector through two main pillars; Strengthening Sports development and performance excellence and Strengthening Sports for development. The strategy's goal is to enhance and sustain sports development leading economic and social empowerment, with the vision of improving and increasing participation of all Rwandan communities in sports for national excellence and improving the quality of life for the Rwandan people.

The main objective of the sports sector strategy is to reduce the constraints that sports women and sports men and other stakeholders are faced with through enhanced talent development, capacity development, infrastructure development, sports excellence and professional success, well developed sports industry for creation of economic value and fostering sports knowledge capital and health. The strategy also provides the pathways through which sports capacity building and talent development will be enhanced to transform the sports sector and its actors to create and conduct more sports-oriented income generating platforms to enhance economic value. The implementation of the strategy will embed the existing collaboration with all regional and global partners, as the Ministry of Sports spearheads the push to transform the sports landscape in Rwanda, scale up support for infrastructure development and regulatory environments to and rapidly close the existing sports gaps for women and men.

7

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