

REPUBLIC OF RWANDA

**SPORTS AND CULTURE SECTOR STRATEGIC PLAN
2024-2029
Abridged version**

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Executive Summary

Rwanda's Sports and Culture sector has made remarkable strides in infrastructure development, Rwandan culture and cultural heritage preservation and creative arts industry. Notable sports achievements include construction of major facilities such as Kigali Arena and Gahanga Cricket Stadium, alongside the expansion of Amahoro National Stadium to accommodate 45,000 spectators. The sector has successfully identified and nurtured 4,553 young athletes through programs like Isonga Project (599 athletes) and PSG Academy (207 athletes), enhancing youth sports education. Collaborations with global organizations, including Bayern Munich, have led to training of 523 sports professionals.

In the cultural domain, the establishment of the Nkumba National Ubutore Training Centre phase II facilitated Itorero trainings and several national museums has been strengthened towards

heritage preservation efforts. Over 5,000 heritage items have been digitized, while Rwandan museums attracted 1,346,593 visitors, generating revenues of 1.39 billion Rwandan Francs (Frw). The creative industry is growing and in NST1 period 5,708 jobs were created and two music schools and a technical school for plastic arts were established.

Despite these achievements, challenges remain. Sports infrastructure is insufficient for both elite and grassroots levels, and private sector investment in sports is limited. Governance issues within sports federations, along with a shortage of qualified sports professionals hinder progress. In the cultural sector, there is an urgent need to promote the use of Ikiyarwanda at all societal levels, limited experts in cultural heritage preservation and promotion. There is a need to address gaps in legal frameworks for creative industries, infrastructures and access to finance by Arts practitioners.

The Sports and Culture Sector is well-positioned to contribute significantly to the NST 2 pillars, including:

- **Economic Transformation:** The sector aims to boost tourism revenues from USD 620 million to USD 1.1 billion, directly contributing Rwf 30 billion through sports tourism and events. The Cultural and Creative Industry (CCI) targets the creation of 1,250,000 sustainable jobs, with an emphasis on generating 62,760 jobs over the next five years. This will be achieved through the promotion of cultural heritage and the growth of creative industries, supporting Rwanda's transition to a knowledge-based economy.
- **Transformational Governance:** Initiatives designed to foster national unity, resilience, and the preservation of Ikiyarwanda and Rwandan values seeks to engage and unite communities. The cultural heritage will be preserved and promoted towards social-economic development.

The path forward for Rwanda's Sports and Culture sector under NST2 involves a comprehensive strategy that tackles existing challenges while leveraging past achievements towards long term Vision 2050's goal of making Rwanda a high-income, diverse, and inclusive economy built on Rwandan culture Values.

I. INTRODUCTION

Rwanda's sports and culture sector is essential in building a cohesive and vibrant society. With a long-term goal centered on inclusiveness and excellence, the Sector is dedicated to leveraging sports and culture as powerful tools for social cohesion and economic development. The overall objective is to foster sports development and culture for an improved quality of life among Rwandans. By investing strategically in infrastructure, nurturing talent, reinforcing Rwandan culture, creative arts, and engaging communities, it will create a resilient society where people connect, thrive, and contribute to Rwanda's sustainable growth.

The Sector Strategic Plan (SSP) for sports and culture aims to contribute to the Rwanda's National Strategy for Transformation (NST2) guided by Vision 2050, and in alignment with the African Union's Agenda 2063, and the Sustainable Development Goals (SDGs).

The SSP was developed by the Ministry of Sports (MINISPORTS), Ministry of National Unity and Civic Engagement (MINUBUMWE), Ministry of Youth and Arts (MOYA), and other stakeholders including development partners.

Methodology: The strategic planning process was participatory, involving key stakeholders at various stages:

- A technical team, from MINISPORTS, MoYA, MINUBUMWE and its affiliated agencies, , and the French Embassy as the co-chair of the sector, .
- Several forums were held to review and draft the plan, including desk reviews of past achievements and challenges.
- The draft SSP was discussed with stakeholders through joint sector review before being submitted for final approval.

II. SECTOR SITUATION ANALYSIS

This Section intends to present what the Sector has achieved in the NST1 period, challenges, key lessons learnt and Opportunities.

II.1. Achievements

The Sports and Culture Sector has made significant achievements in infrastructure development, sports development program, creative arts industry, Civic education, Ikinyarwanda and Cultural heritage preservation. Below are the specific key achievements in the both sports and culture:

a) **Sports**

In infrastructure development with regards to sports, major facilities constructed are Kigali Arena, Gahanga Cricket Stadium, Gisagara Gymnasium and the expansion of Amahoro National Stadium (45,000 seat capacity), Bugesera, Nyagatare, Ngoma stadiums, upgraded Huye Stadium, tennis court and the establishment of the Kigali Golf Club.

In sports development program, a total of 4,553 young athletes have been identified across various disciplines, capacity-building programs reached 523 sports professionals and different academies have been initiated namely:

- **Isonga Project:** Aimed at providing specialized training in basketball, volleyball, handball, football, cycling, and athletics to 599 student-athletes across 17 schools.
- **PSG Academy:** This initiative offers free football training to 207 student-athletes in Huye.
- **Private Football Academies:** There are 217 amateur football academies and training centers across the country.
- **Tony Academy:** This private initiative focuses on elite youth football development.
- **Arsenal Football Club Partnership:** Supports coach education and the development of Rwanda's unique football game model.
- **Bayern Munich Collaboration:** Provides capacity-building programs for sports officials and managers, involving 523 individuals. ;

In addition to the major achievement made on the sports development, sports for all became a Culture at national and decentralized levels.

b) **Culture.**

On culture sub sector, Nkumba National Ubutore training Centre phase 1&2, National Liberation phase 1&2, Environment, Ethnographic, Kandt house, Rwanda Art Museums and Mwima Mausoleum were constructed.

For the purpose of cultural heritage preservation and promotion, 5000 collections of Rwandan heritage (photos and videos) were digitized on Google Arts and Culture. Over the past 7 years, 1,346,593 people visited Museums and revenue generated were estimated at 1,390,284,191Frw.

In creative industry, 2 Music Schools, 1 Plastic arts Technical School and Film training centers were established and 37 Arts projects were supported and 5,708 jobs were created.

Under National Itorero Program over 292,314 Rwandans were trained and 13 Persons were nationally recognized, celebrated, and awarded medals of honor;

For the promotion of Ikinyarwanda language, it was digitalized and Dictionaries on Ikinyarwanda terminologies were produced in 4 sectors;

II.2. Challenges

Despite the efforts invested in sports and culture, there are challenges in both subcomponents of sports and culture as follows:

a) sports.

Insufficient facilities for elite and grassroots sports remain, compounded by limited private-sector investment and reliance on government support.

- ❖ Insufficient infrastructure for elite and high-performance, international sports events and grassroots at the community level;
- ❖ Low level of private sector investment in the Sector (infrastructures, academies, etc.);
- ❖ Low level of people practicing sports for a healthy lifestyle;
- ❖ Poor governance practices across some sports federations;
- ❖ Limited elite and grassroots level programs to develop a strong pool of talent and skills of sports practitioners at all levels in all sports domains;
- ❖ Insufficient number of qualified coaches, trainers, and other sports professionals;

b) Culture

- ❖ Little consideration of the importance of using Ikinyarwanda as a communication tool in the family, education, administration, media, business, and information technology;
- ❖ Insufficiency in developing proactive vocabulary in Kinyarwanda to meet with new words from development and technological advancements;
- ❖ Rwandan cultural values and norms are poorly taken into consideration in the everyday life of Rwandans and hence created room for embracing none positive external philosophies and values;
- ❖ Complementarity gap among parents, teachers, leaders, and the society in civic education/cultural values more specifically
- ❖ Limited experts in cultural heritage preservation
- ❖ Low institutionalization of Itorero especially within local administration
- ❖ Lack of legal framework for the development of cultural and creative industry
- ❖ The Creative Arts Industry is facing infrastructure gaps, limited access to finance and investors.

II.3. KEY LESSONS LEARNT SSP 1/NST 1

- The engagement of external partners/development partners was relatively visible in Sports than in the culture sub-sector;
- Partnership is a key driver for achieving sustainable goals of the Sector;
- The culture preservation and promotion is not only a public cost but also holds the potential for significantly contributing to the economic development of the country. Hence institutions in the economic development Sector have to maximize opportunities in the culture sub-sector;

- There is a need for establishing statistical approaches for tracking job creation and income generation in the Sector;
- Promoting cultural values has to move in tandem with Creative Industry development;
- The Coordination of stakeholders in the Sector needs to be reinforced in planning, evaluation, and reporting. Putting up a Sector secretariat would contribute to responding to this gap.

II.4. Opportunities

The SSP can leverage several growth opportunities, driven by the government's commitment to transforming Rwanda into a sports and cultural hub:

- Political support for sports development attracts investments in talent, infrastructure, and professionalization. Rwanda's reputation in international competitions, coupled with existing infrastructure, creates a favorable environment for hosting global sporting events.
- There is a strong political will to promote Rwandan cultural values and Kinyarwanda in the development journey of the country.
- Some of the Rwandan cultural heritage sites have been inscribed on the UNESCO World Heritage list, thus enhancing preservation, promotion and cultural tourism potential.
- The creative industry is perceived as an emerging sector with the potential to contribute to the country's economic growth.

III. THE SECTOR STRATEGIC FRAMEWORK

The chapter outlines the Vision, Mission, Strategic Objectives, and the alignment with national planning framework.

III.1. Sector Vision, Mission, and Strategic Objectives

a. Vision

To achieve inclusiveness and excellence in sports and culture, for social cohesion and economic development.

b. Mission

To enhance the development of sports and culture as drivers of social cohesion and improved quality of life.

Strategic Objectives

1. To increase revenues generated from sports
2. To increase participation in sports activities boosts Rwandans' health, wellness and incomes
3. To reinforce Rwandan unity through the preservation of Kinyarwanda, cultural values and norms in the Rwandan society
4. To strengthen the preservation and promotion of cultural heritage
5. To strengthen the Cultural Creative Industry towards productive jobs and income generation

III.2. National planning framework alignments

a. The Sector and Vision 2050

The 5 years' Sector orientation is meant to contribute to the country's Vision 2050 that aims at transforming Rwanda into a high-income nation by enhancing living standards and promoting sustainable development. The sports and culture sector will play a pivotal role on the following Vision 2050 pillars:

- **Competitiveness and Integration:** By focusing on sports tourism, Rwanda will attract global sporting events and become a premier destination for Meetings, Incentives, Conferences, and Exhibitions (MICE), which will stimulate foreign investment and tourism.
- The cultural and creative industries (CCIs) will also contribute to the "Competitiveness and Integration" by fostering a diversified economy. By investing in the creative sector, Rwanda can tap into new growth areas such as film, music, fashion, and digital content creation, which have the potential to reach global markets. This aligns with the Vision 2050 target of building a diversified economy driven by future industries.
- **The human development:** Vision 2050 focuses on transforming the workforce for higher productivity. Sports and culture play a significant role in building a skilled, disciplined, and innovative workforce. Through sports, individuals learn teamwork, leadership, and discipline, which are transferable to other professional fields. The cultural and creative industries, on the other hand, nurture creativity and innovation, both of which are vital for a knowledge-based economy.

Vision 2050 emphasizes the importance of positive societal transformation, and sports and culture are key drivers of this change.

b. The Sector and NST2

The Sports and Culture Sector will contribute to NST2 pillars of Transformational Governance and Economic transformation and sub-pillars of National Unity, Resilience, Culture and Values; High-end, eco-friendly, and diversified tourism and the Creation of sustainable and decent jobs.

Sports will contribute to High-end, eco-friendly, and diversified tourism in increasing tourism revenues by almost double from USD 620 Million to USD 1.1 Billion where the sector-specific contribution is planned to be 30 billion. This target will be achieved by Building a vibrant and professional sports industry and implementing the related interventions reflected in the log frame section.

Culture will contribute to **National Unity, Resilience, culture and values** in uniting citizens committed to the country's social and economic development. The priority of culture in NST2 is to Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage. The related interventions to be implemented under this priority area are highlighted in the log frame section.

Under the Cultural and Creative Industry (CCI), the Sector will contribute to the Creation of 1,250,000 sustainable and decent jobs and CCI specifically will create 62,760 jobs in 5 years under a priority area of **Strengthening and promoting the cultural and creative industry Ecosystem**. The key interventions to enable the realization of this target are in the log frame section.

IV.Sector Log frame

Goal 1: Contribute to Increase tourism revenues by almost double from USD 620 Million to USD 1.1 Billion		
NST2 Priority area	Outcome	Key interventions
<p>1. Build a vibrant and professional sports industry</p>	<p>1. Increased revenues generated from sports</p>	<p>Construct world-class sports infrastructures to attract international events;</p> <p>Create, attract, and host international sports events and export of sports talents;</p> <p>Establish a national Talent development program and strengthen the Governance, administration, and management capacity of sports organizations as well as personnel in sports;</p> <p>Attract private sector investment in sports development;</p> <p>Promote sports technology, science, and research and establish related academic programs specifically at the tertiary level.</p>

	<p>2. Increased participation in sports activities boosts Rwandans' health,wellness and incomes</p>	<ul style="list-style-type: none"> - Create accessible community sports spaces and related sports facilities; - Establish and improve youth centers equipped with multi discipline sports facilities at decentralized level; - Organize sports for all, giving special attention to women, the elderly, and people with disabilities; - Establish a sports policy implementing agency (National Sports Authority NSA-RWANDA) and associated sports development fund; - Develop marketing strategies to engage and boost Partnerships and collaborations in sports for development.
<p>Goal 2. United citizens committed to the country's social and economic developed based on Rwandan culture and Values</p>		
<p>NST2 Priority area</p>	<p>Outcome</p>	<p>Key interventions</p>

2. Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage	2.1. Rwandan cultural values and norms embedded in daily lives of Rwandans	<ul style="list-style-type: none"> - Reinforce the use of Kinyarwanda in the service delivery of different institutions (<i>Disseminate guidelines and monitoring its implementation</i>); - Conduct mobilization campaigns on correct use of Kinyarwanda and on cultural values among specific groups (Artists, Journalists, Parents, institutions, students.....); - Operationalize Itorero program at different levels (Village level, schools, institutions and Rwandan Community Abroad); - Develop infrastructures in cultural promotion - (National Ubutore Centre phase 3, Provincial level canterers and National Heroes Mausoleum phase 2); - Conduct 7 researches on Kinyarwanda, culture and values
	2.2. Rwandan cultural heritage preserved and promoted	<ul style="list-style-type: none"> - Develop Cultural heritage sites - (National Liberation Museum completed Phase 3, Gikoba open air museum phase 1 & Kings Palace Museum Phase 2) - Digitize Rwandan cultural heritage (digital mapping of 30 heritage sites, a virtual visit of campaign against Genocide) - Develop and adopt Legal frameworks governing Archives services and book management

<p>Strengthen and promote the cultural and creative industry Ecosystem</p>	<p>3.1. Strengthened cultural and Creative Industries towards Job creation and income generations</p>	<ul style="list-style-type: none"> - Scale up Arts Rwanda Ubuhanzi and Arts connect; - Attract and host international arts events for skills exchange and knowledge transfer - Establish a framework to use the existing public and private infrastructures (Arena, KCEV, Kigali Cultural Village/Rebero, stadiums, Petit stade, etc) for Artists. - Develop and establish arts centers/Facility in CoK and secondary cities; - Mobilize and attract the private sector to invest in creative industries as an emerging sector with potential to generate income and job creation
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IV. SECTOR STRATEGY AND OTHER SECTORS

The achievement of sports and culture priorities require the contribution of other Sectors specifically Governance and Decentralization Sector led by MINALOC to enable coordination of decentralized programs (preservation and promotion of cultural heritage, Itorero program, creative industry, Sports at grass root level, ...), the Education Sector led by MINEDUC will facilitate the policy complementarity of education and sport, culture promotion in schools and reinforcing Art Education in Universities, Higher Learning Institutions and TVETs , the Health Sector led by Ministry of Health will ensure that sports for health is reinforced in the health policy, the Infrastructure Sector led by MINANFRA will provide the technical support in the construction of Sector infrastructures, the Private Sector development and Youth Employment will strongly contribute in promotion of Creative Industry and cultural heritage development towards tourism growth.

V. CROSS-CUTTING AREAS

The strategic framework incorporates cross-cutting areas that are essential for holistic development:

- **Gender and Family Promotion:** Promote inclusivity and ensure equal opportunities for women and girls in all sports and culture sector's activities. Sector will promote Rwandan culture, values and norms to enhance family promotion in Rwandan community. Sector Gender mainstreaming strategy will be revised to mainstream gender in all programs and projects.
- **Environment and Climate Change:** Integrate eco-friendly practices in sports and cultural infrastructure development to promote sustainable development.
- **Disability and Social Inclusion:** The Sector will comply with standards of accessibility for Persons with Disabilities in terms of infrastructures development and ensuring that sport for all applies to all categories of Persons with Disabilities and that accessible sport facilities are available at the community level. Sector will also promote cultural, recreational and artistic activities for Persons with Disabilities up to grassroots levels;
- **Capacity Development:** The Sector will enhance employability skills development through provision of Internship program for graduates.

- **Statistics:** the sector will work closely with NISR on Production and publication of statistics for evidence-based decision making especially the key performance indicators for SSP
- **Technology, Digitization, and Innovation:** the sector will leverage technology to enhance access and development of sports and cultural related programs.

VI. MONITORING AND EVALUATION

Implementation arrangement

The sector of sports and culture strategy's implementation will base on existing institutional structures and coordination mechanisms in order to develop functional, sustainable approaches for sports and culture 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 and culture sector to generate sustainable growth for sports and culture men and sports and culture women. The coordination mechanism for the sports and culture strategy implementation is organized around the core pillars identified as strategic interventions and all are aimed at ensuring the smooth implementation of the strategy.

a. The Coordination Mechanism

i. Joint sector review

Sports strategy implementation will be guided by the decisions of coordination of Joint sector review to be set up by the lead ministry chosen between the Ministry of Sports, Ministry of National Unity & Civic Engagement, and Ministry of Youth and Arts. The Joint sector review will include ministries involved in the sports and culture sector, development partners, and other stakeholders. The joint sector review shall be chaired by the Permanent secretary from the lead Ministry and co-chaired by the appointed development partners, and it will meet on a semester basis to provide overall guidance and orientation on key priorities of the sports and culture strategy implementation. This joint sector review will also be responsible for the mobilization of resource required to implement the strategy. The Joint sector review shall include other members; the Permanent Secretaries of the Ministry of Health, Ministry of Local Government, Ministry of Youth and Culture, Ministry of Gender, and Family Promotion. The Ministry lead in the agreement with the co-chair may decide to have more members on the joint sector review.

ii. Sector working group

The working technical group shall bring together technical persons representing the Ministry of Sports, Ministry of Health, Ministry of Education, Ministry of Local Government, Ministry of Youth and Culture, Ministry of Gender, and Family Promotion, and Private Sector Federation, who will meet on regular basis to assess progress on strategy implementation and address any technical challenges encountered during the sport and culture strategy implementation. Lead institution of each technical working group will engage development partners and civil society organizations to support the implementation of the sports or culture through their usual development support programmes at all levels of the community (local and national).

b. Institutional Roles and Responsibilities

The responsibility of overseeing and coordinating sport and culture strategy implementation shall be borne by the Ministry of Sports, Ministry of National Unity & Civic Engagement, and Ministry of Youth and Arts, which shall provide policy guidance (Table x). The Ministry of Sports, Ministry of National Unity & Civic Engagement, and Ministry of Youth and Arts 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 and culture development policy. The operational framework at technical level shall be overseen by the technical working group, and engagement of the private sector is important during the implementation of the sports strategy. Sports and culture stakeholders such as federations, clubs, schools, colleges, and universities should be engaged to ensure that the strategy is addressing the desired outcomes.

Role and responsibilities

INSTITUTION	ROLES AND RESPONSIBILITIES
MINISPORTS, MINUBUMWE and MoYA	<ul style="list-style-type: none"> ✓ Have the sole responsibility for policy and strategic guidance on strategy implementation, ✓ Organize and coordinate other stakeholders. Provide oversight on the implementation, coordination, and monitoring of sport and culture sector strategic plan implementation
MINEDUC, MoH,	<ul style="list-style-type: none"> ✓ Support MINISPORTS in policy and strategic guidance on strategy implementation to ensure programmes

MINALOC, MIGEPROF,	are inclusive of the strategy’s objectives and resource mobilization, as well as prioritization of strategic objectives. ✓ Coordinate institutions under the respective ministries and districts for strategy implementation key indicators
Districts, Schools, Colleges, Universities, Federations & associations,	✓ Implement the strategy through District Development plans(DDS), programmes and subprograms, activities, and action plans. ✓ Provide quarterly and/or annual reports on strategy implementation.
MINECOFIN	✓ Ensure equitable resource mobilization and alignment with the NST2 strategy objectives, linked to the sports and culture sector strategic plan.
CSOs, Academia, Media, DPs	✓ Implement the Sports and culture strategic plan through advocacy. ✓ Undertake an evaluation of the sports and culture sector strategic plan to inform policy. ✓ Engage stakeholders at each institutional level in sector strategic plan implementation.

c. **Implementation Arrangements**

The sports and culture strategic plan implementation oversight and coordination responsibility lies with the MINISPORTS, MINUBUMWE and MoYA which shall provide policy guidance and orientation with support from MINEDUC, MINISANTE, MIGEPROF 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 culture strategic orientations.

The implementation of the sports and culture strategic plan shall be carried out by the budget agencies, federations both sports and cultural, schools, clubs, sports academies, districts and the Rwanda National Olympic at technical level and establish frameworks in close consultation with MINISPORTS, MINUBUMWE, MoYA, MIGEPROF, MINISANTE and MINEDUC. A collaboration mechanism with Sector working group which bring together stakeholders and non-state actors including the Private Sector Federation, Development Partners, and Civil society Organizations shall be developed. It will orient the proper implementation actions of the Sports and culture sector strategic plan. MINECOFIN together with lead Ministries will be highly critical in mobilization of resources from development partners to implement the SSP and ensuring alignment of strategy to other investment priorities. Budget agencies, Schools, federations, clubs, national teams, and other implementing partners are required to engage the private sector and fully outsources funding for sports and culture activities.

The private sector shall be required to mobilize 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

Conclusion

In brief, the SSP, aligned with national and international strategic orientations, positions Rwanda to leverage sports and culture as catalysts for socioeconomic progress. By addressing existing challenges and capitalizing on available opportunities, Rwanda can achieve its ambitious goals for development and transformation

Annexes

Annex 1: Theory of changes

Sports and Culture NST2 Theory of Change: Priority Areas; Outcomes; and Major Interventions

Economic Transformation Pillar	
High-end, eco-friendly, and diversified tourism [4.3]	
Goal 1: Increase tourism revenues by almost double from USD 620 Million to USD 1.1 Billion	
PA-2: Build a vibrant and professional sports industry	
Outcome 1: Increased revenues generated from sports	
	Construct world-class sports infrastructures to attract international events.
	Create, attract, and host international sports events and export of sports talents.
	Establish a national Talent development program and strengthen the Governance, administration, and management capacity of sports organizations as well as personnel in sports
	Attract private sector investment in sports development
	Promote sports technology, science, and research and establish related academic programs specifically at the tertiary level.
Outcome 2: Increased participation in sports activities boosts Rwandans' health, wellness and incomes	
	Create accessible community sports spaces and related sports facilities;
	Establish and improve youth centers equipped with multi discipline sports facilities at decentralized level
	Organize sports for all, giving special attention to women, the elderly, and people with disabilities
	Establish a sports policy implementing agency (National Sports Authority NSA-RWANDA) and associated sports development fund

	Develop marketing strategies to engage and boost Partnerships and collaborations in sports for development.
4.11 Creation of sustainable and decent jobs	
Goal 1: To create 1,250,000 jobs	
PA-1: Create sustainable and decent jobs	
Outcome 1: Strengthened cultural and Creative Industries towards Job creation and income generations	
	Scale up Arts Rwanda Ubuhanzi and Arts connect
	Attract and host international arts events for skills exchange and knowledge transfer
	Establish a framework to use the existing public and private infrastructures (Arena, KCEV, Kigali Cultural Village/Rebero, stadiums, Petit stade, etc) for Artists.
	Develop and establish arts centers/Facility in CoK and secondary cities
	Mobilize and attract the private sector to invest in creative industries as an emerging sector with potential to generate income and job creation.
Transformational Governance Pillar	
6.4 National Unity, Resilience, culture and values	
Goal 2. United citizens committed to the country's social and economic developed based on Rwandan culture and values	
PA 1. Preserve and promote Rwandan Culture, values, norms and Rwandan Heritage	
Outcome 1: Rwandan cultural values and norms embedded in daily lives of Rwandans	
	Reinforce the use of Ikinyarwanda in the service delivery of different institutions

	(Disseminate guidelines and monitoring its implementation)
	Conduct mobilization campaigns on correct use of Kinyarwanda and on cultural values among specific groups (Artists, Journalists, Parents, institutions, students...)
	Operationalize Itorero program at different levels (Village level, schools, institutions and Rwandan Community Abroad)
	Develop infrastructures in cultural promotion (National Ubutore Centre phase 3, Provincial level centers and National Heroes Mausoleum phase 2)
	Conduct 7 researches on Kinyarwanda, culture and values
Outcome 2: Rwandan cultural heritage promoted	
	Develop Cultural heritage sites (National Liberation Museum completed Phase 3, Gikoba open air museum phase 1 & Kings Palace Museum Phase 2)
	Digitize Rwandan cultural heritage (digital mapping of 30 heritage sites, a virtual visit of campaign against Genocide)
	Develop and adopt Legal frameworks governing Archives services and book management

Annex 2: Monitoring and Evaluation Matrix

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Annual Targets					Responsibility for reporting	Means of verification and Data Sources
					24/25	25/26	26/27	27/28	28/29		
Economic Transformation Pillar											
1	Increased Revenues generated from Sports	Amount of Revenue generated from Sports	Number	None	1,000,000,000	5,000,000,000	13,000,000,000	21,000,000,000	30,000,000,000	MINISPORTS	MINISPORTS Reports
		Number of Jobs created in Sports Sector	Number	2500	2625	2756	2894	3038	3190	MINISPORTS	MINISPORTS Reports
		Number of youth participating in organized sports programs	Number	599	7400	14,800	22,200	29,600	37,000	MINISPORTS	MINISPORTS Reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Annual Targets					Responsibility for reporting	Means of verification and Data Sources
					24/25	25/26	26/27	27/28	28/29		
		Number of certified coaches and trainers (by discipline)	Number	200	1,200	2,200	3,200	4,200	5,200	MINISPORTS	MINISPORTS Reports
		Number of certified sports administrators	Number	20	70	120	170	220	270	MINISPORTS	MINISPORTS Reports
		<i>Number of athletes competing at international levels (By discipline)</i>	Number	300	350	400	450	500	550	MINISPORTS	MINISPORTS Reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Annual Targets					Responsibility for reporting	Means of verification and Data Sources
					24/25	25/26	26/27	27/28	28/29		
		Number of new or renovated sports facilities (both public and private (in schools, churches, etc..))	Number	37	Isonga program 108 at primary level, 72 at the Secondary level 27 at regional centers	Isonga program 108 at primary level, 72 at the Secondary level 27 at regional centers	Isonga program 108 at primary level, 72 at the Secondary level 27 at regional centers 17 at National level	Isonga program 108 at primary level, 72 at the Secondary level 27 at regional centers 17 at National level	Isonga program 108 at primary level, 72 at the Secondary level 27 at regional centers	MINISPORTS	MINISPORTS Reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Annual Targets					Responsibility for reporting	Means of verification and Data Sources
					24/25	25/26	26/27	27/28	28/29		
		Capacity utilization rate of major stadiums (Amahoro, Arena, HUYE, Nyamirambo, and those built in secondary districts) by no. of events hosted	Number	Amahoro Stadium : 5 events	20	20	20	20	20	MINISPORTS	MINISPORTS Reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Annual Targets					Responsibility for reporting	Means of verification and Data Sources
					24/25	25/26	26/27	27/28	28/29		
		Investment in sports infrastructure (public and private) meeting international standards	Number	Amahoro stadium, Cricket Stadium, Tennis courts at IPRC Kicukiro, Kigali Golf Course, BK Arena indoor stadium & Kigali Pele stadium	1	2	1	1	1	MINISPORTS	MINISPORTS Reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Annual Targets					Responsibility for reporting	Means of verification and Data Sources
					24/25	25/26	26/27	27/28	28/29		
2	Increase d sports participation boosts Rwandas health , wellness and incomes	Number of sports for all sessions conducted in community	Number	- Car free day twice a month in CoK and Secondary cities; - Sports for all twice a month at Sector level	24	24	24	24	24	MINISPORTS	MINISPORTS Reports
		Number of sports facilities at community level availed	Number	53 playgro unds 2023-2024	100	100	100	100	100	MINISPORTS	MINISPORTS Reports

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Annual Targets					Responsibility for reporting	Means of verification and Data Sources
					24/25	25/26	26/27	27/28	28/29		
3	Rwandan cultural values and norms embedded in daily lives of Rwandans	Proportion of Rwandans with knowledge of Rwandan culture its values and norms	%	TBD					+10%	RCHA	RCHA Research report
		Impact level of Rwandan culture, its values and norms on national unity	%	TBD			+2.5%		+2.5%	MINUBU MWE	National Unity Barometer

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Annual Targets					Responsibility for reporting	Means of verification and Data Sources
					24/25	25/26	26/27	27/28	28/29		
		Percentage use of Ikiyarwanda in different institutions in accordance with language policies and regulations	%	49% of private institutions				+10	+10%	RCHA	Administrative Report / RCHA
4	Rwandan cultural heritage promoted	Number of visitors that visited Rwandan cultural heritage facilities	Number	257855	296533	296533	310426	348319	486782		

No	NST2 Outcome	Indicators	Units	Baseline (2023/24)	Annual Targets					Responsibility for reporting	Means of verification and Data Sources
					24/25	25/26	26/27	27/28	28/29		
5	Strengthened cultural and Creative Industries	% of contribution of CCI to other services in GDP	%	5% (2023)	5.2%	5.4%	5.6%	5.8%	6%	INSR	GDP report
	towards Job creation and income generations	Number of People employed in CCI	Number	9,452 (2023)	10,452	11,502	12,552	13,602	14,652	INSR	LFS

Annex 3: Implementation plan (see in a separate attachment)