

Republic of Rwanda



Ministry of Sports and Culture

Rwanda Sports Development Policy

October 2012

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1. Executive Summary

Sport plays a significant role in the development of communities; it brings people together to interact, play and engage in conversations that build social harmony. Sports positively impacts on social development and economic sustainability; they empower people and teach leadership and citizenship skills while inculcating cooperation toward shared goals. They challenge inequalities in gender, race and disabilities and can be a means to educate young people against anti-social behaviour.

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

To achieve the national objectives of taking sport to the required level, there need for grass root participation in ensuring the availability of sporting infrastructure, materials and to create appropriate and adequate conditions for the growth of sports. There is need to develop high calibre sports men and women including those with disabilities but talented to participate in sporting activities at national and international levels. Equally important, sports federations must provide sport as a means for social growth and entertainment allowing the promotion of sports by media agencies nationally and internationally thereby creating an incentive for private investors to support the growth of sport in Rwanda.

In implementing this policy, sports partners need to work together to overcome the existing challenges that hinder effective development of sports. Some of these challenges include; limited management and technical capacity of sports bodies, limited number of sports infrastructures, limited financial capacity to carryout sports activities, weak link between sports bodies and schools and the shortage of technical staff such coaches, referees etc to support sports development. The policy orientations and strategic actions put forward attempt to provide responses to these challenges. The policy orientations concern two major categories of sports management i.e. institutional and technical. On the institutional aspect; the policy looks at what needs to be done at the ministerial level, local government level, National sports bodies, Universities and colleges, Primary and secondary schools and at the technical level, the policy looks at player and coach development, infrastructure for sports, sports and business and communication. Equity and empowerment aspects will cut across all the other categories to ensure that gender balance is promoted and participation of all categories of the population including people with disability. The implementation framework proposed is in line with these strategic actions to ensure effectiveness of the implementation of the policy.

2. Background

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

Participants learn to play the game, practicing fair play and showing generosity towards their opponents. In other words, they cultivate the quality of sportsmanship, which consists in playing a game according to its rules and accepting defeat with good temper. They are likely to follow the ideals of sportsman spirit in life; showing honesty and uprightness in their dealings with others and never using unfair means to attain personal ends.

Sport development has a major impact on communities and can bring a country together through the promotion community involvement, social development and economic sustainability. Sports empower people and teach leadership and citizenship skills while inculcating cooperation toward shared goals. They challenge inequalities in gender, race and disabilities and can be a means to educate against anti-social behaviour and in the process of re-integrating disenfranchised groups particularly ‘youth at risk’.

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

Also, the achievement of national objectives requires the facilitation of grass root participation ensuring the availability of advanced sporting infrastructure and material and create appropriate and adequate conditions for the growth of sport including the development of high calibre sports men and women including those disabled but talented to participate in sporting activities at national and international levels.

In a review of Rwanda national sport federations and based on past research (Rwanda Ministry of Youth, Culture & sport 2005:4), most Rwanda national sport federations have not produced the results required to achieve international recognition of Rwanda as a ‘sporting’ nation. With the exception of some of the national sport federations such as the Paralympics Association, Football, Athletics, Cycling, basketball and Volleyball, other federations are still in their infancy.

There are approximately 26 national sports federations in Rwanda. Most or all are seriously hampered in their ability to excel internationally due to funding constraints, lack of capacity in

terms of coaching, and severe lack of facilities to support any significant mark as a sporting nation internationally. However, the fact remains that even with these constraints; Rwanda is at the cusp of entering the global arena for sports participation and international recognition. The following represent some of the outstanding sport achievements by Rwandan teams and individuals to date.

In 2011, the Rwandan National Paralympics' Committee (NPC) and one of the most active Sports Federations in Rwanda celebrated 10 years of great achievements including renewed core funding from Laureus Sports Foundation. The national sitting volleyball team, power lifter Théogène Hakizimana, and 400m & 800m specialist Hermas Cliff Muvunyi have qualified for the London 2012 Paralympics Games. In Maputo, Muvunyi won a silver medal in 800m T46 (1:57:70) and then won a gold medal in the 400m T46 (50 seconds and 30 tenths) to book his ticket. Théoneste NSENGIMANA is the latest Rwandan athlete to qualify for the London Paralympics Games after attaining the required minimum mark in 1500m T46, during the Belfort Championship for the handicapped athletes' stage in France competing against mostly European athletes. The Paralympics Games were held from August 29 to September 9, in the UK.

In May 2012, Adrien Niyonshuti, the only Rwandan cyclist to qualify for the London 2012 Olympic games, has thrown his support behind the first-ever London-Paris ride raising funds for the Aegis Trust. The ride is raising funds specifically for Aegis' unique peace-building education programme in Rwanda, helping a new generation to learn about the dangers of prejudice and building trust between the children of the Tutsi genocide survivors and perpetrators. Adrien's own incredible journey – from survival of the genocide to competition in the 2012 Olympic Games – will feature in a documentary about Rwanda's national cycling team to be released later this year.

The Rwanda Under 17 Team - Junior Wasps, is the Rwandan national team which qualified among four African National teams for the 2011 Mexico World Cup - the first ever FIFA U-17 World Cup final which was held in Mexico from June 18-July 10, 2011.

In July 2012, a Boys U-17 Team made a trip to Cleveland Ohio, in the US and won the overall tournament with impressive wins against many prestigious soccer teams from the US, Canada, and the Caribbean. The girls' team although won all their qualifying matches, lost in the semi-finals, and only due to penalty kicks. The overall performance of both teams was reported as being excellent and again confirmed the talent pool of sports young men and women in Rwanda who can that can excel internationally given the opportunity to play, train, develop their talent to the fullest and participate in international events.

3. Context and Rationale

The government of Rwanda has invested in sports infrastructure, which improved Rwanda's sports performance in the past decade. Despite the demonstrated political will, the efforts of the government, the sports men and women and some of the administrators, the need in terms of

sports development to reach higher heights is still enormous. The need for Sporting activities is important for the psychological and physical development of the people especially the youth. These activities contribute to their personal development through promoting good health, personal discipline, leadership and team building skills. Rwanda is interested in exploring the potential of sport to reach personal, community and national development objectives.

Sport plays a significant role in the quality of life of people. It provides enjoyment and entertainment to millions of participants, spectators and facilitators and is traditionally associated with fun and excitement. Specific to Rwanda, sport represents a large, untapped market with the young Rwandans including people with a disability representing a significant talent pool that can be developed to enhance the quality of life in Rwanda including significant economic and social benefits.

Taking an example of Cuba with similar population size that was able to transform itself from a country with no or marginal sport development to becoming a leader among nations; a few examples of its achievements include Olympic gold medals, increasing the coaching ratios from over 100,000:1 per inhabitant to fewer than 300:1 per inhabitant resulting in a country, which is now on the global sporting map. Its achievements include support of sports personnel, teachers and educators, and medical professionals to over 99 countries in the world. The country has demonstrated that sport development can bring about both national prides as well as contribute to economic development.

Rwanda's talent pool has significant potential to develop national assets in terms of sport for men and women as well as to develop Rwandan talent which can be exported and represent Rwanda in the international arena

To fully exploit the potential mentioned above, the government of Rwanda has highlighted targets to be achieved in the area of sports in the seven-year government program. This prompted a thorough review of the sports industry to identify key challenges likely to impede sports development and come up with appropriate strategies to support the achievement of sports. The strategies aim at encouraging people of all categories to actively and consistently participate in competitive and recreational sport and improve their health while helping those with particular talents to develop them into professional careers that can benefit them and the economy.

This policy is aimed at providing a framework to guide sports development i.e. management of sports activities, development and management of facilities and delivery of services in sports industry over the next couple of years to attain the desired results.

4. Benefits of Sports

- **Brings people together** – communities play and enjoy sport together, and as a country to support the national teams thus contributing to strengthening of social cohesion.

- **Can help deliver key development messages to a wide audience.** Sport is used in the IEC programs to make information on different programs such as health care, peace building etc. reach people - an opportunity to talk to 1000s through sport, promoting positive messages to athletes, parents and spectators
- **Improves Health** - sporting keeps the body health and gives opportunity to educate the importance of diet, keeping fit
- **Improves National pride and unity** - supporting our athletes when they compete as Rwanda can bring pride to the country, think of the nationwide support of the U17 football team in FIFA World Cup in 2011
- **Can enhance external reputation** - Brings international recognition to countries successfully participating in international sporting activities, participation on the international stage will enhance the perception and reputation of Rwanda. Success will add to this and help establish Rwanda to a higher recognition to the wider public it will help sell Rwanda to business and tourism
- **Can create investment and Create jobs** - the building of new facilities, the development of Rwanda as a regional centre for sports development creating employment opportunities and make a contribution to improving the economy. Sport also has economic benefit. Hosting international competitions bring money into the economy and make the country known internationally
- **It enriches people's lives** - sport can be for satisfaction, enjoyable, fun all things which help to improve lives; it contributes to personal development through the introduction of new skills and knowledge and can help build individual and community confidence.
- Promotes **social integration** and instill good behavior among the participants.
- Tool for **mobilizing individuals** and communities to advocate for finding solutions to problems related to poverty, social cohesion, peace and reconciliation.
- Sport strengthens **regional and global relationships** and creates an environment of cooperation and exchange

5. Key challenges facing sports industry in Rwanda

Rwanda's sports industry is faced currently with numerous challenges, which include but are not limited to the following:

- **Limited Sports infrastructure:** Limited sports infrastructural facilities in different sports disciplines, which limits the participation of people in sports thereby affecting the pace of development of sports in general. Also, this reduces the level of participation of

young, talented people to practice and develop their talents, which limits the ability of sports men and women to grow.

- **Strategic focus on sports development:** Lack of a systematic strategy to promote mass sports and to develop talented youth in different sports disciplines hinders sustainable development of sports in the country. The current approach of depending mainly on players from other countries is not sustainable given the limited resources to sustain the approach. Having foreigner players in itself is not bad but it needs to go hand in hand with development of young talented Rwandese so that the number of foreign players is kept to a minimum level possible so that Rwanda might build sustainability of sports in different disciplines.
- **Limited Financial Capacity** – the existing challenge of funding for sports development is one of the major obstacles to the development of sports. Normally, active involvement of the private sector in sports helps the development of sports in countries; but in Rwanda, the involvement of private sector in sports development is very limited due to the following possible reasons; (1) lack of motivation to come on board (2) limited capacity of the majority of private sector players (3) lack of a proper marketing strategy on the part of the ministry and the federations (4) perceived lack of confidence in the sports management system.
- **Administration/Management of sports bodies (federations, associations and Clubs)** – currently, there are capacity gaps in the management of sports bodies that need to be developed to the level that will ensure continuous growth and development of sports in the country in a more sustainable manner. The Ministry shall work with sports bodies to strengthen their management capacity to take up the challenge of developing sports in a systematic and sustainable manner.
- **Inadequacy of qualified personnel (coaches, referees, administrators and other technical staff) to facilitate sports development** – In order to attain the desired level of sports development; there is need for adequate technical staff. The current level of technical staff is not able to provide the required support for the development of sports in the country either because of limitations in skills or in numbers to support all groups needing their skills.
- **Legal framework** - the existing legal framework does not reflect the current needs of the sports development. The ministry of sports in partnership with sports bodies will review the weaknesses in the existing laws and those that need to be put place to support the proper management and growth of sports industry in the country in line with the international legislation.
- **Lack of role models** – There is a limited number of people to serve as an example of the values, attitudes, and behaviors in different sports disciplines for the young talents to emulate. This is related closely to the fact that there are few, if any, internationally recognized professionals in different sports disciplines performing in international clubs. Such professionals go through a series of training experience and develop values and attitudes that help them to grow professionally and become good role models at home.

Non-existence of junior leagues to ensure succession planning –To ensure growth and continuity of the national teams, we need to have junior players coming up on an on-going basis. In order for junior teams to be able to reach the required level of quality that guarantees continuous success, we need to introduce leagues for juniors that help our young players to engage in regular competitions to gain experience and grow professionally.

- **Weak link between sports bodies, local government and schools** – Strengthening the link between sports bodies (Federations), local government and schools would ensure smooth transition of the passionate and talented young men and women especially in lower schools (primary and secondary) to participate actively in sports and to help talented men and women to migrate smoothly to professional sports.

6. Key opportunities available to the sports industry in Rwanda

- **Young population** - Rwanda is a young vibrant country, our population continues to grow year in year out, with 42.9% under 14 there is an opportunity with the right support to identify and develop young talent
- **Political will and good governance system** – The Government has continually demonstrated its commitment to sport, making **Significant Public investment in sport activities** the publication and implementation of this policy will bring added focus and accountability to this area of work and recognise its importance with in Rwandan life
- **Geography and favorable climate for sport activities** - The geography and climate is ideal for developing athletes. Many other countries in the build up to major sporting events send their athletes for altitude training, whilst Rwandans spend their whole life training at altitude.
- **Growing private sector with foreign investors entering the market-** This should be an opportunity to encourage the private sector to join a partnership with Government and sports bodies to develop and lead sport, allowing companies to be seen, to be giving back to the community and country.
- **Up-and-coming country-** Rwanda is an up-and-coming country in terms of **business and innovation**. It is a **Safe/Stable country** which will assist with external investment and the opportunity to develop long term plans

7. Policy development process

The preparation of this Policy plan for the sports development in Rwanda started with appointing a team to work on the terms of reference describing the need for the policy and its implementation strategy. The team coordinated the planning process including organization of a retreat for representatives of all sports federations/associations. The process was participatory and ensured inclusion and consultations with a wide range of stakeholders to ensure their perspectives are captured and taken care of in the plan. In addition, various policy documents and sector-wide reports were reviewed to identify trends and align the policy with other policy priorities of the country. This work was consolidated with a symposium for sports leaders, representatives from other Government Ministries, Universities, Provincial Government and

Business, the symposium was facilitated with support from the English Football Association who are providing continued support with the development of the policy.

8. Vision

The vision is to achieve sports excellence at the individual, community and country level. The primary task will be the pursuit of excellence to be able to reach the highest level of performance at the individual, community and country levels. We will strive to put in place systems to encourage and foster the identification, and development of the talents of the young people and promotion of sports for all. We will also endeavor to remove all the barriers to the full participation of girls and women and those with physical and/or intellectual impairment.

9. Mission

The mission of the policy is to pursue the attainment of sports culture that promotes health lifestyle for Rwandans and ensures a winning culture for those undertaking professional sports in different sport disciplines.

10. Inspirational Target

By 2020

- There will be a higher percentage of population playing sport than in any other African nation
- To be ranked in top 10 in Africa for Football and among the top 3 in Basketball, Volleyball, Cycling and Paralympics sports. The policy will also foster increased participation of people in traditional sports.

11. Guiding Principles and Values

As an industry, sport needs to establish and work to a set of guiding principles/values, whilst the objectives and personnel may change these principles should remain consistent.

Excellence—We shall promote excellence as our primary objective in the development of sports. We will not consider talent as enough to enable athletes to reach the highest levels of performance; we will work with our partners to put in place systems to encourage and foster the identification, and development, of all athletic talent in a way that ensures excellence. Our commitment to service excellence will be demonstrated by our continuous improvement through creativity and innovations.

Integrity –In the implementation of this policy we will promote stakeholder confidence in our services by carrying out our duties and responsibilities with honesty and integrity.

Equity and equality –the policy will promote equal, fair and just treatment of all categories of people in sports irrespective of their status (able bodied or disabled) and put emphasis on the promotion of equal opportunities for both females and males. We shall endeavor to remove barriers to the full participation of girls and women, the economically disadvantaged, and those with physical and/or intellectual impairment.

Accountability and Responsibility–As ministry, we will promote a spirit of acknowledging responsibility for actions and decisions and endeavor to be answerable for resulting consequences. We will demonstrate these in all our actions and encourage our partners to adopt this principle.

Values through Sports - The ultimate goal and outcome of the policy beyond the development of excellence and a ‘winning’ culture is to craft a holistic development process designed to create sustainable values that map to the values of Rwanda for all citizens. Thus, the Sports Development Policy and Implementation Plan will focus on creating sports men, women, youth, and children who can see participation in Sports as a value-creating process from themselves and Rwanda.

Respect- through this policy, we will promote respect for our country, our teammates, the adversaries, the officials and ourselves. And the wider respect for sport its self and all that it represents.

Enthusiasm and Commitment - we will promote sport, selling the benefits that sports provide our country and its young people. We will be committed to developing a sporting nation, passing on our enthusiasm for sport to generations to come.

12. Objectives of the Policy

12.1. General Objective

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

12.2. Specific Objectives

This sports policy is aimed at achieving the following Specific objectives:

- Strengthen the administrative and management capacity of the different sporting bodies to be able to implement sustainable sports development programs;
- Develop a framework that promotes identification of young talented sports men and women and support the development of their talents
- Strengthen the collaborative relationship with private sector to support sports development
- Build capacity of sports technical officials to enhance their effectiveness in the management of sports activities;
- Enhance the publicity of sports activities to stimulate public support and increased participation of the people in sports;
- Develop sports infrastructure facilities that meet international standards and those that allow mass participation of the public in a range of sports disciplines
- Promote gender equity and participation of people with a disability in different sports
- Leverage the development of sports in Rwanda as a significant opportunity for economic generation through the hosting of international sporting events, the export of sport talent, and the commercialization of the sporting industry in Rwanda

13. Policy Orientations and Strategic Actions

The policy requires policy orientations and strategic actions to translate the objectives into implementable elements. These policy orientations and strategic actions are:

Policy Orientation 1: Ministry Level

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

Strategic Actions

- Establish a Rwanda Sports Advisory Panel. This will be an independent panel that will play an advisory role to the ministry and the sports bodies. It will be appointed by the minister responsible for sports and will be expected to meet between 3-4 times per year to provide guidance to sports development during the implementation of this policy
- Establish consistent training program of staff of both the ministry and sports bodies to increase their capacity to plan, implement, monitor and evaluate sports activities;
- Establish a system of performance contracts with sports bodies and monitor their implementation to ensure successful achievements of set targets
- By the end of 2012, establish formal co-ordination mechanism among key stakeholders, ministries involved in sports development to foster alignment of their plans to the National Sports Policy

- Related to the above, ensure that Ministries such as Infrastructure, Local government and Education include in their plans sports facilities (new housing projects, new schools, colleges, universities and parks).
- By 2013 enhance governance system of sports bodies including acquiring legal status for all sports federations
- By 2013 to start a National Facility Development Strategy to ensure availability of sports facilities in schools and at Imidugudu level
- By 2012 start a comprehensive national campaign for people to participate in sport of their choice in big numbers to improve their health and also grow their talents

Policy Orientation 2: Local Government

Put in place a framework in every province and district that allows young men and women to participate fully and develop in sport to achieve their highest level of performance

Strategic actions

- Establish and implement a system to identify a talent pool of boys and girls and develop them to reach their maximum potential
- Set up centers of excellence for different sports disciplines in all the districts according to their respective competitive advantage
- Establish junior leagues to help those identified with talents develop them to realize their full potential
- By 2013 each district to include sports targets in their annual Performance contracts
- By 2014, ensure that each district has at least 1 performance club for Football, Basketball, Volleyball, Athletics and for traditional sports for men and women teams as well as children' teams U 12, 14 and 17
- By 2014 each District to have regular schools competitions and an annual coaches' development program
- Districts to mobilize local development partners and businesses to invest in sports activities

Policy Orientation 3: National Sports Bodies

National Sports Bodies to develop strategic plans with clear targets and accountability on how they are going to support and develop their sport

Strategic Actions

- For the season opening in 2013, all Federations to implement the restructuring of their respective leagues as follows:
 - Create new youth divisions in all competitive sports

- An Open Premier Division (no age restriction), but limited to a maximum of 20% in terms of the team composition of foreign players and the actual foreign players limited to a 25% in terms of actual participation in the game recognizing the rule of substitution;
 - A Premier Division 2 limited to age 20. Relegated teams from the Premier Division 1 will be limited to a maximum of 15% in terms of foreign players and no more than 20% of players above the age of 25, including the foreign players.
 - Premier Division 3 limited to players 18 and under. Relegated teams from Premier Division 2 will be limited to players 18 and under with no exceptions. All teams will be limited to a maximum of 15% in terms of foreign players with the same age limitation of players being 18 or under
 - Premier Division 4 for players 16 and under with the allowance for a maximum of 15% of foreign players also ages 16 and under (residents)
 - All Federations to institute strict rules of engagement to formalize player registration and Player Photo I.D. and formal rosters of all team members
 - All Federations should form other leagues to allow amateur players and adults to participate in the respective sport of their choice
- By March 2013 all federations to produce a 4-year plan that aligns with National sports policy
 - Strategy to include agreed annual growth and performance targets
 - Produce and deliver an effective Player and Coach Development pathway (District to regional to national to international. Youth to adult)
 - Put in place a system to identify talent pools of young men and women and to develop these talents to their highest achievable potential
 - Collaborate with international agencies, universities and colleges to place talented youth in foreign educational institutions that provide scholarships for sports men and women
 - By Dec 2012 all federations to have reviewed the criteria for accepting the clubs to be registered with the federation (must have legal status)
 - By the end of 2012 use nationally adopted qualities/profiles for the leadership of federations and clubs to enhance good governance
 - From 2012 all federations to sign performance contracts with clear targets to be achieved
 - Put in place Technical direction structured from national level to District level in Football, Volleyball and Basketball

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

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

Strategic Actions

- From 2014 all children to receive a minimum of 4 hours per week of sport in school timetable
- Ensure that sport talents are nurtured as a viable career opportunity at a young age in schools
- From 2015 sports delivery in schools to form part of the schools inspection
- Schools to establish local relationships with local sport clubs and other sport organizations
- By 2014 the Government with national sports bodies will develop a teaching manual for the different sports disciplines to aid teachers in schools especially primary schools
- From 2013 all students attending teacher training must complete a sports module. The module should include sport counseling
- From 2014 a national championship for schools in Football, Athletics, Basketball, Volleyball and traditional sports with district finals, provincial finals leading to National finals, boys and girls U12, U14 and U17
- By 2018 every secondary school to have a sports pitch for Football, Basketball and Volleyball
- Commencing in 2013 selected Universities should be running part - time Post Graduate qualification in Sports Management to develop potential leaders in sport.
- Set up inter-university league to sustain talent development

Policy Orientation 5: Player and Coach Development Pathway

National Sports Bodies establish a Player and Coach Development pathway which allows and encourages athletes and coaches to gain experience and progress to achieve their maximum capacity, allowing for continuous growth of technical expertise in sports relative to coaching, refereeing and player development.

Strategic Actions

- Enhance training of officials to grow their capacity to officiate and administer sports activities including attachments with external sport organizations including international sport federations and professional clubs
- Set up a scholarship system for sport managers and athletes to increase their skills and exposure for continuous professional development
- Enhance the monitoring and management of the health of athletes to ensure health and welfare of sports men and women
- As a complement to the health program for athletes, start initiatives for medical and health related institutions and universities to provide graduating students and medical interns complete apprenticeship programs with sport federations, clubs, teams, and individual athletes (e.g. physiotherapists, psychologists, business students, etc.)

Policy Orientation 6: Sport and Business

Promote public-private relationship in the development of sport in Rwanda. There is a need to put in place a framework to promote resource mobilization such as increased private sector sponsorship for sports activities and other sponsorship initiatives.

Strategic Actions

- By 2013 establish a Business Development and Support unit in the Ministry with a focus on soliciting and attracting new and/or increased investment in sport from the private sector recognizing that there are some existing private sector funders in Rwanda.
- To support increased private sector investment in sports, the Ministry of sports and culture shall advocate for incentives including tax incentives on certain items that contribute to sports development
- By 2013 and based on global best practices implement the commercialization of sport facilities as a means to both attracting the masses to get closer to sports and raising the awareness and potential participation by visiting sport centers (e.g. shopping and to increase attendance at sport events)
- By 2013 all National Sports Federations to have produced a marketing strategy; this will include the need to build capacity of National sports bodies to undertake serious fund-raising programs which will contribute to the financing of their activities
- Establish a system of recognizing and supporting personalities, businesses, and institutions that have shown significant and consistent support for sports development to motivate them maintain their patronage.

Policy Orientation 7: Communication

Enhance publicity of sports to increase and sustain public interest in sporting activities.

Strategic Actions

- By 2013 MINISPOC will produce a Sports Communication Strategy with a special focus on branding “Sports Participation” as a life-time involvement for all Rwandans and representing healthy life styles and economic sustainability
 - Work with Public and private media houses to increase the publicity and exposure to sporting activities to increase visibility of sporting activities and stimulate public support and participation;
- By 2014 all National Sport Federations to have produced a communication plan
 - Support sports bodies to seriously undertake marketing and promotional activities aimed at increasing and sustaining spectator attendance at sporting activities
- By 2013 key staff in Government and Federations to have received media training
- By 2013 work with a Media partner to produce educational activities to educate the general public about the rules and skills of different sporting disciplines;
- Develop an open relationship with the media to
 - improve the reporting of sports activities to enhance professionalism in sports

- respect the rights of the sports and sports management bodies to avoid speculative reporting of sports activities

Policy Orientation 8: Infrastructure for Sports Development

Increase infrastructure facilities that facilitate increased participation of people in sports and those that meet required standards to attract public participation at the same time host international events.

Strategic Actions

- By the end of 2012 carry out an audit of existing facilities
- Beginning 2013, increase the number of basic sports facilities at schools and in settlement centers (IMIDUGUDU) to raise the level of participation of masses into sports;
- Develop sports facilities of required standard to allow elite sports development in different disciplines and hosting international competitions
- Set up a proper management system of sports facilities to increase safety and reliability
- Provide incentives for private sector to engage in the development of sports infrastructure facilities

Policy Orientation 9: Equity and Empowerment through Sport for all

Ensure that equity, equality and inclusiveness are promoted in all sports disciplines

Strategic Actions

- Continue to encourage participation of both men and women in all sports disciplines
- Ensure that gender segregated targets are built into plans of all National sports governing bodies
- Enhance awareness and strengthen structures that promote participation of women and people with a disability in all sports activities including professional sports such as developing facilities that allow easy access for people with a disability
- Given the significant regional and international ranking of Rwanda Paralympics athletes promote and increase participation in sports of people with a disability
- Establish strategic relationships with organizations that support development of sport for women and athletes with a disability and fully explore academic/sport scholarships for women athletes as well as for athletes and coaches with a disability
- Promote regular sport for all at Umudugudu level

14. Implementation Framework

In order for this Sports Policy to be fully effective, there is need to determine the institutional mechanism to facilitate its implementation. The mechanism must ensure coordination and

participation of all stakeholders and the population to make sure that the policy creates the required impact.

Ministry of Local government has a big role in ensuring that people are mobilized to participate in mass sports and sports for all at the community level. MINISPOC and the sports bodies will develop guidelines to help the local government entities to implement sports activities.

Equally, ministry of education has a very big role to play in ensuring that sports in schools get more attention by increasing the number of hours for physical education, increasing sports infrastructure in schools and technical expertise is available to support sports development in schools. This will be done in close collaboration with MINISPOC and different sports bodies.

1.1. Collaborative efforts to support implementation of this policy

The collaborative efforts of the following institutions will be critical to the successful implementation of this Sports Policy.

Ministry of sports and culture will provide the overall leadership in the implementation of this policy. It will be responsible for coordinating all the other stakeholders to undertake their specific task as well as coordination the monitoring and evaluation activities to ensure that the policy sticks to the identified priorities. MINISPOC will also lead all efforts to mobilize resources for the implementation of the policy and establishing and implementing a coordination mechanism for all stakeholders to build synergy. The specific tasks of each of the stakeholders shall include but not limited to:

(a) The Ministry of Sports and Culture

- Provide guidance in the implementation of this policy to all stakeholders including the participants in different sport activities
- Encourage and promote the participation of different categories of people in sports disciplines of their choice
- Work with other agencies – government, private or Civil society to establish and maintain recreation and sporting facilities
- The ministry will advocate for the inclusion of physical education in the school curriculum
- Enhance coordination and monitoring of different sports organization effectiveness and continuous quality improvement in carrying out their sports activities
- The ministry shall endeavor to support capacity building of organized sporting organizations to be able to pursue sports development in a way that produces the required results

(b) Ministry of Education

- Coordinate school sports development initiatives in partnership with National Olympic Committee and Ministry of Sports and Culture
- Ensure that physical education is made part of school curriculum

- Promote development of basic sports infrastructure in schools
- Ensure that basic sports materials/equipment are available in schools
- In collaboration with Ministry of Sports and National Olympic Committee, ensure that capacity of technical staff to support sports development in schools is developed.
- Work with the Universities to ensure that Policy Orientation 4 is implemented

(c) Ministry of Local government and local government entities

The ministry of Local government (MINALOC) and its entities shall plan and implement sports activities at the community level. MINALOC will also work with MINISPOC to provide guidance and to monitor how sports activities are being implemented. MINALOC will lead the process of ensuring that development of basic infrastructure facilities for sports are integrated in the activities of UMUGANDA.

(d) Ministry of Defense and RDF

- Assist in the identification of significant talent that can be recruited to National teams
- Share the training methodologies and techniques used in the Ministry for the physical training of defense personnel as a means to develop the physical capabilities and endurance of athletes and sports men and women in Rwanda
- Where possible, reutilize the training resources and facilities for youth clubs and schools through an outreach program by Ministry personnel. A side benefit of the outreach program could be the recruitment of young talent from the defense forces
- Fully participate in the development of strategic initiatives and plans for the development of sport in Rwanda
- Establish a Ministry of Defense Sporting Event(s) involving specific sporting activities with competing team from the Ministry and from the public sector to promote sports and as an extended outreach program for the Ministry of Defense

(d) Rwanda National Police

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

(e) National Olympic Committee

- The overall mandate is beyond Olympic games and includes the total responsibility involving the development of sports at the grassroots and extending to the development of international athletes
- Coordinate all recognized Olympic games and sports bodies in planning capacity building, monitoring and evaluation of their activities
- Work with the ministry in planning and implementing capacity building programs of the different sports bodies to ensure the growth and development of sports at all levels and ultimately to produce international athletes
- Support fundraising efforts of the sports development activities
- Monitor global developments and best practices to enhance and support the development of sport and promotion of sport for all and mass sport in Rwanda
- Proactively represent Rwanda as the national and international body to seek cooperation, assistance and support for the development of sport in Rwanda

(d) National Sports Bodies

- Co-ordinate with the Ministry to ensure that all strategic and tactical plans and related activities are in total concert with the National Policy directives and initiatives
- Leverage the capacity and capabilities of Rwanda Sport advisory body to ensure that a broad and deep spectrum of input has been received from sports professionals and the private sector for the sustainable development of sport in Rwanda
- Organize and craft individual plans and actions to ensure that each of the various sport federations and/or bodies can achieve the status as centers of excellence in respective sports and to serve as a means to promote that sport among Rwandans
- All sports bodies to put in place a profile/database of players showing their career development and facilitating to trace their location

(c) The Private Sector

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

Implementation schedule

See appendix 1:

15. Monitoring and Evaluation

To make the policy and its strategy effective an appropriate and reliable monitoring and evaluation system needs to be in place and implemented. The ministry of sports and culture will take lead in coordinating the M and E work of this policy.

Mechanisms to facilitate the monitoring and evaluation activities of this policy shall be instituted to include:

- Organize ongoing stakeholders' meetings to review the progress, challenges and issues. Resolve any immediate and outstanding issues as a means to accelerate the process of development
- Stakeholder meetings to be held on a quarterly and annual basis for this purpose and resolutions from these meetings to be used as input for the development of subsequent annual planning processes
- Conduct periodic reviews (semi-annual, annual) to assess the progress and a review of the National Policy after a three-year period to assess the overall progress and effectiveness of its implementation including transparent communications to all stakeholders in terms of the achievements as well as possible shortfalls
- As part of measuring the real success of the National Policy and its associated strategies and action plans, there will be a significant need to have ongoing database of quantitative and qualitative data consolidated at the national level with input from the various sporting entities
- Related to the above, the Ministry of Sports and Culture will conduct periodic surveys to measure the real experience of various stakeholders i.e. private sector participants, funding agencies, sports men and women, national stakeholders and the view public. These could take the form of web surveys, SMS surveys sponsored by mobile carriers, and sample surveys at major sporting events

Appendix 1: Implementation schedule

Task	2012	2013	2014	2015	2016	2017	2018	2019	2020	Responsibility
Policy Orientation 1: Strengthen organizational and institutional capacity of sports across all the government institutions and sports bodies in order to plan and implement activities in different sports disciplines with greater accountability.										
To strengthen the administrative and management capacity of the different sporting bodies to be able to implement sustainable sports development programs										MINISPOC
Develop a framework that promotes identification of young talented sports men and women and support the development of their talents										MINISPOC/M INEDUC/MIN ALOC
Strengthen the collaborative relationship with private sector to support sports development										MINISPOC
Establish an organized system that allows mass participation of the public in sports.										MINISPOC/M INALOC/NO C
Build capacity of sports technical officials to enhance their effectiveness in the management of sports activities										MINISPOC/ Sports Federations
Enhance the publicity of sports activities to stimulate public support and participation										
Develop sports infrastructure facilities that meet international standards and others that allow mass participation of the public in a range of sports disciplines										
Promote gender equity and participation of disabled people in different sports activities										
Establish a system of motivating sports men and women to reach their full potential and individuals or organizations that promote sports										
Leverage the development of sports in Rwanda as a significant opportunity for economic generation through the hosting of international sporting events, the export of sport talent, and the commercialization of the sporting industry in Rwanda										
Policy orientation 2: Put in place a framework in every province and district that allows young men and women to participate fully and develop in sport to achieve their highest level of performance										
Establish and implement a system to identify a talent pool of young men and women and develop them to reach their maximum potential										
Set up centers of excellence for different sports disciplines in all the districts										

according to their respective competitive advantage										
Establish junior leagues to help those identified with talents develop them to realize their full potential										
By 2013 each district to produce a Sports strategy which should be linked to the national policy and to include sports targets in their annual Performance contracts										
By 2014 each District to have regular schools competitions and an annual coaches' development program										
Policy Orientation 3: Put in place a framework to support National Sports Bodies to develop strategic plans with clear targets and accountability on how they are going to support and develop their sport										
By March 2013 all federations to produce a 5-year plan that aligns with National sports policy										
By Dec 2012 all federations to have reviewed the criteria for accepting the clubs to be registered with the federation (must have legal status)										
By the end of 2012 use nationally adopted qualities/profiles for the leadership of federations and clubs to enhance good governance										
From 2012 all federations to sign performance contracts with clear targets to be achieved										
Policy orientation 4: Promote a culture where people can learn and develop as sports leaders, with Rwanda becoming the regional leader in sports education										
By the end of 2013 establish Rwanda Inter-university Sport (RIS) as a national body to govern sports in universities and colleges										
Commencing in 2013 selected Universities should be running part-time Post Graduate qualification in Sports Management for existing staff from the various ministries and sports federations to develop potential leaders in sport. This will serve to increase the national capacity to plan, implement, monitor and evaluate sports activities. Include and leverage retired sports professionals										
Policy Orientation 5: Sport in schools is pivotal to the long-term success and sustainability of sports development in Rwanda.										
To ensure that physical education and sports are an integral part of the school system; from 2014 all children to receive a minimum of 4 hours per week of sport in school timetable										
Ensure that sport talents are nurtured as a viable career opportunity at a young age in schools										

From 2015 sports delivery in schools to form part of the schools inspection										
Schools to establish local relationships with local sport clubs and other sport organizations and solicit sport professionals to conduct school visits and/or to conduct training (e.g. voluntary programs)										
By 2014 the Government with national sports bodies will develop a teaching manual for the different sports disciplines to aid teachers in schools especially primary schools										
From 2013 all students attending teacher training must complete a sports module										
From 2014 a national championship for individual schools in Football, Athletics, Basketball, and Volleyball, with district finals, provincial finals leading to National finals, boys and girls U12, U14 and U17										
By 2015 every secondary school to have a sports pitch for Football, Basketball and Volleyball										
Policy Orientation 6: National Sports Bodies establish a Player and Coach Development pathway which allows and encourages athletes and coaches to gain experience and progress to achieve their maximum capacity, allowing for continuous growth of technical expertise in sports relative to coaching, refereeing and player development.										
Enhance training of officials to grow their capacity to officiate and administer sports activities including attachments with external sport organizations including international sport federations and professional clubs										
Set up a scholarship system for sport managers and athletes to increase their skills and exposure for continuous professional development										
Enhance the monitoring and management of the health of athletes to ensure health and welfare of sports men and women										
As a complement to the health program for athletes, start initiatives for medical and health related institutions and universities to provide graduating students and medical interns complete apprenticeship programs with sport federations, clubs, teams, and individual athletes (e.g. physiotherapists, psychologists, business students, etc.)										
Ensure that from 2015 each sport is able to provide a progressive coach development programme with local and national opportunities										
Policy Orientation 7: This policy orientation represents a significant foundational, public-private relationship in										

the development of sport in Rwanda. Thus, there is a need to place a framework to promote resource mobilization such as increased private sector sponsorship for sports activities and other sponsorship initiatives.										
The private sector and national sporting bodies shall be facilitated to develop collaborative relationships, which can realize the economic value and viability of sports.										
By end of 2012 Government to have formed a working committee representing business and sport to make recommendations on how they can develop meaningful and economically viable partnerships. This will include Identifying specific sports disciplines and develop them as viable income generating opportunities										
During 2013 establish a Business Development and Support unit in the Ministry with a focus on soliciting and attracting new and/or increased investment in sport from the private sector recognizing that there are some existing private sector funders in Rwanda.										
To support increased private sector investment in sports, the Ministry of sports and culture shall advocate for incentives including tax incentives on certain items that contribute to sports development										
By 2013 and based on global best practices implement the commercialization of sport facilities as a means to both attracting the masses to get closer to sports and raise the awareness and potential participation by visiting sport centers (e.g. shopping and to increase attendance at sport events)										
By 2013 all National Sports Federations to have produced a marketing strategy; this will include the need to build capacity of National sports bodies to undertake serious fund-raising programs which will contribute to the financing of their activities										
Establish a system of recognizing and supporting personalities, businesses, and institutions that have shown significant and consistent support for sports development to motivate them maintain their patronage.										
Policy Orientation 8: Enhance publicity of sports to increase and sustain public interest in sporting activities										
By 2013 MINISPOC will produce a Sports Communication Strategy with a special focus of branding “Sports										

Participation” as a life-time involvement for all Rwandans and representing healthy life styles and economic sustainability										
By 2014 all National Sport Federations to have produced a communications plan										
By 2013 key staff in Government and Federations to have received media training										
By 2013 work with a Media partner to produce educational activities to educate the general public about the rules and skills of different sporting disciplines										
Develop an open relationship with the media to improve professionalism in sports reporting										
Policy orientation 9: Increase infrastructure facilities that facilitate increased participation of people in sports and those that meet required standards to attract public participation at the same time international events to be held in Rwanda.										
By the end of 2012 carry out an audit of existing facilities										
Beginning 2013, increase the number of basic sports and recreational facilities at schools and IMIDUGUDU levels to raise the level of participation of masses into sports										
Develop sports facilities of required standard to allow elite sports development of sports in different disciplines and hosting international competitions										
Set up a proper management system of sports facilities to increase safety and reliability										
Provide incentives for private sector to engage in the development of sports infrastructure facilities										
Policy Orientation 10: Ensure that equity, equality and inclusiveness are promoted in all sports disciplines										
Continue to encourage participation of both men and women in all sports disciplines										
Ensure that gender segregated targets are built into plans of all National sports governing bodies										
Enhance awareness and strengthen structures that promote participation of women and disabled people in all sports activities including professional sports including developing facilities that allow easy access for disabled people										
Given the significant regional and international ranking of Rwanda Paralympics athletes promote and increase participation in sports of disabled people										

Establish strategic relationships with organizations that support development of sport for women and disabled athletes and fully explore academic/sport scholarships for women athletes as well as for disabled athletes and coaches										
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