

# REPUBLIC OF RWANDA



## MINISTRY OF SPORTS AND CULTURE

Sector Strategic Plan for Sports and Culture

2017/2018-2023/2024

Kigali, October 2017

## **FOREWORD**

Sports and Culture are important to Rwandans at all levels and categories. We know this through annual statistics and other results that tell us about the Rwandan active participation in the region in Africa and in the world at large. This has been supported by high level political will and citizens who are very proud of their culture and recreational achievements.

Indeed, we have the responsibility to ensure that Rwandans continue to take pride in their culture and in all sports engagements, bringing the success that uplift our national symbols including the Flag and the National anthem.

We will continue to work with all stakeholders, entities under the Ministry of Sports and Culture, and Development Partners to ensure the success of the magnificent sports and cultural values.

This Sector Strategic Plan highlights the significant role of Sports and Culture in the governance, economic and social areas for the transformation of our community. It acknowledges the diversity of participation of different stakeholders who are involved at all levels, required infrastructure and greater promotion of Sports and Culture towards health and education. Most important, this Sector Strategic Plan also connects priorities to the National Sports and Culture framework which provides a clear pathway in pursuit of a high performing Sports and Culture Sector.

We look forward to working with all partners in the implementation of this Sector Strategic Plan and we believe that working together will make a real difference in the area of Sports and Culture.

Finally, we wish to express our gratitude to all stakeholders and Development Partners who have contributed to the elaboration of this strategic document.

**UWACU Julienne**  
**Minister**

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

AERG	Association des Étudiants et Élevés Rescapes du Génocide
AU	African Union
CHENO	ChanCellery for Heroes, National Orders and Decoration of Honor
CNLG	Commission Nationale de Lutte Contre le Génocide
CSO	Civil Society Organization
DDS	District Development Strategies
DDP	District Development Plans
EDPRS	Economic Development Poverty Reduction Strategy
GoR	Government of Rwanda
ICT	Information and Communication Technology
INMR	Institute of National Museums of Rwanda
IPRC	Integrated Polytechnic Regional Center
LG	Local Government
MIGEPROF	Ministry of Gender and Family Promotion
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Planning
MINEDUC	Ministry of Education
MINIEACOM	Ministry of Trade, Industry and East African Community Affairs
MININFRA	Ministry of Infrastructure
MINISANTE	Ministry of Health
MINISPOC	Ministry of Sports and Culture
MTEF	Medium Term Expenditure Framework
MYICT	Ministry of Youth and ICT
NCD	Non-Communicable Diseases
NGO	Non-Government Organization
NHD	National Heritage Day
NSC	National Sport Council
NST	National Strategy for Transformation
OPM	Office of the Prime Minister

PE	Physical Education
PPP	Public Private Partnership
PSF	Private Sector Federation
RAC	Rwanda Arts Council
RALC	Rwanda Academy of Languages and Culture
RALSA	Rwanda Archives and Library Services Authority
RDB	Rwanda Development Board
REB	Rwanda Education Board
SCS	Sports and Culture Sector
SDG	Sustainable Development Goals
SSP	Sector Strategic Plan
SWG	Sector Working Group
TVET	Technical Vocation and Educational Training
WDA	Workforce Development Authority

## **EXECUTIVE SUMMARY**

For too long a time the role of Sports and Culture has in the past been downplayed. However, as of late, they have increasingly demonstrated potential to contribute towards national economic growth and development thus augmenting national efforts towards unity and reconciliation, and hence making the Government keen to identify and exploit the potential in them. For this reason, the Government of Rwanda (GoR) has decided to include the Sports and Culture Sector in its strategic planning cycle of National Strategy for Transformation (NST1).

This Sports and Culture Sector Strategic Plan (SSP) was prepared to inform the development of the NST 1 that also ensures the achievement of the SDGs (Global Agenda 2030), the African Union (AU) Agenda 2063, processes which Rwanda is actively part of as underpinned in the Country's Vision 2050 which will orient Rwanda towards the achievement of its desired middle-income economic status.

The broad objective of the SSP is to provide an overarching Sector-wide planning framework that mainstreams the Sector into the national economy and orients the Sports and Culture subSectors to develop different sports disciplines and cultural values enshrined in the Rwandan society. It also facilitates the development of cultural tourism and heritage across the Country in order to make the Sector a vibrant contributor to the national treasury besides other benefits like job creation, income generation to communities and the vision to brand Rwanda as a sports Country and it also brands Rwanda as town destination.

It highlights the major challenges confronting the sports sub-Sector which include inadequate sports facilities and infrastructure, limited expertise of sports technicians, lack of administrative and management capacity, limited financial capacity mainly due to low involvement of the Private Sector, lack of sports role models in various sports domains; inactive junior and youth leagues to feed national teams, the weak link between sports bodies and local Governments and schools as well as the poor mindset of some head teachers.

In the culture sub-Sector, limited financial resources to develop new and rehabilitate existing historical sites and equip them with appropriate infrastructure and facilities including access roads; inadequate infrastructure like theatres, cinema halls, publishing houses, showrooms to showcase Rwandan culture. They are also extended to the limited managerial and leadership skills capacity; weak enforcement of intellectual property law; weak Private Sector involvement and low market access for Rwandan craft products due to low quality as well as weak reading and writing culture are identified as the major challenges.

To address the above challenges and make the Sector an active contributor to the national treasury, seven strategic priorities are identified for the sports sub-Sector comprising of (i) maximization of community engagement and participation in sports all over the Country; (ii) promotion of the benefits of sports all over the Country; (iii) increased organizational capacity in the sports Sector; (iv) maximization of opportunities for outstanding individual successes in different sports domains; (v) promotion of opportunities for sustainable sports team performances; (vi) promotion of the National Sports Culture and (vii) increased support for the development of sports infrastructure in the Country.

In the culture sub-Sector, the following six strategic priorities are identified comprising of (i) promotion of the creative arts industries in Rwanda; (ii) promotion of Kinyarwanda and enhancing the diverse dialects across the Country; (iii) promotion and development of Rwandan culture nationally and internationally; (iv) policy, legislation and strategic direction for identifying, conserving and promoting cultural heritage; (v) facilitation of full open access to the archival and Library information resources of Rwanda and then (vi) increase, sustain and develop high level awareness of genocide against the Tutsi within and outside Rwanda.

To implement the SSP, a sequence of interventions spread over the seven-year period and respective roles and responsibilities of key stakeholders in the Sector comprising of Ministries, Agencies, Local Government entities as well as Development Partners is proposed. At MINISPOC level, key stakeholders consist of MINISPOC, the Institute of National Museums of Rwanda, the Rwanda Archives and Library Services Authority, the



Rwanda Academy of Language and Culture, the Chancellery of Heroes, National Orders and Decorations of Honors, the National Commission for the Fight against Genocide and the National Sports Council. Outside MINISPOC, key stakeholders include MINALOC, MINICOM, MINIJUST, MINEDUC, MINISANTE, the Private Sector, Civil Society Organizations, Local Government entities as well as Development Partners.

With regard to the implementation and coordination of the SSP, appropriate officials and officers comprising mainly of Executive Secretaries and Director Generals of the Agencies affiliated to MINISPOC, other Ministries which are key stakeholders, together with their teams as well as Local Government entities are proposed, most of them are anticipated to perform routine tasks. Districts are essential implementing entities for the Sports and Culture Sector, where mass population is a target for the Sector. For effective coordination of all partners in the Sector, the formation of a Sector Working Group (SWG) is proposed as it has been the case with other Sectors which have been in existence with MINISPOC identifying relevant partners and leading the platform.

For the effective monitoring of the SSP implementation, a Sector monitoring matrix has been included. The matrix provides a summary of key Sector indicators that will be used to monitor Sector outcomes, the current baseline and the annual targets between 2017/2018 and 2023/24. The matrix combines both progress and process indicators. This combination has been chosen to ensure that the Sector is monitoring both the achievement of specific activities as well as overall performance of the Sector. All activities are costed to provide the overall budgetary requirement to implement the SSP and are annexed.

## **1. INTRODUCTION**

### **1.1. Background and Context of the SSP**

Sport and culture have always had a special significance through the performance of sporting and creative arts clubs, teams, high profile athletes and artists that enhance the reputation of the Country. An Increasing number of Rwandans both young and old, men and women continue to participate in a range of sport, fitness and cultural activities mainly in acting, dance, film and creative arts thus encouraging a balanced lifestyle and building a healthy community. Participation and involvement in sport events, creative arts industries, clubs and associations also develop lifelong connections that encourage the older generation to support the young generation and ensure that sport and culture are essential components of the Rwandan society.

The Sector Strategic Plan will inform the development of National Strategy for Transformation (NST1) that also ensure the achievement of the Sustainable Development Goals also known as the Global Goals, which, are a universal call to action to end poverty, protect the planet and ensure that all people in the world enjoy peace and prosperity. Besides the SDGs or the 2030 Agenda, African countries including Rwanda have committed to implement the African Union Agenda 2063, which is both a vision and a plan to build a more prosperous Africa in 50 years. The 2030 Agenda for Sustainable Development acknowledges the importance of the AU Agenda 2063 and considers it an integral part of it and Rwanda is part of this process. The Sector Strategic Plan through NST1 will also enable the implementation of Vision 2050 that will orient Rwanda towards the achievement of being a middle-income economy as a national target. It should however, be pointed out that Sports and Culture Sector was not included in the EDPRS II as a Sector, instead it was embedded within other key Sectors. This downplayed the Sector's importance and role in the Country's socio-economic development and was therefore, not very visible in the above articulated success. In view of this lapse of time in the planning process, consensus has been built around the direct and indirect role that Sports and Culture can contribute to Rwanda's national treasury, besides other accruing benefits like health, education and social benefits from the Sector, hence the rationale for its inclusion in NST1.

The Sector Strategic Plan has been prepared by the Ministry of Sports and Culture for the first time with the vision that the Sports and Culture will be envisaged in NST1 to enhance performance, participation and quality of facilities. The strategic plan is consistent with the Sports and National Culture Heritage Policies and supports the objective of attracting the ‘best and brightest’ as well as encourage mass participation. Sport and culture in Rwanda has a long and proud history that needs to be elevated to higher level. Rwandans as the custodians of this legacy, should enforce the plan which belongs to all the stakeholders. It is the belief of the Ministry of Sports and Culture, other implementing Ministries, in partnership with other stakeholders and Development Partners, and other Sector Working Groups that achieving the objectives contained in the strategic plan will significantly improve the outcomes for Rwandans in urban and rural communities for 2023/2024 and beyond.

## **1.2. Objective of the SSP**

The objective of this Sector Strategic Plan is to provide a planning framework that will orient the Sports and Culture sub-Sectors to develop different sport disciplines and cultural values enshrined in Rwandan society. The plan will facilitate the development of cultural tourism and heritage, develop various disciplines in sports, develop skills to better match the requirements of the diverse participation and performance, focus on gathering insights to support the system to provide sporting experiences to meet the changing needs of participants at all levels. The strategic plan is believed to enrich lives in sport and culture regardless of age, gender, ethnicity or ability, and continue to encourage participation by traditionally lower-participation groups such as women, older people, and those with disabilities, and to promote sport and culture in a way that is appropriate to Rwandans. This Sector Strategic Plan will provide the overarching framework for a holistic Sector-wide approach to the development of culture and sports in all Provinces, focus on the attributes that have the greatest impact on results. The plan will be performance driven where it will ensure there is a clear return on investment, maximize the financial and operational performance and provide the maximum possible to Rwandans.

### **1.3. Approach and Methodology**

The preparation of the Sector Strategic Plan for Sports and Culture was conducted through a highly participatory and consultative process involving the entire Sports and Culture sub-Sectors, where key players including central Government, Districts, Institutions for Sports and Culture, Private Sector and Development Partners were engaged. The process involved the collection of data through desk reviews, guided interviews and group discussions with stakeholders in the Sector identifying a series of key priorities for this Sports and Culture Sector Strategic Plan. The preparation of the plan based on the consultations from various Sector Working Groups consisting of officials from MINISPOC, Agencies under MINISPOC, other Ministries, all Districts, NGOs and civil society, and Development Partners, who were charged with the responsibility of elaborating strategic priorities and objectives for these Sector priorities. The overall results from the consultation process were developed, elaborated and are reflected in the Strategic Framework outlined in Table 1, of the Sector priorities and strategic outcomes matrix. Furthermore, the development and elaboration of the Sector Strategic Plan for Sports and Culture, considered cross cutting issues as developed in previous EDPRS II Thematic strategies.

## **2. OVERVIEW OF THE SPORTS AND CULTURE SECTOR**

### **2.1 Institutional Overview of the Sector**

The Sector Strategic Plan for Sports and Culture is shaped by several national aspirations and international goals embodied in policy declarations and plans. These among others include the Vision 2050 and the upcoming NST1, that is going to be elaborated to cover the period 2017/2018 to 2023/2024. The Sports and Culture Sector is led by the Ministry of Sports and Culture that has a mandate of developing and supporting the implementation of policies and strategies concerning the promotion of a winning culture in various sports disciplines and to promote culture as foundation to the development of our Country. The Ministry of Sports and Culture's vision on creative arts industries is to make it a leading Sector contributing in socio-economic development of the Country, creating jobs and generating income, whereas the vision on sports is to brand Rwanda as a sports Country and ensure that its development is

embedded in the culture. With the core values of the Ministry of Sports and Culture, this strategic plan intends to mainstream the Sector into Rwanda's national economy and to respond to the need of enhancing and speeding up the development and visibility of the Sports and Culture sub-Sectors towards different stakeholders. The Sector Strategic Plan though led by the Ministry of Sports and Culture, is a shared policy document that indicates the roles of other Ministries and Government Agencies. The core implementation of the Sector Strategic Plan will be led by the Ministry of Sports and Culture with its 5 Agencies that support the implementation of policies related to the mandate of the Ministry and other Ministries that have a high stake in the implementation of the Sports and Culture Sector. MINALOC through the Districts will provide a lead in the implementation of the Sector through local demonstrative entities. The Agencies under MINISPOC that will be more engaged in the implementation of Sector Strategic Plan are the following;

- (i) Institute of National Museums of Rwanda,
- (ii) Rwanda Archives and Library Services Authority
- (iii) The National Commission for the Fight Against Genocide,
- (iv) Rwandan Academy of Language and Culture and
- (v) The Chancellery of Heroes, National Orders and Decorations of honor

In addition to the above Agencies, the National Sports Council will be established to take the lead implementation for the sports sub-Sector. Even though these Agencies take the core lead, support in the implementation process is expected from other Agencies and partners as well as other stakeholders under the Sector Working Group. The Civil Society Organizations, Private Sector, Development Partners will play a key role in the implementation of the Sector Strategic Plan.

## **2.2 Situational Analysis**

### **2.2.1 Performance Environment**

The Ministry of Sports and Culture, its affiliated Agencies have made strides in the streamlining of its work in order to strengthen the implementation of its programs. The Ministry strives to consolidate its contribution through becoming a driver in economic development in NST1. In this way, the Ministry seeks to put sport and culture at the top

of the agenda to drive the development of the Country in terms of attaining growth, making available economic opportunities, strengthening skills development and providing platforms for sustainable job creation. The economic contribution of sports and cultural heritage and of the creative industries will be profiled nationally, regionally, and globally. Further, the focus is also to work smarter in raising the economic benefits of the arts and highlighting the social and cultural contribution of sports, arts to our national development.

The Ministry of Sports and Culture has achieved some outstanding results. In sports, key federations/Sports Associations have raised the standards of athletes in the national team, who have competed globally and raised the Country's flag. Rwanda has won medals at the world Paralympics championships, and at the continental level in athletics, volleyball, basketball and cycling. The winning of medals, qualifying for international championships, Olympic games and competing internationally has raised competitiveness among Rwanda athletes. In football, Rwanda qualified for the African nations cup in 2004, and the under 17 qualified for the world cup in Mexico in 2011, indicating potential among the Rwandans and capacity to compete globally. The Ministry each year organizes the Kigali International peace marathon that has changed the view of Rwandan and foreign participants towards peace building and promotion. Rwanda has also hosted the East African Military games through the Ministry of Defense, a symbol of how other partners are engaged in sports development. The status of sports development provides an impetus for potential professionals to gain high levels of income through exercising sports. Currently Rwanda has approximately 500 local athletes as professionals while nearly 50 sports men and women are priding their professional sports in Europe, Asia, Middle east and USA. In the next 7 years of the NSTP, many more professionals will trade their talents in foreign countries, where they would generate income, adding to Government revenue through taxes.

The Government of Rwanda through the Ministry of Sports and Culture with their partners have invested in sports infrastructure, which has facilitated sports performance. These include the new sports fields and arenas across the Districts of Huye, Rubavu, Kicukiro, Gasabo, Ruhango, Rutsiro Gisagara and Rulindo. They provide a foundation

for the young generation and the Ministry of Sports and Culture will continue to develop many more sports facilities and arenas in the next years of the NST1.

Regarding culture and creative arts industries, progress has been made in identifying several cultural heritages that have not been documented before. Cultural heritage elements have been preserved to reflect the memories of the past and form part of the current tourism industry that generates revenues to Rwandan economy. Enhancing cultural values has been rejuvenated through ITORERO to provide the Rwanda community especially the young generation with forms of values including patriotism, social relations, dances and songs, and the national values. In addition, increased training and education of the national language has been imparted into Rwandans in the last 10 years to maintain the face value of the Kinyarwanda language within and outside the Country.

Creative arts industries are an important economic activity in Rwanda where it employs approximately 0.2 percent of the Rwanda population. The challenges with creative arts industries remain with the maintenance of standards and the use of low levels of technology. The Ministry of Sports and Culture has organized stakeholders in the creative arts industry under federation, where they have been able to access technical and financial support from different Development Partners. This has improved their products and ways of operation, including access to finance and markets. Regulations mechanisms for copyrights of images, sounds, tests, books and symbols have been completed, and it's in the phase of being implemented. This will ensure intellectual property rights and a clearway of income generation.

To ensure a more improved situation and development of Sports and Culture in the next 7 years of NST1, coordinated strategies and action plans will be developed in collaboration with partners such as the Ministry of Trade, Industry and East African Affairs, Rwanda Development Board-Tourism, Local Government, Ministry of Gender and Family Promotion and Ministry of Education on the development of the identified Sector priorities in line vision 2050. As part of the Government's national initiative, the Sports and Culture Sector will contribute to the Rwandan economic growth path, aiming to create 70,000 jobs in the next 7 years spread over 10,000 jobs per year. The implementing partners of the Sports and Culture Sector led by the Ministry of Sports

and Culture will maximize the sharing of information by expanding the use of technology such as through mobile phones, digitization and online media for Sports and Culture initiatives, programs and activities. The Ministries implementing the Sector will strengthen coordination and integration with Districts and Government Agencies for effective and efficient service delivery. Monitoring and evaluation measures will be strengthened to assess the impact of the different tiers of Government working together to promote sports, arts, culture and heritage.

### **2.2.2 Organizational Environment**

The Organizational Development (OD) exercise was completed, and a new structure was concurred to the Ministry of Public Service and Labor in February 2010. The availability of the structure will create better alignment between the implementation of the Sector Strategic Plan and the implementing Ministries and Agencies with the personnel needed to carry out these tasks. Due to budgetary constraints, implementation will take place in phases. However, the implementing Ministries and Agencies should start the process of filling vacant posts to gain professional strengths and capacity.

### **2.3 Policy framework**

The Sector Strategic Plan for Sports and Culture has been developed in regard to the existing Sports and the National Culture Heritage policies. The two policies clearly elaborate the benefits, key challenges and the potentials of each of the subSectors. The Sports and Culture policies together with the Sector Strategic Plan play a significant role and provide oversight of the complete sporting and culture development system from grassroots through to high performance. The role of policy frameworks in supporting the development system will embrace the benefits of sport and culture through four main strategic support orientations. These are;

Lead: Having an unobstructed vision for the future of Rwanda's sport and culture, understanding the mega-trends that impact the sport and culture system, having an overview, and understanding of our unique Rwandan system and advocating for those



in it; championing the value of sport and culture; facilitating engagement across the system and with communities of interest to foster collaboration and unlock thinking.

Enable: Developing and improving the five attributes of the Sports and Culture systems through the provision of world-leading specialist advice and resources, so they are better able to meet the needs of participants and athletes; connecting our partners to influencers and working with them to increase their capability; supporting partners facing challenges.

Invest: Investing, and co-investing, smartly for results in high performance and community sport and culture across the system; engagement of the Private Sector to entice them on potential investment opportunities in culture and sports.

Deliver: Through the implementing Ministries, Agencies, Districts, culture and Sports Federations towards delivering world-leading performance support to targeted athletes, artists, archives and library professionals and teams; working closely with NGO's in sensitizing and mobilizing Rwandan population to engage in Sports and Culture activities as income generating ventures.

## **2.4 Undertakings and Achievements of the Sector**

### **2.4.1 Achievements in Sports**

- Availability of sports policy framework; The Ministry of Sports and Culture championed the process to develop the Rwanda Sports Development Policy which provides guidelines to stakeholders involved in development of sports in the Country for Cabinet approval in 2013. The current policy has oriented partners in sports to be able to develop the sub Sector for measurable success and growth.
- Sports as a tool for disease prevention; The Ministry of Health included sports as a strategy for disease prevention and control of Non-Communicable Diseases (NCD) in its NCD policy to reduce health risk factors like obesity. Awareness has been raised and sport for all provides evidence for further outreach.
- Sports in public Institutions; MIFOTRA has reserved every Friday afternoon of working days for mandatory sporting activities for all civil servants. The practice will continue, to lead towards a healthy mind.

- Sports in schools; Ministry of Education developed the Sports Policy for the Education Sector which provides guidelines for the development of sports in schools it is currently pending Cabinet approval. This policy will facilitate in increasing the detection of talent and development of potential professional sports among men and women.
- Sport for all; The City of Kigali has reserved morning hours of the first Sunday of every month as a “car-free day” to give residents of the city an opportunity for sports in designated areas and roads of the city (without driving) in the spirit of sport-for-all. This act has generated public awareness and has seen the increase in number of participants monthly. Efforts would be rendered to extend the same initiative to other cities, to begin with, secondary cities.
- Creation of sports centers of excellence; The Ministry of Education in partnership with the Ministry of Sports and Culture have identified schools with reasonably developed sports infrastructure and facilities which are now being encouraged to admit and nurture students with potential talent in different sports domains. WDA is also experimenting the same model in IPRCs. This initiative will be broadened to other schools with moderate infrastructures to facilitate in accommodating a big number of talents.
- Participation of NGOs; Ministry of Youth is working with NGOs like Right-to-Play to promote leadership and healthy living among the youth through different sports and games. The number of NGO’s engaged in sports activities has been increasing steadily over the last five years, operating across different Districts. Further engagement of other NGO’s will increase the number of youth in sports activities while reducing certain risks like drug abuse.
- Establishment of Sports Federations at national level; Federation and Sports Association have been developed primarily with the legal framework that facilitates them to operate. They have slightly changed their way of working but still have a lot to do especially on taking their activities to the local communities where they can identify, nurture and develop talent as their primary mandate.
- Establishment of Sports Federations in schools; Ministry of education has championed the establishment of Sports Federation for schools including tertiary

Institutions with Sports Associations in every District and sports Committees at both Sector and school level which has improved the organization and management of sports. The performance of these Sports Federations in schools will be boosted with increased technical capacity and developing coaching system.

- Participation in regional and international events; Different Sports and Culture team have been able to represent Rwanda on the regional and international level with promising performances
- In the Country, Rwanda has hosted CHAN, CECAFA, Tour du Rwanda in cycling, Afro basket, regional rallies, Kigali International Peace Marathon, East African Military Games, regional tournaments in Tennis, all of which have boosted the profile of Rwanda as a sports tourism destination. These have generated income from sports, provided short term employment opportunities and will such activities will be increased to make Rwanda a sports hub in the region and in Africa.
- Participation of the Private Sector; Infrastructure development, club and federation sponsorships have gained for the last five years with the Private Sector willing to support both sports and cultural events within the Country. Mobilization for Private Sector Investment in sports has increased even though there is a lot to be desired.
- Increase in the spirit of voluntarism; Volunteerism is one aspect of sports development. In various sport disciplines, volunteerism has been practiced by students, parents, well-wishers and professional coaches supporting students in sports camps during holidays. Furthermore in various tournaments hosted by Rwanda, the trend for volunteering has been making progress.
- Partnership with Regional and International Bodies; Different Sports Federations are affiliated to International Sports Organizations and have partnerships in various sport development projects. The partnership provides support, in technical, coaching, financial, support in international competitions and insurance of athletes
- Community participation; Members of the community are fast embracing sports as a manifestation of healthy life and also modest contribution in various ways to promote sports in the Country which include participation in Umuganda to develop sports infrastructure especially in rural Rwanda

#### **2.4.2 Achievements in Culture**

- A clear and a well-developed culture policy and strategic plan for creative arts industries available. The policy has facilitated and oriented all partners and Agencies in culture on their activities in culture heritage, creative arts and creative arts industries.
- Legalized and fully functioning art council; the Rwanda Arts Council is fully legalized, with all Federations members legally established. The legality of Rwanda Art Council has supported the council to access financial and technical support from Development Partners.
- Identification of historical sites and cultural heritages: these include documented culture. Information regarding different historical sites in Rwanda, cultural heritages, are readily available and used to promote tourism. Physical development still impedes the tourism.
- Improved mechanisms to increase cultural tourism. With the already available sites and heritages, an increase in cultural tourism has boosted tourism in general, thus increasing revenue to the economy.
- Private Sector engagement in promoting cultural products; Increased participation and investments in culture by the Private Sector has improved the products from the culture especially the arts, crafts and creative arts including, Film, drama, books, beauty and fashion.
- Reduction and improvements Genocide denial: An improvement in genocide denial and ideology have been tremendous with slight lower levels still in existence. Reconciliation has improved the livelihoods in communities thus a justification for continued togetherness and nation building.

#### **2.5 Major Challenges Confronting the Sector**

Despite the remarkable achievements highlighted above, the Sports and Culture Sector in Rwanda is still faced with challenges which require attention during the implementation of this SSP in the seven years (2018-2024).

### 2.5.1 Challenges in Sports

- Inadequate infrastructure: Infrastructure and facilities for different sports domains are still inadequate this limits participation by different demographic groups thereby affecting the pace of sports development even among the young and talented. Lack of facilities also affects development of sports in schools and at the workplace.
- Limited expertise of sports technicians; There are very few trained and experienced sports technicians like coaches, technical officials and referees who are key in the development of sports to international standards. They are lacking in both skills and numbers to support all groups needing their skills. Schools also lack specialized teachers for Physical education.
- Lack of administrative and management capacity; There are capacity gaps in the management of sports bodies (federations, associations and clubs) which affect the growth and development of sports in the Country in a more sustainable manner. The operations of these sports Organizations are only limited to the national level. No development of initiatives are developed, this overburdens to the Ministry of Sports and Culture
- Limited Financial Capacity: Funding is a major obstacle to the development of sports in Rwanda mainly because Private Sector involvement in sports is still very limited in Rwanda mainly due to (a) lack of motivation for the Private Sector to participate (b) limited capacity of Private Sector players (c) lack of a proper marketing strategy to attract the Private Sector and (d) lack of confidence in the management of sports
- Lack of role models: There are limited number of outstanding sports personalities in Rwanda whose values, attitudes, and behaviors in different sports disciplines can be emulated by the young talents. This is because there are few internationally active and recognized professionals in different sports disciplines
- Inactive junior leagues to feed national teams: Junior leagues and teams are either non-existent in some sports or inactive where they exist. This denies national teams “nursery beds” where talent can be identified and professionally nurtured to feed national leagues and teams

- Weak link between sports bodies, local Government and schools: There is a weak link between sports bodies (Federations), Local Government and Schools which impedes transition and pathway for talented sportsmen and women in primary and Secondary Schools to grow professionally and actively participate in sports at national and international levels
- Mindset of some Head Teachers: Some schools have not embraced the spirit of sports and its development with the zeal it deserves as it is still perceived as time-wasting, yet schools play a significant role in talent detection and development of young sportsmen and women

### **2.5.2 Challenges in Culture**

- Limited financial resources; Need to develop new and rehabilitate existing historical sites and equip with appropriate infrastructure and facilities including access roads and appropriate signage, print and electronic documentation as well as professionalization of tour guides to tell stories on specific sites. In the creative arts industries, high cost of equipment and raw materials, low level of technology in the production of traditional Rwandan arts and crafts affect the sub-Sector
- Inadequate infrastructure; Lack of infrastructure for cultural expressions like theatres, cinema halls, showrooms, libraries remain to be desired and for sure continued preservation of the Rwanda culture needs infrastructure in place. Even those available are mainly in the Kigali city. This lowers the passion for cultural activities in rural and sub urban areas, where it should be dominant
- Limited capacity; Inadequate management and leadership skills to mobilize and manage stakeholders in the Sector, insufficient number of vocational training schools and centers to train in leadership and professional skills (marginalization of creative subjects in the curriculum)
- Weak enforcement of intellectual property protection; Low level of awareness on the use of intellectual property and inadequacy in enforcement of the copyrights law and piracy
- Weak Private Sector involvement; Low Private Sector involvement to invest in the development of the Sector

- Low market access: Limited access to regional and international markets for craft products due to low quality that do not comply with the required export standards
- Weak reading and writing culture; There is low level of reading and writing culture, few specialized languages in schools, inadequate support for language talented people, small number of documentation and conservation for reference, due to the non-availability of the books country wide.
- Persistence of genocide denial and genocide ideology on genocide against the Tutsi, within and outside Rwanda.

### **3. STRATEGIC FRAMEWORK**

#### **3.1 Sector Priorities and Strategic Outcomes for the Next 7 Years**

##### **3.1.1 Sector Priorities and Strategic Outcomes in Sports**

In providing a roadmap for the future of sports in Rwanda, seven fundamental goals have been identified for inclusion in the Sector Strategic Plan (SSP) as the key strategic priorities upon which the Sector shall be nurtured and promoted over the period 2017–2024.

These are;

- i. Maximization of community engagement and participation in sports at all levels including local and national levels as well as schools;
- ii. Increased appreciation and promotion of health, education and social benefits of sports by the community;
- iii. Increased organizational capacity and capability of the sports Sector to provide quality opportunities for Sports Associations, federations and community as well as school clubs;
- iv. Maximization of opportunities for outstanding individual successes in different sports domains;
- v. Promotion of opportunities for sustainable sports team performances;
- vi. Promotion of a National Sports Culture;
- vii. Increased support for the development of sports infrastructure in the Country

Each of the above seven broad goals has a set of strategic initiatives upon which activities shall be developed for action plans by different stakeholders in the Sector during the implementation of this SSP over the period 2017–2024.

**Strategic Priority 1: Maximize community engagement in sports activities**

**Objective:** Maximize community engagement in sports at all levels all over the Country

**Strategic outcome:** A more active community with access to quality sports facilities and programs

	<b>Strategic Initiatives</b>	<b>Responsibility</b>
1.1	Develop user friendly templates for regular data collection to ensure planning to support research-based decision making	MINISPOC, MINEDUC, MINALOC
1.2	Provide and promote sports opportunities for all in the Country	MINISPOC, MINEDUC, MINALOC
1.3	Maximize availability of sports facilities and inclusive programs for the population to get physically active	MINISPOC, MINEDUC, MINALOC, MININFRA
1.4	Embrace new and emerging sports and activities based on demands of changing population demographics in the Country	MINISPOC, MINEDUC, MINALOC
1.5	Ensure sports programs cater for all population groups including people with disabilities, the youth, women and the elderly	MINISPOC, MINEDUC, MINALOC, MINISANTE
1.6	Engage with Education in providing formalized school sports and physical education, and actively promote links and pathways to community clubs	MINISPOC, MINEDUC DISTRICTS
1.7	Improve access to sports programs and facilities for spectators,	MINISPOC,



	supporters and people with disabilities	MININFRA, MINALOC, LGs
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### Success Indicators

	Indicator	Risk
1.1	Regular data showing accurate trends in sports participation is collected and used for planning purposes by relevant Institutions	Complacency by data collectors and users
1.2	Participation opportunities in sports are provided based on real needs	Unplanned provision of sports opportunities
1.3	Facilities are used more creatively, and competition schedules reflect actual community demand	Inadequate facilities across the Country
1.4	Provided activities cater for all demographic groups in the Country	Ignoring some demographic groups
1.5	Programs are inclusive and engage identified target groups	
1.6	Schools are providing formalized school sports and physical education and actively link students to community and national clubs	Lack of facilities in schools
1.7	Access to programs events and facilities are disability and age friendly	Inadequate access

### Strategic Priority 2: Promote the benefits of sports all over the Country

**Objective:** Greater promotion of health, education and social benefits of sports

**Strategic outcome:** Regular promotion of evidence-based benefits of sports on health, education and social inclusion and making sports part of planning

	Strategic Initiatives	Responsibility
2.1	Promote sports as a healthy and active national capital	MINISPOC, MINEDUC, MINALOC, MINISANTE
2.2	Conduct regular research to promote the benefits of sports to health, well-being, education, social inclusion and community engagement	MINISPOC, MINEDUC, MINALOC, MINISANTE
2.3	Promote capability through training, coaching, education for sports officials and administrators and coaching courses including in schools	MINISPOC, MINEDUC

2.4	Develop education programs to promote the benefits of sports in schools	MINISPOC, MINEDUC
2.5	Promote workplace sports activities to develop health and well-being as well as physical activity in the workplace	MINISPOC, MIFOTRA MINISANTE
2.6	Align planning of sports programs and activities with early learning framework in school and outside-school hours' care framework	MINISPOC, MINEDUC
2.7	Safeguard the integrity and ethics of sports in the Country	MINISPOC, MINEDUC, MINALOC

### Success Indicators

	Indicator	Risk
2.1	Sensitization campaigns and communication strategy in place promoting sports as a healthy and active national capital	Insufficient budget
2.2	Increased use of sports to achieve wider public policy outcomes (health, mobilization for different Government programs, unity and reconciliation)	
2.3	Sports Sector providing relevant training courses to support sports in the Country	
2.4	Parents actively engaged in supporting children participation in sports both in school and outside school	
2.5	Corporate Sector providing facilities and allowing time for regular workplace sports activities	
2.6	Programs and activities supporting sports in early childhood learning framework in school and outside-school hours	
2.7	Sports acknowledged in society as clean, safe and ethical including in licensed sports clubs	

**Strategic Priority 3:** Increase organizational capacity in the sports Sector

**Objective:** Increase the capacity and capability of sports to provide quality opportunities

**Strategic outcome:** Sports Associations/federations and community/school clubs are better managed and providing quality sustainable opportunities in sports

	<b>Strategic Initiatives</b>	<b>Responsibility</b>
3.1	Assist Sports Associations and community/school clubs to build their capacity through training, organizational planning and education of administrators	MINISPOC, MINEDUC
3.2	Promote cross club cooperation and coordination to provide efficiencies in resource use, facilities and administration	MINISPOC MITEC MINIFRA
3.3	Provide effective integration of new technologies to enhance the experience and broaden the appeal of sports in the Country	MINISPOC, MINICT
3.4	Ensure a more structured approach to planning and support for clubs in talent detection, recruitment and engaging corporate sponsors	MINISPOC, PSF
3.5	Encourage succession planning for coaches, officials and administrators to ensure a sustainable supply and pathway for sports officials	MINISPOC, MINALOC NCBS
3.6	Develop measures to keep sports and recreation sustainable and affordable to the community	MINISPOC, MINALOC
3.7	Provide sports Organizations with the skills and tools to develop diverse income streams	MINISPOC, NCBS

### **Success Indicators**

	<b>Indicator</b>	<b>Risk</b>
3.1	Fewer Sports Associations and community/school clubs require emergency financial assistance because they are better managed, more sustainable and are able to provide quality sports services	Insufficient budget
3.2	Greater sharing of resources providing efficiencies and synergies in program delivery and use of sports facilities	
3.3	Greater use of new technologies and communication in enhancing sports and recreation experience e.g. use of social media platforms: Twitter, Facebook, SMS, WhatsApp, etc.	
3.4	A coordinated approach to talent detection, recruitment, training and management e.g. a central database of trained sportsmen,	

	corporate sponsors, sports events, etc.	
3.5	Succession planning delivering next generation of sports coaches and officials	
3.6	Creative programs in place to keep sports and recreation affordable e.g. multi membership packages, family memberships, tax concessions, career cards etc.	
3.7	Sports Organizations are implementing commercial development plans and generating alternate sources of income to sustain their programs	

**Strategic Priority 4:** Maximize individual successes in different sports domains

**Objective:** Maximize opportunities for outstanding individual successes in sports

**Strategic outcome:** Clear career pathways, quality sports technicians and support services for talented athletes, technicians and coaches

	<b>Strategic Initiatives</b>	<b>Responsibility</b>
4.1	Establish a National Sports Center as a key center of exCellence within the national system for developing local and national athletes and coaches	MINISPOC, MININFRA
4.2	Ensure that sports performance objectives are aligned with the national outcomes (health, well-being, education, social inclusion and community engagement)	MINISPOC
4.3	Ensure that sports provide clear talent identification and development pathways for sportsmen, sportswomen and coaches/trainers	MINISPOC
4.4	Develop strategic partnerships with education Institutions to form centers of exCellence in sports	MINISPOC, MINEDUC
4.5	Ensure access to quality sports facilities, education and support services for developing sportsmen, sportswomen and coaches	MINISPOC, MINEDUC

#### **Success Indicators**

	<b>Indicator</b>	<b>Risk</b>
4.1	National Sports Center a key part of the national high-performance system developing and producing an increase in the number of talented athletes selected for District and national teams	Insufficient budget

4.2	National Sports Center taking a key role in directing national outcomes (health, well-being, education, social inclusion and community engagement)	
4.3	Talent identification and development pathways for sportsmen, sportswomen and coaches/trainers are integral in national sports development plans	
4.4	Selected education Institutions identified as centers of sports exCellence and integral in providing sports support services, facilities and education	
4.5	Cutting edge sports support services available to talented sportsmen, sportswomen and coaches in the Country	

**Strategic Priority 5:** Promote sustainable team performances in sports

**Objective:** Maximize opportunities for sustainable outstanding team performances

**Strategic outcome:** Well supported performance teams successfully competing at national and international levels.

	Strategic Initiatives	Responsibility
5.1	Ensure a functional relationship between national league teams and the National Sports Center to support their performance pathway	MINISPOC
5.2	Provide cutting edge coaching, sports technology and support services to national league teams	MINISPOC, MITEC
5.3	Strengthen existing teams in national league competitions to raise their profiles and provide a sustainable pathway for athletes	MINISPOC, MINEDUC
5.4	Facilitate a joint business approach between national teams to promote efficiencies in sports marketing, ticketing and engaging supporter base	MINISPOC, MINICOM
5.5	Extend talent identification to schools targeting athletes, coaches and officials and ensure those identified have a clear career pathway	MINISPOC, MINEDUC
5.6	Promote strong strategic partnerships with Districts that ensure access to local athletes and coaches	MINISPOC, MINALOC

5.7	Leverage investment in sports infrastructure by MININFRA, Districts, corporates and schools for use by local sports Organizations	MINISPOC, MINEDUC, MININFRA, MINALOC
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### Success Indicators

	Indicator	Risk
5.1	National league teams are integral in the national sports organization development plans and performance pathways	Insufficient budget
5.2	Cutting edge sports technology and support services available to national league teams	
5.3	National teams in national league competitions remain sustainable	
5.4	Collaboration and cooperation between national teams increasing corporate investment and community interest and support in sports	
5.5	Structured talent identification programs in schools identifying athletes, coaches and officials	
5.6	National teams working in close partnership with Districts	
5.7	Use of existing sports infrastructure by local sports Organizations for sports development and resulting benefits	

### Strategic Priority 6: Promote a national sports culture

**Objective:** Create Rwanda's image as the "National Sporting Capital"

**Strategic outcome:** Rwanda seen as a premium destination for major sports events

	Strategic Initiatives	Responsibility
6.1	Develop and promote Rwanda as a Sports and Recreation Brand and raise the profile of sports and active recreation industry in Kigali and Secondary Cities	MINISPOC, MINALOC, City of Kigali, RDB
6.2	Encourage Private Sector investment/sponsorship in different sports and teams to leverage sports development and economic benefits	MINISPOC, PSF, MINEACOM
6.3	Promote Rwanda as a destination for major sports events	MINISPOC, RDB
6.4	Explore opportunities to develop niche sports and shared multi-use sports facilities and services such as regional sports centers of exCelle	MINISPOC, MINIFRA

6.5	Engage RDB for sports promotional campaigns for the Sector to yield a measurable financial contribution to the Treasury	MINISPOC, RDB
6.6	Explore opportunities to promote Rwanda as a host for major regional, continental and international sports events	MINISPOC, MINICOM
6.7	Foster establishment of the National Sports Council ensuring their influence on national sports Organizations	MINISPOC PMO

### Success Indicators

	Indicator	Risk
6.1	The profile of sport and recreation is raised, and Rwanda is recognized as a Sports and Recreation destination	Insufficient budget
6.2	Private Sector investment/sponsorship in different sports and teams leveraging sports development and economic benefits	Low Private Sector interest
6.3	Rwanda is recognized as a destination for major sports events	Insufficient budget
6.4	Concepts developed for niche sports and shared multi-use sports facilities and services such as regional sports centers of exCelle	
6.5	MINISPOC working closely with RDB in developing Sports promotional materials and reaching out to target audiences	
6.6	Rwanda active in hosting major regional, continental and international sports events	
6.7	National Sports Council is established and functional/operational	

**Strategic Priority 7:** Increase supporting sports infrastructure in the Country

**Objective:** Provide sports and recreation facilities and supporting infrastructure that accommodate the demands and needs of participants

**Strategic outcome:** Sports and recreation supported by a long term strategic facilities and resources Plan (facilities include indoor, outdoor, playing and training venues, school facilities and parks)

	Strategic Initiatives	Responsibility
7.1	Develop a long term strategic sports facilities and resources plan aligned to Vision 2050	MINISPOC, PMO

7.2	Position Sports and Recreation Services to ensure the most appropriate alignment with the strategic direction and available resources (public and private)	MINISPOC, MINIFRA
7.3	Identify and address environmental challenges and ensure that sports system adapts to environmental changes and is environmentally conscious and responsible	MINISPOC, REMA
7.4	Promote greater creation and use of multi-sports and recreation facilities (public and private) both indoor and outdoor – ensuring accessibility for resource sharing	MINISPOC, PSF MINEACOM
7.5	Promote partnerships and sharing resources in program delivery and coordination	MINISPOC, DISTRICTS, NSC
7.6	Promote multi use of school facilities and allow access for clubs	MINISPOC, MINEDUC
7.7	Ensure coordination between the portfolios of tourism, education, planning, sports and recreation	MINISPOC, MINEDUC, RDB
7.8	Enhance partnerships between the industry, licensed clubs, business, and Government to develop more privately built and managed facilities	MINISPOC, PSF MINIFRA, MINALOC

### Success Indicators

	Indicator	Risk
7.1	Long term strategic sports facilities and resources plan in place underpinning the objectives of Vision 2050	Insufficient budget
7.2	Sports and Recreation Services are positioned to receive maximum support to the industry from Government and Private Sector	Low Private Sector interest
7.3	Sports facilities are better planned to deal with environmental challenges – e.g. design of stadia designed to suit conditions of Rwanda terrain	Insufficient budget
7.4	More multi-use facilities providing ensuring accessibility	
7.5	Greater sharing of resources providing efficiencies in program delivery	
7.6	More school facilities used by community clubs and local programs	
7.7	Better integration in planning with sports, recreation, education and tourism	



7.8	More privately built and managed facilities complementing Government facilities	Low Private Sector interest
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### 3.1.2 Sector Priorities and Strategic Outcomes in Culture

The Ministry of Sports and Culture has made strides in the streamlining of its work to strengthen the implementation of its programs. MINISPOC through its Agencies strives to consolidate its contribution through becoming a driver in economic development. In this way, six key strategic priorities have been identified to form the strategic plan for the period 2017-2024. These strategic priorities are:

- i. Promote the creative arts industries
- ii. Promote the National Language of Rwanda and enhance the dialects diversity of the Country
- iii. Promote and develop Rwandan culture nationally and internationally
- iv. Policy, legislation and strategic direction for identifying, conserving and promoting cultural heritage
- v. Promote and Facilitate open access to the archival and library information resources of Rwanda
- vi. Promote awareness on Genocide against the Tutsi

The strategic plan seeks to put culture at the top of the agenda to drive the development of the Country in terms of attaining growth, making available economic opportunities, strengthening skills development and providing platforms for sustainable job creation. The economic contribution of cultural heritage and of the creative arts industries will be profiled nationally, regionally, and globally. In the period of seven years of implementing the Sector Strategic Plan, more effort will be directed in raising the economic benefits of the arts and highlighting the social and cultural contribution of the arts to our national development.

**Strategic Priority 1:** Promote the creative arts industries

**Objective:** Promotion of Arts and Culture in Rwanda and mainstream its role in social development

**Strategic Outcome:** The quality of creative arts industries is raised and generates more incomes across all levels

	<b>Strategic Initiatives</b>	<b>Responsibility</b>
1.1	Develop, promote and sustain creative Arts industries Sector	RALC, DISTRICTS
1.2	To promote Community Arts Centers as vehicles for cultural and economic development	RALC MINISPOC MINALOC
1.3	To promote corporate governance and alignment of Ministry of Sports and Culture mandate with Arts institutional entities	MINISPOC, MINALOC
1.4	Establish and invest in recreational centers and cultural spaces (National theatres, Cinema halls, Playhouses)	MINISPOC, MINICOM, PSF, NATIONAL MUSEUMS

**Success Indicators**

	<b>Indicator</b>	<b>Risk</b>
1.1	Fully functional National Creative arts industries database and regular data is collected and supports planning	<ul style="list-style-type: none"> <li>• Inadequate legislative framework for effective regulation of arts</li> <li>• Insufficient funding for arts practitioners in the schools.</li> <li>• Ineffective coordination of Institutions (Lack of strategy within the Institutions under MINISPOC in guiding coordination)</li> </ul>
1.2	Community Arts Centers developed/approved and implemented	
1.3	Aligned business and strategic plans for recreational centers and cultural spaces	
1.4	Facilities are available and used creatively	

**Strategic Priority 2:** Promote the national language of Rwanda and enhance the dialects diversity of the Country

**Objective:** To develop, promote and protect the national language and dialects through policy formulation and implementation

**Strategic Outcome:** Regular promotion of official language and dialects across communities and all levels

	<b>Strategic Initiative</b>	<b>Responsibility</b>
2.1	Promote recognition of the language profession	RALC, MINEDUC
2.2	Provide skills development in the language profession	RALC, MINEDUC
2.3	Develop literature to promote the Kinyarwanda official language in compliance with the National Language Policy Framework	RALC, MINISPOC, MINEDUC
2.4	Establish and develop a publishing house for all writers and publishers	MINISPOC, RALC, MINIFRA, RALSA

### Success Indicators

	<b>Indicator</b>	<b>Risk</b>
2.1	Promulgation and functional Kinyarwanda Language across the Country	<ul style="list-style-type: none"> <li>• Inadequate budget for language development and infrastructure programmes</li> <li>• Absence of language legislation</li> <li>• Extensive internal delays in approval of strategy and action plan for literature development and promotion</li> </ul>
2.2	Number of capacity building offered to undergraduate and postgraduate students	
2.3	Literary books produced and published in Kinyarwanda official language	
2.4	Better access to a functional publishing house	

**Strategic Priority 3:** Promote and develop Rwandan culture nationally and internationally

**Objective:** Improve economic and other development opportunities for Rwandan culture, nationally and globally through mutually beneficial partnerships, thereby ensuring the sustainability

**Expected Outcome:** Regular promotion of Rwandan culture for sustainability in all communities

	<b>Strategic Initiative</b>	<b>Responsibility</b>
3.1	Conduct research on cultural development	RALC, RALSA, MINISPOC
3.2	Promote skills development and transfer in the arts, Culture and heritage through establishment of the National Creative Industries Skills Academy and Arts and Craft Centers	RALC, RALSA, INMR, MINEDUC, WDA MINISPOC
3.3	Ensure transformation of the Sector through a comprehensive strategy and policy for the development of the craft Sector	INMR, RALC, MINISPOC
3.4	Skills Development and Skills Transfer through Arts and Craft Centers	RALC, MUSEUMS
3.5	Ensure transformation of the Sector through development of policy, industry charter and legislation.	MINISPOC, MUSEUMS, RALC
3.6	Develop National Strategy for the music Sector	MINISPOC, RALC
3.7	Leverage Bilateral and Trilateral cultural relations to advance National and Continental objectives	MINISPOC, MINAFET, RDB, RALC
3.8	Skills development and economic development (remodeling of the Investing in Culture)	MINEACOM, PSF RALC, MINISPOC

### Success Indicators

	<b>Indicator</b>	<b>Risk</b>
3.1	Regular reports and publications of findings with mapping reports for each District/Province	<ul style="list-style-type: none"> <li>Delays in implementing resolution to establish a Cultural Observatory</li> </ul>
3.2	Functional National Creative Industries Skills academy established	

3.3	Approved National Craft policy development and coordination developed	<ul style="list-style-type: none"> <li>• Gaps in the copyright legislation</li> <li>• Unfunded ad hoc projects</li> <li>• Lack of synergy between stakeholders</li> <li>• Limited financial resources to support participants in local market development</li> </ul>
3.4	Sustainable graduates training programs in the Arts and Craft Centre	
3.5	Approved and implemented Events and Technical Services Policy	
3.6	Approved and implemented National Strategy for the music Sector developed	
3.7	Signed Bilateral and Trilateral Agreements with identified partners, strengthened and expanded continental and global partnerships	
3.8	Functional flow and approved Investment in Culture	

**Strategic Priority 4:** Policy, legislation and strategic direction for identifying, conserving and promoting cultural heritage

**Objective:** Develop and monitor the implementation of policy, legislation and strategic programmes for identification, conservation and promotion of cultural heritage for socio-economic development and social cohesion

**Expected Outcome:** Cultural heritage at national and community level is better conserved and promoted

	<b>Strategic Initiative</b>	<b>Responsibility</b>
4.1	Increase the heritage skills pool through a human resource development strategy	MUSEUMS, RALSA, MINISPOC
4.2	Transform the current museum landscape through the development of National Museums Policy	MUSEUMS, MINISPOC
4.3	Improve performance in national heritage Institutions through monitoring and evaluation	MUSEUMS, MINISPOC DISTRICTS
4.4	Improve protection of and access to collections by improving security and infrastructure at national heritage Institutions	RALC, MUSEUMS, DISTRICTS
4.5	Promote the appreciation of Heritage by developing new and upgrading commemorative structures	MINISPOC, RALSA, MUSEUMS, RALC

4.6	Develop strategic partnership with tourism department for heritage and economic development	MINIPSOC, RALC, RDB, PSF, MINICOM
4.7	Promote National Identity and Nation Building through commemorations of Rwandan cultural heritage	CHENO, RALC, DISTRICTS
4.8	Transform the Rwandan heritage landscape through standardization of geographical names	MUSEUMS
4.9	Popularize the national symbols to the people of Rwanda	CHENO

### Success Indicators

	Indicator	Risk
4.1	Approved and implemented heritage human resources development strategy	<ul style="list-style-type: none"> <li>• Lack of National Heritage mapping policy</li> <li>• Lack of Legacy projects policy</li> <li>• Lack of synergies within the Sector</li> <li>• Ineffective research methodology for development of Heritage Human Resources Development Strategy and cultural heritage policies</li> <li>• Limitations in appointment of Geographical names with all key stakeholders</li> <li>• Limited financial resources</li> </ul>
4.2	Greater Implementation of developed policy for Museums	
4.3	Increased synergy between work of institution and Government programs of action	
4.4	Construction of commemorative structures in Provinces and at national level	
4.5	Heritage tourism strategy developed, disseminated and implemented by Institutions	
4.6	Participation of Rwandan communities in the National Heritage Day	
4.7	Better and fully functional geographical names in place	
4.8	Available, national flags installed Institutions, schools, exhibitions hosted, and publications produced	

**Strategic Priority 5:** Facilitates open access to the archival and Library information resources of Rwanda

**Objective:** To guide, sustain and develop the archival and library and information resources of Rwanda, to support good governance, sustain socio-economic development and empower citizens through full and open access to these resources.

**Expected Outcome:** Information, library and archives resources are better managed and accessed by the Rwandan population.

	<b>Strategic Initiative</b>	<b>Responsibility</b>
5.1	Preservation for Access to Library Information, transform the archives by prioritizing collections previously ignored, identification, arrangement and description, facilitating open access	RALSA MINALOC
5.2	Skills Development and capacity building	RALSA
5.3	Promote access to information for the visually impaired and people living with disabilities by extending library services and coordination	RALSA
5.4	Develop legislative framework for libraries and archives to promote access to information and preserve documentary heritage	RALSA, MINISPOC
5.5	Facilitate the establishment of Public libraries and upgrade community libraries existing ones	MINALOC, RALSA

### **Success Indicators**

	<b>Indicator</b>	<b>Risk</b>
5.1	Proper approach for archives records proceeded internally, arranged and registered with use of ICT	<ul style="list-style-type: none"> <li>• Limited and Poor National Archives technology</li> <li>• Limited linkage between National Archives policy and guidelines aligned to the relevant legislation</li> <li>• Inadequate skills within National Archives and library units</li> <li>• Antiquated repository systems and inadequate repository</li> </ul>
5.2	Increase in expertise of library, archives and information resources	
5.3	Greater access and efficiency on archival information by all categories of the Rwandan population	
5.4	Implemented library and information services transformation policy	
5.5	The availability of new library structures and upgrading of existing ones	

		capacity for archives and libraries
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**Strategic Priority 6:** Promote awareness on Genocide against the Tutsi

**Objective:** Increase, sustain and develop high level awareness on genocide against the Tutsi, genocide denial and genocide ideology, within and outside Rwanda

**Expected Outcome:** Awareness of the Genocide against the Tutsi, its impact and process of sustainable reconciliation for all Rwandans

	Strategic Initiative	Responsibility
6.1	Promote awareness, among the current, future, young and old generation on Genocide in all Provinces	CNLG, MINISPOC
6.2	Development of awareness materials on Genocide against the Tutsi	CNLG, MINISPOC
6.3	Undertake regular research to gather further/more information on Genocide against the Tutsi	CNLG University of Rwanda

**Success Indicators**

	Indicator	Risk
6.1	Rwandan community understands and preserves all about the Genocide against the Tutsi in all Districts of Rwanda	<ul style="list-style-type: none"> <li>Continued denial of Genocide against the Tutsi especially on social media</li> <li>Lack of detailed information on some victims, and hesitation to provide full information by culprits</li> <li>Reluctance by some individuals to accept reconciliation mechanisms</li> </ul>
6.2	Creative, sensitization and mobilization programs are in place	
6.3	Detailed information available to the Rwandan community and rest of the world on genocide against the Tutsi	



### **3.1.3 Strategies for mainstreaming cross-cutting Issues**

The Sports and Culture Sector will endeavor and focus on mainstreaming cross-cutting issues; capacity development, regional integration, gender and family promotion, environment and climate change and disaster management disability and social inclusion as well as HIV and non-communicable diseases.

#### ***3.1.3.1 Capacity development***

The Sports and Culture shall emphasize capacity building and development through the outputs sports centers of exCellence and creative industries skills academy under Sports and Culture subSectors respectively. Further, capacity will be developed through short term training of officials, coaches, sports administrators, culture experts, creative arts industry officials, library and archives services officials and others in all Sector priorities whose needs assessment will be carried out. Capacity development will cover both central and decentralized levels in the Sports and Culture Sector.

#### ***3.1.3.2 Regional integration***

The Sports and Culture Sector will work closely with the Ministry of Foreign Affairs and cooperative East Africa to ensure regional Sports and Culture policy is aligned to national goals. Sports and Culture Organizations shall be strengthened to ensure the Country benefits from regional integration. Regional Integration will be benefited more while implementing from strategic priority 3 in the culture sub-Sector and strategic priority 5 under sports sub Sector.

#### ***3.1.3.3 Gender and family promotion***

The Sports and Culture development centers of exCellence as well as administrative tasks and talent detention for Sports and Culture shall ensure that gender mainstreaming is given due attention. Gender mainstreaming shall be considered in all structures, programs and activities under the Sports and Culture Sector. Efforts shall be heavily oriented in possessing sex disaggregated data to allow undertake informed decision-making incorporating gender aspect.

#### ***3.1.3.4 Disaster management, environment and climate change***

The Sports and Culture Sector has been developed in line with the Government target of achieving a green economy where sports men and women, creative and performing artists as well as experts, technicians and officials in library, archives, museums will be largely sensitized on programs towards environment, climate change and disaster management. Construction programs of Sports and Culture facilities will take center stage in undertaking environmental evaluation and consider climate change effects and provide a basis for disaster management and control.

#### ***3.1.3.5 Disability and social inclusion***

The implementation of the Sector Strategic Plan under the Sports and Culture Sector shall evaluate the needs of the extreme poor, vulnerable groups, the disabled and socially excluded from all Sectors and Districts of the Country. The Sports and Culture Sector will look at the barrier for these groups to participate in Sports and Culture activities and how these barriers could be solved to engage all social groups. In developing Sports and Culture facilities, the disabled will be considered improve participation and competition and thus economic empowerment of all groups.

#### ***3.1.3.6 HIV and Non-communicable diseases***

The implementation of the Sports and Culture Sector through its Agencies and local administrative Agencies in collaboration with the Ministry of Health, shall emphasize raising awareness on the prevention of HIV/AIDS and non-communicable diseases. The exercise will be done regularly in mass sports, sports training camps for children and students during holidays, in national teams training camps and in various art exhibitions and performances as indicated in strategic priorities.

#### **4. IMPLEMENTATION OF THE SECTOR STRATEGIC PLAN**

The Sector Strategic Plan for Sports and Culture provides a framework for a Sector-wide approach to the development and delivery of Sports and Culture values in Rwanda. The implementation of the seven Sector priorities in sports and the six Sector priorities in culture will require an implementation framework. The implementation framework will then break down these priorities and objectives further to clearly identify core activities each year of implementation. The breakdown provides a more detailed framework of targets and outputs for monitoring progress on an annual basis. The implementation plan will be developed in line with the budget framework provided in this Sector Strategic Plan and MTEF. The Sector Strategic Plan and the implementation plan will then provide the basis for costed annual operation plans, and implementation plans for specific strategies. The purpose of the Implementation plan is to bridge the gap between the broader strategies of the Sector Strategic Plan and the Annual Action Plan and Budget with specific deliverables. The implementation plan helps to illustrate how these strategies will be delivered on the ground while Annual Action Plans become the planning tool to implement and monitor the Sector Strategic Plan.

Annual Action Plan for the Sports and Culture Sector covers all the activities carried out by the central administration of MINISPOC and its affiliated Institutions and Agencies (Institute of National Museums of Rwanda, Rwanda Archives and Library Services Authority, The National Commission for the Fight Against Genocide, Rwandan Academy of Language and Culture and The ChanCellery of Heroes, National Orders and Decorations of honor). The Agencies shall develop plans and budget that reflect key priorities in the Sector Strategic Plan. MINISPOC takes the lead in consolidating the costed annual action plans which is validated by the management team of MINISPOC. The approved consolidate and costed action plans will be shared with the Ministry of Finance and Economic Planning and other Development Partners in the Sector for joint review and to have a final budget approval.

## **4.1 Sequencing of Interventions**

The effective implementation of the Sector Strategic Plan will be based on how MINISPOC's affiliated Institutions develop their own 7-year business/development plans. Plans for Institutions will be developed per strategic priorities and initiatives highlighted in this Sector Strategic Plan. The sequencing of interventions and timing of the breakdown is indicated in the Sector priority and policy action Table 1.

## **4.2 Roles and Responsibilities of Partners and Stakeholders**

The lead institution responsible for ensuring the implementation of this Sector Strategic Plan for sports and culture is the Ministry of Sports and Culture. It is MINISPOC together with other implementing Ministries that sets policy and strategic direction for the Sector and undertake relevant planning, monitoring and evaluation at the national level. Agencies attached to the Ministry of Sports and Culture, and other Ministries, and Districts provide support with key roles and responsibilities to ensure the implementation of the Sector Strategic Plan. The major roles and responsibilities of implementing Ministries and other stakeholders are indicated in table 2, below showing roles and responsibilities of partners and stakeholders.

### **4.2.1 Managing Implementation of Strategic Plan**

The Executive Secretaries and the Director Generals of the Agencies affiliated to MINISPOC are responsible to coordinate with the Permanent Secretary of MINISPOC for managing the implementation of the Strategic Plan for the period 2018/19- 2023/24. The Heads of Agencies identify together with their teams, sections of the plan including the strategies for which they are responsible and plan with them how the objectives will be achieved over the seven-year period. Tasks are identified, agreed upon, responsibilities and human resource needs identified, costs and budgets allocated and refined, and detailed work plans are developed within each Directorate in the Ministry of Sports and Culture as well as in each affiliated agency. Each Directorate determines specific accountabilities, where responsible teams and units report to their Director Generals, Executive Directors and Executive Secretaries on a quarterly basis. The DGs, Executive Directors and Executive Secretaries report to the Permanent Secretary on

progress and constraints arising quarterly, thus able to implement the strategic plan with this principal internal accountability mechanism.

To closely monitor the implementation of the Sector Strategic Plan at decentralized level, MINISPOC will work closely with Districts, by providing policy guidelines and technical support. Agencies affiliated to MINISPOC should also work closely with Districts in implementation specific programs on Sports and Culture. The close working relationship between MINISPOC, its Agencies and the Districts will enable implementation of Sports and Culture programs and deliver services to the community at decentralized level and be able to implement NST1 objectives. Responsibilities in the implementation of the strategic plan at District level, will be largely under the District Officers in charge of Sports and Culture. Among their responsibilities are; the implementation of policy and strategic plans, preparation of Sports and Culture plans and budgets, monitoring and evaluation of Sports and Culture activities, and financial reports.

### **4.3 Coordination Mechanism**

#### **4.3.1 Coordination and Partnerships**

The effective coordination within the Sports and Culture Sector, shall entirely be managed through the Sports and Culture Sector Working Group. The Sector Working Group platform provides a basis for a proper implementation of the Sector Strategic Plan based on a good and efficient working relationship between all stakeholders. The Ministry of Sports and Culture leads the platform, and together with other implementing Ministries, Development Partners commit to coordinate and collaborate with each other in accordance with the Partnership guidelines established between them. The implementing Ministries led by MINISPOC identify potential partners in Sports and Culture, and agree on modalities of implementation. It is the responsibility of MINISPOC to identify potential Development Partners and entice them to be part of the Sector Working Group. The Ministry of Sports and Culture will lead the campaigns to encourage investments in Sports and Culture to different Private Sector entities and encourage civil society organization to join the Sports and Culture sub-Sectors mobilization to the community.

#### **4.3.2 Information Sharing to Stakeholders**

Information sharing between stakeholders on the implementation of Sports and Culture Sector Strategic Plan is vital. Sector plans and budgets are agreed upon collectively through the Joint reviews of the Sports and Culture Sector Working Group and sub-groups identified, which bring together the relevant Government Ministries and Agencies together with Development Partners. The sub-groups will be established once the Sector Working Group find it important and necessary and will be given specific tasks. These groups with other stakeholders establish closer linkages and coordination between themselves to set tasks and responsibilities and avoid duplication of roles. Stakeholders should arrange to meet on a monthly period or when it necessitates. Key processes for information sharing and consultation are quarterly meetings of the Sports and Culture Sector Working Group and two annual Joint Reviews of the Sports and Culture Sector (one forward-looking review (in March) and one backward-looking review (in September)). The Joint Reviews are planned and conducted by MINISPOC and its Development Partners. Reports on on-going projects and programs are generated to disseminate key information, including all pertinent issues and relevant data to all stakeholders as evidence of strong collaboration in ensuring effective implementation of the strategic plan.

Communication Internally should be managed by MINISPOC. Management meetings that bring together Heads of Departments and Agencies from MINISPOC and its Agencies, shall share information and coordinate the planning, implementation and monitoring of Sector plans and strategies. Once deemed required, representatives from the Private Sector, Development Partners, decentralized authorities, civil society Organizations and other relevant Ministries to the Sector, would also attend the weekly management meetings. Communication and coordination between central and decentralized levels is critical to ensure that the strategic plan is correctly transmitted down to District level, incorporated into District plans and therefore has an impact on the community at Sector and Cell level. Communication and coordination between the Districts and Agencies is important to enable more effective management and planning of activities. Formalized channels of information sharing, and coordination are

institutionalized in the Sector, with regular meetings between District officers in charge of Sports and Culture and central level departments and Agencies organized. Furthermore, communication upwards to the central level is facilitated within the Sector for the formulation, monitoring and evaluation of the Sector Strategic Plan.

## **5. MONITORING AND EVALUATION**

### **5.1 Sector Monitoring Arrangements**

The lead institution for the monitoring and evaluation of the Sports and Culture Sector is MINISPOC. In the Ministry of Sports and Culture, this activity is led by the Monitoring and Evaluation sub-unit, under the Planning department. Other Professionals from within MINISPOC and implementing Ministries and their attached Agencies are also concerned. Department of planning in all implementing Ministries and MINISPOC in particular and culture are responsible for the collection and analysis of data in line with Sports and Culture Sector Monitoring Matrix. There is quarterly monitoring of activities and progress against agreed outputs in the Sports and Culture Sector Annual Action Plan. The implementing Agencies under MINISPOC, and Agencies under other Ministries and the Districts will carry out quarterly monitoring and report to their line Ministries detailed results for further analysis. The internal monitoring and evaluation is supported by Sector Working Group management meetings together with representatives from all the affiliated Agencies, at which progress on activities, projects and programs are reviewed, analyzed and approved. Sector Working Group also appoints dedicated task forces to review and report on key Sports and Culture initiatives and priorities to be undertaken and accelerated. Progress reports and a consolidated annual activity reports once approved by the Sector Working Group management and MINISPOC, are submitted to the Prime Minister's Office and published.

The Sports and Culture Sector Strategic Plan will be implemented at District level, where regular Joint Action Forums with stakeholders, review District Development Strategies and achievements against set targets. There is need to strengthen a close liaison between District Sports and Culture officers and the Ministry of Sports and Culture, and its Agencies through well-developed planning and evaluation processes. Districts are required to provide data on Sports and Culture for national level monitoring

and evaluation. Districts shall carry out their own self-assessments of performance, based on targets they have set themselves in their District Development Strategies (DDSs). These self-assessments include data and indicators that may not be reported to another level, instead used to inform their own planning and to improve their performance. Every District is required to draw its own monitoring framework, with the support from MINISPOC. The Ministry of Sports and Culture leads a biannual joint review of the Sports and Culture Sector with the first one oriented to forward looking and a second one on backward-looking. The forward-looking reviews priorities and plans for the coming year, inform policy development and annual operational plans. The backward-looking reviews, the budget execution status, Sports and Culture achievements against agreed indicators and targets. The Joint Review of Sports and Culture Sector is supported by all stakeholders in Sports and Culture, including other Ministries, Government Institutions, Development Partners, civil society and Districts. A detailed report indicating performance against the core Sports and Culture indicators from the Performance Assessment Framework is jointly signed by MINISPOC and the lead Development Partners identified, then submitted to MINECOFIN.

## **5.2 Sector Monitoring Matrix**

The matrix<sup>1</sup> provides a summary of the key Sector indicators that will be used to monitor Sector outcomes, the current baseline and the annual targets between 2017/2018 and 2023/24. The indicators are a combination of progress and process indicators. This combination has been chosen to ensure that the Sector is monitoring both the achievement of specific activities as well as overall performance of the Sector. The Sports and Culture Sector Strategic Plan being the first one, the indicators have been chosen based on current situational status in Sports and Culture and data available. The indicators are also based on the availability of data, being disaggregated where appropriate per sub-Sector (Sports and Culture) and by gender. The indicators have also been aligned with Sports and Culture policies.

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<sup>1</sup> See table 4 for SSP monitoring framework



### **5.3 Sector Evaluation Plans**

The Sports and Culture strategic Sector's evaluation plans include a combination of formative and summative evaluations. The formative evaluations will take place at the end of key project phases undertaken in Sports and Culture sub-Sectors and focus on the effectiveness and immediate impact of projects. Formative evaluations focus on whether activities are on track or not, and if outputs are being achieved. They will then identify lessons learnt from the initial phases of implementation that can be used to improve further delivery on the project being assessed or other projects to be initiated. The summative evaluations will take place at the end of projects/programs focusing on the impact and sustainability of projects, and programs and indicate whether overall outcomes have been achieved or not. Further, summative evaluations will also assess lessons learnt for delivery of other projects and programs. A summary of the projects and programs currently being implemented and scheduled for evaluation during the next period 2017/18- 2023/24 will be attached in the table 1 below.

## **6. COST AND FINANCING OF THE PLAN**

The execution of the Sector Strategic Plan is fully dependent on the resources (financially, personnel, infrastructure) the Sector has at its disposal. Intangible resources e.g. corporate values, plays an important role for the success of the Sector, whilst personnel allocated within the functional structure is non-negotiable. The Ministry of Sports and Culture is attending to all internal factors which have a direct or indirect impact to strategy execution such as technology, people, processes etc., to attain business orientation and integration to spur economic growth. Financial resources are considered fundamental in the implementation of the strategy. The budget summary of the Sector is depicted in the table below and the detailed expenditure trends per Sector priority are included as annexure (Table 5.1-5.4).

## **6.1 Costs by priority outcome**

The costing in table 5.1 indicates the Sector priority outcomes costs for the period of 2017/2018- 2023/2024, during which the SSP will be implemented. Further, costing is also indicated by expenditure type (recurrent and development) as indicated in table 5.4 below. The Sector budget incorporates the costs for the Districts and some other Ministries. Additional funds could be solicited from Development Partners once projects have been defined clearly. The Sector being a new one, it will require much more efforts to induce Development Partners to have projects in the Sports and Culture Sector which complement the budget. Some projects have been included in this budget, whereas others that have not been identified and are difficult to predict for strategic planning purposes.

## **7. CONCLUSION**

The Sports and Culture SSP shall create opportunities to tell the story of sport and culture and their values, to both individuals and society, understood by all Rwandans, and its power can be harnessed to provide wider benefits. The SSP shall develop strategic relationships with key players in, and outside of, Rwanda, create opportunities to bring the right people together and facilitate discussion that better positions Sports and Culture to address problems or take advantage of opportunities. The implementation of the SSP, shall provide impetus towards the NST1 through various Ministries, Government Agencies, civil society Organizations, the Private Sector and Development Partners. To support the priorities in the SSP, MINISPOC and its implementing partners that lead this Sector will oversee a National Facilities Framework ensuring the planning, investment, building and management of sport and culture facilities are best practice and aligned to a national plan (NST1). To be able implement the SSP, MINISPOC will have oversight of all funding into the SSP to ensure it is aligned, sustainable and used wisely. MINISPOC and MINECOFIN will work to increase the financial resources available across the different sources, support the development and retention of a quality workforce, and engage Public Private Partnerships to achieve the Sector Strategic Plan targets.



## 8. ANNEXES

**Table 1: Sector Priorities and Strategic Outcomes matrix**

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
<b>Sports sub-Sector</b>								
Maximize community engagement in sports activities	1. A more active community with access to quality sports facilities and programs	1.1 Regular data showing accurate trends in sports participation is collected and used for planning purposes by relevant Institutions	Develop database of sports for all	Increase the sports database by 15%	Increase the sports database by 25%	Increase the sports database by 35%	Increase the sports database by 60%	Increase the sports database by 80%
		1.2 Participation opportunities in sports are provided based on real needs	Identify basic sports needs in all categories	Increase participation opportunities by 10 %	Increase participation opportunities by 20 %	Increase participation opportunities by 40 %	Increase participation opportunities by 60 %	Increase participation opportunities by 70 %
		1.3 Facilities are used more creatively, and competition schedules reflect actual community demand	Competition schedules benefit 20% of the population	Competition schedules benefit 30% of the population	Competition schedules benefit 40% of the population.	Competition schedules benefit 50% of the population	Competition schedules benefit 60% of the population	Competition schedules benefit 70% of the population
		1.4 Provided activities cater for all demographic groups in the Country	Increase number of sport activities by 10%	Increase number of sport activities by 20%	Increase number of sport activities by 30%	Increase number of sport activities by 50%	Increase number of sport activities by 70%	Increase number of sport activities by 80%
		1.5 Programs are inclusive and engage identified target groups	Sports programs are developed for target groups	Sports programs are increased for target groups by 20%	Sports programs are increased for target groups by 30%	Sports programs are increased for target groups by 50%	Sports programs are increased for target groups by 70%	Sports programs are increased for target groups by 80%

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		1.6 Schools are providing formalized school sports and physical education and actively linking students to community and national clubs	Performance in sports in schools, and communities increased to 10%	Performance in sports in schools, and communities increased to 20%	Performance in sports in schools, and communities increased to 30%	Performance in sports in schools, and communities increased to 40%	Performance in sports in schools, and communities increased to 60%	Performance in sports in schools, and communities increased to 70%
		1.7 Access to programs events, and facilities are disability and age friendly	Improved access to facilities by 5%	Improved access to facilities by 10%	Improved access to facilities by 20%	Improved access to facilities by 25%	Improved access to facilities by 35%	Improved access to facilities by 50%
Promote the benefits of sports all over the Country	2. Regular promotion of evidence-based benefits of sports on health, education and social inclusion and making sports part of planning	2.1 Sensitization campaigns and communication strategy in place promoting sports as a healthy and active national capital	Operational guidelines developed and shared among all stakeholders	Mass sports awareness increased to 20%	Mass sports awareness increased to 40%	Mass sports awareness increased to 60%	Mass sports awareness increased to 80%	Mass sports awareness increased to 80%
		2.2 Increased use of sports to achieve wider public policy outcomes (health, mobilization for different Government programs, unity and reconciliation)	Guidelines related to the use of sport to achieve wider policy outcomes developed	Increased use of sport to achieve wider policy outcomes for public awareness	Increased use of sport to achieve wider policy outcomes for public awareness	Increased use of sport to achieve wider policy outcomes for public awareness	Increased use of sport to achieve wider policy outcomes for public awareness	Increased use of sport to achieve wider policy outcomes for public awareness
		2.3 Sports Sector providing relevant training courses to support sports in the Country	Approved capacity building plan developed.	At least 40 training courses delivered to Districts and Kigali city	At least 60 training courses delivered to District and Kigali city	At least 70 training courses delivered to Districts and Kigali city	At least 70 training courses delivered to Districts and Kigali city	At least 80 training courses delivered to Districts and Kigali city

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		2.4 Parents actively engaged in supporting children participation in sports both in school and outside school	Awareness plan developed and disseminated in schools and communities	Increase parents' engagement and support to children by 10%	Increase parents' engagement and support to children by 20%	Increase parents' engagement and support to children by 30%	Increase parents' engagement and support to children by 40%	Increase parents' engagement and support to children by 60%
		2.6 Programs and activities supporting sports in early childhood learning framework in school and outside-school hours increased	Identified key facilities needed for sports activities	Increase facilities for sports activities in corporate Sector by 5%	Increase facilities for sports activities in corporate Sector by 10%	Increase facilities for sports activities in corporate Sector by 15%	Increase facilities for sports activities in corporate Sector by 20%	Increase facilities for sports activities in corporate Sector by 25%
		2.7 Sports acknowledged in society as clean, safe and ethical including in licensed sports clubs	Training programs for early childhood in sports are developed	Training programs for protection/ safeguarding of values in sport are disseminated in schools by 5 %	Training programs for protection/ safeguarding of values in sport are disseminated in schools by 10 %	Training programs for protection/ safeguarding of values in sport are disseminated in schools by 20 %	Training programs for protection/ safeguarding of values in sport are disseminated in schools by 30 %	Training programs for protection/ safeguarding of values in sport are disseminated in schools by 50 %
			Control mechanisms developed in all sports discipline	Increase awareness on anti-doping at 5%	Increase awareness on anti-doping at 15%	Increase awareness on anti-doping at 20%	Increase awareness on anti-doping at 40%	Increase awareness on anti-doping at 60%
Increase organizational capacity in the sports Sector	3. Sports Federations and community /school clubs are better managed and provide	3.1 Fewer Sports Associations and community/school clubs require emergency financial assistance because they are better	Schools and Sports Associations are trained on financial management,	Increase self-financial sustainability of schools and Sports Associations by	Increase self-financial sustainability of schools and Sports Associations by	Increase self-financial sustainability of schools and Sports Associations by	Increase self-financial sustainability of schools and Sports Associations by	Increase self-financial sustainability of schools and Sports Associations by

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	quality sustainable opportunities in sports	managed, more sustainable and can provide quality sports services	and sustainability	5%	10%	20%	by 30%	by 50%
		3.2 Greater sharing of resources providing efficiencies and synergies in program delivery and use of sports facilities	Mechanisms for resource mobilization developed	Increase resource mobilization developed by 5%	Increase resource mobilization developed by 10%	Increase resource mobilization developed by 15%	Increase resource mobilization developed by 20%	Increase resource mobilization developed by 30%
		3.3 Greater use of new technologies and communication in enhancing sports and recreation experience e.g. use of social media platforms: Twitter, Facebook, SMS, WhatsApp, etc.	Use of ICT in sports developed at 5%	Use of ICT in sports developed at 15%	Use of ICT in sports developed at 20%	Use of ICT in sports developed at 35%	Use of ICT in sports developed at 55%	Use of ICT in sports developed at 75%
		3.4 A coordinated approach to talent detection, recruitment, training and management – e.g. a central database of trained sportsmen, corporate sponsors, sports events, etc.	Defined and clear mechanisms of talent detention are in place	Talent detention increase by 10%	Talent detention increase by 20%	Talent detention increase by 30%	Talent detention increase by 40%	Talent detention increase by 50%

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		3.5 Succession planning delivering next generation of sports coaches and officials	Programs for new sports coaches and officials approved	200 new coaches and officials trained, developed	300 new coaches and officials trained, developed	200 new coaches and officials trained, developed	300 new coaches and officials trained, developed	400 new coaches and officials trained, developed
		3.6 Creative programs in place to keep sports and recreation affordable & attractive – e.g. multi membership packages, family memberships, tax concessions, career cards etc	Mechanisms for affordable prices developed.	Attractive programs in place	Attractive programs in place	Attractive programs in place	Attractive programs in place	Attractive programs in place
		3.7 Sports Organizations are implementing commercial development plans and generating alternate sources of income to sustain their programs	Marketing strategies and resource mobilization plans developed	Income and resource mobilization increases by 5%	Income and resource mobilization increases by 15%	Income and resource mobilization increases by 20%	Income and resource mobilization increases by 25%	Income and resource mobilization increases by 30%
Maximize individual successes in different sports domains	4. Clear career pathways, quality sports technicians and support services for talented athletes, technicians and coaches	4.1 National Sports Center a key part of the national high-performance system developing and producing an increase in the number of talented athletes selected for District and national	Approved plans for establishment of National sports council and center	National sports council and center operational	Increased number of sports men and women professionally trained by qualified coaches and in quality facilities	Increased number of sports men and women professionally trained by qualified coaches and in quality facilities	Increased number of sports men and women professionally trained by qualified coaches and in quality facilities	Increased number of sports men and women professionally trained by qualified coaches and in quality facilities



Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		teams			produced through the national sports center	produced through the national sports center	produced through the national sports center	produced through the national sports center
		4.2 National Sports Center taking a key role in directing national outcomes (health, well-being, education, social inclusion and community engagement)	Training plans developed and approved	Training programs used in sports center for talented sports men and women implemented	Training programs used in sports center for talented sports men and women implemented	Training programs used in sports center for talented sports men and women implemented	Training programs used in sports center for talented sports men and women implemented	Training programs used in sports center for talented sports men and women implemented
		4.3 Talent identification and development pathways for sportsmen, sportswomen and coaches/trainers are integral in national sports development plans	National development plan for talent detection developed and approved	2,000 new talents detected across all sports	4,000 new talents detected across all sports	6,000 new talents detected across all sports	8,000 new talents detected across all sports	10,000 new talents detected across all sports
		4.4 Selected education Institutions identified as centers of sports exCellence and integral in providing sports support services, facilities and education	Potential schools of sports exCellence approved	2,000 sports students are placed in sports exCellence schools and the capacity of their coaches built	4,000 sports students are placed in sports exCellence schools and the capacity of their coaches built	6,000 sports students are placed in sports exCellence schools and the capacity of their coaches built	8,000 sports students are placed in sports exCellence schools and the capacity of their coaches built	10,000 sports students are placed in sports exCellence schools and the capacity of their coaches built

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions						
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
		4.5 Cutting edge sports support services available to talented sportsmen, sportswomen and coaches in the Country	Programs for establishing sports support approved	Sports support provided at 5%	Sports support provided at 15%	Sports support provided at 25%	Sports support provided at 35%	Sports support provided at 45%	
Promote sustainable team performances in sports	5. Well supported performance teams successfully competing at national and international levels	5.1 National league teams are integral in the national sports organization development plans and performance pathways	Approved plan for development of national sports teams.	Use of technology in the management of sports clubs by 5% and in national teams by 60%	Use of technology in the management of sports clubs by 10% and in national teams by 70%	Use of technology in the management of sports clubs by 15% and in national teams by 80%	Use of technology in the management of sports clubs by 30% and in national teams by 90%	Use of technology in the management of sports clubs by 50% and in national teams by 60%	
		5.2 Cutting edge sports technology and support services available to national league teams	Technology in support of national teams identified	Private Sector engagement in national teams increased to 5%	Private Sector engagement in national teams increased to 15%	Private Sector engagement in national teams increased to 25%	Private Sector engagement in national teams increased to 30%	Private Sector engagement in national teams increased to 50%	
		5.3 National teams in national league competitions remain sustainable	National leagues plans approved at all levels	Talents for athletes, coaches and officials increase by 10%	Talents for athletes, coaches and officials increase by 20%	Talents for athletes, coaches and officials increase by 30%	Talents for athletes, coaches and officials increase by 40%	Talents for athletes, coaches and officials increase by 50%	
		5.4 Collaboration and cooperation between national teams increasing corporate investment and community interest and	Approved mechanisms for private partnerships and investments						

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		support in sports						
		5.5 Structured talent identification programs in schools identifying athletes, coaches and officials	Programs for talent detection developed and approved					
		5.6 National teams working in close partnership with Districts with facilities fulfilling required standards	Working plans for partnerships with Districts approved					
		5.7 Maximize Use of existing sports infrastructure by local sports Organizations for sports development and resulting benefits	Existing infrastructures identified	Refurbishing new infrastructures at 5%	Refurbishing new infrastructures at 20%	Refurbishing new infrastructures at 30%	Refurbishing new infrastructures at 40%	Refurbishing new infrastructures at 50%
Promote a national sports culture	6. Rwanda seen as a premium destination for major sports events	6.1 The profile of sport and recreation is raised, and Rwanda is recognized as a Sports and Recreation destination	Approved plans to develop and raise sports profile	Rwanda profile as a sports destination in terms of facilities and organizational capacity in sports events raised at 5%	Rwanda profile as a sports destination in terms of facilities and organizational capacity in sports events raised at 10%	Rwanda profile as a sports destination in terms of facilities and organizational capacity in sports events raised at 15%	Rwanda profile as a sports destination in terms of facilities and organizational capacity in sports events raised at 20%	Rwanda profile as a sports destination in terms of facilities and organizational capacity in sports events raised at 30%

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		6.2 Private Sector investment/sponsorship in different sports and teams leveraging sports development and economic benefits	Approved mechanisms for Private Sector investment	Private investments of sport development increase by 10%	Private investments of sport development increase by 20%	Private investments of sport development increase by 30%	Private investments of sport development increase by 40%	Private investments of sport development increase by 50%
		6.3 Rwanda is recognized as a destination for major sports events	Organization of internal sports events increased by 5%	Organization of internal sports events increased by 10%	Organization of internal sports events increased by 15%	Organization of internal sports events increased by 20%	Organization of internal sports events increased by 25%	Organization of internal sports events increased by 30%
		6.4 Concepts developed for niche sports and shared multi-use sports facilities and services such as regional sports centers of exCelle	Approved plans for development of shared sports facilities	Shared sports facilities are developed at 5%	Shared sports facilities are developed at 10%	Shared sports facilities are developed at 15%	Shared sports facilities are developed at 20%	Shared sports facilities are developed at 35%
		6.5 MINISPOC working closely with RDB in developing Sports promotional materials and reaching out to target audiences	Approved promotional materials in place	Sports promotion increased by 5%	Sports promotion increased by 20%	Sports promotion increased by 30%	Sports promotion increased by 50%	Sports promotion increased by 70%
		6.6 Rwanda active in hosting major regional, continental and international sports events	Major events to be hosted in Rwanda Approved	4 regional and continental events hosted	10 regional and continental events hosted	10 regional and continental events hosted	10 regional and continental events hosted	5 regional and continental events hosted

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		6.7 National Sports Council is established and functional/operational	Approved Structure and legal framework of NSC	NSC functional and operational at 40%	NSC functional and operational at 60%	NSC functional and operational at 70%	NSC functional and operational at 90%	NSC functional and operational at 100%
Increase supporting sports infrastructure in the Country	7. Sports and recreation supported by a long term strategic facilities and resources Plan (facilities include indoor, outdoor, playing and training venues, school facilities and parks)	7.1 Long term strategic sports facilities and resources plan in place underpinning the objectives of Vision 2050	Key new sports facilities identified, and resource plan approved	4 New sports facilities with international standards constructed at 30%	4 New sports facilities with international standards constructed at 50%	4 New sports facilities with international standards constructed at 70%	4 New sports facilities with international standards constructed at 80%	4 New sports facilities with international standards constructed at 100%
		7.2 Sports and Recreation Services are positioned to receive maximum support to the industry from Government and Private Sector	Mobilization strategies for Private Sector engagement approved	Private Sector investments in sports increase by 10%	Private Sector investments in sports increase by 20%	Private Sector investments in sports increase by 30%	Private Sector investments in sports increase by 40%	Private Sector investments in sports increase by 50%
		7.3 Sports facilities are better planned to deal with environmental challenges – e.g. design of stadia designed to suit conditions of Rwanda terrain	Sports facilities incorporated in the master plans of Districts and Kigali City as well as in schools	Multi- purpose facilities	Multi- purpose facilities	Multipurpose facilities	Multi- purpose facilities	Multi- purpose facilities
		7.4 More multi-use facilities providing, ensuring accessibility	Multi- purpose facilities	Established at 10%	Established at 20%	Established at 25%	Established at 35%	Established at 40%
		7.5 Greater sharing of resources providing efficiencies in program delivery	Established at 5%	Increase resources mobilization by 10%	Increase resources mobilization by 10%	Increase resources mobilization by 10%	Increase resources mobilization by 10%	Increase resources mobilization by 10%

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		7.6 More school facilities used by community clubs and local programs	Increase resources mobilization by 10%	Community accessibility to school facilities increased by 10%	Community accessibility to school facilities increased by 20%	Community accessibility to school facilities increased by 30%	Community accessibility to school facilities increased by 40%	Community accessibility to school facilities increased by 50%
		7.7 Better integration in planning with sports, recreation, education and tourism	Approved mechanisms to link the community with schools	Sports enhanced in planning at 25%	Sports enhanced in planning at 35%	Sports enhanced in planning at 45%	Sports enhanced in planning at 60%	Sports enhanced in planning at 70%
		7.8 More privately built and managed facilities complementing Government facilities	Developed and approved plan for private sport facilities	Private sports facilities built at 5%	Private sports facilities built at 10%	Private sports facilities built at 20%	Private sports facilities built at 25%	Private sports facilities built at 35%
<b>Culture Sub-Sector</b>								
Promote the Creative arts industries	1. The quality of performing and creative arts is raised and generates more incomes across all levels	1.1 Fully functional National Creative arts industries database and regular data is collected and supports planning	A concept document on National Creative arts industries available	Functional National Performing data base	Review of the functionality of the National Creative arts industries database	Functional National Performing data base	Review and update National Creative arts industries database	Functional National Performing data base
		1.2 Community Arts Centers developed/approved and implemented	Draft policy for community Arts centers approved	Policy for community Arts centers approved	Implementation of a strategy for community Arts centers	Implementation and monitoring of a strategy for community Arts centers	Implementation and monitoring of a strategy for community Arts centers	Review of a strategy for community Arts centers

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		1.3 Aligned business and strategic plans for recreational centers and cultural spaces	Quarterly reports from all recreational centers and spaces received, reviewed and monitored	Quarterly reports from all recreational centers and spaces received, reviewed and monitored	Quarterly reports from all recreational centers and spaces received, reviewed and monitored	Quarterly reports from all recreational centers and spaces received, reviewed and monitored	Quarterly reports from all recreational centers and spaces received, reviewed and monitored	Quarterly reports from all recreational centers and spaces received, reviewed and monitored
		1.4 Facilities are available and used creatively	Draft strategy for facilities required developed	Approved strategy for arts facilities	Quarterly reports received reviewed and monitored	Quarterly reports received reviewed and monitored	Quarterly reports received reviewed and monitored	Quarterly reports received reviewed and monitored
Promote the national language of Rwanda and enhance the dialects diversity of the Country	2. Regular promotion of national language and dialects across communities and all levels	2.1 Promulgation of functional Kinyarwanda Language across the Country	Legislative process for promulgation of Kinyarwanda initiated and completed	Appointment of the council members	Functional Kinyarwanda Language council	Functional Kinyarwanda Language council	Functional Kinyarwanda Language council	Functional Kinyarwanda Language council
		2.2 Number of capacity building offered to undergraduate and postgraduate students	50 students offered bursaries	80 students offered bursaries	100 students offered bursaries	120 students offered bursaries	120 students offered bursaries	150 students offered bursaries
		2.3 Literary books produced and published in Kinyarwanda official language	Strategic plan and action plan to develop oral and written available	Consultative conference held on literature framework	Translation workshops conducted in all Provinces	Manuscripts for national language published	Manuscripts for national language published	Books published, launched and exhibited
		2.4 Better access to a functional publishing	Publishing houses in place	Publishing houses in place	Publishing houses in place	Publishing houses in place	Publishing houses in	Publishing houses in

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		houses					place	place
Promote and develop Rwandan culture nationally and internationally	3. Regular promotion of Rwandan culture for sustainability in all communities	3.1 Regular reports and publications of findings with mapping reports for each District/Province	The economics of cultural statistics conducted	Complete pilot in western and northern Provinces	Raise awareness on mapping of cultural industries	Complete mapping in at least two Provinces	Complete mapping in at least two Provinces	Complete mapping in remaining one Province
		3.2 Functional National Creative Industries Skills academy established	Conceptualization of the National Creative Industries academy initiated and completed	Stakeholders consultations for national creative industries skills	Strategy for establishment of national creative industries developed and approved	National creative industries skills academy established and functional	Functional National Creative Industries skills academy	Functional and monitored National Creative Industries skills academy
		3.3 Approved National Craft policy development and coordination developed	Conceptual document on national policy for craft development and coordination and appointment of service provider completed	Comprehensive research on National Policy for craft development and coordination completed	Consultation on national policy for craft development and coordination	National Craft policy for craft development and coordination approved	Implementation of National Craft policy for craft development and coordination	Implementation of National Craft policy for craft development and coordination
		3.4 Sustainable graduates training programs in the Arts and Craft Centre	Graduates trained in Arts and Crafts at a Craft Centre	Graduates trained in Arts and Crafts at a Craft center	Graduates trained in Arts and Crafts at a Craft Centre	Graduates trained in Arts and Crafts at a Craft Centre	Graduates trained in Arts and Crafts at a Craft Centre	Graduates trained in Arts and Crafts at a Craft Centre
		3.5 Approved and implemented Events and Technical Services Policy	Draft discussion document on the development of events and technical service	Consultation and finalization of the proposed events and technical	Submission of the proposed events and technical services policy	Implementation of the events and Technical Services policy	Implementation and monitoring of the events and Technical Services policy	Review of the events and technical services policy



Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
			policy	services policy	for endorsement			
		3.6 Approved and implemented National creative Arts Strategy for the industries Sector developed	Conceptualization and consultation with stakeholders on the creative arts industries development strategy	Finalization of the music Sector development strategy	Implementation of Creative Arts Industries development strategy	Implementation of music Sector development strategy	Implementation of music Sector development strategy	Review of music Sector development strategy
		3.7 Signed Bilateral and Trilateral Agreements with identified partners, strengthened and expanded continental and global partnerships	Identification of specific partnerships for leveraging resources.	Assessment and Review of Bi-lateral partnerships draft strategy on engaging identified countries	Identify new partnerships and implement existing programs	Review and assessment of the partnerships	Identify new partnerships and implement existing programs	Identify new partnerships and implement existing programs
		3.8 Functional flow and approved Investment in Culture	Investing in culture funding model policy approved	Implementation of funding model policy	Implementation and monitoring of funding model policy	Implementation and monitoring of funding model policy	Implementation and monitoring of funding model policy	Implementation and monitoring of funding model policy
Policy, legislation and strategic direction for identifying, conserving	4. Cultural heritage at national and community level is better conserved and	4.1 Approved and implemented heritage human resources development strategy	Heritage Human Resources development strategy developed based on heritage skills,	Finalization and approval of heritage human resources development strategy	50% implementation of the heritage human resources development	30% implementation of the heritage human resources development	20% implementation of the heritage human resources development	Review of the heritage human resources development strategy

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
and promoting cultural heritage	promoted		audit		strategy	strategy	strategy	
		4.2 Greater Implementation of developed policy for Museums	Draft National museums policy developed	Consultation and approval of the National museums policy	Implementation of the National museums policy	Implementation of the National museums policy	Implementation of the National museums policy	Review of the National museums policy
		4.3 Increased synergy between work of institution and Government programs of action	New performance management tools introduced, and work shopped	Appoint and induct councils' workshops and performance management	Appoint and induct councils' monitoring and evaluation of performance	Appoint and induct councils' monitoring and evaluation of performance	Appoint and induct councils' monitoring and evaluation of performance	Appoint and induct councils' monitoring and evaluation of performance
		4.4 Construction of commemorative structures in Provinces and at national level	Architectural plans and budget approved	construction of commemorative structures	Commemorative structures operational	Commemorative structures operational	-	-
		4.5 Heritage tourism strategy developed, disseminated and implemented by Institutions	3 stakeholders' workshops held, a draft five-year heritage tourism developed	approved five-year heritage tourism strategy developed	Implementation of five-year heritage tourism strategy	Implementation of five-year heritage tourism strategy	Implementation of five-year heritage tourism strategy	Implementation of five-year heritage tourism strategy
		4.6 Participation of Rwandan communities in the National Heritage Day	National Heritage Day celebrated 24 <sup>th</sup> September with approved national heritage theme	National Heritage Day celebrated 24 <sup>th</sup> September with approved national heritage theme	National Heritage Day celebrated 24 <sup>th</sup> September with approved national heritage theme	National Heritage Day celebrated 24 <sup>th</sup> September with approved national heritage theme	National Heritage Day celebrated 24 <sup>th</sup> September with approved national heritage theme	National Heritage Day celebrated 24 <sup>th</sup> September with approved national heritage theme
		4.7 Better and fully functional geographical names in place	Geographical names council appointed	Geographical names council functional	Geographical names council functional	Geographical names council functional	Geographical names council functional	Geographical names council functional

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		4.8 Available, national flags installed in Institutions, schools, exhibitions hosted, and publications produced	Service provider appointed  Legal deposit law implemented through awareness	3000 national flags installed  30 Published copies	5000 national flags installed  60 Published copies National edition for Government publications created.	7000 national flags installed  National Union catalog 1 <sup>st</sup> edition published. 5 years National Bibliography 1 <sup>st</sup> edition	10000 national flags installed  90 Published copies  Publishing house catalog	12000 national flags installed  180 Published copies
Promote and Facilitate open access to the archival and library information resources of Rwanda	5. Information, library and archives resources are better managed and accessed by the Rwandan population	5.1 Proper approach for archives records proceeded internally, arranged and registered	An average of 200 linear meters, arranged. Archives recorded and registered and accessible online and on site	An average of 250 linear meters arranged. Archives recorded and registered and accessible online and on site	An average of 300 linear meters arranged. Archives recorded and registered and accessible online and on site	An average of 350 linear meters arranged. Archives recorded and registered and accessible online and on site	An average of 400 linear meters arranged. Archives recorded and registered and accessible online and on site	An average of 450 linear meters arranged. Archives recorded and registered and accessible online and on site
		5.2 Increase in expertise of library, archives and information resources	Development of training materials. Development Partnership agreements with Universities	200 men and women trained in library, archives and information resources	250 men and women trained in library, archives and information resources	300 men and women trained in library, archives and information resources	350 men and women trained in library, archives and information resources	400 men and women trained in library, archives and information resources
		5.3 Greater access and efficiency on archival information by all categories of the Rwandan population	Draft of the law on archives and library approved	Archives and library Bill approved	Implementation of archives and library Act	Implementation of archives and library Act	Implementation of archives and library Act	Implementation of archives and library Act

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		5.4 Implemented library and information services transformation policy	Consultation process with stakeholders	Library and information charter finalized and implemented	Library and information charter finalized and implemented	Library and information charter finalized and implemented	Library and information charter finalized and implemented	Library and information charter finalized and implemented
		5.5 The availability of new library structures and upgrading of existing ones	Mechanisms for resources mobilization	1 new library structures established, and 2 existing structures upgraded	4 new library structures established, and 5 existing structures upgraded	4 new library structures established, and 5 existing structures upgraded	6 new library structures established, and 5 existing structures upgraded	5 new library structures established, and 5 existing structures upgraded
Promote awareness on Genocide against the Tutsi	6. Awareness of the Genocide against the Tutsi, its impact and process of sustainable reconciliation for all Rwandans	6.1 Rwandan community understands and preserves all about the Genocide against the Tutsi in all Districts of Rwanda	Mechanisms to preserve all about Genocide against Tutsi are developed and approved.	Implementation of mechanisms to preserve Genocide against the Tutsi	Implementation of mechanisms to preserve Genocide against the Tutsi	Review of mechanisms to preserve Genocide against the Tutsi	Implementation of mechanisms to preserve Genocide against the Tutsi	Implementation of mechanisms to preserve Genocide against the Tutsi
		6.2 Creative sensitization and mobilization programs are in place	Strategies for sensitization and mobilization are developed	Strategies for sensitization and mobilization are approved	Implementation of mobilization programs	Implementation of mobilization programs	Implementation and monitoring of mobilization programs	Review of strategies of mobilization programs

Strategic Priority	Sector Outcome	Output Indicators	Priority /Policy actions					
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		6.3 Detailed information available to the Rwandan community and rest of the world on genocide against the Tutsi	Information to be shared and disseminated approved	Information shared to the community and rest of the world	Information shared to the community and rest of the world	Implementation and monitoring of information	Implementation and monitoring of information	Review of information shared

**Table 2: Roles and Responsibilities of Partners and Stakeholders**

Strategic outcomes	Partners /Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)
A more active community with access to quality sports facilities and programs	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation and reporting
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP, from different partners
	MINISPOC	Overall coordination and oversight of the SSP  Lead the Sector Working Group of the SSP  Engage in resource mobilization and initiate partnerships	Initiate the process of resource mobilization to facilitate the SSP implementation
			Strengthen organizational and institutional capacity of sports across all Government Institutions and sports bodies in order to plan and implement activities in different sports disciplines with greater accountability
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
	MININFRA	Coordination and oversight of implementation of infrastructure development component in the SSP	Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved
			Develop quality sports facilities at different levels within the framework of approved Master Plans across the Country
	MINISANTE	Coordination and oversight of implementation of health component in the SSP	Develop a comprehensive M&E framework to track implementation of policies and strategies to develop sports facilities at all levels
			Develop the national policy and strategies that use sports as a means to fight non-communicable diseases at all levels
MINEDUC	Coordination and oversight of implementation of the component on sports development in	Develop a comprehensive M&E framework to track implementation of policies that promote sports at all levels	
		Develop policies and strategies that encourage development of sports and recreational facilities of different sports in schools at all levels	

Strategic outcomes	Partners /Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)
		schools	Develop a comprehensive M&E framework to track implementation of policies that encourage development of sports and recreational facilities of different sports in schools at all levels
	MINIYOUTH	Coordination and oversight of the youth component in the SSP	Develop the national policy and strategies that encourage the youth to get involved in different sports domains at all levels Develop a comprehensive M&E framework to track implementation of policies that promote sports development among the youth at all levels
	MINALOC	Coordination and oversight of the component on SSP at local governance level	Guide the process to 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 Develop a comprehensive M&E framework to track implementation of policies that promote sports development in Local Government entities
	Districts, Other Decentralized administrative and local Government entities	Implementation of the SSP	Include in their DDS's that promote the development of sports in respective administrative entities
Regular promotion of evidence-based benefits of sports on health, education and social inclusion and making sports part of planning	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation Develop reporting mechanisms
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP
	MINISPOC	Overall coordination and oversight of the SSP  Lead the Sector Working Group of the SSP  Engage in resource mobilization and initiate partnerships	Initiate the process of resource mobilization to facilitate the SSP implementation
			Strengthen organizational and institutional capacity of sports across all Government Institutions and sports bodies in order to plan and implement activities in different sports disciplines with greater accountability
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
			Conduct mid-term evaluations of the SSP to assess the extent to which the SSP strategic outcomes have been achieved
	MINISANTE	Coordination and oversight of implementation of health component in the SSP	Develop the national policy and strategies that use sports as a means to fight non-communicable diseases at all levels
			Develop a comprehensive M&E framework to track implementation of policies that promote sports at all levels
	MINEDUC	Coordination and oversight of implementation of the component on sports development in schools	Develop policies and strategies that encourage identification and nurturing of young talent in sports
Develop policies that encourage development of sports in schools at all levels			
Develop a comprehensive M&E framework to track implementation of policies that promote sports in schools at all levels			
Sports Associations/federations and community/school clubs are better managed and providing quality sustainable opportunities	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation and reporting
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP

Strategic outcomes	Partners /Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)
in sports	MINISPOC	Overall coordination and oversight of the SSP	Initiate the process of resource mobilization to facilitate the SSP implementation
			Strengthen organizational and institutional capacity of sports across all Government Institutions and sports bodies in order to plan and implement activities in different sports disciplines with greater accountability.
			Initiate partnerships with different Development Partners
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
	Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved		
	MINEDUC	Coordination and oversight of implementation of the component on sports development and management in schools	Develop policies and strategies that encourage identification and nurturing of young talent in sports
			Develop policies that encourage development and management of sports as well as provide opportunities to all in schools at all levels
			Develop a comprehensive M&E framework to track implementation of policies that promote sports in schools at all levels
	National Sports Bodies	Implementation of the SSP	Coordinate with MINISPOC to ensure that all strategic and technical plans and related activities on management and quality control of sports are aligned 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 is received from sports professionals and the Private Sector for better management and sustainable development of sport at all levels			
Clear career pathways, quality sports technicians and support services for talented athletes and coaches	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP
	MINISPOC	Overall coordination and oversight of the SSP	Initiate the process of resource mobilization to facilitate the SSP implementation
			Strengthen organizational and institutional capacity of sports across relevant Government Institutions and sports bodies in order to identify and orient clear career pathways, quality sports technicians and support services for talented athletes and coaches
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
Prepare overall annual reports on the progress of the SSP implementation			
Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved			

Strategic outcomes	Partners /Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)
	MINEDUC	Coordination and oversight of implementation of the component on career development sports technicians, talented athletes and coaches in schools	<p>Develop policies and strategies that identify and orient clear career pathways, quality sports technicians and support services for talented athletes and coaches in schools</p> <p>Develop policies that encourage development and orientation of career pathways, quality sports technicians and support services for talented athletes and coaches in schools</p> <p>Develop a comprehensive M&amp;E framework to track implementation of policies that promote career pathways, quality sports technicians and support services for talented athletes and coaches in schools</p>
	National Sports Bodies	Implementation of the SSP	<input type="checkbox"/> Coordinate with MINISPOC to ensure that all strategic and tactical plans and related activities related to career management in sports for technicians and talented athletes and coaches are consistently pursued
Well supported performance teams successfully competing at national and international levels	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation and reporting
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP
	MINISPOC	Overall coordination and oversight of the SSP	Initiate the process of resource mobilization to facilitate the SSP implementation
			Strengthen organizational and institutional capacity of sports across relevant Government Institutions and sports bodies in order to support performance teams to successfully compete at national and international levels
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
	MINEDUC	Coordination and oversight of implementation of the component on participation of school teams at national and international	Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved
			<p>Develop policies and strategies that support school teams to successfully compete at national and international levels</p> <p>Develop a comprehensive M&amp;E framework to track implementation of policies that support school teams to successfully compete at national and international levels</p>
National Sports Bodies	Implementation of the SSP	Coordinate with MINISPOC to ensure that all strategic and tactical plans and related activities that support teams to successfully compete at national and international levels are consistently pursued	
Private Sector	Implementation of the SSP	Support the technical advancement of sports bodies and athletes to bring them to international standard	
		Support sports development including participation in sporting events and competitions at national and international levels	
Rwanda seen as a premium	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation and



Strategic outcomes	Partners /Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)
destination for major sports events			reporting
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP
	MINISPOC	Overall coordination and oversight of the SSP	Initiate the process of resource mobilization to facilitate the SSP implementation
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
			Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved
	National Sports Bodies	Implementation of the SSP	Coordinate with MINISPOC to ensure that all strategic and tactical plans and related activities that support teams to successfully compete at national and international levels are consistently pursued
	Private Sector	Implementation of the SSP	Participate in the development of sports in general and development of sports infrastructure in particular
			Support in various ways the technical advancement of sports bodies and athletes to bring them to international standard
			Support sports development including participation in the development of sporting events and competitions at different levels
Sports and recreation supported by a long term strategic facilities and resources Plan (facilities include indoor, outdoor, playing and training venues, school facilities and parks)	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP
	MINISPOC	Overall coordination and oversight of the SSP	Initiate the process of resource mobilization to facilitate the SSP implementation
			Strengthen organizational and institutional capacity of sports across relevant Government Institutions and sports bodies in order to support performance teams to successfully compete at national and international levels
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
	MININFRA	Coordination and oversight of implementation of infrastructure development component in the	Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved
Develop quality sports and recreation facilities at different levels within the framework of approved Master Plans across the Country			

Strategic outcomes	Partners /Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)
		SSP	Develop a comprehensive M&E framework to track implementation of policies and strategies to develop sports and recreation facilities at all levels
	MINEDUC	Coordination and oversight of implementation of the component on development of sports and recreation facilities in schools in the SSP	Develop policies and strategies that encourage development of sports and recreational facilities of different sports in schools at all levels Develop a comprehensive M&E framework to track implementation of policies that encourage development and maintenance of sports and recreational facilities of different sports in schools at all levels
	MINALOC	Coordination and oversight of the component on SSP at local governance level	Guide the process to put in place a long-term framework for development of modern sports and recreation facilities in every Province and District Develop a comprehensive M&E framework to track implementation of policies that promote development and maintenance of sports and recreational facilities in Local Government entities
	National Sports Bodies	Implementation of the SSP	Coordinate with MINISPOC to ensure that all strategic plans to develop and maintain quality sports and recreation facilities for different sports domains at different levels in the Country are finalized and implemented
	Private Sector	Implementation of the SSP	Participate in the development and management of sports and recreational facilities for different sports domains across the Country
	Decentralized administrative and local Government entities	Implementation of the SSP	Include in their DDPs strategies that promote the development and maintenance of modern sports and recreation facilities respective administrative entities
	<b>Culture Sub-Sector</b>		
Strategic outcomes	Partners/Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)
The quality of creative arts industries is raised and generates more income across all levels	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation and reporting
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP
	MINISPOC	Coordination and oversight of the SSP	Initiate the process of resource mobilization to facilitate the SSP implementation
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
			Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved
	MINALOC	Coordination and oversight of the SSP in LG entities	Guide the process to put in place policies that promote and commercialize local artists in Local Government entities Develop a comprehensive M&E framework to track implementation of policies that promote and commercialize local artists in Local Government entities

Strategic outcomes	Partners /Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)	
	RALC	Liaison of stakeholders and implementation of the SSP	Put in place appropriate policy to ensure the quality of creative arts industries is raised and generates more incomes across all levels	
			Mobilize and sensitize local performing artists about quality and commercialization of their products	
			Build capacity of artists to meet quality requirements of creative arts industries products	
	RDB	Marketing Rwandan cultural products	Promote Rwandan cultural products locally and internationally	
			Include Rwandan creative arts industries in the national events calendar	
	Private Sector and Civil Society Organizations	Support the SSP implementation	Mobilize necessary resources to build capacity of performing artistes Advocating for different groups in the creative arts industries	
			Enter into commercial ventures with local artists to promote and commercialize their products	
	Districts and other Decentralized administrative and local Government entities	Implementation of the SSP	Include in their DDPs strategies that promote and commercialize local cultural products in respective administrative entities	
	Regular promotion of the national language and dialects across communities at all levels	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation and reporting
		MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP
MINISPOC		Coordination and oversight of the SSP	Initiate the process of resource mobilization to facilitate the SSP implementation	
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes	
			Prepare overall annual reports on the progress of the SSP implementation	
MINEDUC		Coordination and oversight of the SSP in schools	Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved	
			Guide the process to put in place relevant policy and curriculum for teaching Kinyarwanda at appropriate school levels	
RALC		Liaison of stakeholders and implementation of the SSP	Develop a comprehensive M&E framework to track implementation of policy and curriculum for teaching Kinyarwanda in schools	
Civil Society Organizations		Support the SSP implementation	Put in place appropriate policy to promote use of national language and dialects at all levels	
Decentralized administrative and local Government entities	Implementation of the SSP	Mobilize necessary resources to produce teaching materials and build capacity to teach Kinyarwanda		
Regular promotion of Rwandan culture for sustainability in all communities	OPM	Overall M&E of the SSP implementation	Include in their DDPs strategies that promote and popularize the use and mastery of different Kinyarwanda dialects in respective administrative entities	
	MINECOFIN	Resource mobilization	Put in place an overarching M&E framework for the SSP implementation	
	MINISPOC	Coordination and oversight of the SSP	Identify and mobilize the necessary resources to implement the SSP	

Strategic outcomes	Partners /Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)
			implementation
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
			Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved
	MINALOC	Coordination and oversight of the SSP in LG entities	Guide the process to put in place policies that promote Rwandan culture in all local communities
			Develop a comprehensive M&E framework to track implementation of policies that promote Rwandan culture in all communities
	RALC	Liaison of stakeholders and implementation of the SSP	Put in place appropriate policy to promote Rwandan culture for sustainability in all communities
Districts, other Decentralized administrative and local Government entities	Implementation of the SSP	Include in their DDPs strategies that promote and popularize the Rwandan culture	
Cultural heritage at national and community level is better conserved and promoted	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP
	MINISPOC	Coordination and oversight of the SSP	Initiate the process of resource mobilization to facilitate the SSP implementation
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
		Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved	
	MINALOC	Coordination and oversight of the SSP in LG entities	Guide the process to put in place policies that promote Rwandan cultural heritage at national and community levels
			Develop a comprehensive M&E framework to track implementation of policies that conserve and promote Rwandan cultural heritage
	INMR	Implementation of the SSP	Prepare a comprehensive policy and action plan to collect, preserve, research, and present Rwanda's past and present cultural and natural national heritage
			Put in place mechanism to provide museums and heritage sites around the Country with a platform to educate and expose Rwandan Cultural and Natural richness
	RDB	Implementation of the SSP	Work with LG entities to promote cultural heritage sites as tourist destinations
	Districts, other Decentralized administrative and local Government entities	Implementation of the SSP	Include in their DDPs strategies that conserve and promote the Rwandan cultural heritage, promote domestic tourism and promote local cultural heritage sites as tourist destinations
			Put in place appropriate mechanism to conserve and promote cultural heritage

Strategic outcomes	Partners /Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)
Information and archive resources are better managed and accessed by the Rwandan population	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP
	MINISPOC	Coordination and oversight of the SSP	Initiate the process of resource mobilization to facilitate the SSP implementation
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
	RALSA	Implementation of the SSP	Put in place mechanisms to collect and preserve Rwanda's archives and documents
			Develop policies that make resources available to libraries and inspire the reading culture across communities
Awareness of Genocide against the Tutsi, its impact and process of sustainable reconciliation for all Rwandans	OPM	Overall M&E of the SSP implementation	Put in place an overarching M&E framework for the SSP implementation
	MINECOFIN	Resource mobilization	Identify and mobilize the necessary resources to implement the SSP
	MINISPOC	Coordination and oversight of the SSP	Initiate the process of resource mobilization to facilitate the SSP implementation
			Develop a comprehensive M&E framework to track implementation of the SSP to realize the strategic outcomes
			Prepare overall annual reports on the progress of the SSP implementation
			Conduct mid-term and end review of the SSP to assess the extent to which the SSP strategic outcomes have been achieved
	MINEDUC	Coordination and oversight of the SSP in schools	Guide the process to put in place relevant policy and curriculum for creating awareness of genocide against the Tutsi, its impact and process of sustainable reconciliation in Rwandan
			Develop a comprehensive M&E framework to track implementation of policy and curriculum creating awareness of genocide against the Tutsi in Rwandan in schools
	CNLG	Research & publication related to Genocide against the Tutsi	Develop an and implement the action plan addressing the identified issues
		□ Documentation and dissemination of genocide related info	Identify thematic areas for research on genocide against the Tutsi
			Produce documentation related to genocide against the Tutsi in electronic and print media
	CHENO	Recognize national heroes who have taken part in the fight against genocide and genocide ideology	Disseminate research findings and documented evidence in using various platforms including websites, brochures, DVDs, etc
			Identify the deserving heroes
			Recognize them in various ways including award of medals
	INMR	Implementation of the SSP	Celebrate them in various ways including recognition during national events
Prepare a comprehensive policy and action plan to collect, preserve, research, and present Rwanda's past and present cultural and natural national heritage			

Strategic outcomes	Partners /Stakeholders	Roles & Responsibilities	Tasks to achieve goal(s)
			Put in place mechanism to provide museums and heritage sites around the Country with a platform to educate and expose Rwandan Cultural and Natural richness
	RALSA	Implementation of the SSP	Put in place mechanisms to preserve Rwanda's national documentation and information on the genocide against the Tutsi

**Table 3: Risk Management**

Strategic outcome	Description of risk	Existing control measures	Required action plans
<b>Sports Sub-Sector</b>			
A more active community with access to quality sports facilities and programs	Limited sports infrastructure for different sports disciplines across the Country	Efforts have been made to develop sports facilities and infrastructure especially in Kigali and Secondary Cities	Strategic investment in sports infrastructure across the Country to increase participation of communities in sports activities
Regular promotion of evidence-based benefits of sports on health, education and social inclusion and making sports part of planning	Participation still low and limited to only citizens in the cities. Communities in the Provinces have low turn outs on the sport for all	Increased mobilization and inclusion of local Government entities in sensitization on the importance of sports	Continued increase in sports promotion with emphasis on the benefits
Sports Associations/federations and community/school clubs are better managed and providing quality sustainable opportunities in sports	Weak link between sports bodies, local Governments and schools	Establishment of federations of different sports disciplines at national level	Strengthen the link between sports bodies, local Governments and schools to ensure smooth transition of talented young sportsmen to transits to professional sports
	Weak administration and management of sports bodies (federations, associations and Clubs) challenge of developing sports in a systematic and sustainable manner	Legal mechanisms have been developed to reduce management challenges. Capacity building in sports administration and management through the Rwanda National Sports and Olympic Committee	Address capacity gaps in the management of sports bodies to ensure continuous and sustainable growth and development of sports in the Country
Clear career pathways, quality sports technicians and support services for talented athletes and coaches	Non-existence of junior leagues to ensure succession planning	Detection programs developed at Ministerial level and in Sports Federations	Put in place mechanism to develop a pool of junior sportsmen and coaches coming up and growing professionally to feed national teams
	Limited technical know-how in sports including coaches, officials, referees etc.		
Well supported performance teams successfully competing at national and international levels	Weak link between sports bodies, local Governments and schools	Establishment of federations of different sports disciplines at national level	Strengthen the link between sports bodies, local Governments and schools to ensure smooth transition of talented young sportsmen to transits to professional sports
	Inadequate qualified personnel (coaches, referees, administrators and other technical staff) to facilitate sports development	Some effort being made to attain the desired level of sports development in the Country	Invest in development of technical staff in order to provide the required support for the development of sports in the Country
Rwanda seen as a premium destination for major sports events	Limited financial resources to invest in the development of necessary infrastructure and facilities to attract international sports events in the Country	Mechanisms to have a multi-purpose structure and more medium scale infrastructures	Put in place mechanism for Public-Private Partnerships (PPP) in the sports Sector

Strategic outcome	Description of risk	Existing control measures	Required action plans
Sports and recreation supported by a long term strategic facilities and resources Plan (facilities include indoor, outdoor, playing and training venues, school facilities and parks)	Limited infrastructure to support indoor and outdoor activities for all sports games Inadequate mechanisms for talent detection and non-existence of youth leagues in nearly all sports	The building of infrastructures across the Provinces to enhance higher participation and detection of young talent	Engage Development Partners and Private Sector in developing sports facilities and resources.
<b>Culture sub-Sector</b>			
The quality of creative arts industries is raised and generates more incomes at all levels	Insufficient space (facilities and venues) to showcase different artistic performances	RBD has identified various venues around the Country to develop for cultural expression starting with the Kigali Cultural Village	Appropriate investment in all the identified venues
	High acquisition, shipping and inland transport costs of required equipment	None	Reconsider the existing tax regime on specific equipment
	Inadequacies in enforcement of the copyrights law	The copyrights law exists to protect all intellectual property	Strengthen enforcement of the existing law
Regular promotion of national language and dialects across communities and all levels	Various distortions in written and spoken forms of Kinyarwanda as a language	There are ongoing initiatives to identify distortions and common mistakes in Kinyarwanda language	Put in place a comprehensive plan to correct identified mistakes and widely disseminate the corrected version
		RALC conducts research to develop expressions and technical terminologies that match the language used in the modern world of business and information communication technology	Involve the media and the education Institutions in disseminating the correct version of Kinyarwanda language
Regular promotion of Rwandan culture for sustainability in all communities	Lack of reliable and sustainable supply of raw materials for fabrication of Rwandan cultural products e.g. <i>Agaseke</i> and wood engravings	Relies on local sources from swamps and forests (competes with effort to protect environment)	Research to improve on the quality of existing raw materials and identification of alternative sources and inputs
Cultural heritage at national and community level is better conserved and promoted	Inadequate investment in research relating to culture heritage	INMR has initiated researches on culture heritage in the Country	Adequate investment in research relating to culture heritage and promotion
	Low levels of infrastructure development at various cultural tourism sites in the Country	Mapping and documenting of all cultural sites around the Country	Renovation of all cultural heritage sites
	Inadequate research on various sites to inform the development of appropriate cultural tourism products	Mapping and documenting of all cultural sites around the Country	Adequate investment in research relating to culture heritage, promotion and development of appropriate cultural tourism products
		Mapping and documenting of all cultural sites around the Country	Put in place adequate mechanisms to attract private investments in the cultural tourism industry
	Low commercialization of cultural heritage sites	Special concession rates for students and schools especially during holidays	Reach out to other demographic groups beyond students to broaden the market catchment area



Strategic outcome	Description of risk	Existing control measures	Required action plans
Information libraries and archives resources are better managed and accessed by the Rwandan population	Poor reading culture practices among Rwandans	Efforts been made to construct public libraries and upgrade community libraries to provide reading space and access to info and archival materials	Extend the effort to construct and empower community libraries beyond the capital Kigali to collaborate actively with the reading clubs.
	Inadequate mechanisms for private investment in the book Sector	Currently dominated by foreign publishing companies	Encourage the education Institutions and Private Sector to invest in publication of books
	Limited capacity of the National archives to accommodate and manage all the Government archives	Efforts been made to construct public libraries to provide reading space, conservation of records and access to info and archival materials	Invest in more capacity development in terms of infrastructure, equipment and human resources
Awareness of the Genocide against the Tutsi, its impact and process of sustainable reconciliation for all Rwandans	Inadequate capacity to construct and maintain Genocide memorial sites across the Country	Effort is currently limited to few sites across the Country	Mobilize more resources to construct and maintain Genocide memorial sites across the Country
	Limited genocide education to subsequent generations of young Rwandans	Annual commemoration of the genocide week	Maintain and scale up documentation and dissemination of genocide associated information
		Curriculum development for genocide studies to be taught in schools and a course in Genocide Studies at University of Rwanda	Make genocide studies a common course for all who go through the Rwanda education system at all education levels

**Table 4: Sector Monitoring Matrix**

Sector Outcome	Sector outcome Indicator	Baseline <sup>2</sup>	Targets					Means of verification	Reporting/ responsibility	
			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023			2023/2024
<b>Sports Sub-Sector</b>										
1. A more active community with access to quality sports facilities and programs	Regular data on sports participation is collected and used for planning purposes by relevant Institutions	40%	65%	70%	75%	80%	85%	90%	Quarterly reports	NSC MINISPOC
	Participation opportunities in sports provided based on real needs	30%	60%	70 %	72 %	75 %	78 %	80%	Quarterly reports	MINISPOC NSC
	Facilities are used more creatively, and competition schedules reflect actual community demand	10%	40%	50%	60%	40%	40%	40%	Quarterly reports	MINISPOC
	Provide sport activities to cater for all demographic groups in the Country	50%	70%	76%	78%	84%	86%	90%	Quarterly report	MINISPOC
	Programs are inclusive and engage identified target groups	40%	80%	82%	86%	90%	96%	100%	reports	MINISPOC
	Schools provide formalized school sports and physical education	20%	50%	60%	68%	70%	72%	76%	Quarterly report	MINEDUC MINISPOC

<sup>2</sup> Baseline available/indicated was obtained from different reports. The sector needs to carry out a baseline survey

Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
	Programs, events, and facilities are disability and age use friendly	2%	5%	7%	10%	15%	25%	30%	Quarterly report	MINISPOC
2. Regular promotion of evidence-based benefits of sports on health, education and social inclusion and making sports part of planning	Sensitization campaigns and communication strategy to promote sports	2%	5%	15%	20%	25%	30%	35%	Annual reports	MINISPOC
	Sports used to achieve wider public policy outcomes (health, mobilization for different Government programs, unity and reconciliation)	10%	20%	30 %	35 %	40 %	45 %	50 %	Annual monitoring of public policy reports	MINISPOC NSC
	Sports Sector providing relevant training courses to support sports in the Country	5%	20%	25%	28%	34%	40%	50%	Annual reports	MINISPOC NCBS
	Parents actively engaged in supporting children participation in sports both in school and outside school	10%	30%	35%	45%	50%	60%	70%	Annual school reports	MINEDUC DISTRICTS MINISPOC
	Corporate Sector provides facilities and allowing time for regular workplace sports activities	20%	40%	42%	55%	60%	65%	70%	Reports on number of facilities	MINISPOC MINEACOM

Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
	Programs and activities supporting sports in early childhood learning framework in school and outside-school hours are developed		30%	35%	40 %	45%	50 %	60%	Annual reports	MINEDUC
	Sports acknowledged in society as clean, safe and ethical including in licensed sports clubs	10%	25%	35%	45%	50%	55%	60%	Annual reports	MINISPOC DISTRICTS
3 Sports Federations and community /school clubs are better managed and provide quality sustainable opportunities in sports	Fewer Sports Associations and community/school clubs require emergency financial assistance	1%	2%	5%	10%	20%	30%	50%	Annual reports	MINISPOC
	Greater sharing of resources providing efficiencies and synergies in program delivery and use of sports facilities	2%	3%	5%	10%	15%	20%	30%	Annual reports	MINISPOC NSC MINIFRA
	Greater use of new technologies and communication in enhancing sports and recreation experience e.g. use of social media platforms: Twitter, Facebook, SMS,	3%	5%	15%	20%	35%	55%	75%	Annual reports	MINISPOC NSC

Sector	Sector outcome	Baseline <sup>2</sup>	Targets					Means of	Reporting/
	WhatsApp, etc.	2%							
	A coordinated approach to talent detection, recruitment, training and management – e.g. a central database of trained sportsmen, corporate sponsors, sports events, etc.	60< 1%	5%	10%	20%	30%	40%	50%	NSC Annual reports NSC MINISPOC
	Succession planning delivering next generation of sports coaches and officials			200	300	200	300	400	Information management system and reports NSC MINISPOC
	Creative programs in place to keep sports and recreation affordable – e.g. multi membership packages, family memberships, tax concessions, career cards etc.	10%	2%	5%	8%	10%	20%	30%	Reports on Number of packages issued MINISPOC MINEACOM

Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
	Sports Organizations are implementing commercial development plans and generating alternate sources of income to sustain their programs		20%	5%	15%	20%	25%	30%	Annual reports	NSC MINISPOC
4 Clear career pathways, quality sports technicians and support services for talented athletes, technicians and coaches	National Sports Center a key part of the national high-performance system developing and producing an increase in the number of talented athletes selected for District and national teams	Baseline to be carried out in 2018							Information systems	NSC MINISPOC
	National Sports Center taking a key role in directing national outcomes (health, well-being, education, social inclusion and community engagement)								Annual reports	MINISPOC NSC
	Talent identification and development pathways for sportsmen, sportswomen and coaches/trainers are integral in national								Information system	NSC MINISPCO

Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
	sports development plans									
	Selected education Institutions identified as centers of sports exCellence and integral in providing sports support services, facilities and education								Annual reports	MINEDUC MINISPOC
	Cutting edge sports support services available to talented sportsmen, sportswomen and coaches in the Country								Annual reports	MINISPOC NSC
5	Well supported performance teams successfully competing at national and international levels									
	National league teams are integral in the national sports organization development plans and performance pathways	1%	2%	5%	15%	25%	35%	50%	Annual performance reports	NSC MINISPOC
	Cutting edge sports technology and support services available to national league teams	1%	3%	5%	15%	25%	30%	50%	Annual performance reports	MINISPOC

Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
	National teams in national league competitions remain sustainable	2%	5%	10%	20%	30%	40%	50%	Annual performance reports	MINISPOC NCS
	Collaboration and cooperation between national teams increasing corporate investment and community interest and support in sports	1%	2%	5%	20%	30%	40%	50%		NCS MINISPOC
	Structured talent identification programs in schools identifying athletes, coaches and officials	3%	5%	10%	20%	25%	30%	40%	50%	MINEDUC MINISPOC
	National teams working in close partnership with Districts with facilities fulfilling required standards	1%	5%	10%	20%	30%	40%	50%	Annual reports	NSC MINISPOC
	Use of existing sports infrastructure by local sports Organizations for sports development and resulting benefits	1%	2%	5%	10%	20%	25%	30%	Annual reports	MINISPOC NSC
6 Rwanda seen as a premium destination for major sports events	The profile of sport and recreation is raised, and Rwanda is recognized as a Sports and Recreation destination	2%	3%	5%	10%	15%	25%	40%	Annual Reports	MINISPOC NSC



Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
	Private Sector investment/sponsorship in different sports and teams leveraging sports development and economic benefits	1%	3%	10%	20%	30%	40%	50%	Annual reports	MINISPOC MINEACOM
	Rwanda is recognized as a destination for major sports events	2%	5%	10%	15%	20%	25%	30%	Annual reports	MINISPOC
	Concepts developed for niche sports and shared multi-use sports facilities and services such as regional sports centers of exCelle	1%	3%	5%	10%	15%	20%	35%	Annual reports	MINISPOC
	MINISPOC working closely with RDB in developing Sports promotional materials and reaching out to target audiences	10%	20%	25%	30%	40%	50%	70%		
	Rwanda active in hosting major regional, continental and international sports events	5	8	10	10	10	12	12	Reports on events /Tournaments hosted	MINISPOC
	National Sports Council is established and functional/operational	Baseline for 2018							Annual reports	MINISPOC

Sector	Sector outcome	Baseline <sup>2</sup>	Targets					Means of	Reporting/	
7 Sports and recreation supported by a long term strategic facilities and resources Plan (facilities include indoor, outdoor, playing and training venues, school facilities and parks)	Long term strategic sports facilities and resources plan in place underpinning the objectives of Vision 2050	1	2	4	4	4	4	4	Annual reports	MINISPOC
	Sports and Recreation Services are positioned to receive maximum support to the industry from Government and Private Sector	1%	2%	4%	10%	20%	30%	40%	Annual reports	MINISPOC
	Sports facilities are better planned to deal with environmental challenges – e.g. design of stadia designed to suit conditions of Rwanda terrain	5%	10%	15%	20%	24%	30%	40%	Annual reports	MINISPOC
	More multi-use facilities providing, ensuring accessibility	2%	5%	10%	20%	25%	35%	40%	Report on number of facilities	NCS MINISPOC
	Greater sharing of resources providing efficiencies in program delivery	2%	5%	10%	10%	10%	10%	10%		
	More school facilities used by community clubs and local programs	5%	10%	10%	20%	30%	40%	50%		

Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
	Better integration in planning with sports, recreation, education and tourism	2%	5%	25%	35%	45%	60%	70%		
	More privately built and managed facilities complementing Government facilities	10%	15%	5%	10%	20%	25%	35%		
<b>Culture Sub-Sector</b>										
1. The quality of creative arts industry raised and generates more incomes across all levels	Fully functional National Creative arts industries database and regular data is collected and supports planning	5%	20%	30%	50%	60%	70%	80%	Information system	MINISPOC RALC
	Community Arts Centers developed/approved and implemented	1	10	30	40	50	60	70	Annual reports	MINISPOC RALC
	Aligned business and strategic plans for recreational centers and cultural spaces	10%	30%	50%	60%	70%	80%	90%	RALC Annual reports	MINISPOC RALC
	Facilities are available and used creatively	5%	10%	20%	40%	60%	70%	80%	Annual reports	MINISPOC RALC
2 Regular promotion of national language and	Promulgation and functional Kinyarwanda Language across the Country	To be determined							RALC Annual reports	MINISPOC RALC

Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
dialects across communities and all levels	Number of offered bursaries for postgraduate and graduate studies	in 2018							RALC Annual reports	MINISPOC RALC
	Number of Literary books produced and published in Kinyarwanda official language								RALC Annual reports	MINISPOC RALC
	Access to a functional publishing houses								RALC Annual reports	
3 Regular promotion of Rwandan culture for sustainability in all communities	Regular reports and publications of findings with mapping reports for each District/Province	10%	40%	50%	60%	70%	75%	80%	National Museums annual reports	NATIONAL MUSEUMS MINISPOC RALSA
	National Creative Industries Skills academy established	New initiative							Annual reports	MINISPOC NATIONAL MUSEUMS
	National Craft policy development and coordination	New initiative							National Museums annual report	MINISPOC
	Sustainable graduates training programs in the Arts and Craft Centre	New initiative							Annual reports	MINISPOC
	Implementation of Events and Technical Services Policy	New Initiative							Annual reports	MUSEUMS MINISPOC

Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
	Approved and implemented National Strategy for the music Sector	New initiative							Annual reports	MINISPOC
	Signed Bilateral and Trilateral Agreements with identified partners, strengthened and expanded continental and global partnerships	New initiative							Reports on number of partnerships	MINISPOC MINAFFETE
	Functional flow and approved Investment in Culture	To be determined in 2018							Annual reports	MINISPOC MUSEUMS
Cultural heritage at national and community level is better conserved and promoted	Approved and implemented heritage human resources development strategy	5%	20%	25%	30%	40%	45%	56%	Annual reports	NATIONAL MUSEUMS
	Implementation of developed policy for Museums	To be determined in 2018							Annual reports	NATIONAL MUSEUMS
	Increased synergy between work of institution and Government programs of action								Annual reports	NATIONAL MUSEUMS MINISPOC
	Commemorative structures in Provinces and at national level constructed	5	20	30	35	40	42	45	Reports on structures built	CNLG MINISPOC

Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
	Heritage tourism strategy developed, disseminated and implemented	5%	20%	30%	40%	50%	60%	70%	Annual reports	NATIONAL MUSEUMS MINISPOC
	Participation of Rwandan communities in the National Heritage Day	10%	30%	40%	60%	80%	90%	100%	Annual reports	NATIONAL MUSEUMS MINISPOC
	Fully functional geographical names in place	5%	10%	20%	25%	30%	38%	45%	Annual reports	NATIONAL MUSEUMS
	National flags installed Institutions, schools, exhibitions hosted, and publications produced	500	2000	3000	5000	7000	10000	12000	Annual reports on numbers	NATIONAL MUSEUMS MINISPOC MINAFFETE
Information, library and archives resources are better managed and accessed by the Rwandan population	Archives records proceeded internally, arranged and registered	400	600	650	680	750	900	1000	Annual reports on linear meters	RALSA MINISPOC
	Book, literary and artistic works	3500	1000	2000	2500	30000	4000	4500	Number of books, artistic works purchased	
	Increased in expertise of library, archives and information resources	20	100	200	250	300	350	400	RALSA Annual reports	RALSA MINISPOC
	access and efficiency on Library and archival by all categories of the Rwandan population	5%	10%	20%	30%	50%	70%	80	Annual reports Researches and publications.	RALSA MINISPOC

Sector	Sector outcome	Baseline <sup>2</sup>	Targets						Means of	Reporting/
	Implemented library and information services transformation policy	10%	20%	25%	30%	40%	50%	70%	Annual reports	RALSA MINISPOC
	New library structures and upgrading of existing ones	1	2	4 new 5 existing	5 new 5 existing	3 new 5 existing	6 new 5 existing	4 new 5 existing	Annual reports	RALSA MINISPOC MINFRA
6 Awareness of the Genocide against the Tutsi, its impact and process of sustainable reconciliation for all Rwandans	Preserving all about the Genocide against the Tutsi in all Districts of Rwanda	10%	20%	40%	60%	80%	90%	100%	CNLG annual reports	CNLG MINISPOC
	Creative sensitization and mobilization programs	10%	10%	20%	40%	60%	80%	100%	CNLG Annual reports	CNLG MINISPOC
	Avail information to the Rwandan community and rest of the world on genocide against the Tutsi	5%	10%	25%	38%	45%	55%	60%	Annual reports	CNLG MINISPOC

**Table 5: Cost to implement the Sector Strategic Plan**

**5.1 Detailed costs based on Sector outcomes indicators**

Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
<b>A more active community with access to quality sports facilities and programs</b>	Develop, Professionalize and Transform Sport into Economic Opportunities	-	2,000,000	2,000,000	3,000,000	2,000,000	1,000,000	10,000,000
	Develop, Professionalize and Transform Sport into Economic Opportunities	20,000,000,000	40,000,000,000	40,000,000,000	40,000,000,000	40,000,000,000	20,000,000,000	200,000,000,000
	Develop Flagship projects in secondary cities and other key urban areas to support thriving and sustainable urban economies (with employment and incomes)	16,000,000,000	16,000,000,000	16,000,000,000	16,000,000,000	16,000,000,000	0	80,000,000,000
	Develop and support priority sub-Sectors with high potential for growth and employment	5,000,000,000	7,500,000,000	10,000,000,000	10,000,000,000	10,000,000,000	10,000,000,000	52,500,000,000
	Develop, Professionalize and Transform Sport into Economic Opportunities	450,000,000	450,000,000	450,000,000	450,000,000	450,000,000	450,000,000	2,700,000,000
	Improved education quality in primary and secondary education	6,500,000,000	16,250,000,000	13,000,000,000	16,250,000,000	13,000,000,000	13,000,000,000	78,000,000,000
	Develop, Professionalize and Transform Sport into Economic Opportunities	1,000,000,000	2,000,000,000	2,500,000,000	3,000,000,000	3,100,000,000	3,000,000,000	14,600,000,000



Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
<b>Regular promotion of evidence- based benefits of sports on health, education and social inclusion and making sports part of planning</b>	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	300,000,000
	Develop and support priority sub-Sectors with high potential for growth and employment.	3,000,000,000	3,000,000,000	3,000,000,000	3,000,000,000	3,000,000,000	3,000,000,000	18,000,000,000
	Reinforce mechanisms at decentralized levels for citizens particularly women and youth to effectively contribute to Districts planning and prioritization.	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	30,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	4,000,000,000	6,000,000,000	6,000,000,000	8,000,000,000	8,000,000,000	8,000,000,000	40,000,000,000
	Develop and support priority sub-Sectors with high potential for growth and employment.	1,000,000,000	2,500,000,000	4,000,000,000	4,500,000,000	6,000,000,000	7,000,000,000	25,000,000,000
	Develop Flagship projects in secondary cities and other key urban areas to support thriving and sustainable urban economies (with employment and incomes)	200,000,000	300,000,000	500,000,000	500,000,000	700,000,000	800,000,000	3,000,000,000
	Reinforce mechanisms at decentralized levels for citizens particularly women and youth to effectively contribute to	1,050,000,000	1,250,000,000	1,250,000,000	1,250,000,000	1,250,000,000	1,250,000,000	7,300,000,000

Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	Districts planning and prioritization.							
	Reinforce mechanisms at decentralized levels for citizens particularly women and youth to effectively contribute to Districts planning and prioritization.	3,000,000,000	7,500,000,000	12,000,000,000	13,500,000,000	18,000,000,000	21,000,000,000	75,000,000,000
<b>Sports Federations and community /school clubs are better managed and provide quality sustainable opportunities in sports</b>	Increased innovations and sustainability across Home Grown Solutions	1,500,000,000	2,500,000,000	2,500,000,000	5,000,000,000	6,000,000,000	7,500,000,000	25,000,000,000
	Increased number of Rwandans with appropriate skills tailored to labour market demands	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000		1,200,000,000
	Reinforced efficient service delivery	500,000,000	500,000,000	500,000,000	600,000,000	600,000,000	600,000,000	3,300,000,000
	Increased innovations and sustainability across Home Grown Solutions	5,000,000,000	12,500,000,000	20,000,000,000	22,500,000,000	30,000,000,000	35,000,000,000	125,000,000,000
	Increased innovations and sustainability across Home Grown Solutions	200,000,000	200,000,000	400,000,000	400,000,000	400,000,000	400,000,000	2,000,000,000
	Increased number of Rwandans with appropriate skills tailored to labour market demands	325,000,000	325,000,000	325,000,000	390,000,000	390,000,000	390,000,000	2,145,000,000
	Develop, Professionalize and Transform Sport into Economic Opportunities	200,000,000	200,000,000	200,000,000	400,000,000	200,000,000	400,000,000	1,600,000,000
	<b>Clear career pathways, quality sports technicians and support services</b>	Develop, Professionalize and Transform Sport into Economic Opportunities	300,000,000	300,000,000	600,000,000	600,000,000	600,000,000	600,000,000

Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
<b>for talented athletes, technicians and coaches</b>	Increased number of Rwandans with appropriate skills tailored to labour market demands	300,000,000	300,000,000	250,000,000	250,000,000	100,000,000		1,200,000,000
	Develop, Professionalize and Transform Sport into Economic Opportunities	7,000,000,000	17,500,000,000	28,000,000,000	31,500,000,000	42,000,000,000	49,000,000,000	175,000,000,000
	Develop, Professionalize and Transform Sport into Economic Opportunities	500,000,000	500,000,000	500,000,000	500,000,000	500,000,000	500,000,000	3,000,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	6,400,000,000	16,000,000,000	25,600,000,000	28,800,000,000	38,400,000,000	44,800,000,000	160,000,000,000
<b>Well supported performance teams successfully competing at national and international levels</b>	Develop and support priority sub-Sectors with high potential for growth and employment.	5,000,000,000	7,500,000,000	10,000,000,000	12,500,000,000	12,500,000,000	12,500,000,000	60,000,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	1,000,000,000	1,500,000,000	2,000,000,000	2,500,000,000	2,500,000,000	2,500,000,000	12,000,000,000
	Develop and support priority sub-Sectors with high potential for growth and employment.	920,000,000	1,000,000,000	1,000,000,000	2,000,000,000	2,000,000,000	1,000,000,000	7,920,000,000
	Increased number of Rwandans with appropriate skills tailored to labour market demands	200,000,000	200,000,000	300,000,000	400,000,000	400,000,000	500,000,000	2,000,000,000

Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	800,000,000	800,000,000	800,000,000	800,000,000	800,000,000	800,000,000	4,800,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	1,500,000,000	1,500,000,000	1,500,000,000	1,500,000,000	1,500,000,000	1,500,000,000	9,000,000,000
	Develop Flagship projects in secondary cities and other key urban areas to support thriving and sustainable urban economies (with employment and incomes)	800,000,000	1,600,000,000	2,000,000,000	2,400,000,000	2,480,000,000	2,400,000,000	11,680,000,000
<b>Rwanda seen as a premium destination for major sports events</b>	Strengthen diplomacy and international cooperation to support the promotion of investment, tourism and expansion of the market for products made in Rwanda	1,000,000,000	2,000,000,000	4,000,000,000	5,000,000,000	6,000,000,000	7,000,000,000	25,000,000,000
	Developed anchor firms and entrepreneurs in priority value chains and new Sectors	500,000,000	500,000,000	500,000,000	500,000,000	1,000,000,000	1,000,000,000	4,000,000,000
	Develop and support priority sub-Sectors with high potential for growth and employment.	2,000,000,000	4,000,000,000	6,000,000,000	6,000,000,000	6,000,000,000	4,000,000,000	28,000,000,000
	Mainstream governance for production across Sectors and enhance capacities of public		80,000,000	80,000,000	160,000,000	160,000,000		480,000,000

Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	Institutions and performance							
	Increased number of Rwandans with appropriate skills tailored to labour market demands	200,000,000	400,000,000	600,000,000	600,000,000	600,000,000	600,000,000	3,000,000,000
	Increased number of Rwandans with appropriate skills tailored to labour market demands	6,000,000,000	6,000,000,000	6,000,000,000	6,000,000,000	6,000,000,000	6,000,000,000	36,000,000,000
	Increased innovations and sustainability across Home Grown Solutions	1,000,000,000	2,000,000,000	1,000,000,000	500,000,000	250,000,000	250,000,000	5,000,000,000
<b>Sports and recreation supported by a long term strategic facilities and resources Plan (facilities include indoor, outdoor, playing and training venues, school facilities and parks)</b>	Increased economic opportunities in urban areas	34,000,000,000	34,000,000,000	40,800,000,000	40,800,000,000	27,200,000,000	27,200,000,000	204,000,000,000
	Increased number of Rwandans with appropriate skills tailored to labour market demands	240,000,000	160,000,000	160,000,000	80,000,000	80,000,000	80,000,000	800,000,000
	Develop and support priority sub-Sectors with high potential for growth and employment.	25,000,000	25,000,000	30,000,000	30,000,000	20,000,000	20,000,000	150,000,000
	Increased economic opportunities in urban areas	175,000,000	175,000,000	210,000,000	210,000,000	140,000,000	140,000,000	1,050,000,000
	Reinforced efficient service delivery	14,800,000	14,800,000	14,800,000	14,800,000	14,800,000	14,800,000	88,800,000
	Develop and support priority sub-Sectors with high potential for growth and employment.	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	240,000,000
	Increased number of Rwandans with appropriate skills tailored to labour market demands	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	360,000,000

Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	Increased economic opportunities in urban areas	2,500,000,000	5,000,000,000	7,500,000,000	5,000,000,000	5,000,000,000	5,000,000,000	30,000,000,000
Culture Sub-Sector								
<b>The quality of performing and creative arts is raised and generates more incomes across all levels</b>	Increased number of Rwandans with appropriate skills tailored to labour market demands	18,000,000	27,000,000	6,000,000	3,000,000	3,000,000	3,000,000	60,000,000
	Develop Flagship projects in secondary cities and other key urban areas to support thriving and sustainable urban economies (with employment and incomes)	650,000,000	1,300,000,000	1,625,000,000	1,950,000,000	2,015,000,000	1,950,000,000	9,490,000,000
	Develop creative arts and industries towards employment generation and economic opportunities	20,000,000	30,000,000	20,000,000	10,000,000	10,000,000	10,000,000	100,000,000
	Develop creative arts and industries towards employment generation and economic opportunities	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	6,000,000,000
<b>Regular promotion of national language and dialects across communities and all levels</b>	Enshrine Kinyarwanda language and Rwandan values of integrity, transparency, fighting injustice and intolerance for corruption among Rwandans in families, schools curricula and the youth	2,000,000,000	2,000,000,000	2,000,000,000	2,000,000,000	1,000,000,000	1,000,000,000	10,000,000,000
	Enshrine Kinyarwanda language and Rwandan values of integrity, transparency,	800,000,000	800,000,000	800,000,000	800,000,000	800,000,000	800,000,000	4,800,000,000

Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	fighting injustice and intolerance for corruption among Rwandans in families, schools curricula and the youth							
	Enshrine Kinyarwanda language and Rwandan values of integrity, transparency, fighting injustice and intolerance for corruption among Rwandans in families, schools curricula and the youth	50,000,000,000	50,000,000,000	50,000,000,000	50,000,000,000	50,000,000,000	50,000,000,000	300,000,000,000
	Enshrine Kinyarwanda language and Rwandan values of integrity, transparency, fighting injustice and intolerance for corruption among Rwandans in families, schools curricula and the youth	500,000,000	1,000,000,000	1,000,000,000	1,500,000,000	500,000,000	500,000,000	5,000,000,000
<b>Regular promotion of Rwandan culture for sustainability in all communities</b>	Increased innovations and sustainability across Home Grown Solutions	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	300,000,000
	Develop creative arts and industries towards employment generation and economic opportunities	1,000,000,000	2,000,000,000	1,000,000,000	500,000,000	250,000,000	250,000,000	5,000,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	120,000,000	120,000,000	120,000,000				360,000,000

Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance		30,000,000					30,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	8,000,000	8,000,000	12,000,000	12,000,000	12,000,000	8,000,000	60,000,000
	Increased innovations and sustainability across Home Grown Solutions	60,000,000						60,000,000
	Enhanced international profile and reputation of Rwanda	4,000,000	6,000,000	4,000,000	2,000,000	2,000,000	2,000,000	20,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	1,600,000,000	4,000,000,000	4,000,000,000	6,400,000,000	4,000,000,000	4,000,000,000	24,000,000,000
<b>Cultural heritage at national and community level is better conserved and promoted</b>	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	150,000,000	150,000,000	180,000,000	300,000,000	300,000,000	120,000,000	1,200,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	60,000,000	120,000,000					180,000,000
	Increased innovations and sustainability across Home Grown Solutions	50,000,000	150,000,000					200,000,000



Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	Enhanced Unity of Rwandans	5,000,000,000	10,000,000,000	10,000,000,000	10,000,000,000	10,000,000,000	5,000,000,000	50,000,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	30,000,000	60,000,000	60,000,000	60,000,000			210,000,000
	Improved scores for citizen participation	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	30,000,000
	Enhanced Unity of Rwandans	640,000,000	800,000,000	800,000,000	800,000,000	960,000,000	1,600,000,000	5,600,000,000
	Enhanced Unity of Rwandans	500,000,000	500,000,000	800,000,000	800,000,000	800,000,000	600,000,000	4,000,000,000
<b>Information, library and archives resources are better managed and accessed by the Rwandan population</b>	Increased innovations and sustainability across Home Grown Solutions	1,200,000,000	1,300,000,000	1,200,000,000	1,500,000,000	1,800,000,000	2,000,000,000	9,000,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	500,000,000	1,000,000,000	1,250,000,000	1,500,000,000	1,750,000,000	2,000,000,000	8,000,000,000
	Increased innovations and sustainability across Home Grown Solutions	150,000,000,000	150,000,000,000	150,000,000,000	150,000,000,000	150,000,000,000	150,000,000,000	900,000,000,000
	Mainstream governance for production across Sectors and enhance capacities of public Institutions and performance	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	300,000,000
	Increased number of Rwandans with	120,000,000	240,000,000	300,000,000	180,000,000	360,000,000	240,000,000	1,440,000,000

Outcome	Sector outcome Indicator	Amounts in Rwandan Francs(RWF)						Total
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	
	appropriate skills tailored to labour market demands							
<b>Awareness of the Genocide against the Tutsi, its impact and process of sustainable reconciliation for all Rwandans</b>	Promote unity and reconciliation among Rwandans through Institutionalization of “Ndi Umunyarwanda and Abarinzi b'Igihango” programmes in Local Government and scale up of unity clubs to village level	108,000,000	108,000,000	108,000,000	126,000,000	90,000,000		540,000,000
	Enhanced Unity of Rwandans	48,000,000	48,000,000	48,000,000	48,000,000	24,000,000	24,000,000	240,000,000
	Enhanced Unity of Rwandans	5,000,000,000	5,000,000,000	6,250,000,000	6,250,000,000	2,500,000,000		25,000,000,000
<b>Totals</b>		<b>362,985,800,000</b>	<b>454,328,800,000</b>	<b>505,154,800,000</b>	<b>530,628,800,000</b>	<b>542,012,800,000</b>	<b>520,562,800,000</b>	<b>2,915,673,800,000</b>

## 5.2 Costing by Pillar

Pillar	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
Economic Transformation	90,498,000,000	118,309,000,000	130,648,000,000	128,526,000,000	115,280,000,000	79,074,000,000	662,335,000,000
Social Transformation	7,500,000,000	18,250,000,000	15,500,000,000	19,250,000,000	16,100,000,000	16,000,000,000	92,600,000,000
Transformational Governance	264,987,800,000	317,769,800,000	359,006,800,000	382,852,800,000	410,632,800,000	425,488,800,000	2,160,738,800,000
<b>Total</b>	<b>362,985,800,000</b>	<b>454,328,800,000</b>	<b>505,154,800,000</b>	<b>530,628,800,000</b>	<b>542,012,800,000</b>	<b>520,562,800,000</b>	<b>2,915,673,800,000</b>

### 5.3 Costing by priority area

Pillars	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
<b>Economic Transformation</b>	90,498,000,000	118,309,000,000	130,648,000,000	128,526,000,000	115,280,000,000	79,074,000,000	662,335,000,000
1.1 Create 1.5m (over 214,000 annually) decent and productive jobs for economic development	36,323,000,000	60,734,000,000	63,138,000,000	63,116,000,000	62,760,000,000	42,534,000,000	328,605,000,000
1.2 Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024	53,675,000,000	57,075,000,000	67,010,000,000	64,910,000,000	51,520,000,000	35,540,000,000	329,730,000,000
1.3 Establish Rwanda as a Globally Competitive Knowledge-based Economy	500,000,000	500,000,000	500,000,000	500,000,000	1,000,000,000	1,000,000,000	4,000,000,000
<b>Social Transformation</b>	7,500,000,000	18,250,000,000	15,500,000,000	19,250,000,000	16,100,000,000	16,000,000,000	92,600,000,000
2.4 Enhancing demographic dividend through improved access to quality education	6,500,000,000	16,250,000,000	13,000,000,000	16,250,000,000	13,000,000,000	13,000,000,000	78,000,000,000
2.3 Enhancing demographic dividend through ensuring access to quality Health for all	1,000,000,000	2,000,000,000	2,500,000,000	3,000,000,000	3,100,000,000	3,000,000,000	14,600,000,000
<b>Transformational Governance</b>	264,987,800,000	317,769,800,000	359,006,800,000	382,852,800,000	410,632,800,000	425,488,800,000	2,160,738,800,000
3.5 Strengthen Capacity, Service delivery and Accountability of public Institutions	175,577,800,000	200,397,800,000	217,186,800,000	231,216,800,000	246,846,800,000	258,652,800,000	1,329,878,800,000
3.6 Increased Citizens Participation and Engagement in Development	22,560,000,000	43,760,000,000	64,760,000,000	72,760,000,000	89,260,000,000	98,260,000,000	391,360,000,000
3.3 Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa's development	1,004,000,000	2,006,000,000	4,004,000,000	5,002,000,000	6,002,000,000	7,002,000,000	25,020,000,000
3.1 Reinforce Rwandan culture and values as a foundation for peace and unity	65,846,000,000	71,606,000,000	73,056,000,000	73,874,000,000	68,524,000,000	61,574,000,000	414,480,000,000
<b>Total</b>	<b>362,985,800,000</b>	<b>454,328,800,000</b>	<b>505,154,800,000</b>	<b>530,628,800,000</b>	<b>542,012,800,000</b>	<b>520,562,800,000</b>	<b>2,915,673,800,000</b>

#### 5.4 Costing by expenditure type

Pillar	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
<b>Economic Transformation</b>	<b>90,498,000,000</b>	<b>118,309,000,000</b>	<b>130,648,000,000</b>	<b>128,526,000,000</b>	<b>115,280,000,000</b>	<b>79,074,000,000</b>	<b>662,335,000,000</b>
Development	41,865,000,000	47,045,000,000	56,605,000,000	54,200,000,000	41,155,000,000	40,650,000,000	281,520,000,000
Recurrent	48,633,000,000	71,264,000,000	74,043,000,000	74,326,000,000	74,125,000,000	38,424,000,000	380,815,000,000
<b>Social Transformation</b>	<b>7,500,000,000</b>	<b>18,250,000,000</b>	<b>15,500,000,000</b>	<b>19,250,000,000</b>	<b>16,100,000,000</b>	<b>16,000,000,000</b>	<b>92,600,000,000</b>
Development	1,000,000,000	2,000,000,000	2,500,000,000	3,000,000,000	3,100,000,000	3,000,000,000	14,600,000,000
Recurrent	6,500,000,000	16,250,000,000	13,000,000,000	16,250,000,000	13,000,000,000	13,000,000,000	78,000,000,000
<b>Transformational Governance</b>	<b>264,987,800,000</b>	<b>317,769,800,000</b>	<b>359,006,800,000</b>	<b>382,852,800,000</b>	<b>410,632,800,000</b>	<b>425,488,800,000</b>	<b>2,160,738,800,000</b>
Development	231,557,000,000	267,549,000,000	295,636,000,000	308,484,000,000	331,584,000,000	345,690,000,000	1,780,500,000,000
Recurrent	33,430,800,000	50,220,800,000	63,370,800,000	74,368,800,000	79,048,800,000	79,798,800,000	380,238,800,000
<b>Total</b>	<b>362,985,800,000</b>	<b>454,328,800,000</b>	<b>505,154,800,000</b>	<b>530,628,800,000</b>	<b>542,012,800,000</b>	<b>520,562,800,000</b>	<b>2,915,673,800,000</b>