RWANDA NATIONAL OLYMPIC & SPORTS

COMMITTEE

RWANDA NATIONAL OLYMPIC AND SPORTS COMMITTEE
&
RWANDA COMMONWEALTH GAMES ASSOCIATION

ANNUAL ACTIVITIES REPORT 2025

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EXECUTIVE SUMMARY

The 2025 Annual Activities Report of the Rwanda National Olympic and Sports Committee (RNOSC) and the Commonwealth Games Association in Rwanda (CGA Rwanda) reflects a transformative year marked by strengthened governance, expanded international engagement, enhanced youth development pathways, and reinforced institutional capacity.

Throughout 2025, RNOSC demonstrated strategic leadership across continental and global platforms, including active participation in ANOCA assemblies, Olympic Solidarity forums, international athlete governance forums, and Commonwealth Sport engagements. Nationally, the Committee successfully conducted its Elective General Assembly, ushering in a new Executive Committee for the 2025–2028 quadrennial and reinforcing its commitment to transparent and

athlete-centered governance.

The year was equally defined by significant sporting milestones. Rwanda delivered historic performances at the African School Games, expanded its youth talent pipeline through the African Youth Games, strengthened elite preparation pathways toward Dakar 2026 and Los Angeles 2028, and commemorated national unity through the Genocide Memorial Tournament. Capacity

building initiatives; including coaching certifications, athlete career workshops, safeguarding and integrity programmes, and anti-doping training; further enhanced the professionalization of Rwanda's sports ecosystem.

Collectively, these achievements underscore RNOSC's mission of building a better world through sport, starting with Rwanda, while aligning national priorities with continental and global Olympic Movement strategies.

1. INTRODUCTION

The year 2025 marked the beginning of a new quadrennial cycle for the Rwanda National Olympic and Sports Committee (RNOSC), positioning the institution in a critical position for strategic growth, governance reform, and performance development.

Operating within a dynamic national and international sports environment, RNOSC remained

committed to strengthening its institutional framework while expanding opportunities for athletes, federations, and stakeholders.

Beyond governance, 2025 was characterized by intensified international engagement, enhanced athlete representation, and strengthened youth development structures. Participation in continental competitions, Olympic education forums, athlete leadership platforms, and international training programmes enabled Rwanda to benchmark against global standards while reinforcing domestic systems.

Through collaboration with the Ministry of Sports, National Federations, ANOCA, the IOC, Olympic Solidarity, Commonwealth Sport, and other international partners, RNOSC continued to consolidate Rwanda's reputation as an emerging and responsible actor within the global sporting community.

2. KEY ACTIVITIES AND INITIATIVES

2.1. General Assemblies

2.1.1. ANOCA Zone V General Assembly

On March 9th, 2025, the RNOSC President, UMULINGA Alice represented NOC Rwanda at the Association of National Olympic Committees of Africa (ANOCA) Zone V General Assembly in Addis Ababa, Ethiopia. The gathering brought together 11 National Olympic Committees from

across ANOCA Zone V to deliberate on regional strategies, shared challenges, and collaborative development goals. The assembly served as an important opportunity for RNOSC to contribute to broader regional policy direction in sports, as the RNOSC President, UMULINGA Alice was unanimously elected as the Vice President of the ANOCA – Zone V for the next four-year term.

The elected Executive Board of ANOCA Zone V comprised of:

- Donald Rukare (Uganda): President
- Umulinga Alice (Rwanda): Vice President
- Francis Mutuku (Kenya): Secretary General
- Tong Chor Malek Deran (South Sudan): Treasurer
- Bigirimana Salvator (Burundi): Board Member
- Michael Teklemichael (Eritrea): Board Member
- Mohamed Abdow Haji (Somalia): Board Member

2.1.2. 22nd Ordinary Session of the ANOCA Elective General Assembly

Over the course of March 14–15, 2025, RNOSC, represented by President Alice Umulinga and Secretary General Joseph Kajangwe, took part in the 22nd Ordinary Session of the ANOCA Elective General Assembly, in Algiers, Algeria. The event brought together National Olympic Committees from across the continent to discuss the future of sport in Africa and elect new

leadership. Key discussions during the assembly focused on ANOCA's 2024–2028 Strategic Plan, preparations for the Youth Olympic Games Dakar 2026, and the increasing role of Esports and Artificial Intelligence in shaping modern sports. Additional highlights included updates on anti doping efforts led by the World Anti-Doping Agency (WADA) and the elections for the new ANOCA Executive Committee.



2.1.3. RNOSC Annual General Assembly

On March 30, 2025, RNOSC held its Annual Ordinary General Assembly at Lemigo Hotel, Kigali, attended by 34 National Sports Federations and Associations. The standout resolution was the approval of a five-phase project to construct a new RNOSC Headquarters and Olympic Training Centre; a major leap forward for Rwanda's sports infrastructure.

Other key outcomes included the adoption of the 2024 Activity, Financial, and Audit Reports, with

members commending the Executive Committee for a 99% implementation rate of the previous year's resolutions. Elections were also held for the GMT 2025 Committee, and the date for the upcoming Executive Committee elections was set for May 10, 2025.

The Assembly emphasized collaboration with international partners to support the new infrastructure project, reflecting a shared commitment to elite athlete development and the professionalization of Rwanda's sports sector.



2.1.4. RNOSC Elective General Assembly

On May 10, 2025, the Rwanda National Olympic and Sports Committee (RNOSC) held its Elective General Assembly at Lemigo Hotel in Kigali, bringing together representatives of National Sports Federations, the Ministry of Sports, and partners of the Olympic Movement. The Assembly's central outcome was the election of UMULINGA Alice as RNOSC President for the 2025–2028 term, alongside new governing bodies mandated to lead the institution over the next quadrennial.

Following candidate presentations outlining priorities in governance reform, athlete development, and partnership strengthening, elections were conducted in a transparent and orderly manner. The newly elected Executive Committee (2025–2028) comprised of UMULINGA Alice (President), GAKWAYA Christian (First Vice President), UMUTONI Salama (Second Vice President), KAJANGWE Joseph (Secretary General), GANZA Kevin (Treasurer General), with BUTOYI Jean and RUYONZA Arlette serving as Advisors. Members also elected the Internal Audit Committee (MBARAGA Alexis, DUSINGIZIMANA Thierry, and BUGINGO Elvis), and the

Conflict Resolution Committee (RWABUHIHI Innocent, KAGARAMA Clementine, and NKURUNZIZA Jean Pierre).



The electoral process concluded with the official swearing-in of all elected officials. The Legal and Ethics Commission commended the credibility and integrity of the elections, while President UMULINGA Alice reaffirmed her commitment to transparent governance, collaboration with federations and partners, and an athlete-centered approach to development. The Assembly closed

with a strong show of unity and support for the new leadership as RNOSC embarks on its 2025–2028 mandate.



2.1.5. Annual General Assembly of the Commonwealth Games Federation

The Rwanda Commonwealth Games Association, represented by its President UMULINGA Alice, took part in the 2025 Commonwealth Games Federation (CGF) General Assembly, held on 26 November 2025 at the Hilton Glasgow, Scotland. This General Assembly mainly focused on governance matters and strategic decisions shaping the future of the Commonwealth Sport Movement.

During the event, the Interim President of the CGF, H.E. Dr. Donald RUKARE, highlighted the importance of unity, good governance, and strengthened collaboration among Commonwealth member nations.

Key resolutions of the General Assembly included the election of Amdavad (Ahmedabad), India, as host city of the 2030 Commonwealth Games, the acceptance of progress reports for Glasgow 2026 and Malta 2027, the adoption of the Federation's new name, "Commonwealth Sport," and

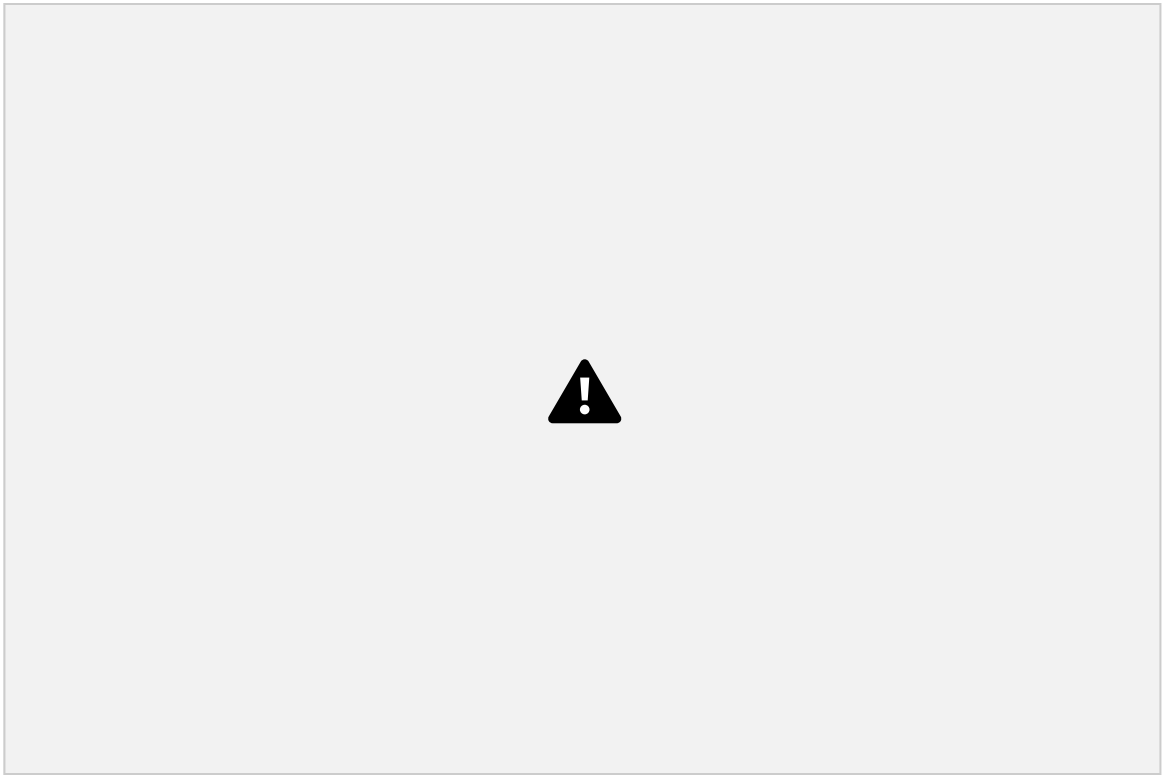
the election of H.E. Dr. Donald RUKARE as President of Commonwealth Sport until 2027.

2.1.6. RNOSC Extraordinary General Assembly

On December 6, 2025, the Rwanda National Olympic and Sports Committee (RNOSC) convened an Extraordinary General Assembly at Lemigo Hotel in Kigali to review revised statutes and approve the appointment of a new external auditor. The Assembly was held in response to the July 2024 law governing non-governmental organizations, which requires statutory harmonization within a two-year transition period, and in line with good governance practices mandating periodic auditor rotation.

Prior to deliberations, the RNOSC President welcomed newly elected leadership from several National Sports Federations, including the Rwanda National Paralympic Committee, Rwanda Volleyball Federation, Association of Workers' Sports of Rwanda, and the Rwanda Football Federation. Members provisionally approved the revised statutes, which will be submitted to the International Olympic Committee (IOC) for review and approval before final adoption by a subsequent General Assembly and submission to the Rwanda Governance Board (RGB).

The Assembly further resolved that RNOSC engage with the Ministry of Sports (MINISPORTS) to clarify the specific legal and operational nature of sports organizations, particularly where international sports governance requirements diverge from national NGO regulations. Members were tasked with documenting challenges encountered during statutory harmonization to inform these discussions. In addition, the Assembly approved the appointment of RONALDS RWANDA LTD as the independent external auditor to conduct the audit of RNOSC's financial statements for the 2025 fiscal year.



2.2. Tournaments and Sports Events

2.2.1. Genocide Memorial Tournament 2025

The Genocide Memorial Tournament 2025 (GMT 2025) brought together a wide spectrum of Rwanda's sports federations and associations in commemorative activities marking the 31st commemoration of the 1994 Genocide against the Tutsi. The program combined international tournaments, national competitions, and remembrance initiatives, demonstrating the role of sport in honoring victims while promoting unity and reconciliation. International-level events featured participation from regional and global. Many of these competitions were paired with memorial visits; such as to Nyanza and Nyamata; ensuring that remembrance remained central to the sporting activities.

At the national level, numerous federations organized tournaments across diverse disciplines,



engaging athletes from elite clubs, schools, workplaces, refugee communities, and para-sport programs. Several of these activities incorporated educational testimonies, wreath-laying

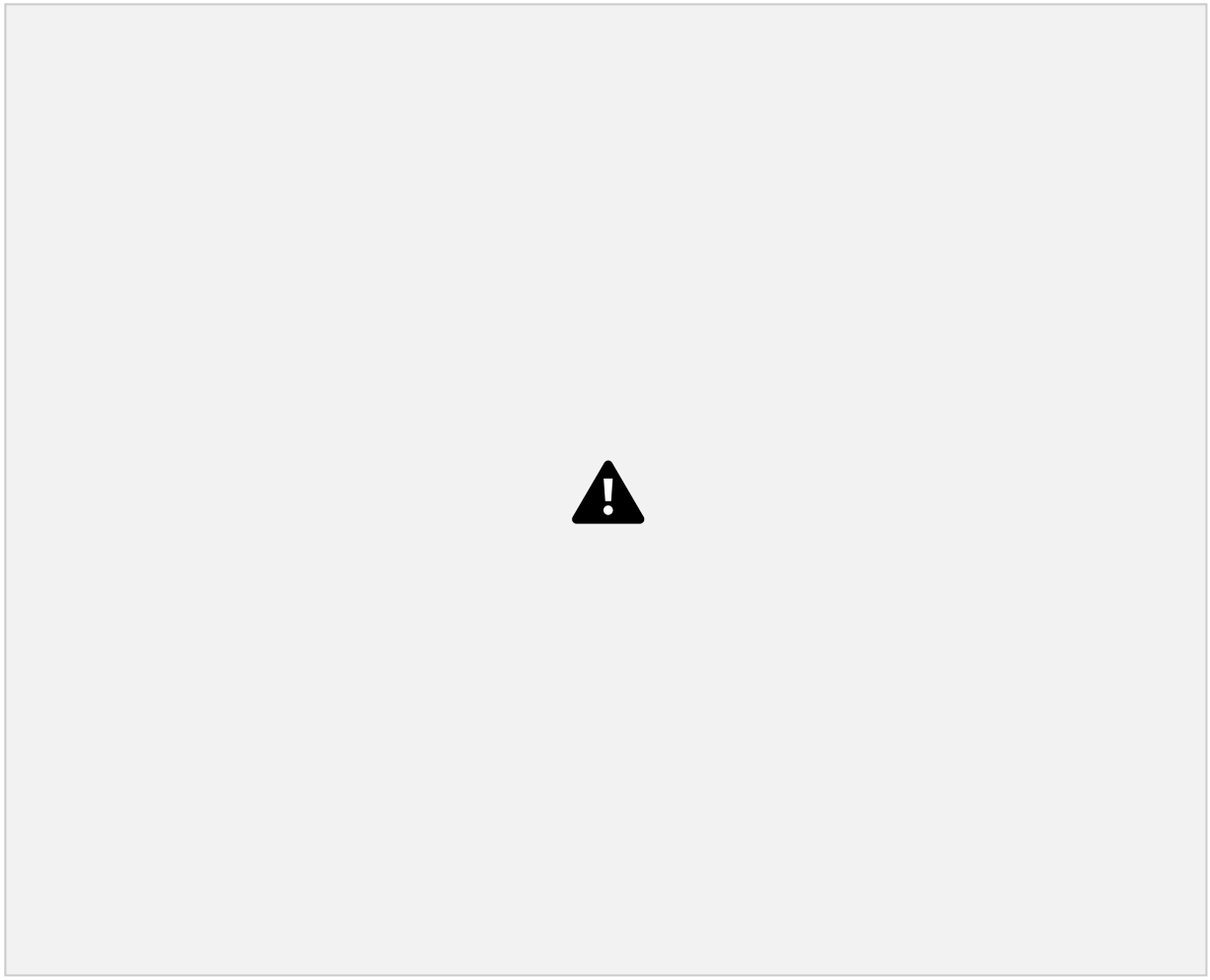
ceremonies, financial contributions to memorial preservation, or direct support to genocide survivors, reinforcing the social and historical significance of the competitions.

Key participating federations and activities included:

- **International tournaments: FERWABA (Basketball);** Kung Fu Wushu Federation; Skating Federation; Rugby Federation (7s); Volleyball Federation; Taekwondo Federation; Cricket Federation (Kwibuka Women's T20).
- **National tournaments: Swimming (Aquatics);** Fencing; Athletics; Cycling ("Race to Remember"); Rwanda Automobile Club (Sprint Rally); National Paralympic Committee (three para-sport events); Golf; Table Tennis; Badminton; Netball; Judo; Karate; ARPST workplace sports competitions; Tennis (tournament held, report pending).
- **Tournaments combined with memorial visits or solidarity actions:** Kung Fu Wushu (Nyanza Memorial); Taekwondo (Nyamata Memorial); Cycling (Nyanza Memorial); Swimming (Kibagabaga Memorial); Motorsport/RAC (Musha Memorial); NPC events (Nyanza Memorial); Karate (Kigali Genocide Memorial); Netball (Ngoma Memorial); Cricket (Kigali Genocide Memorial).
- **Stand-alone remembrance activities and donations:** Rwanda Olympians Association (Ntarama Memorial visit and donation); ANP/Sport Féminin (Huye Memorial visit); additional visits by FERWAFA and the Sports Journalists Association.

Briefly, GMT 2025 reflected a holistic national effort in which sport served as both a platform for competition and a vehicle for remembrance, education, and solidarity. By engaging local communities, regional partners, youth, women, and athletes with disabilities, the activities reinforced shared values of peace and resilience while preserving the memory of the victims. Despite some pending reports, the breadth of participation demonstrates the continued commitment of Rwanda's sports movement to commemorate the past while fostering unity for the future.



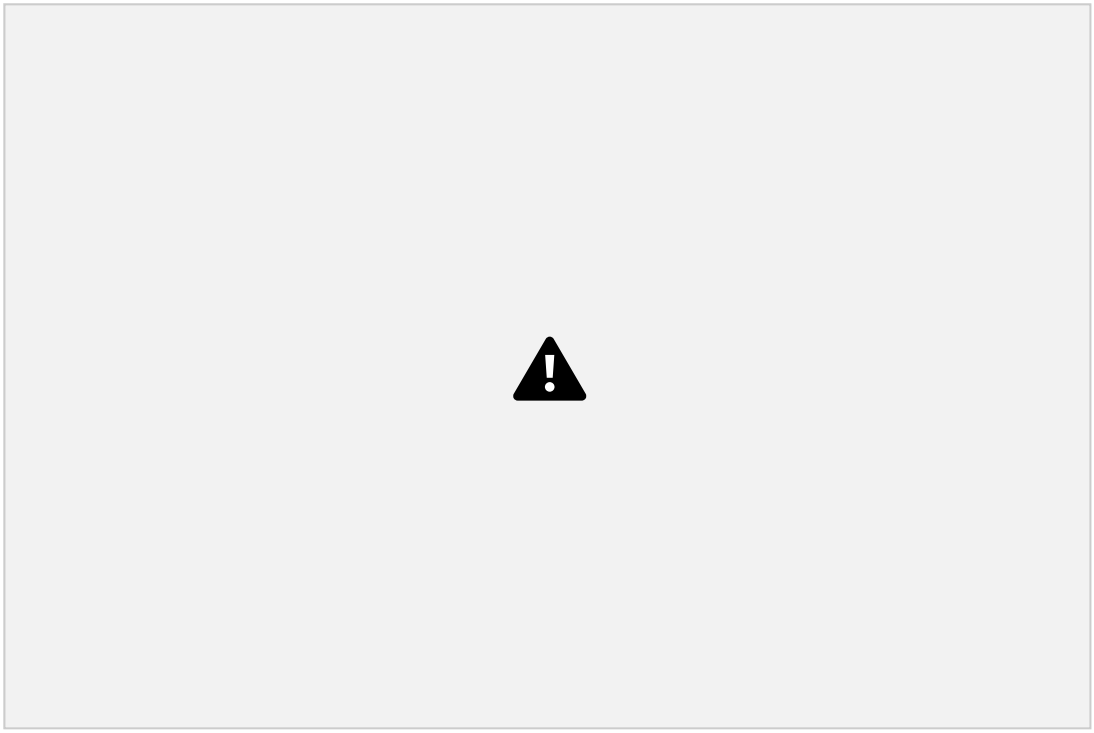


2.2.2. Olympic Day 2025

In June 2025, Rwanda commemorated Olympic Day through a youth-focused cycling event held at the Field of Dreams in Bugesera, organized by the Rwanda National Olympic and Sports Committee (RNOSC) in collaboration with the Rwanda Cycling Federation (FERWACY) and the Gasore Serge Foundation. The event formed part of the global Olympic Day celebrations promoting physical activity, inclusion, and Olympic values among young athletes and

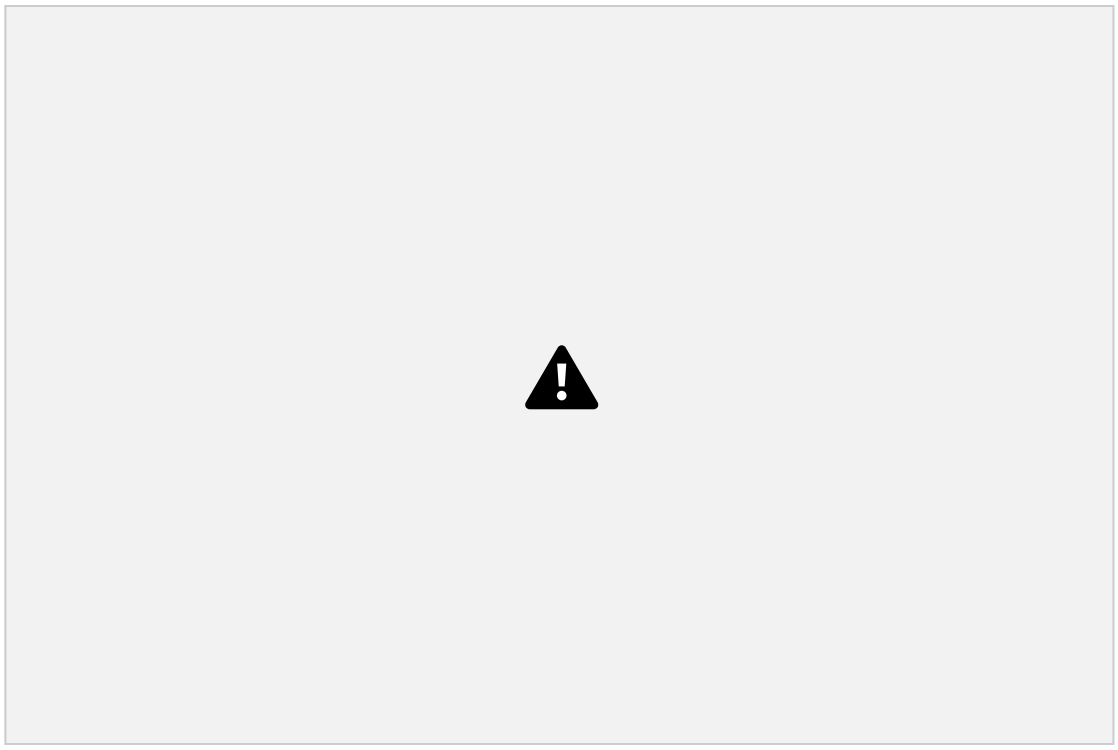


communities.



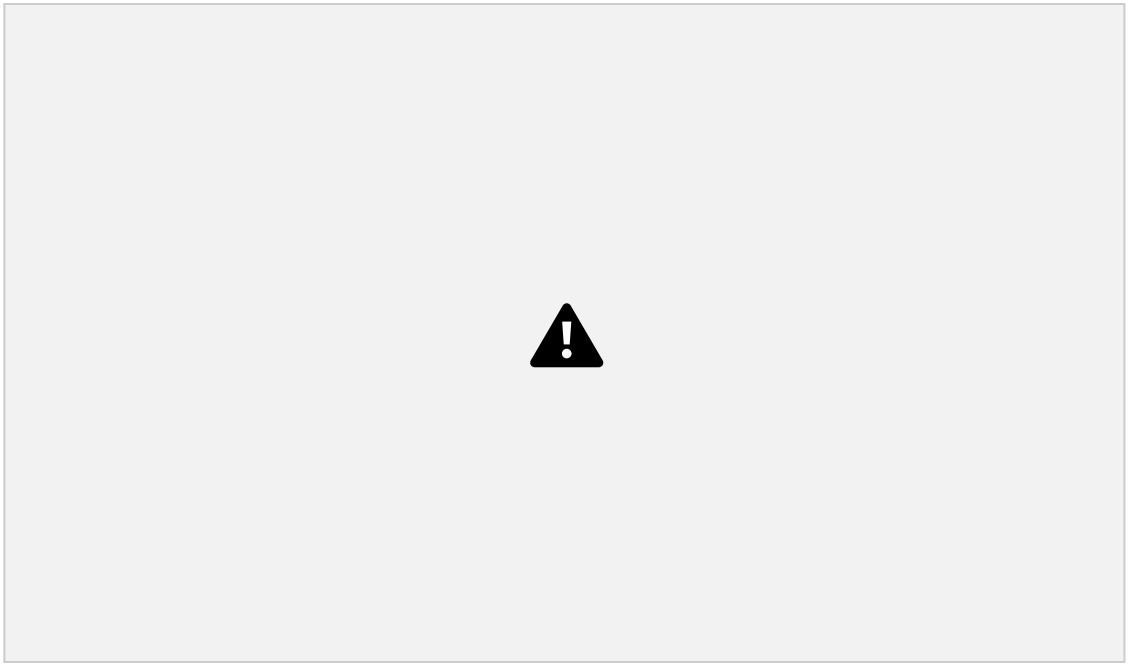
The Youth Racing Cup brought together 154 young cyclists competing across five age categories (U11 to U19), providing a structured competitive platform aimed at identifying and nurturing emerging cycling talent. The event also featured an inclusive “cycling for all” activity involving parents, coaches, and sports administrators, reinforcing community engagement and awareness of athlete development pathways.





The initiative strengthened grassroots talent development and promoted youth participation in sport while reinforcing Olympic values of excellence, friendship, and respect. Stakeholders emphasized the importance of sustained youth engagement programmes in building Rwanda's future high-performance athlete pipeline and supporting long-term national competitiveness in cycling.





2.2.3. 2025 African Fencing Championships

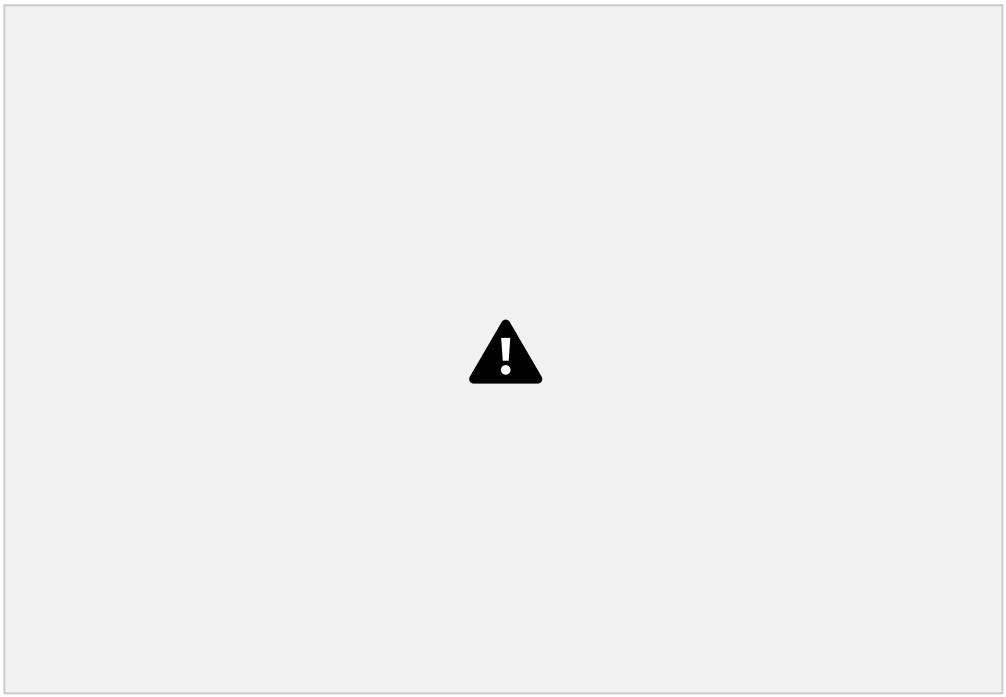
Rwanda participated in the 2025 African Senior Fencing Championships, held from 25–29 June 2025 in Lagos, Nigeria, bringing together 144 athletes from 22 countries across twelve individual and team events in épée, foil, and sabre. The continental championship showcased a high level of technical performance, with established fencing nations such as Egypt, Algeria, Kenya, South Africa, and Tunisia dominating the medal standings. The event provided valuable competitive exposure for emerging fencing nations, including Rwanda, within an increasingly professional and structured African fencing landscape.

Rwanda's representatives competed with determination and successfully advanced beyond the preliminary pool stages in selected events. Notably, Rwandan fencer Niyomugabo Jerome, progressed to the Round of 16 in direct elimination before concluding his campaign against strong opposition. Participation at this level offered important benchmarking opportunities, highlighting the growing competitiveness of African fencing and the standards required to contend for podium finishes.



The championship also underscored structural and developmental gaps that remain within Rwanda's fencing ecosystem. As a relatively new sport in the country, fencing continues to operate largely at an amateur level, with athletes balancing training alongside professional and academic commitments. Stakeholders, including the Federation and the Ministry of Sports, have acknowledged these realities and are progressively working toward strengthening technical preparation, increasing visibility, and attracting strategic partnerships.

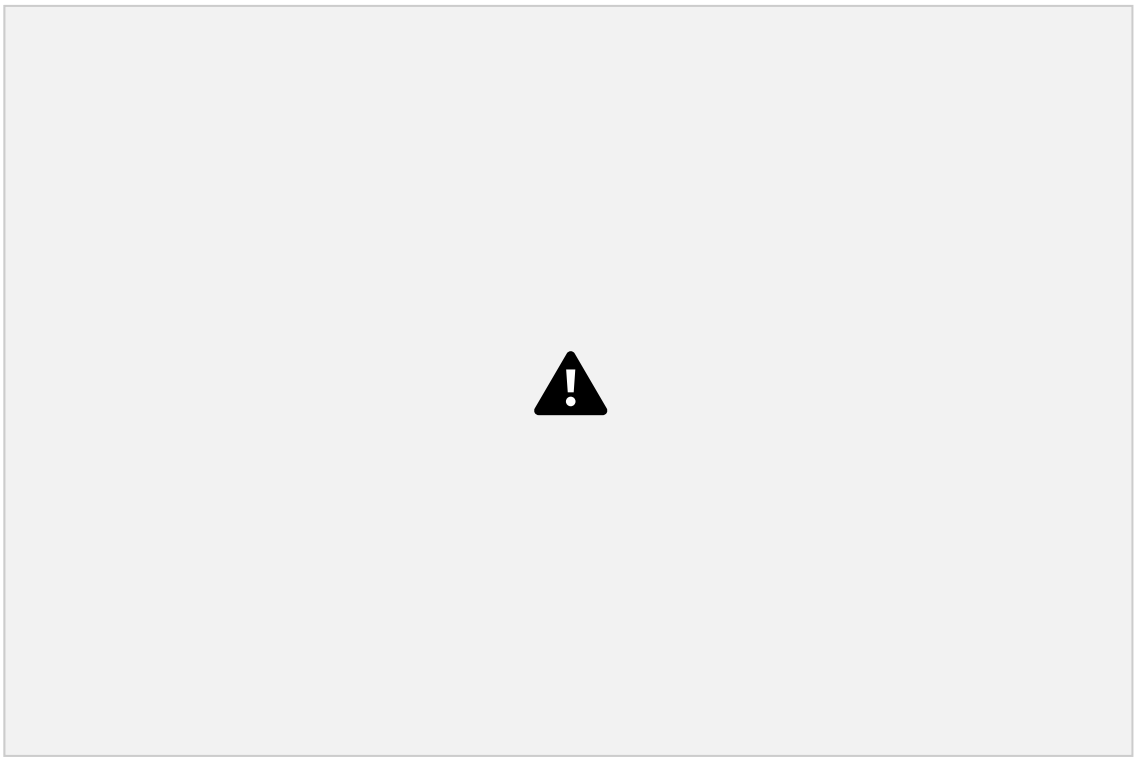
Looking ahead, early preparations have commenced toward the Los Angeles 2028 Olympic Games, building on Rwanda's previous Olympic participation and continued continental engagement. The 2025 African Championships served not only as a competitive platform but also as a strategic learning opportunity, reinforcing Rwanda's commitment to structured development, long-term athlete preparation, and gradual integration into Africa's high-performance fencing environment.





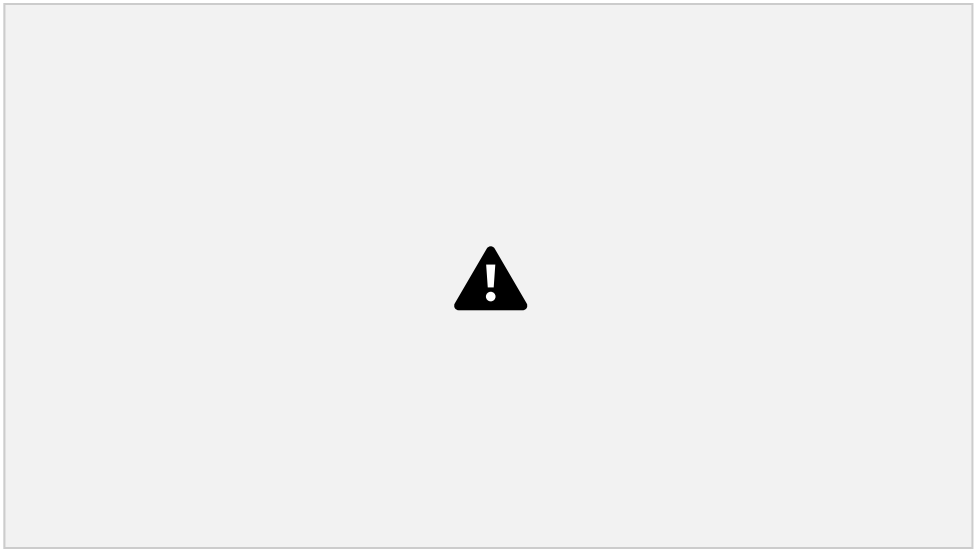
2.2.4. African School Games 2025

From July 26 to August 5, 2025, Rwanda participated in the inaugural African School Games held in Annaba, Algeria, marking the country's debut in this continental youth multi-sport event aimed at strengthening school sports development and identifying emerging athletic talent. Rwanda was represented by a delegation of 19 members, including 12 athletes competing in Basketball 3x3 and Athletics disciplines.



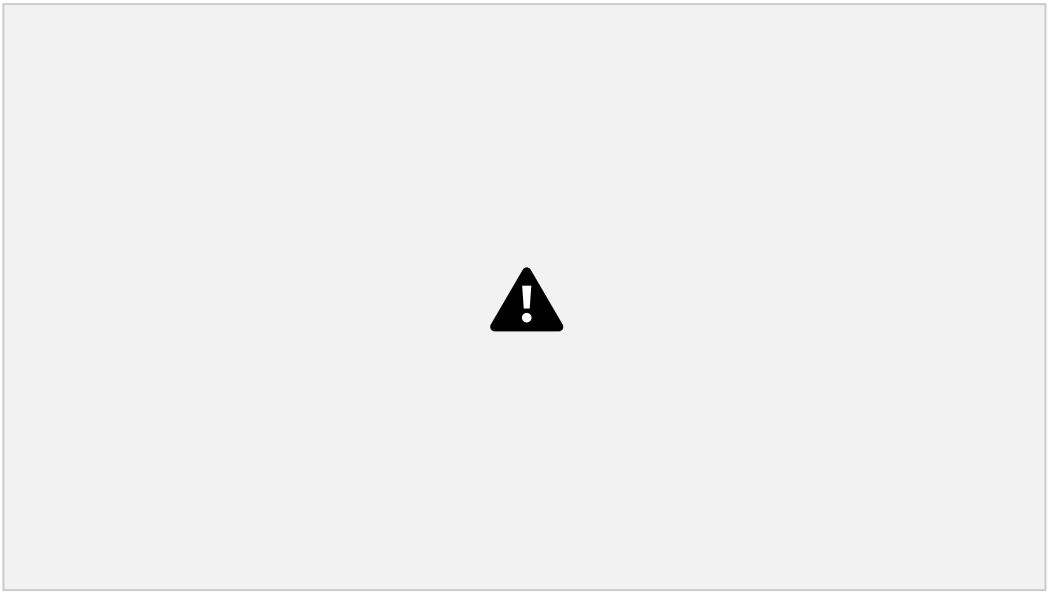
Team Rwanda delivered a historic performance, securing a Gold Medal in Women's Basketball 3x3 and a Bronze Medal in the Women's 3000m athletics event, while several athletes achieved strong competitive performances and personal milestones. The results highlighted the country's growing youth sports potential and demonstrated the effectiveness of structured athlete preparation, resilience, and technical development at the school sports level.





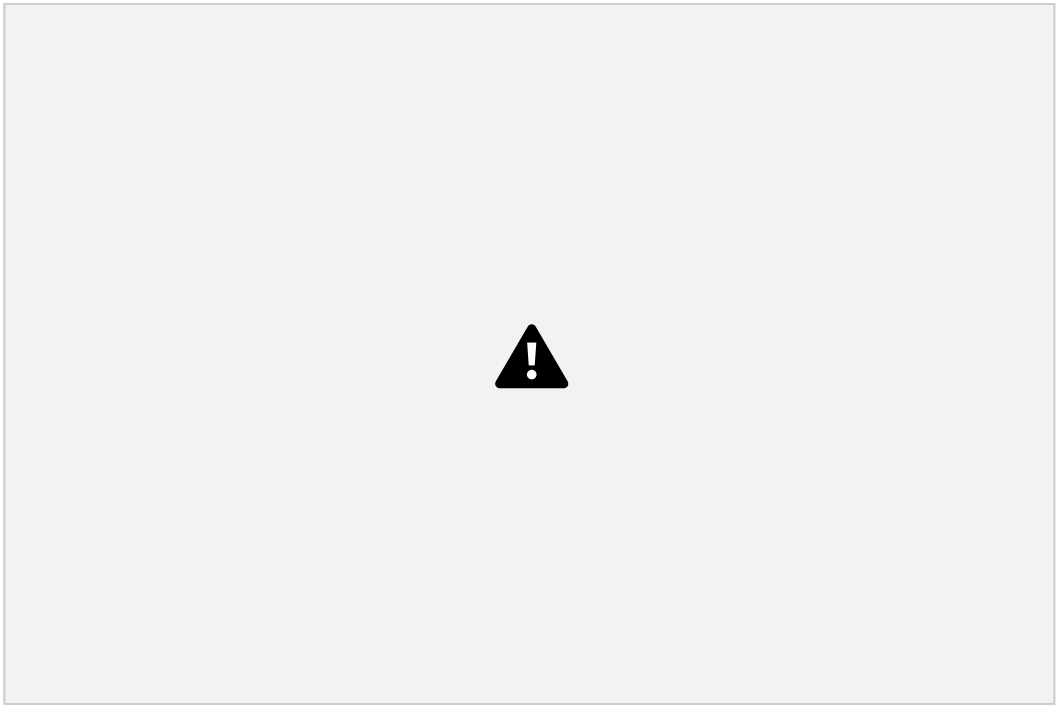
Following the Games, Rwanda's athletes received national recognition from both the Rwanda National Olympic and Sports Committee (RNOSC) and the Ministry of Sports.

On 21 August 2025, the Permanent Secretary of the Ministry of Sports commended the delegation for its achievements and encouraged the athletes to build on their success in preparation for upcoming continental youth competitions, including the African Youth Games and the Youth Olympic qualification pathway in Dakar.



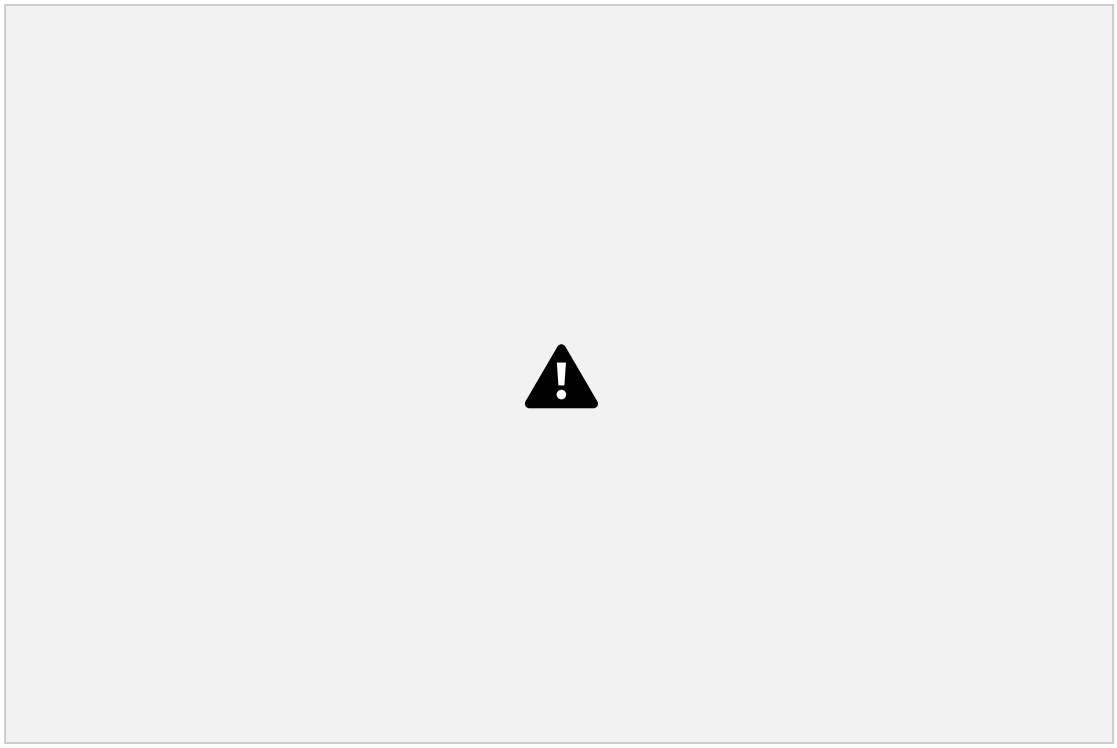
2.2.5. King's Baton Relay Glasgow 2026

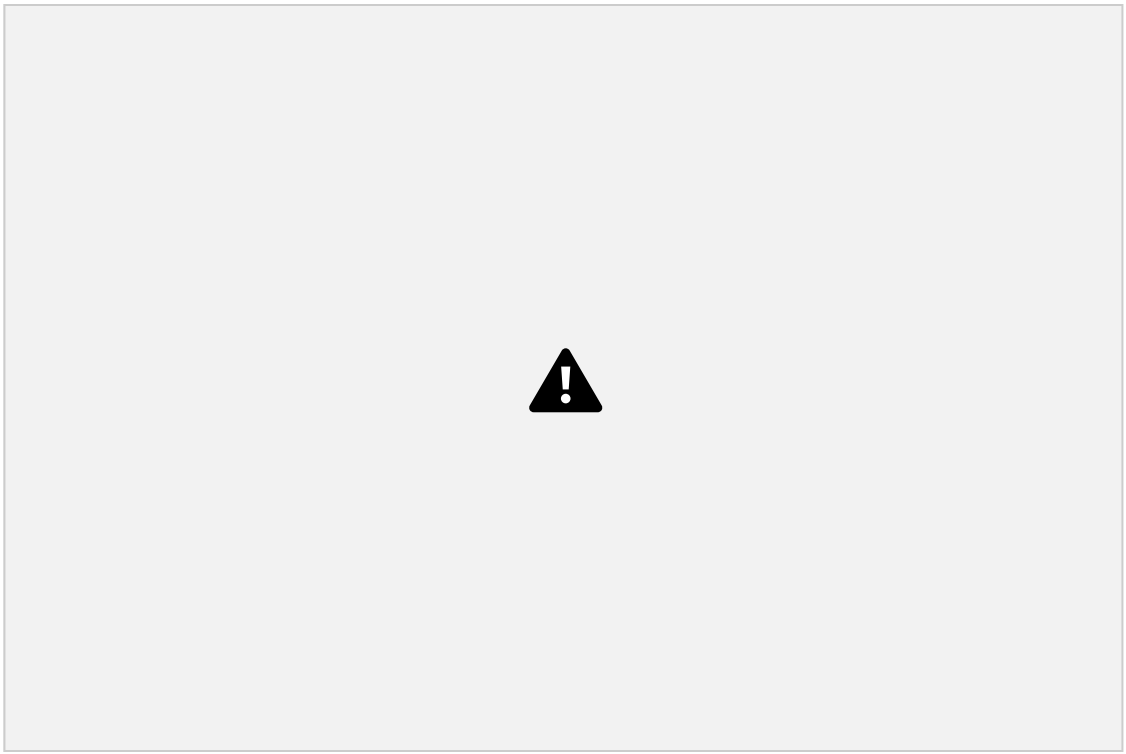
In October 2025, Rwanda hosted the King's Baton Relay (KBR) for the Glasgow 2026 Commonwealth Games, with celebrations held in Rubavu District through a collaborative effort between the Rwanda Commonwealth Games Association (CGA Rwanda), the British High Commission, the British Council, the Ministry of Sports, FERWABA, and local authorities. The event formed part of the Baton's global journey across all Commonwealth nations and territories ahead of the Glasgow 2026 Games.



The celebration combined sport, community engagement, and environmental sustainability initiatives, including a shoreline clean-up and tree-planting activity aligned with the Commonwealth Clean Oceans Plastics Campaign and Rwanda's community service programme, Umuganda. The event also featured an interschool 3x3 basketball tournament aimed at youth talent identification and promotion of grassroots sport development. The Baton was carried by former Commonwealth Games athletes, symbolizing Rwanda's continued commitment to international sports participation.





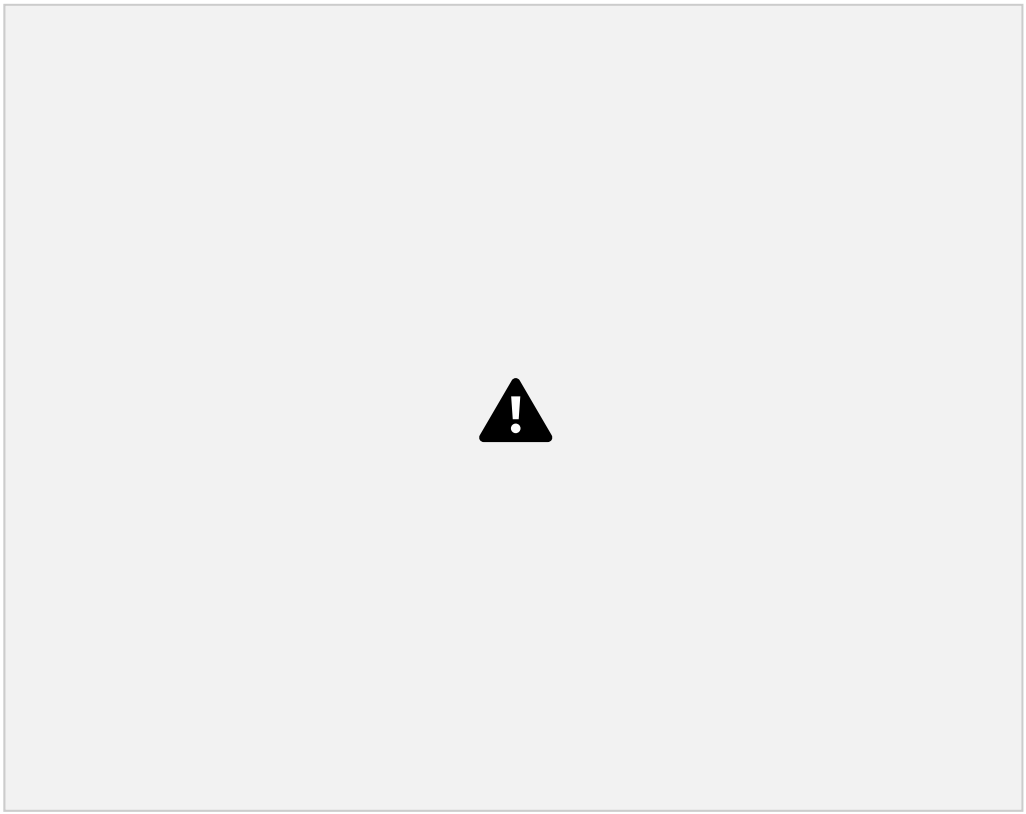


The initiative reinforced Commonwealth values of unity, inclusion, and youth empowerment while strengthening national preparations for Team Rwanda's participation in the Glasgow 2026 Commonwealth Games. It also highlighted sport's role as a platform for community mobilization and environmental awareness.

The relay additionally marked the conclusion of the Baton's African tour. To commemorate this milestone, Commonwealth stakeholders held a small ceremonial farewell gathering, reaffirming partnerships supporting Rwanda's continued engagement in Commonwealth sport and preparations for future international competitions.

2.2.6. African Youth Games 2025

Team Rwanda participated in the 4th African Youth Games held in Angola from 10 to 20 December 2025, under the auspices of the Association of National Olympic Committees of Africa (ANOCA). The Games served as an important continental platform for youth development and a qualification pathway toward the Dakar 2026 Youth Olympic Games. Rwanda fielded a delegation of 24 young athletes competing in six sports disciplines, supported by a technical and administrative team coordinated by the Rwanda National Olympic and Sports Committee (RNOSC), with institutional representation from the Ministry of Sports.

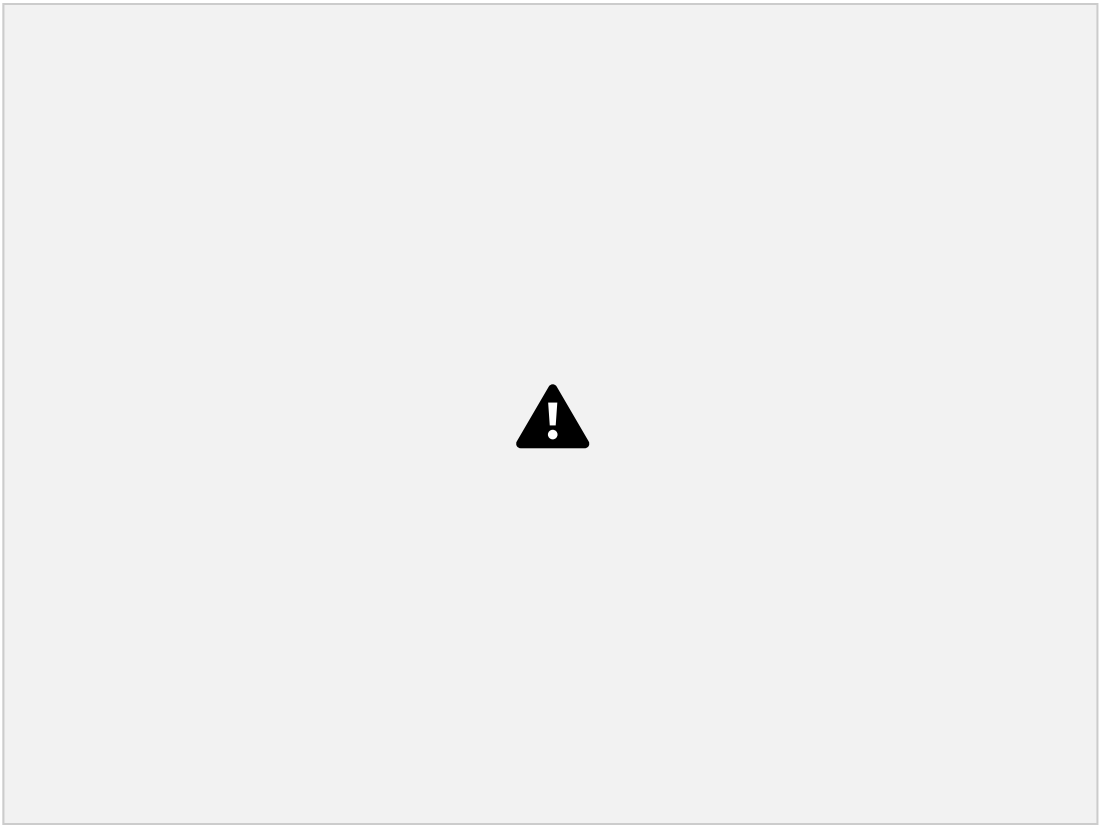


The participation aimed to provide athletes with international competition exposure, assess performance readiness, and strengthen Rwanda's long-term athlete development pathway. It also reinforced the promotion of Olympic values, fair play, and anti-doping awareness among the young athletes. The Games further contributed to increasing Rwanda's visibility and

competitiveness within African sport while supporting national strategies focused on youth talent identification and progression.

Preparations for the Games followed a structured training programme conducted between September and November 2025 through collaboration with respective national sports federations. This preparation phase focused on maintaining technical development, improving physical conditioning, and ensuring performance continuity. A centralized residential training camp was later organized from 4 to 7 December 2025 to finalize preparations, strengthen team cohesion, and provide final technical and medical assessments ahead of the competition.

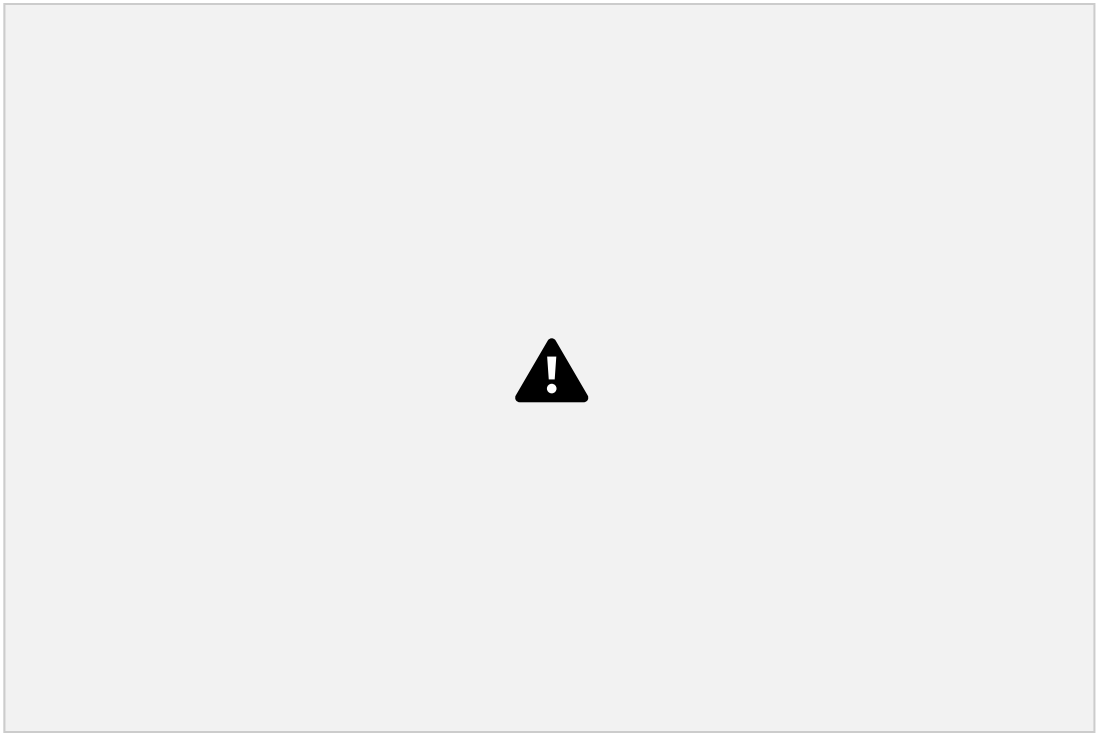
Overall, Team Rwanda's participation provided valuable competitive experience for the athletes and technical staff, strengthened institutional collaboration, and created a solid foundation for future youth elite performance pathways, particularly in preparation for the Dakar 2026 Youth Olympic Games and other international competitions.



2.3. Workshops, Meetings and Forums

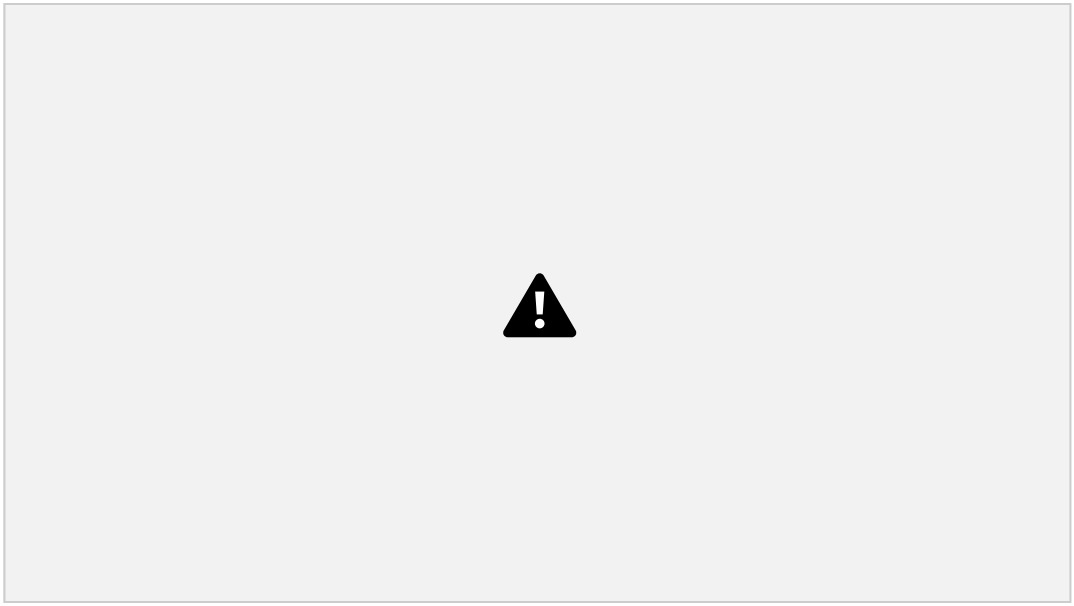
2.3.1. Workshop on the New Law Governing NGOs

On February 17th, 2025, RNOSC hosted a workshop featuring the Rwanda Governance Board (RGB) at the RNOSC offices. The session was focused on disseminating key information about the revised law governing NGOs in Rwanda. RNOSC's participation allowed for greater clarity on the legal framework affecting its operations and those of its affiliated federations. The workshop was instrumental in updating participants on compliance expectations and the responsibilities that come with NGO registration and governance in the country.



2.3.2. TAFISA Certified Leadership Course (CLC) – Level 2

Between March 11th to 14th, 2025, RNOSC hosted the TAFISA Certified Leadership Course (CLC) Level 2 at Lemigo Hotel, in Kigali. The training welcomed 32 sports governance personnel, facilitators, and experts to advance the global Sport for All movement. Building on the foundations laid in the first level, this four-day workshop focused on the practical implementation of strategies, policy development, and knowledge-sharing to promote inclusive and sustainable sports initiatives.



The following key modules were covered:

Urban Wellness: Active Cities for Active Citizens: Explored the integration of the Sports for All concept into urban planning, using Liverpool as a case study to inspire similar initiatives in Kigali. **Culture in Motion:** Integrating Heritage and Identity in Sport: Examined ways to embed cultural

elements within sports to create mutual benefits and strengthen identity preservation. **Economics of Sport for All:** Maximizing Impact, Value, and Resource Management: Focused on monetizing Sport for All initiatives, optimizing existing resources, and securing sponsorships. **Building Digital Communities:** Highlighted the role of digital tools, including artificial intelligence, social media, and web-based applications, in enhancing project visibility, securing funding, and increasing engagement.

With Rwanda serving as host, RNOSC ensured the smooth coordination of the event, contributing to discussions and learning sessions designed to promote inclusive, accessible sport initiatives across the continent.



2.3.3. Meeting with the IOC President

On March, 6th, 2025, the NOC Rwanda delegation, led by President, UMULINGA Alice, held a meeting with International Olympic Committee President, Thomas Bach at the Olympic House in Lausanne, Switzerland. The discussions focused on the future of NOC Rwanda, with a particular emphasis on key projects aimed at strengthening the Rwandan sports ecosystem, especially for athletes. The interaction reaffirmed Rwanda's growing presence in the Olympic community and is considered a milestone for the Rwandan Sport Movement.



2.3.4. Regional Olympic Solidarity Forum 2025

From 28 April to 5 May 2025, the Vice President of RNOSC, Mr. Gakwaya Christian, and the Executive Director of RNOSC, Mr. Rugigana Jean Claude, participated in the Regional Olympic Solidarity Forum organized by the Association of National Olympic Committees of Africa (ANOCA) in collaboration with the International Olympic Committee (IOC). Held in Cairo, Egypt, the Forum brought together representatives from all 54 African National Olympic Committees to explore opportunities under the Olympic Solidarity Quadrennial Plan 2025–2028 and to strengthen strategic planning for the new Olympiad.

The Forum introduced a new format of simultaneous thematic workshops, enabling participants to deepen their understanding of funding programmes aimed at supporting elite athlete preparation, governance enhancement, promotion of Olympic values, and development of national sports systems. Particular emphasis was placed on optimizing the utilization of available resources to maximize performance outcomes and institutional capacity, especially in preparation for major upcoming events such as the Los Angeles 2028 Olympic Games and the Dakar 2026 Youth



Olympic Games.

Discussions also highlighted the increased Olympic Solidarity budget for 2025–2028, including expanded scholarship allocations and reinforced support for continental and youth-focused programmes. The collaborative engagement between ANOCA and IOC underscored a shared commitment to strengthening African NOCs through structured funding mechanisms, professional development initiatives, and sustainable sport development strategies.

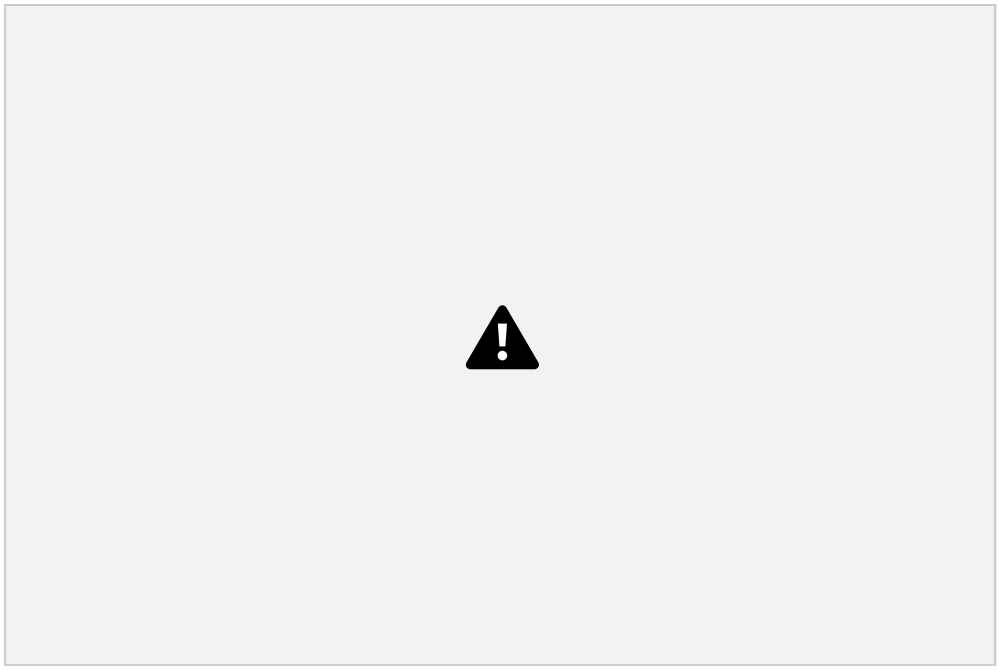
2.3.5. Olympism365 Summit: Sport for a Better World

In June 2025, the Executive Director of the Rwanda National Olympic and Sports Committee (RNOSC), Mr. Rugigana Jean Claude and IOC member Mrs. Rwemarika Felicite, participated in the Olympism365 Summit: Sport for a Better World, convened by the International Olympic Committee (IOC) in Lausanne, Switzerland. The Summit brought together over 300 representatives from the Olympic Movement, United Nations agencies, development institutions, civil society, and global partners to advance the role of sport in achieving the UN Sustainable Development Goals (SDGs). The event marked a significant milestone in strengthening collaboration and scaling the global impact of sport for development initiatives.

Discussions centered on leveraging sport to promote health, gender equality, social inclusion, safeguarding, environmental sustainability, and peacebuilding. Key outcomes included the confirmation of 45 commitments by 68 organizations, projected to generate over USD 200 million in investment over the next four years, alongside strengthened frameworks for financing, monitoring, and scaling sport-for-development programmes. The Summit reinforced the Olympism365 strategy as a global platform integrating sport within broader sustainable development efforts.

RWANDA NATIONAL OLYMPIC AND SPORTS COMMITTEE

BUILDING A BETTER WORLD THROUGH SPORT, STARTING WITH RWANDA



A major focus of the Summit was safe sport and athlete well-being, with new safeguarding tools, international frameworks, and collaborative initiatives announced to combat violence, promote mental health, and enhance protection systems in and through sport. Partnerships between the IOC, UN agencies, FIFA, and other stakeholders further advanced technical cooperation in athlete health, safeguarding, and community resilience.

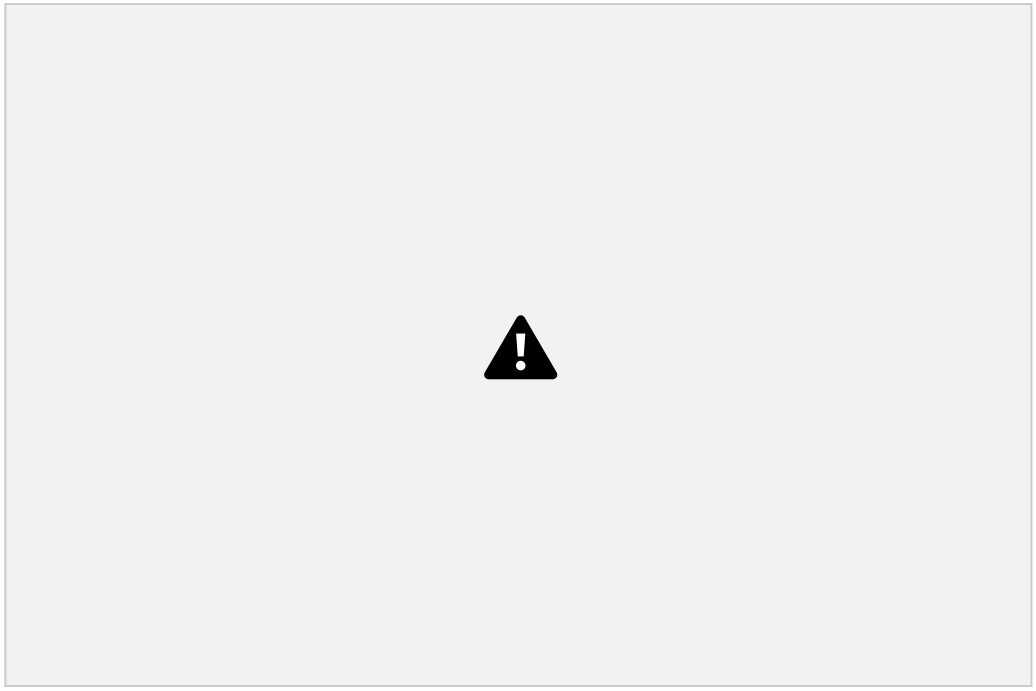
The engagement strengthened Rwanda's alignment with international best practices and reinforced its commitment to integrating sustainable development, safeguarding, and inclusive growth principles within national sports programmes.

2.3.6. 18th International Session for NOA/NOCs Delegates

The 18th International Session for National Olympic Academies (NOAs) and National Olympic Committees (NOCs) Delegates was a global educational forum organized by the International

Olympic Academy and held from 9–15 May 2025 in Ancient Olympia, Greece, under the theme *"Olympic Education and Artificial Intelligence: Process of Transformation."* The session convened over 150 delegates—including educators, Olympic movement leaders, and representatives from NOCs worldwide—to explore how emerging technologies, eSport, and digital learning can advance Olympic values. Rwanda was represented by Jacqueline Masengesho, Programme Manager, on behalf of the Rwanda National Olympic and Sports Committee. The program combined lectures, working groups, cultural exchanges, and site visits, creating a holistic platform for knowledge exchange and international collaboration.





Discussions throughout the week focused on the intersection of tradition and innovation, examining how artificial intelligence can enhance Olympic education while preserving the human centered principles of Olympism. Participants explored topics such as eSport integration, digital transformation in broadcasting and learning, ethical implications of AI in sport, youth engagement strategies, and the role of technology in expanding access to Olympic education—particularly in regions with limited physical infrastructure. Rwanda's initiatives in grassroots education and youth programs were also presented, receiving positive feedback and reinforcing the country's alignment with global trends.

Key insights and strategic takeaways relevant to Rwanda included:

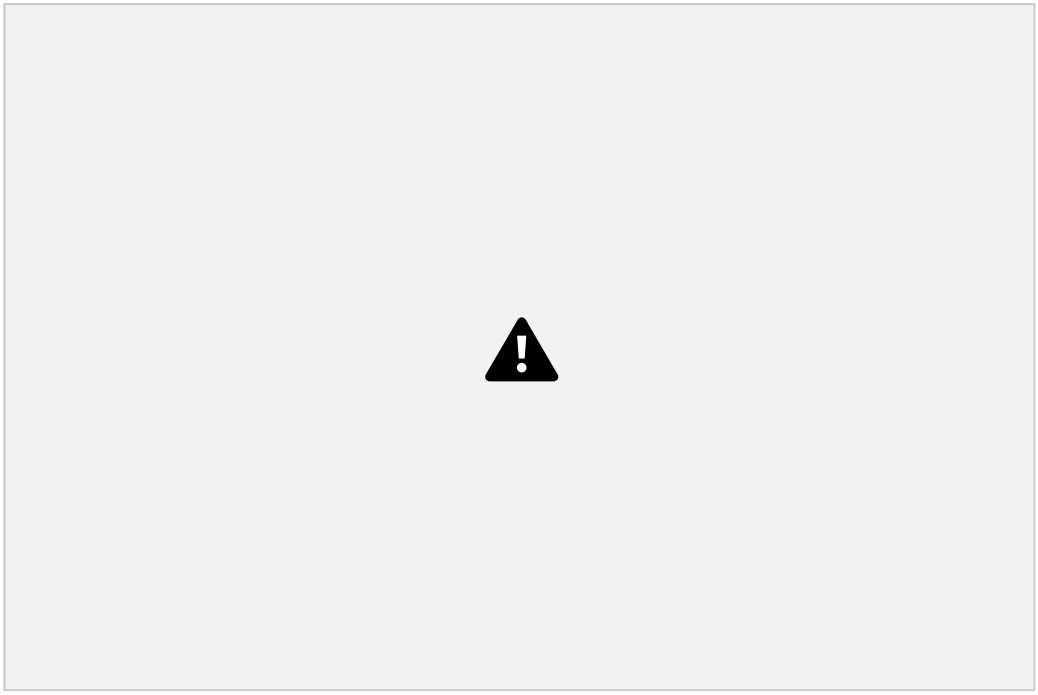
- **AI-enhanced Olympic education:** Leveraging digital tools, mobile platforms, and gamification to reach wider audiences, including rural communities.
- **AI as a supportive tool:** Using technology to complement—not replace—human values, educators, and mentorship.
- **Youth engagement:** Communicating Olympic values through channels that resonate with young



people, such as e-learning, social media, and interactive content.

- **Regional collaboration:** Strengthening partnerships among African NOCs to share resources, expertise, and educational programs.
- **Partnership opportunities:** Utilizing support from Olympic Solidarity and related bodies for funding, innovation, and capacity building.

All in all, the session provided valuable knowledge, global perspectives, and practical frameworks to strengthen Olympic education initiatives in Rwanda. The experience reinforced the importance of embracing digital innovation while safeguarding core Olympic values, positioning Rwanda to expand inclusive, forward-looking programs that inspire youth, promote ethical sport, and enhance national engagement in the Olympic movement.



2.3.7. 12th IOC International Athletes' Forum (IAF)

In 2025, Rwanda was represented at the 12th International Athletes' Forum held in Lausanne, Switzerland, by Mr. Mugabe Aristide, President of the RNOSC Athletes' Commission, and Mr.



Olivier Ntagengwa, Member of the ANOCA Athletes' Commission. The two-day forum brought together Athletes' Commission representatives from National Olympic Committees (NOCs), International Federations (IFs), and Continental Associations worldwide to strengthen athlete representation and reinforce the role of athletes within Olympic governance structures.

The Forum focused on empowering athletes' voices, safeguarding well-being, and ensuring athletes remain central to decision-making processes across the Olympic Movement. Key discussions addressed the IOC Athletes' Commission Strategy, emphasizing athlete representation in governance, support for dual careers, and strengthening global Athletes' Commission networks. Particular attention was given to the Athletes' Rights and Responsibilities Declaration and the importance of integrating athletes into NOC Executive Committees.

Participants were also introduced to expanded IOC programmes under the Athlete365 platform, including Career+ development tools, mental fitness resources, safe sport safeguarding frameworks, anti-doping education, ethics and good governance initiatives, and prevention of competition manipulation. The Forum further highlighted preparations for upcoming Olympic Games, including Milano Cortina 2026, Dakar 2026 — the first Olympic event to be hosted in Africa — and Los Angeles 2028.

Rwanda's participation reinforced its commitment to strengthening athlete representation, promoting safeguarding and integrity in sport, and leveraging IOC resources to enhance national Athletes' Commission structures. The engagement provided strategic direction for expanding communication platforms, increasing athlete forums at national level, and aligning Rwanda's athlete-centered governance approach with international best practices.

2.3.8. 13th World Heyball Masters Grand Finals

In 2025, Mr. Butoyi Jean, Advisor to the Rwanda National Olympic and Sports Committee (RNOSC), represented the NOC as an invitee at the 13th World Heyball Masters Grand Finals held in Chengdu, People's Republic of China. The internationally recognized event brought together elite athletes, sports administrators, and industry stakeholders within the cue sports



discipline, providing a platform for high-level competition and institutional engagement. Mr. Butoyi's participation strengthened RNOSC's international visibility and offered valuable exposure to global standards in event organization, sports marketing, and athlete development frameworks. The engagement aligns with RNOSC's strategic objective of expanding international partnerships and exploring emerging sport disciplines that can contribute to the diversification and growth of Rwanda's sports ecosystem.

2.3.9. 65th International session for young olympic ambassador

The 65th International Session for Young Olympic Ambassadors (YOA) was an educational program organized by the International Olympic Academy and held from 7–19 June 2025 in Ancient Olympia, Greece, under the theme *"The Future of Sport; Olympic Movement and AI: Opportunities and Challenges."* The session brought together young leaders from around the world to examine how emerging technologies—particularly artificial intelligence—are reshaping sport while reinforcing the core values of Olympism. Rwanda was represented by Hadas Mugisha, Director of Finance, on behalf of the Rwanda National Olympic and Sports Committee. Through lectures, workshops, cultural activities, and collaborative discussions, the program aimed to prepare participants to serve as ambassadors of Olympic values in their home countries.

The session explored both opportunities and risks associated with AI in sport, including its influence on athlete training, performance analysis, governance, fan engagement, and ethical considerations such as data privacy and fairness. Participants also reflected on the need to preserve human-centered principles within an increasingly technology-driven sporting environment. High

level addresses during the opening ceremony emphasized the responsibility of young ambassadors to actively shape the future of sport, encouraging innovation that strengthens rather than undermines Olympic ideals.

Key activities and learning components included:

- **Opening ceremony in Athens:** Featuring global leaders of the Olympic Movement and calls for

responsible innovation in sport.

- **Interactive workshops and working groups:** Collaborative discussions on AI's impact on athlete welfare, ethics, and sport development.
- **Academic lectures:** Delivered by experts on Olympism, technology, governance, and future trends in sport.
- **Olympic Day Run and cultural activities:** Reinforcing Olympic traditions, unity, and international friendship among delegates.

Briefly, the session provided valuable knowledge, global perspectives, and professional networks to support innovation within Rwanda's sports sector. The experience strengthened the delegate's commitment to advancing Olympic education, responsible use of technology, and youth leadership at national level. By equipping participants to act as ambassadors of Olympism, the program contributes to promoting excellence, friendship, and respect while guiding the future of sport in an ethical and inclusive direction.

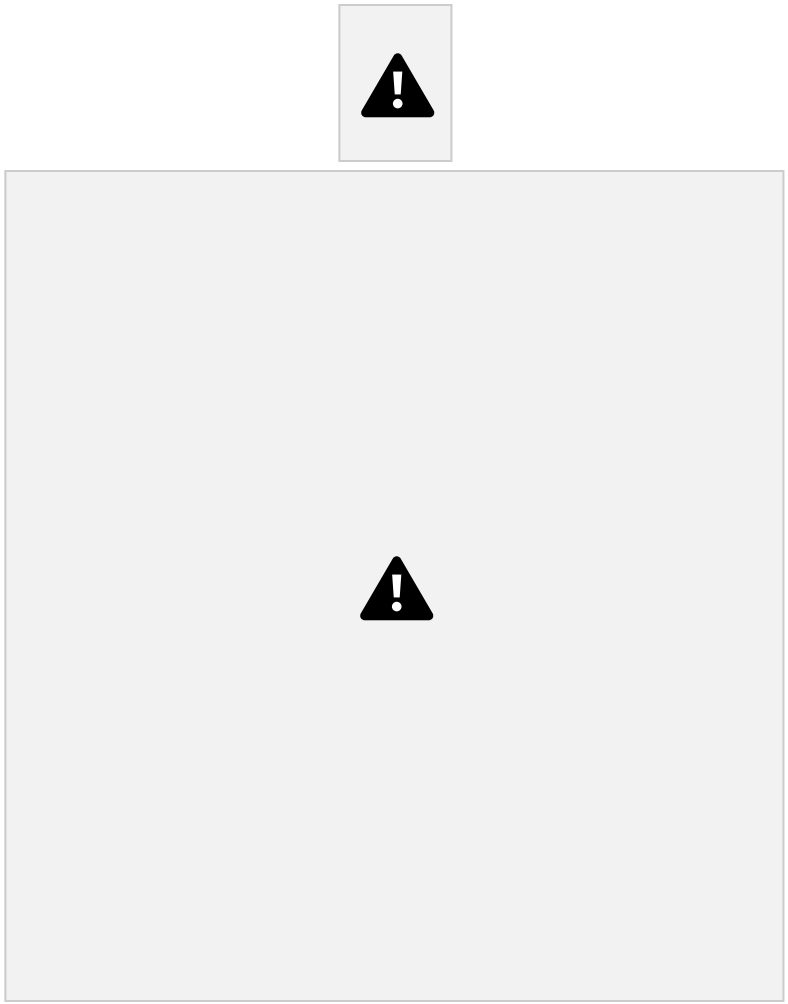


2.3.10. 5th Continental Athletes' Forum for African NOC Athletes' Commissions

In April 2025, the President of the RNOSC Athletes' Commission, Aristide Mugabe, accompanied by the Commission's Advisor, Clarisse Uwayo, participated in the 5th Continental Athletes' Forum, organized by the Association of National Olympic Committees of Africa (ANOCA) in Windhoek, Namibia. The Forum brought together Athletes' Commission representatives from across the continent to strengthen athlete representation, enhance support mechanisms, and contribute to shaping the future of African sport.

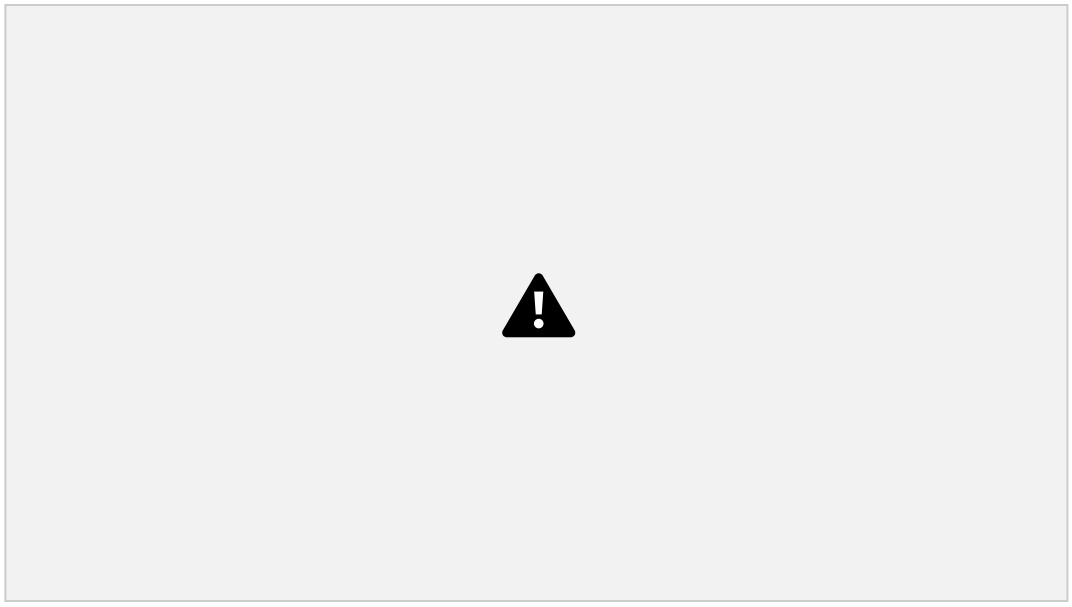
The Forum focused on key priorities including strengthening athlete training and preparation programmes, improving athletes' living conditions and socio-professional development, promoting gender equality and inclusion, and optimizing support for career transition and post career pathways. Participants engaged in plenary sessions and workshops designed to foster collaboration, innovation, and the development of athlete-centered policies at continental level. Discussions emphasized the importance of ensuring that athletes are actively involved in governance and decision-making processes affecting the Olympic Movement. The event reinforced ANOCA's strategic commitment to placing athletes at the heart of its development agenda, promoting structured support frameworks, and advocating for policies that recognize athletes' contributions both during and beyond their competitive careers.

The participation of Rwanda's Athletes' Commission leadership strengthened RNOSC's alignment with continental strategies aimed at empowering athletes and enhancing their representation. The Forum provided valuable insights and practical approaches to further develop athlete-focused initiatives nationally, ensuring that Rwandan athletes continue to benefit from improved governance structures, career support systems, and inclusive sports policies.



2.3.11. Workshop on "Measuring the Impact of Sport for Development Programmes in Rwanda"

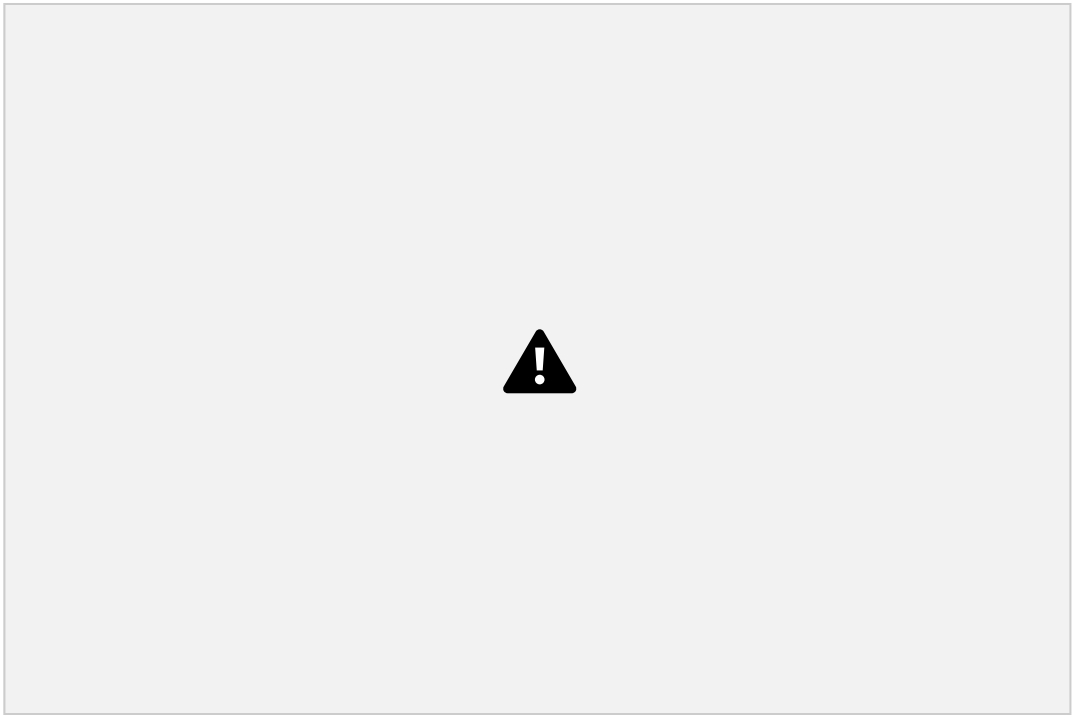
On June 14th, 2025, the Rwanda National Olympic and Sports Committee (RNOSC), in partnership with Laureus Sport for Good Foundation, hosted a one-day technical workshop at Lemigo Hotel Kigali on measuring the impact of sport for development programmes. The workshop was delivered under the SESLA initiative, supported by the French Development Agency (AFD) and the International Olympic Committee (IOC) through its Olympism365 strategy.



The session brought together 30 participants from national federations and sport-for-development organizations, including four Rwanda-based SESLA recipients. The goal was to strengthen participants' capacity to plan, measure, and communicate the impact of their programmes using effective Monitoring, Evaluation, Accountability, and Learning (MEAL) systems.

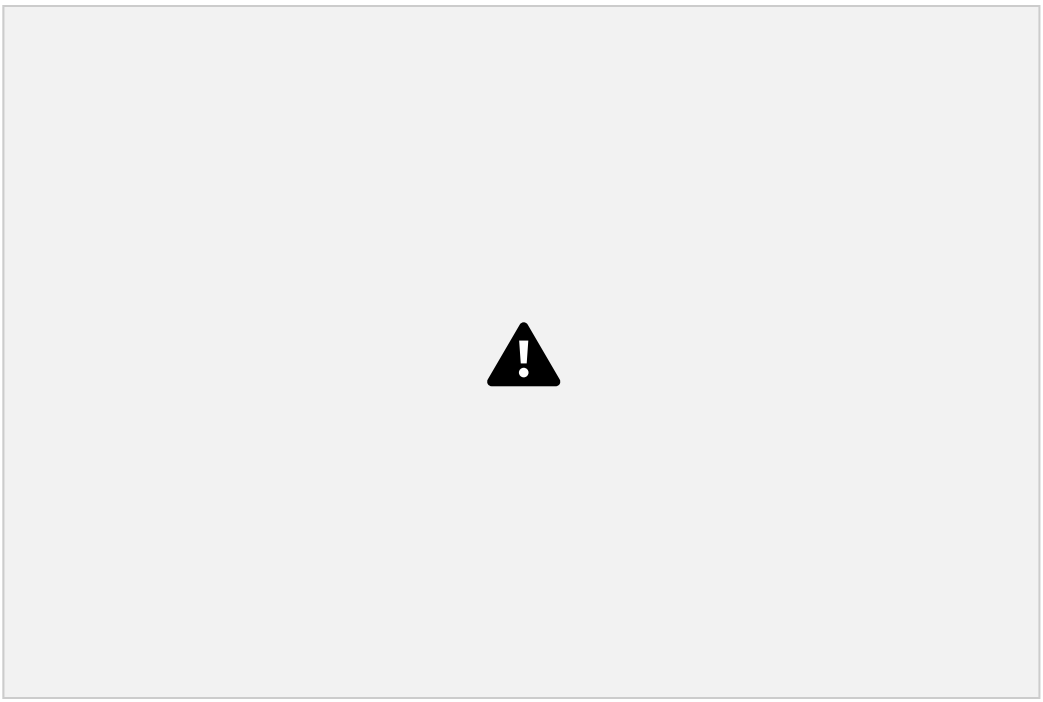
Facilitated by Ms. Fiona Cooper, the training was structured around practical, hands-on sessions that walked participants through goal-setting, defining outcomes and outputs, drafting SMART indicators, and planning data collection. Participants were also introduced to key frameworks such as the SESLA Theory of Change, the Olympism365 vision, and the Laureus GOAL Framework.

The workshop concluded with certificate presentations and a networking cocktail, reinforcing partnerships and commitments to data-driven, impactful programming in the Rwandan sport sector.



2.3.12. Breaking Barriers through Judo

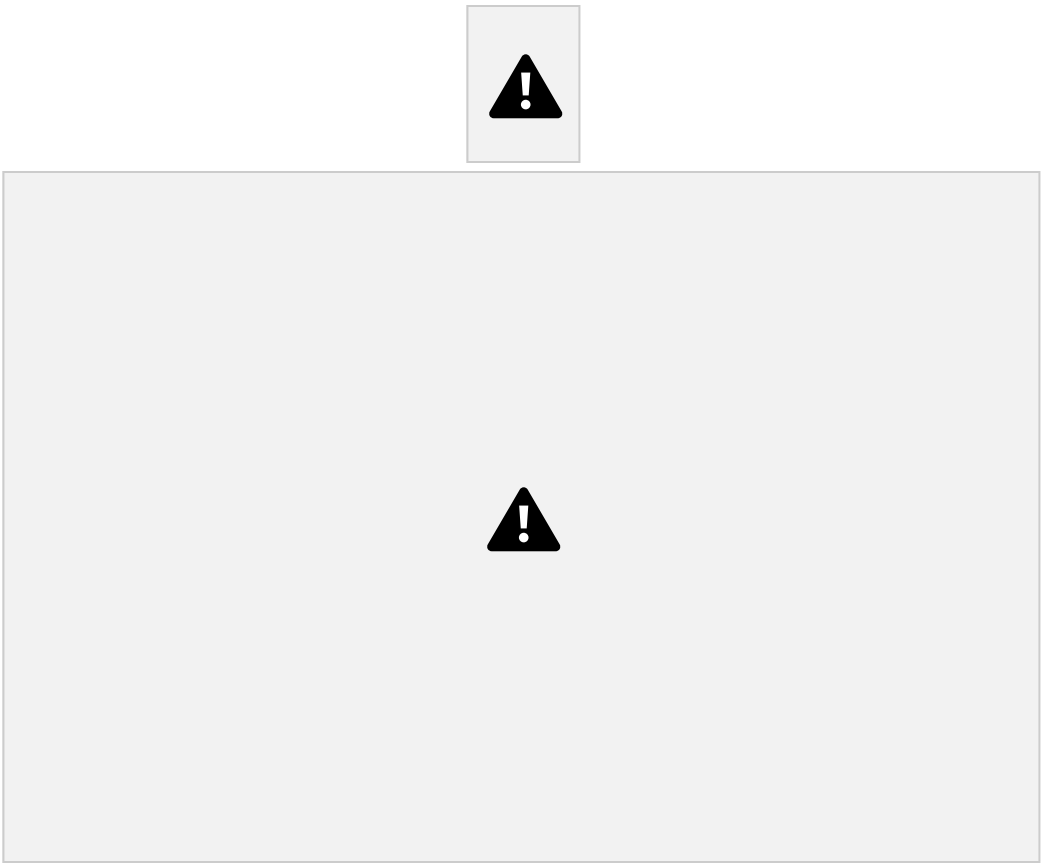
In September 2025, the Rwanda National Olympic and Sports Committee (RNOSC), in collaboration with the Rwanda Judo Federation, organized a motivational session titled “Breaking Barriers through Judo: An Inspirational Session with Olympian Clarisse Agbegnenou” ahead of the SportsBiz Africa Forum in Kigali. The initiative brought together more than 40 young female judokas, including athletes from Mahama Refugee Camp, providing them with a unique opportunity to engage with one of the most accomplished judokas in Olympic history.



The session focused on athlete inspiration, mentorship, and promotion of Olympic values through interactive discussions, demonstrations, and personal exchanges between Clarisse Agbegnenou and the young athletes. Drawing from her career achievements, including multiple Olympic and world championship titles and her return to elite competition following motherhood, Agbegnenou shared lessons on resilience, excellence, and determination, reinforcing the role of sport in empowering young women and vulnerable communities.

The initiative strengthened RNOSC's commitment to youth development, gender inclusion, and

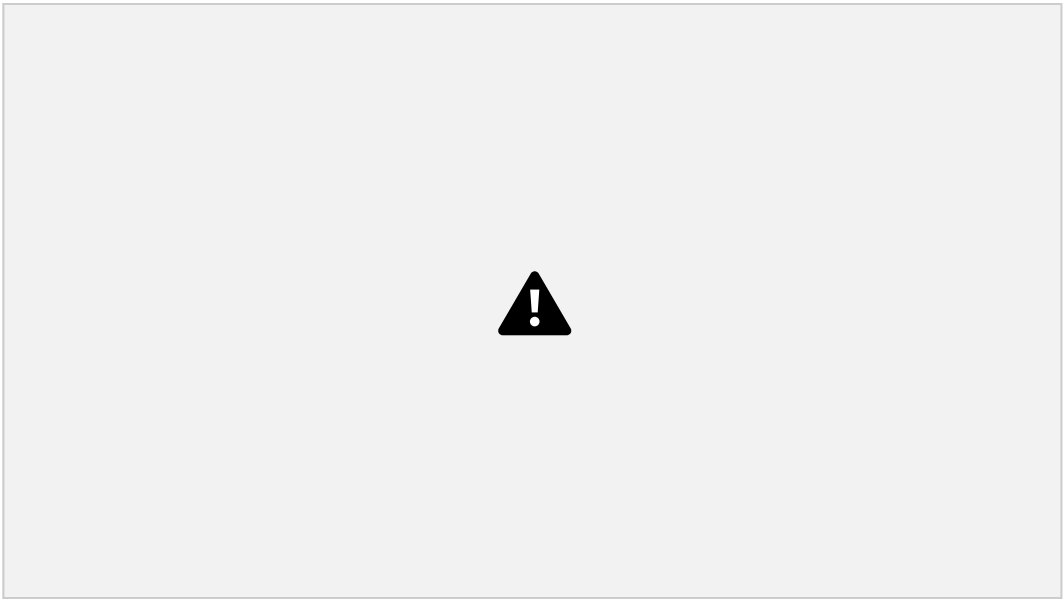
values-based sport education, while contributing to broader efforts to inspire the next generation of Rwandan athletes and promote equal opportunities in sport.



2.3.13. ITF Regional Coaching Advanced Players (CAP)

In September 2025, Rwanda hosted the ITF Regional Coaching Advanced Players (CAP) Course in Kigali, organized by the Rwanda Tennis Federation in partnership with the Rwanda National Olympic and Sports Committee (RNOSC) and the International Tennis Federation (ITF). The two week programme brought together 24 coaches from across Africa, including 12 from Rwanda, to strengthen advanced player coaching standards through intensive theoretical and on-court

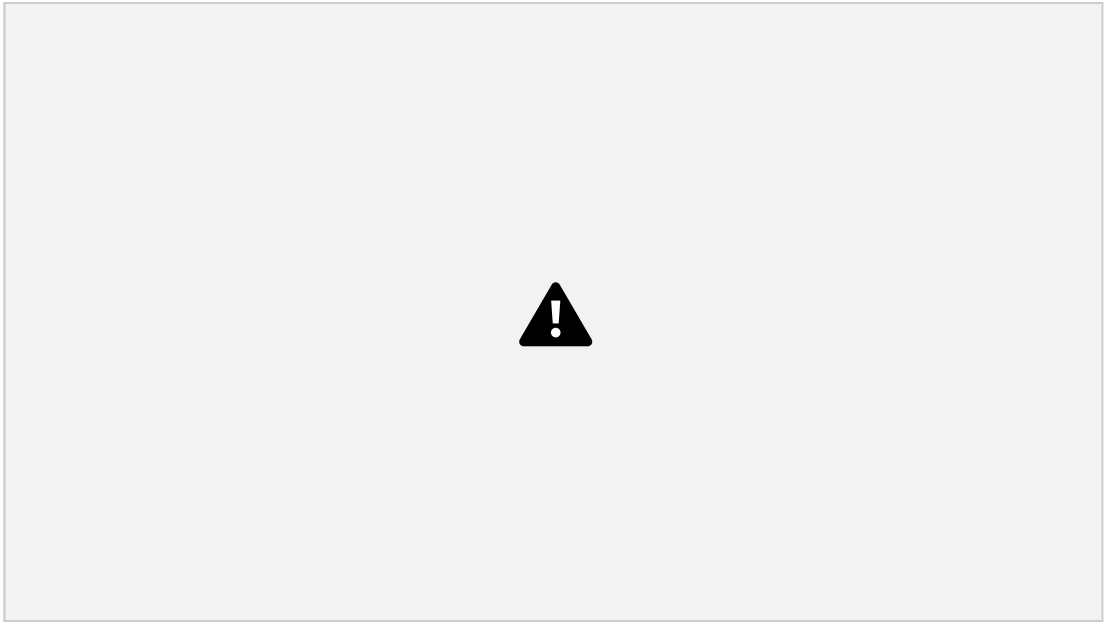
training. The course enhanced participants' technical, tactical, and analytical coaching competencies while supporting the development of a sustainable tennis coaching pipeline across the continent. The successful hosting of the programme reinforced Rwanda's growing role as a regional hub for sports capacity development and contributed to strengthening high-performance pathways in African tennis.



2.3.14. UCI Level 2 Regional Cycling Coaching Course

In September 2025, Rwanda hosted the UCI Level 2 Regional Cycling Coaching Course in Bugesera, organized by the Rwanda National Olympic and Sports Committee (RNOSC) and the Rwanda Cycling Federation (FERWACY), in collaboration with the Gasore Serge Foundation and with support from Olympic Solidarity. The programme trained 10 African cycling coaches, enabling their progression from UCI Level 1 to Level 2 certification through practical and theoretical training modules.

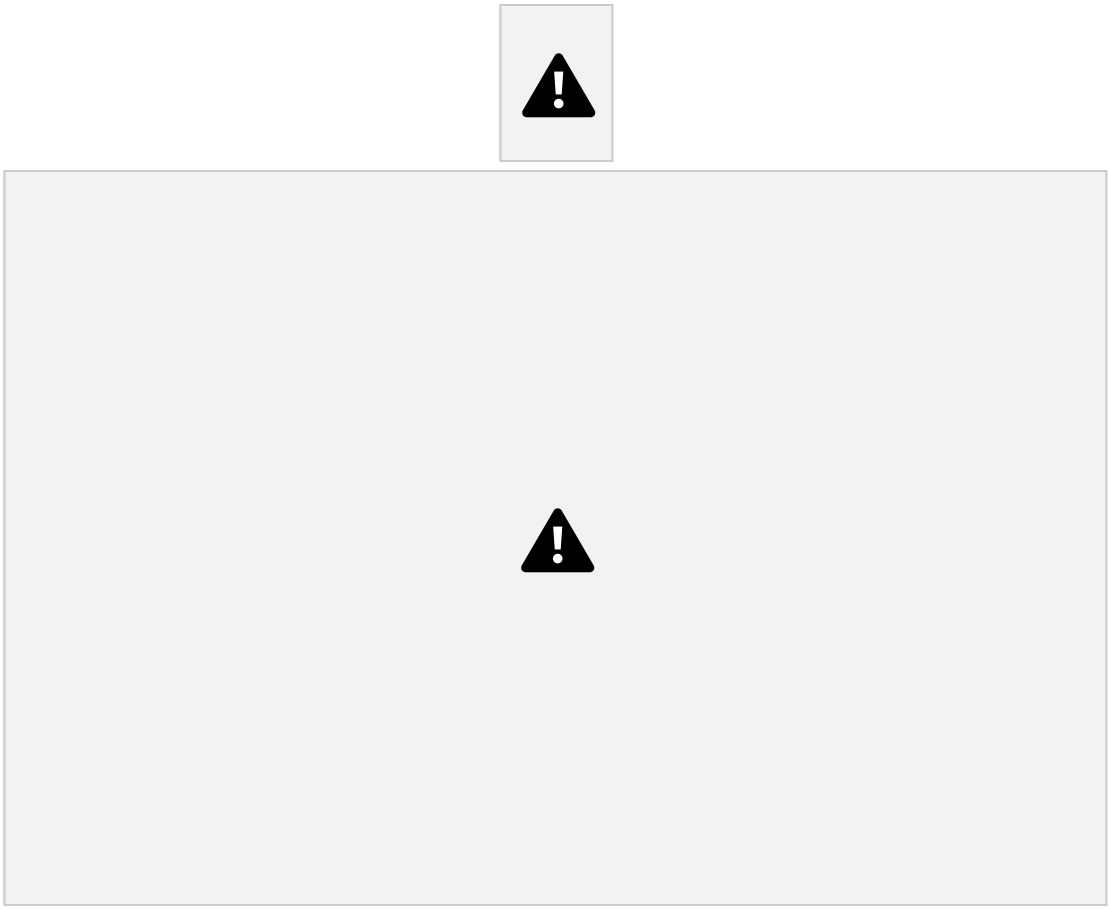
Delivered by experts from the World Cycling Centre, the course focused on advanced technical skills, coaching psychology, and performance analysis, reinforcing professional coaching standards across the region. The initiative contributed to strengthening cycling leadership capacity and supported Rwanda's continued positioning as a centre of excellence for cycling development in Africa.



2.3.15. FIVB Beach Volleyball Coaches Course

In September 2025, Rwanda hosted the FIVB Beach Volleyball Coaches Course in Kigali, organized by the Rwanda National Olympic and Sports Committee (RNOSC) in collaboration with the Rwanda Volleyball Federation (FRVB) and the International Volleyball Federation (FIVB). The five-day programme brought together 35 coaches from Rwanda and the region, equipping them with modern technical, tactical, and training methodologies specific to beach volleyball.

The course strengthened coaching capacity through practical drills, match-simulation training, and officiating education, supporting the long-term development and professionalization of Beach Volleyball as an independent discipline. The initiative reinforced Rwanda's commitment to expanding technical expertise and improving competitiveness in volleyball at both continental and international levels.

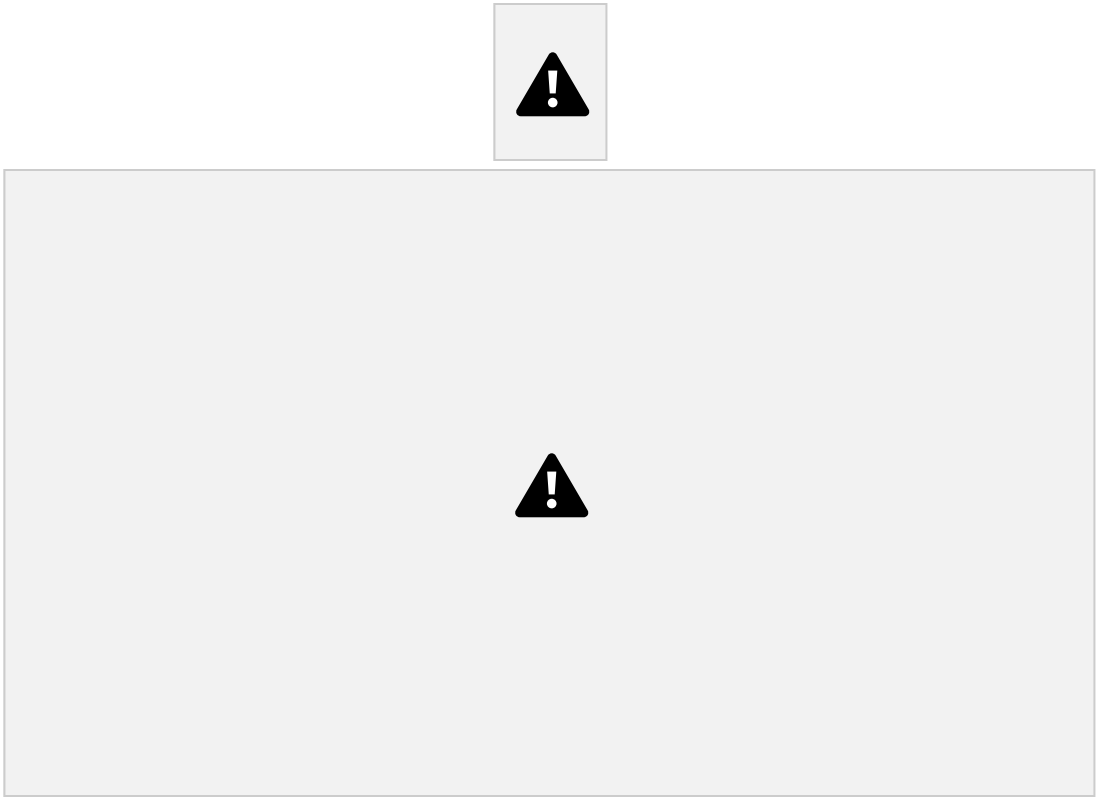


2.3.16. Meeting with NOC Indonesia President

On 25 September 2025, on the sidelines of the UCI World Championships held in Kigali, the President of the Rwanda National Olympic and Sports Committee (RNOSC), Ms. UMULINGA Alice, held a bilateral meeting with the President of the National Olympic Committee of

Indonesia, Mr. Raja Sapta Oktohari.

The discussions focused on exploring potential areas of collaboration between the two National Olympic Committees, particularly in athlete development, sports administration, and knowledge exchange initiatives. The engagement reflected RNOSC's continued commitment to strengthening international partnerships and fostering cooperation within the global Olympic Movement.



2.3.17. Athlete Career Transition Course in Sport Ethics and Integrity (ACTSI)

The ACTSI 2025 Summer Course Program was an intensive four-week capacity-building initiative delivered under the Athlete365 Career+ and Olympic Solidarity framework, combining online learning with in-person training at KU Leuven in Belgium. The program brought together

17 Olympians from diverse countries to strengthen knowledge and leadership on integrity, governance, and athlete welfare in modern sport. It was attended by Umuhoza Uwase Lidwine, OLY, the Prevention of the Manipulation of Competitions (PMC) Ambassador,, on behalf of the Rwanda National Olympic and Sports Committee. Through academic sessions, case studies, and peer exchange, participants gained practical tools while building a global network of athlete leaders committed to protecting the future of sport.

The curriculum addressed interconnected challenges facing contemporary sports systems, including ethics and governance, safeguarding and athlete protection, anti-doping, equality and inclusion, competition manipulation, sports betting risks, sustainability, and the autonomy of sport.



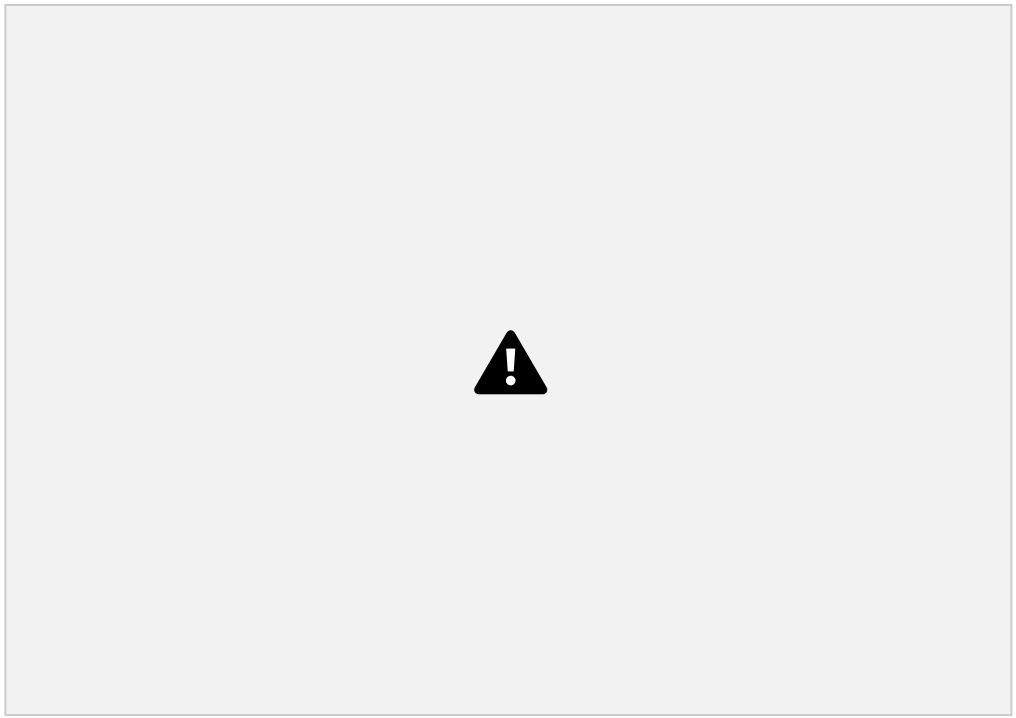
These topics emphasized the importance of coordinated policies, education, and stakeholder collaboration in protecting athletes and maintaining public trust. For Rwanda; where sports participation is expanding, particularly among youth; the program highlighted a timely opportunity to integrate integrity frameworks into federations, schools, and community structures from the outset.

Priority areas identified for application in Rwanda included:

- **Competition manipulation & match-fixing:** Education programs, awareness campaigns, and clear reporting mechanisms to deter illegal betting influences.
- **Safeguarding & athlete protection:** Development of safe sport policies, trained safeguarding officers, and independent channels for reporting abuse.
- **Gender equality & women's sport development:** Expanding female participation, visibility, funding, and leadership pathways.
- **Ethics, governance, and inclusion:** Strengthening codes of conduct, transparency, disability inclusion, and minority protection across institutions.

Overall, the program equipped Rwanda's PMC Ambassador with actionable knowledge, international best practices, and collaborative networks to support national reforms. The insights

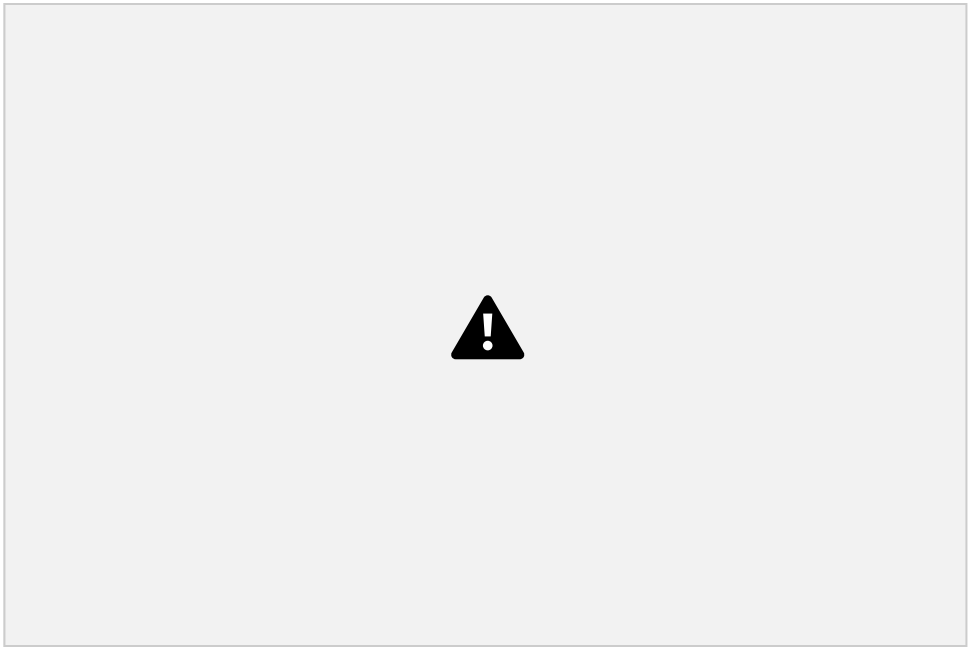
gained are expected to inform joint efforts between the National Olympic Committee, federations, and government stakeholders to embed integrity, safeguarding, and equality across all levels of sport—from grassroots participation to elite competition—thereby contributing to a safe, ethical, and sustainable sporting environment for future generations.



2.3.18. Athlete 365 Career+ Workshop

Between 6–7 October 2025, RNOSC successfully hosted the second edition of the Athlete365 Career+ Workshop at Lemigo Hotel, Kigali. Thirty-four (34) athletes from various national

federations attended. The two-day workshop, facilitated by IOC Educator Kady Kanouté Tounkara, built upon the 2024 edition and broadened content to include self-discovery, career planning, financial literacy, mental health, and ethics & integrity alongside CV development and personal branding. Sessions combined interactive group activities, reflective tools (the "Me Map"), practical CV workshops, and modules on the Athlete365+ platform. The workshop concluded with a sportsmanship pledge and the awarding of certificates.



2.3.19. 41st ANOCA Seminar for Secretaries General

In September 2025, the Secretary General of the Rwanda National Olympic and Sports Committee (RNOSC), Mr. Kajangwe Joseph, participated in the 41st Seminar for Secretaries General of African National Olympic Committees, organized by the Association of National

Olympic Committees of Africa (ANOCA) in Maputo, Mozambique. The seminar convened Secretaries General from across the continent to mark a strategic transition into the 2025–2028 Olympic cycle and to collectively shape the future direction of the African Olympic Movement.

Held under the theme "Quadrennial Plan 2021- 2024: Execution, evaluation, Lessons Learnt and Strategic Objectives for 2025 – 2028 plan," the meeting provided a platform to assess progress made during the previous quadrennial, including Africa's participation at the Paris 2024 Olympic Games and institutional reforms undertaken within various NOCs. Discussions addressed governance, financial transparency, gender equality, staff training, sustainable development, and overall sports performance, while identifying areas requiring further strengthening.

A central focus of the seminar was the establishment of strategic priorities for 2025–2028, with



particular attention to enhancing Africa's competitiveness on the global Olympic stage and preparing for key upcoming events, including the African Youth Games and the Los Angeles 2028 Olympic Games. Sessions also covered anti-doping efforts, capacity building for technical personnel, modernization of NOC operations, and the professionalization of sports administration across the continent.

The seminar provided valuable opportunities for harmonizing strategies, exchanging best practices, and aligning Rwanda's operational planning with continental priorities for the new quadrennial, further positioning RNOSC as an active contributor to Africa's collective Olympic advancement.

2.3.20. Global Learning and Development Framework (GLDF)

In November 2025, Dr. Nuhu Assuman, the president of the Medical and Anti-Doping Commission of the Rwanda National Olympic and Sports Committee (RNOSC), participated in the Global Learning and Development Framework (GLDF) Anti-Doping Controls Training Programme, organized by the World Anti-Doping Agency (WADA) and hosted by the Algerian National Anti-Doping Organization in Algiers, Algeria. The blended programme, held from 4–7 November 2025 with additional pre- and post-course online sessions, brought together 17

participants from French-speaking African countries to strengthen professional competencies in anti-doping operations.

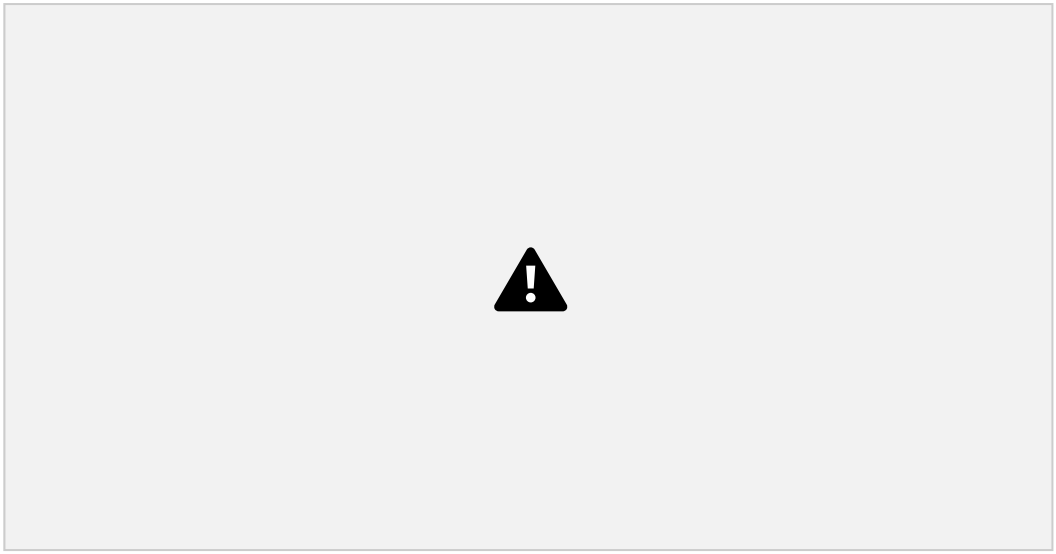
The training focused on enhancing capacity in planning, managing, and implementing effective testing programmes in compliance with the World Anti-Doping Code and International Standards. Core modules covered risk assessment methodologies, test distribution planning, sample collection and management, coordination of testing missions, use of the ADAMS system, and post-testing evaluation. The programme emphasized a risk-based and evidence-driven approach to doping control, alongside practical case studies designed to bridge theory and operational application.

Dr. Assuman actively engaged in both the online and in-person components, contributing to peer discussions and collaborative exercises within a multilingual and multicultural learning



environment. Upon successful completion of all modules and assessments, he qualified for GLDF certification, granting access to further Continuous Professional Development (CPD) opportunities under WADA's global framework.

This engagement represents a strategic step in strengthening Rwanda's national anti-doping system. The knowledge and competencies acquired are expected to enhance the planning and implementation of Rwanda's testing programme, reinforce compliance with international standards, and support the continued professionalization of anti-doping practices within the country.



2.3.21. 3rd ANOCA Gender Equality Forum

In November 2025, Ms. Umutoni Salama, 2nd Vice President of the Rwanda National Olympic and Sports Committee (RNOSC), participated in the 3rd ANOCA Pan-African Forum on Gender Equality, held on 11–12 November 2025 in Bujumbura, Burundi. The Forum convened representatives from all 54 African National Olympic Committees under the theme "Gender Equality in African Sport: Unlocking Potential, Supporting Generations," reaffirming continental commitment to fair, equitable, and inclusive sport development.

The Forum brought together senior sports leaders, policymakers, and international stakeholders to



assess progress and define strategic priorities for advancing gender equality across African sport. Discussions emphasized the integration of gender equality into sports policies and programmes, strengthening safe and inclusive environments for women and girls, and increasing women's representation in leadership and decision-making structures in line with IOC governance principles. The meeting also highlighted progress achieved at the global level, including full gender parity at the Paris 2024 Olympic Games and continued efforts toward balanced representation across the Olympic Movement.

Key recommendations adopted during the Forum included working toward a minimum of 40% representation of women in decision-making bodies, expanding leadership pathways for women in coaching and administration, and leveraging Olympic Solidarity programmes to build capacity and sustainable inclusion mechanisms. The discussions underscored that gender equality is not only a governance imperative but also a strategic driver of performance, innovation, and long-term sports development across the continent.

The engagement provided valuable insights to further strengthen institutional policies, enhance representation of women at all levels of sport governance, and align RNOSC initiatives with continental and international standards for equitable and inclusive sport development.

2.4. Olympic Solidarity Programmes

2.4.1. Desktop Handover to Beneficiary Federations

On March 27, 2025, RNOSC distributed desktop computers to five National Federations—Table Tennis, Handball, Aquatics, Triathlon, and Badminton—at a ceremony held at its headquarters. The initiative, based on assessed operational needs, aims to improve administrative efficiency and is intended to become an annual program. President Alice Umulinga emphasized RNOSC's commitment to strengthening federations through targeted support, despite limited resources. During her remarks she noted:

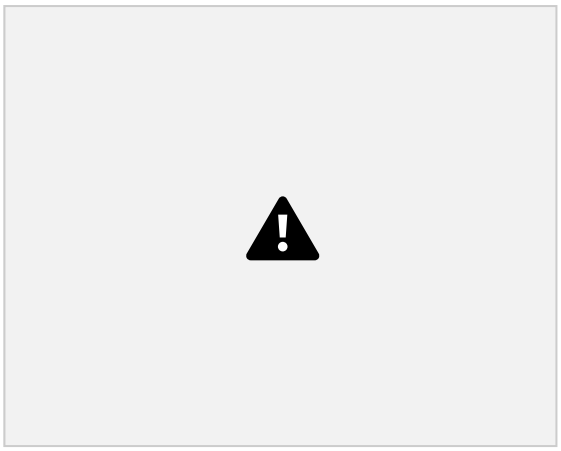


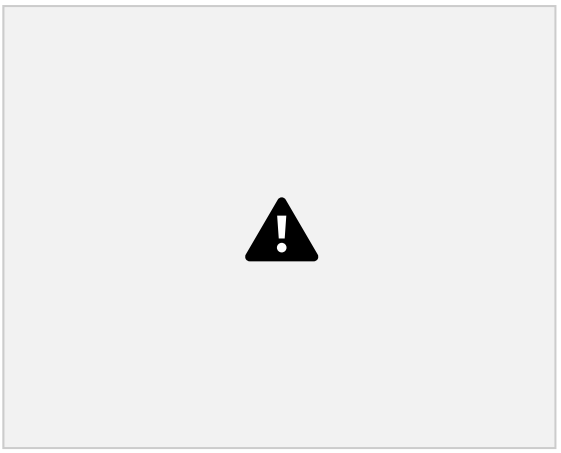
"These desktops will assist you in your daily work to develop the sport under your responsibility, starting with the projects you plan and manage from your offices.

As the umbrella organization for 35 National Federations, RNOSC aims to continue this initiative annually, subject to available resources. Each year, it will assess the most pressing needs of its members and provide targeted support to enhance their productivity.

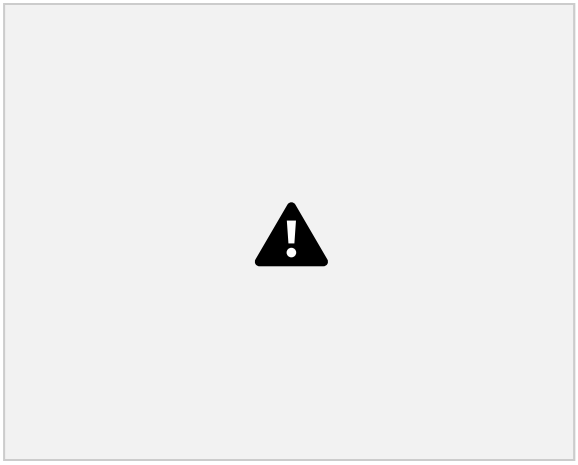
We trust that these computers will facilitate your work, which increasingly relies on digital tools. This initiative is part of RNOSC's broader efforts to support sports development, complementing ongoing activities such as capacity-building workshops to strengthen governance and management within federations, as well as financial support for athletes competing at national and international levels.

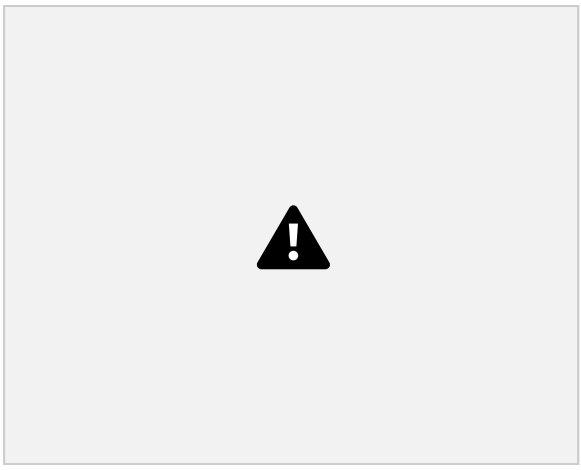
RNOSC has consistently emphasized to its members that, despite limited resources, it remains committed to advancing their interests. Your growth directly contributes to the overall development of the sports industry, ultimately enabling it to play a key role in economic progress— both for those involved in our sports sector and for the nation as a whole."

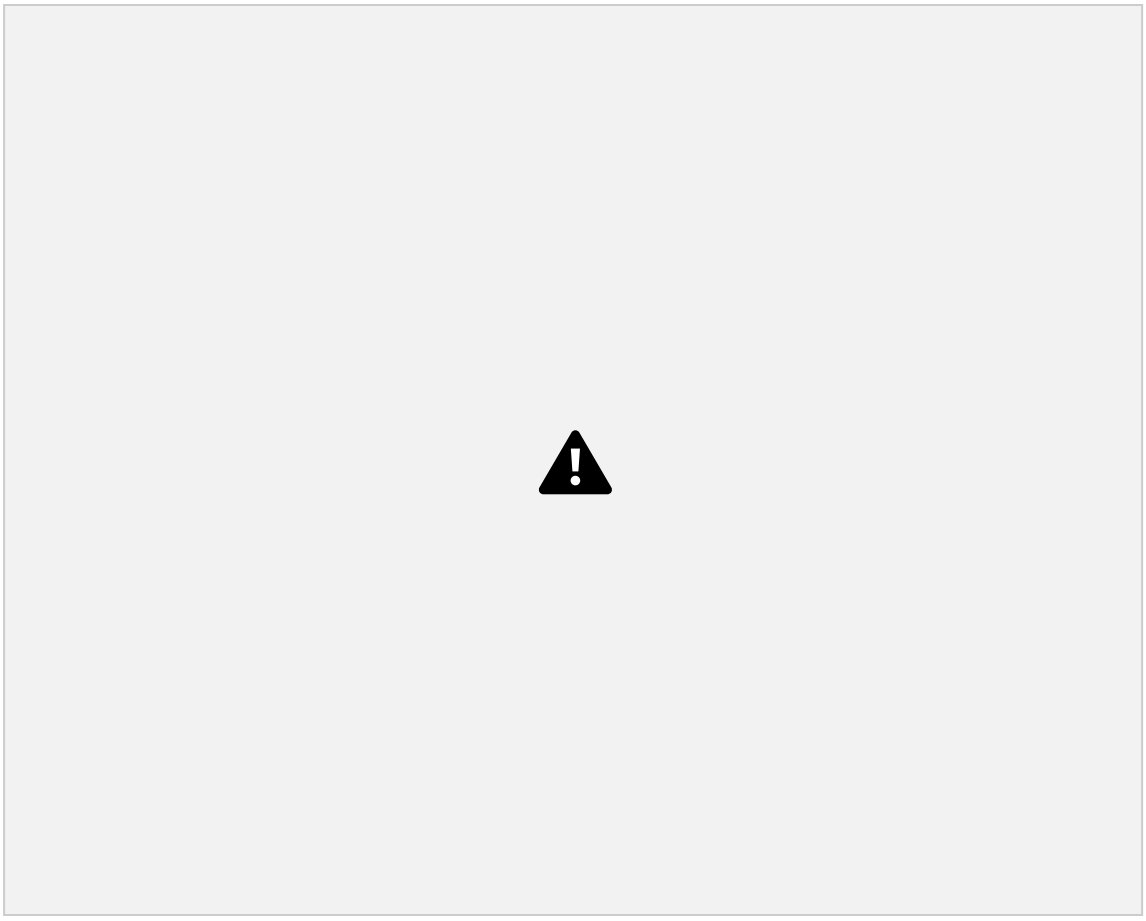












2.4.2. Team Support Grant

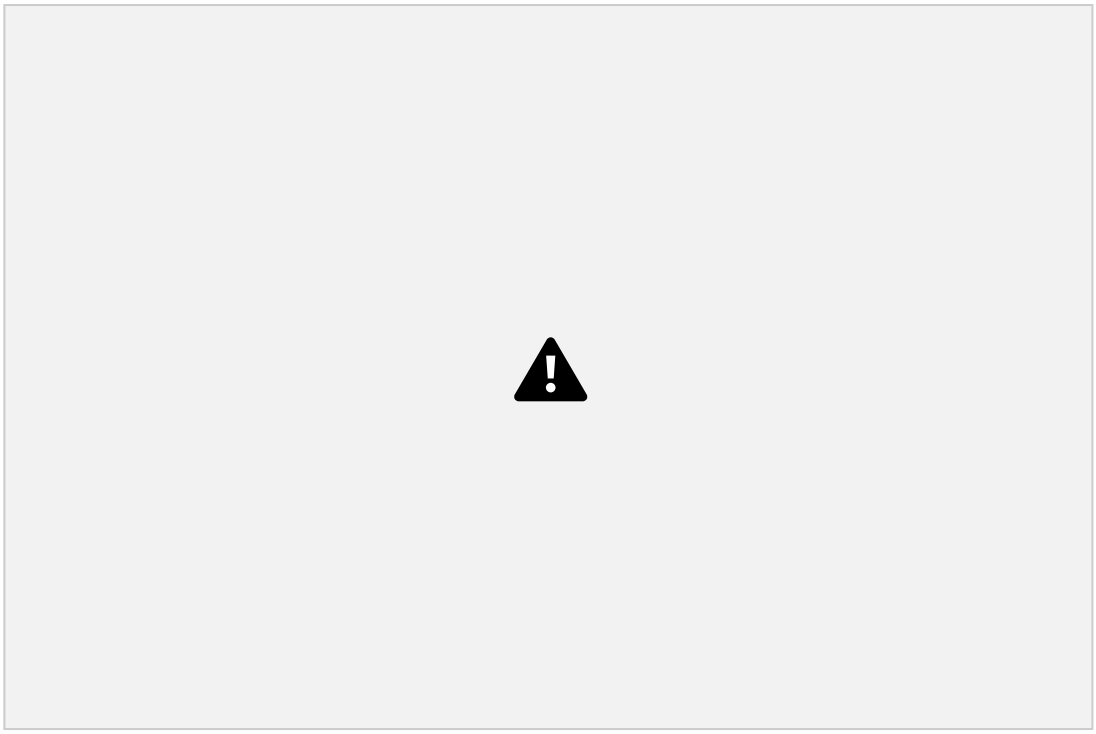
In December 2025, Rwanda participated in the FIBA 3x3 Africa Cup in Antananarivo, Madagascar, with both men's and women's national teams representing the country. The men's team took part in the tournament as part of its preparation and Olympic qualification pathway toward the LA28 Olympic Games, supported through the Olympic Solidarity Team Support Grant 2025–2028 Programme implemented by the Rwanda National Olympic and Sports Committee (RNOSC). Ahead of the competition, the team completed a two-week training camp complemented by educational sessions on Olympic Values and Anti-Doping to strengthen performance readiness and ethical awareness.

The tournament delivered a major achievement for the programme, as the men's team secured a bronze medal, winning three of five matches against Botswana, Zambia, and Algeria. The women's team also delivered a commendable performance, finishing fourth overall, though their

participation was not part of the Team Support Grant Programme. Individual excellence was further recognized through Justin Uwitonze's selection to the Team of the Tournament,



highlighting Rwanda's growing competitiveness in 3x3 basketball.



3. OUTCOMES AND RESULTS

1. Governance and Institutional Strengthening

• Successful election and swearing-in of a new Executive Committee (2025–2028). • Harmonization of statutes in line with national NGO legislation and Olympic governance standards.

• Enhanced representation of women and athletes in leadership and continental forums.

2. Youth and Elite Athlete Development

• Gold Medal in Women's Basketball 3x3 and Bronze Medal in Athletics at the African

School Games.



- Structured participation in the African Youth Games, reinforcing pathways toward Dakar 2026.
- Bronze and Silver Medals in Cycling at the 4th African Youth Games 2026
- Bronze medal achievement at the FIBA 3x3 Africa Cup under the Olympic Solidarity Team Support Grant.
- Expansion of grassroots talent identification through Olympic Day and youth competitions.

3. Capacity Building and Professionalization

- Delivery of multiple international coaching certifications (ITF, UCI, FIVB).
- Implementation of Athlete365 Career+ workshop.
- Strengthened safeguarding, anti-doping, and governance systems through GLDF, as well as continental and national forums.
- Digital and administrative support to federations through Olympic Solidarity initiatives.

4. International Engagement and Strategic Positioning

- Active participation in ANOCA General Assemblies, Olympic Solidarity Forums, Athletes' Forums, and the Olympism365 Summit.
- Strengthened bilateral cooperation.
- Hosting of international forums and training programmes, positioning Rwanda as a regional hub for sports development.
- Successful hosting of the King's Baton Relay, reinforcing Commonwealth engagement. **5.**

Sport for Development and Social Impact

- Nationwide engagement through the Genocide Memorial Tournament integrating remembrance and sport.

- Promotion of gender equality and inclusion through continental forums and grassroots initiatives.
- Integration of environmental sustainability and community engagement into major events.



Overall, 2025 delivered measurable progress in governance reform, athlete empowerment, technical capacity, and international integration, laying a solid foundation for competitive performance and institutional growth through 2028.

4. ACKNOWLEDGEMENTS

The Rwanda National Olympic and Sports Committee extends its sincere gratitude to all stakeholders whose commitment and collaboration made the achievements of 2025 possible. Special appreciation is conveyed to the Ministry of Sports for its continued institutional support and strategic partnership in advancing Rwanda's sports development agenda. RNOSC also acknowledges the invaluable collaboration of National Sports Federations and Associations, whose dedication to athlete preparation, governance improvement, and grassroots development remains central to national progress.

The Committee expresses gratitude to international partners, including the International Olympic Committee, Olympic Solidarity, ANOCA, Commonwealth Sport, WADA, and various International Federations, for their financial, technical, and strategic support.

Recognition is equally extended to athletes, coaches, technical officials, volunteers, sponsors, and administrative staff whose professionalism and resilience continue to elevate Rwanda's presence on continental and global stages.

RWANDA NATIONAL OLYMPIC AND SPORTS COMMITTEE

BUILDING A BETTER WORLD THROUGH SPORT, STARTING WITH RWANDA