

IMPLEMENTATION PLAN OF ATHLETICS DEVELOPMENT

2021 – 2027

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I. EXECUTIVE SUMMARY

A child is suitable for an event & discipline when he can achieve a maximum with a minimum of training. Enshrined in the objects of the Rwanda Athletics Federation's Long term plan is the strongest possible commitment to country-wide development of athletics; this, of course, is a huge and complex task, The challenge is to create the conditions under which as there is a set of organizational structure of identifying talented young athletes from the grassroots.

The central principles of the Rwanda Athletics' development philosophy are co-operation with partners and set permanent tools to rich out young talented athletes and follow up their development. It has a leading role in operating and developing athletics in Rwanda. The action of talent detection does educate kids the sport and athletics in general, but also promote a balanced and healthy lifestyle, attract and sustain the potential sporting stars of tomorrow.

In line with the Government sports policy the Rwanda athletics federation plan to implement a new strategy of boosting athletics development mainly focusing on talent detection programs which are expected to increase the availability of competitive young athletes and increase in numbers of these who will choose athletics as their professional carrier.

Me. Fidèle MUBILIGI

President of Rwanda Athletics Federation

II. INTRODUCTORY BACKGROUND

1. INTRODUCTION

Rwanda Athletics Federation is a leading body that governs all athletics events in Rwanda. These events include track and field, road races & walk, and cross country, throwing and jumping. Rwanda athletics federation has a major role of promoting all athletics events in the country with the main target of making athletics the leading sport in the country.

Athletics disciplines are among the oldest of all sporting competitions known to mankind, in Rwanda with ‘running, jumping and throwing’ the natural and universal forms of human physical expression. The sport also offers broader values that help us deal with life’s challenges. Yet in an ever faster changing world, national sport federations such as Rwanda Athletics Federation need to be pro-active when trying to reach new audiences and find new hosts for Athletics.

It is also fundamental we fully understand that athletics is no longer just about high performance, gold medals and records, but also about “sport for all” and about ensuring that the maximum number of Rwandans are able to participate in Athletics. This means, of course, the thriving of road running, in which the majority of people actually connect directly with the world of Athletics, but it is also athletics in schools, where the Rwanda Athletics Federation is very keen to ensure that we reach the maximum number of kids, all over the whole country, starting at the age of 7 but also including youngsters in their teens, where the drop off from sport is most acute. Besides the efforts by the federation to focus on increasing talent among the Rwanda youth, we properly embrace matters touching on social responsibility, the environment and all matters that help advance athletics as a force to change the country for better. This document therefore provides a practical blueprint to achieve the broad mission.

2. CURRENT SITUATION

a. Existing athletics clubs

Full members of RAF	Clubs with provisional & Full legal personality	Clubs with no legal personality
1. APR ATHLETICS CLUB – KIGALI 2. RWAMAGANA ATHL. CLUB – RWAMAGANA 3. MOUNTAIN CLASSIC ATHLETICS C.- GICUMBI 4. SEC – KICUKIRO 5. NAS – BUGESERA 6. VJN – RUBAVU 7. NYAMASHEKE ATHL. CLUB – NYAMASHEKE	1. HUYE ATHL. CLUB – HUYE 2. NYARUGURU ATHL. CLUB – NYARUGURU 3. MUHANGA ATHL. CLUB – MUHANGA 4. KAVUMU ATHL. CLUB – KAMONYI 5. BURERA ATHL. CLUB – BURERA 6. RUTSIRO ATHL. CLUB – RUTSIRO	KAMONYI – KAMONYI DISTRICT 2. NGORORERO – Ngororero District 3. Nyirangarama – Rulindo District 4. Police A.c – RNP

b. NUMBERS OF ATHLETES

TOTAL ACTIVE ATHLETES: 507			
ATHLETES PER CATEGORY		ATHLETES PER GENDER	
YOUTH & JUNIOR	SENIORS	MEN	FEMALE
394	165	342	165

c. NUMBER OF COACHES WHO WERE TRAINED SINCE 1996

LEVELS	TOTAL NUMBER OF TRAINED COACHES	Passed the courses	Failed to pass the course
Level 1	123	74	49
Level 2	6	2	4
Level 3	4	3	1
Level 4 &5	6	6	0
Academies	4	4	0

d. Schools of Excellence that's need to be empowered

School	District	Club linked to that school
G.S St Aloys	Rwamagana	Rwamagana
Petit Seminaire Baptiste de Butare	Huye	Huye
GS St Joseph	Muhanga	Muhanga
GS Bigugu	Nyaruguru	Nyaruguru
GS Remera Rukoma	Kamonyi	Kamonyi
College de la Paix	Rutsiro	Rutsiro
GS Muhororo	Ngororero	Ngororero
GS Sina Gerald	Rulindo	Nyirangarama
Gicumbi TVET	Gicumbi	

3. PROBLEM STATEMENT

Rwanda is a country whose development is one of the fastest economies in Africa. Despite having undergone one of the worst Genocides in world history perpetrated against Tutsi in 1994, Rwanda is quickly putting its tainted past behind and emerging as a regional powerhouse and today the country appears on its way to economic freedom.

Despite the economic growth, Rwanda's athletics level critically remains non-competitive at continental and world level, the athletics system in Rwanda which has been since relying in the hands of very few clubs in which most of them are managed by individuals from their own with very limited resources, the old competition system also cannot guarantee the development needed since participation in terms of numbers remains critical.

Rwanda Athletics Federation wants to take action toward making Rwanda a sporting Nation with competitive and non-competitive events across the country while promoting the development of elite athletes to world class athletes, by any means we believe that athletics remain the sports number one which can be promoted to represent the sporting success of Rwanda, The development of young talents is key in achieving this milestone; keeping in mind that Athletics also carries the mantle of the Olympics games number one sport. However, there is lack of athletics development plan and strong mechanism leading to its implementation

4. SWOT ANALYSIS

Strength	Weaknesses
1. Competitions organization	1. Delays in action
2. A well-designed strategic plan	2. Lack of Vision and mission
3. Strong partnership with international Governing Bodies	3. Lack of athletics culture in Rwanda
4. Operational Permanent secretariat	4. Weak mobilization in mindset change strategies
5. A well structured and operational school sports platform	5. Lack of partnership with Governing bodies in school sports
6. Historical background in tradition of athletics events	6. Weak coordination mechanism
7. Structural morphology of Rwandans	7. Lack of motivation on performing athletes

	<ol style="list-style-type: none"> 8. Lack of management in the athlete's life 9. Lack of implementation plan 10. Lack of coordinating system on coaches and officials 11. Insufficient coaches 12. Lack of qualified coaches 13. Lack of standardized competitions events 14. Lack of decentralized structure 15. Lack of sufficient and well operational clubs
<p>OPORTUNITIES</p> <ol style="list-style-type: none"> 1. Political will 2. Conducive climate 3. Geographical location 4. Young population 	<p>THREATS</p> <ol style="list-style-type: none"> 1. Lack of proper enough infrastructure 2. Lack of equipment 3. Lack of Infrastructure management System 4. Lack of Financial capacity

III. GOALS AND OBJECTIVES

1. Goal and Objectives

Goal:

Establish a national talent identification and development program that lead to the expected success

Objectives:

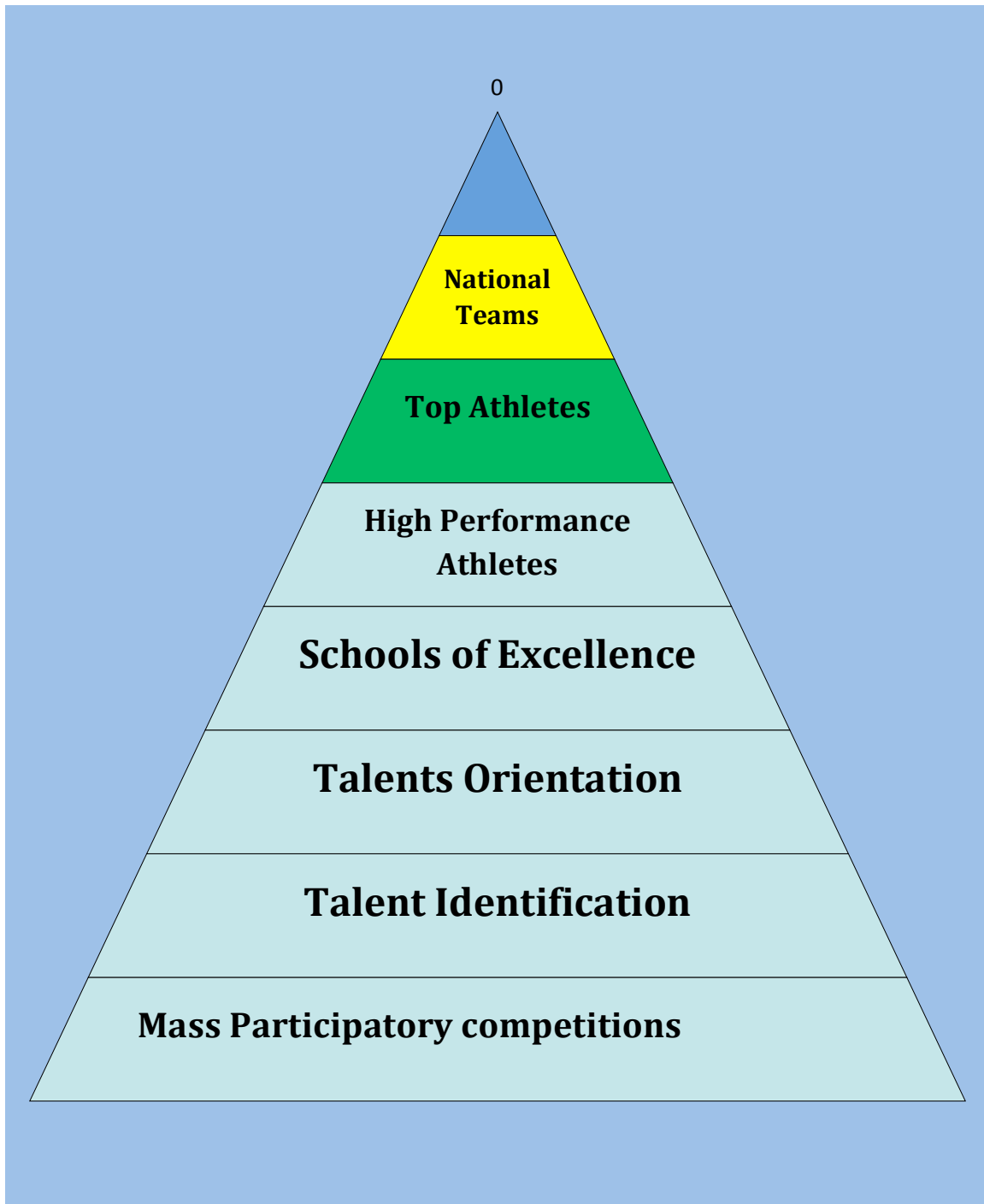
Through the establishment of a framework around the country that facilitates schools to become the driving force, this program is meant to put in place a clear structure and mechanism for making athletics an attraction in schools and local communities,

Specifically the Program expected to deliver the following objectives;

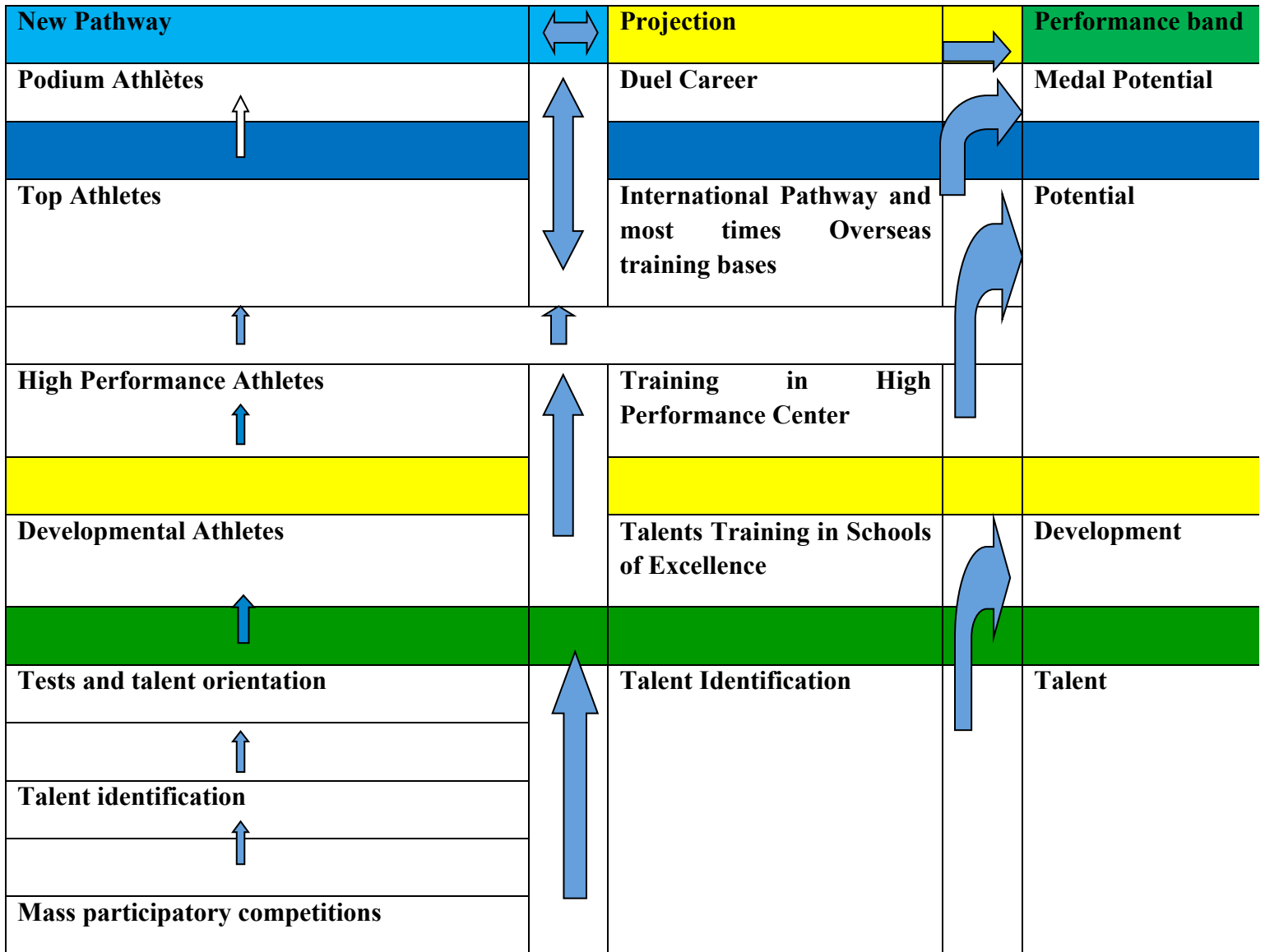
- Identify the youth with an athletic talent,
- Expand accessibility by the youth to the regular supervised trainings through schools of excellence,
- Develop competitive athletes through regular competitions,
- Educate the youth the values of athletics and how to develop them into champions
- Enhanced coaches 'capacity area in carrying out the talent identification program,
- Build capacity of schools to conduct sport and physical activities with purposeful synergies.
- Inclusive provision of an aspiration pathway for a professional athletics career and / or fulfillment of individual sporting potential to the project targeted group,
- Creation of competitiveness among younger ages

IV. ATHLETES DEVELOPMENT PATHWAY

1. New Pathway to be established



2. Matching the New Pathway with Projection and Performance Band



V. TALENT IDENTIFICATION
1. APPROACH

Talent detection and performance trends in today’s Athletics are changing, the faster changing world in athletics’ performance has changed so many factors of talent detection, ex. We used to say that a good sprinter must be big, and a good shot putter or thrower must be even bigger, but if you see it well today’s world class sprinters are not big, and the best throwers that the world has today are slimmer than 10 years ago when David of German broke the World Record in Shop put.

a. The new scientific approach

❖ **Anthropometric prerequisites:**

- Body Height
- Body weight
- Relation between muscle tissue and fat tissue
- Center of Gravity
- Harmony of proportion

❖ **Coordinative Prerequisite:**

- Balance Capacity
- A Feeling for space, Distance and speed
- Rhythmic capacities
- Musicality
- Expressive capacity

❖ **Ability to learn:**

- Intelligence
- Observing and Analyzing capacity
- Rate of Learning

❖ **Competitiveness:**

- Diligence for Training
- Willingness to work strenuously
- Consistency
- Tolerance towards frustration

❖ **Cognitive Capacity:**

- Concentration
- Creativity
- Motor Intelligence
- Tactical Capacity

❖ **Affective Factors**

- Psychological Stability
- Stress tolerance

- Readiness for competition

With very good and scientific talent identification in athletics done at 12 and 13 years old, each factor has its table for each age with separation of Girls and Boys. Table of performance indicators is annexed on this document.

b. Approaches to be applied in this program.

✓ **Athletics Moto Tests:**

- Speed
- Endurance
- Strength
- Technique
 - **Physiological tests**
 - Heart Frequency
 - In-take of Oxygene
 - **Psychological Tests**
 - Concentration Capacity
 - Reaction Capacity
 - **Morphological features:**
 - Body Height
 - Body weight
 - Length of Legs
 - Width of pelvis
 - Fat Tissue

Above all these mentioned capacities athletics coach must know fully the Human Motor Development from birth until high age - Phase of development during Moto ontogenesis and the best period for best Moto learning abilities.

She/he must know ages related to New born child, Infant, Toddler, Early childhood, Middle childhood, Late childhood, Early youth(pubescence), Late youth(adolescence) Early Adulthood, Middle Adulthood, and Later adulthood.

2. TARGETED ATHLETES

Age	Gender		Total
	Male	Female	
12-13	1941	1939	3880

NB: The number described above, are targeted for seven years i.e. 2021-2027 as detailed in the table below

YEAR	MINIMUM TALENTS PER SECTOR (10X416=4160)		MINIMUM SELECTED TALENTS AT DISTRICT LEVEL(50X30=1500)		FINAL SELECTED LIST		TOTAL
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
2021	2080	2080	750	750	150	150	300
2022	2496	2496	900	900	180	180	360
2023	2996	2996	1080	1080	216	216	432
2024	3596	3596	1296	1296	260	259	519
2025	4316	4316	1556	1556	312	311	623
2026	5180	5180	1868	1868	374	374	748
2027	6216	6216	2242	2242	449	449	898

The final list of talented athletes will be oriented and hosted in schools of excellence.

ACTIVITY	TIMELINE	PLACE	TECHNICAL REQUIREMENTS	INDICATORS	ESTIMATED BUDGET
COMPETITION AT SECTOR LEVEL (416)	2 Months	All Sectors	-Technicians -Performance test sheets - Logistics	Report (List of selected young talents)	12,480,000Frw
GRASSROOT PROGRAMS AND COMPETITIONS AT DISTRICT LEVEL	1 Month	All Districts	-Technicians -Performance test sheets - Logistics	Report (List of selected young talents)	37,200,000Frw
TEST OF PERFORMANCE FACTORS (Final test)	1 Week	Amahoro National Stadium	-Technicians -Performance test sheets - Logistics	Report (Final list)	19,650,000Frw
TOTAL					69,330,000Frw

3. METHODOLOGY AND BUDGET

VI. TALENT DEVELOPMENT

1. SCHOOLS OF EXCELLENCE

a. EXISTING AND TARGETED SCHOOLS

9 existing schools of excellences, 21 new targeted schools.

PROVINC E	NORTHERN PROVINCE	WESTERN PROVINCE	EASTERN PROVINCE	SOURTHERN PROVINCE	CITY OF KIGALI
EXISTING	-Rulindo(Sina Gerard) - GICUMBI(Gicumbi TVET school)	-RUTSIRO(College de la Paix) -NGORORERO (GS Muhororo)	- RWAMAGANA(G.S St Aloys)	- HUYE (P.S Baptiste de Butare) - MUHANGA (G.S St Joseph Kabgayi) - KAMONYI (G.S Remera Rukoma)	0
TARGETE D	-MUSANZE - BURERA -GAKENKE	-NYAMASHEKE () - RUBAVU - NYABIHU - Rusizi - Karongi	-NGOMA - NYAGATAR E - BUGESERA - Kayonza -Kirehe - Gatsibo	- NYARUGURU() - NYAMAGABE() - NYANZA() - Gisagara - Ruhango	- KICUKIR 0 - NYARUG ENGE - Gasabo

b. EMPOWERMENT OF SCHOOLS OF EXCELLENCE

- Each school of excellence would have at least one coach with level 2 in athletics coaching and an assistant coach with level one where possible.
- Equipments: Schools of excellence need to be provided with basic equipments

c. MONITORING AND EVALUATION

- Schools of excellence would be visited once a year by the development commission and district staff.
- The technical meeting of RAF, FRSS and leaders of these schools shall be organized annually after the field visits for report dissemination
- Coaches will avail performance progress report of each athlete after three months
- Two competitions shall be organized among those schools.

D. TESTS AND COMPETITIONS

Each school of excellence would be required to attend at least 3 competitions namely:

- Inter-schools competition
- National under-ages championships
- Inter-schools of excellence competitions

2. CAREER DEVELOPMENT PLAN

- Apart from the final list of talents hosted in schools of excellence, the remaining talents selected at district level will be advised to join the existing clubs.
- Club coaches will submit the performance quarterly progress report of each athlete.
- A technical meeting of coaches from clubs and schools of excellence will be organized for the development of athletics.
- Each club member of RAF is recommended to have all categories of athletes (Juniors, Youth and Seniors).

3. TRAINING CAMP

A training camp will be organized once per a year during the annual holidays, the selection of the participants will be based on seasonal performance of the athletes.

4. HIGH PERFORMANCE TRAINING CENTER

The training center will serve as a residential facility that provides quality training for high performance athletes.

This center will accommodate athletes who ended their developmental phase with a world class performance.

VII. COMPETITION STRUCTURE

1. MANDATORY COMPETITIONS

- National athletics championships
- National cross-country championships
- Half marathon championships
- National junior track and field championships
- National youth track and field championships

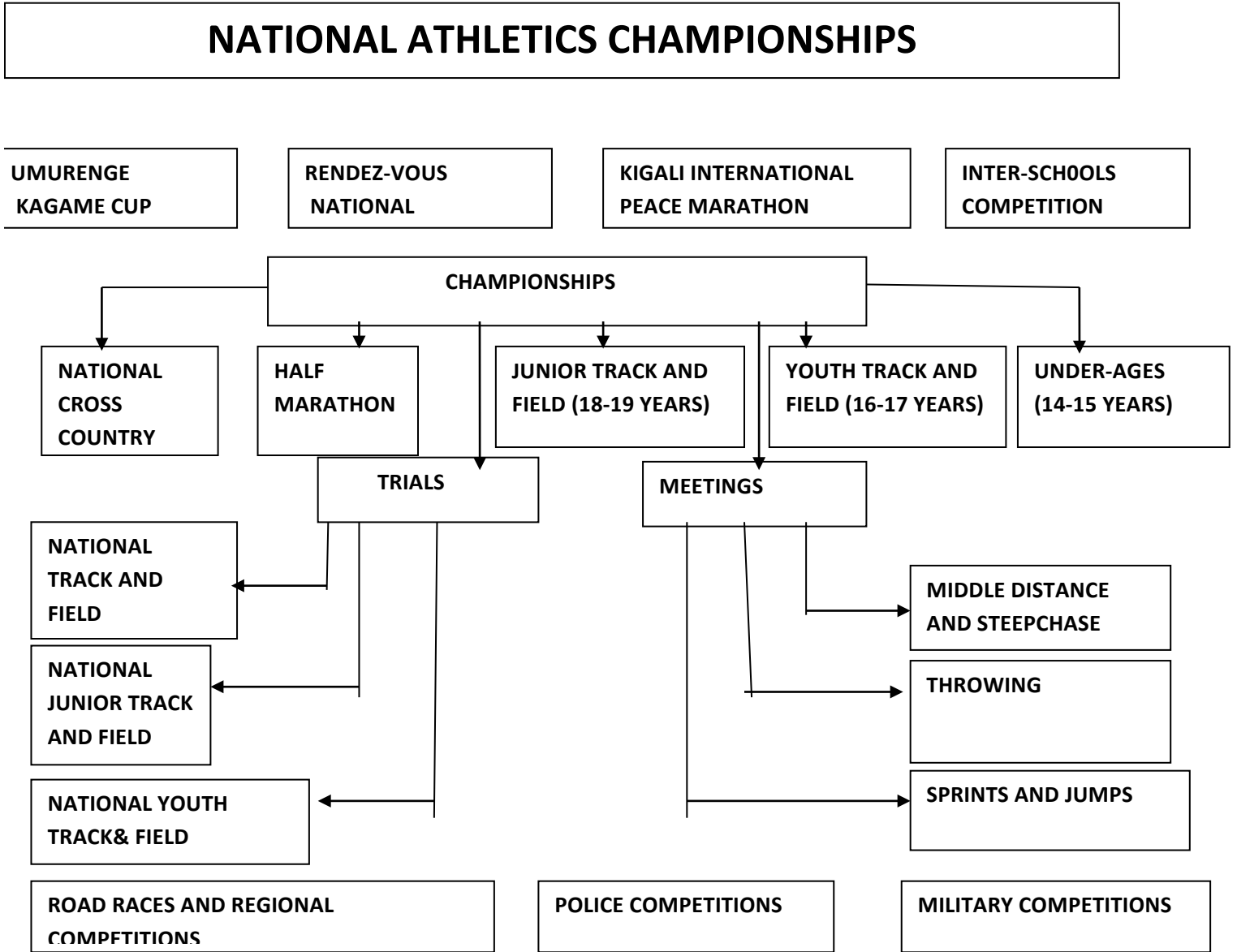
2. RECOMMENDED COMPETITIONS

- National track and field trials and meetings
- National junior track and field trials and meetings
- National youth track and field trials and meetings
- Regional athletics competitions

3. OTHERS

- National under ages championships
- Kigali international peace marathon
- Road races
- Inter-schools competitions
- Umurenge Kagame cup
- Military competition
- Police competition
- Rendez-vous national

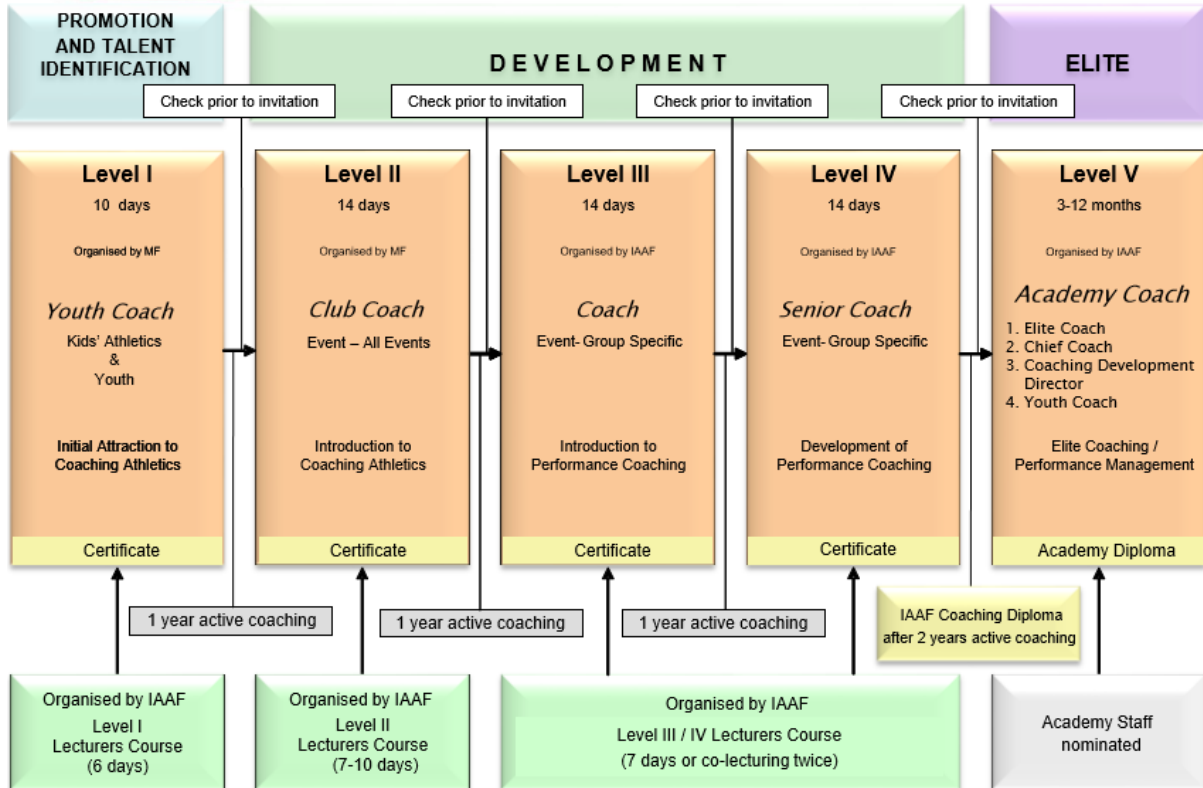
4. COMPETITION STRUCTURE DIAGRAM



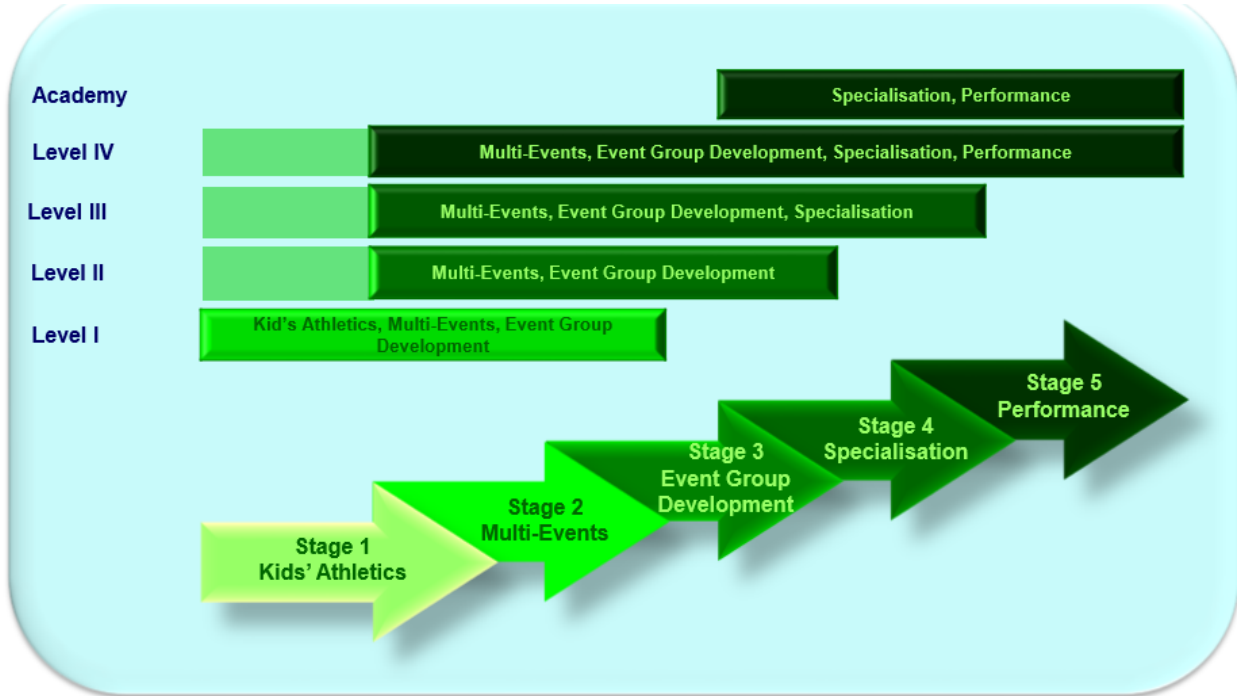
VIII. TECHNICAL PERSONNEL DEVELOPMENT

1. COACHES DEVELOPMENT

a. STRUCTURE OF THE WORLD ATHLETICS COACHES EDUCATIONAL AND CERTIFICATION SYSTEM



b. STAGES OF ATHLETES DEVELOPMENT AND THE WORLD COACHES EDUCATION AND CERTIFICATION SYSTEM



c. RWANDA COACHES EDUCATION AND CERTIFICATION SYSTEM

▪ CERTIFICATION SYSTEM

LEVEL	GRADE	QUALIFIATION
PRE-LEVELS	G	INNITIATION 1
	F	INNITIATION 2
L1	E	YOUTH AND KIDS ATHLETICS
L2	D	CLUB COACH
L3	C	COACH
L4	B	SENIOR COACH
L5	A	ACADEMY

NB. -University graduates from physical education in sports will be awarded grade E
Academic professional training with certificate equivalent to L1 will be awarded Grade E.

▪ **TARGETED TRAINING OF COACHES**

YEAR	GRADE							TOTAL
	G	F	E	D	C	B	A	
CURRENT			123	6	4	6	4	143
2021	60	60		20				140
2022	60		24					84
2023		60						60
2024	90		24					114
2025		90		20				110
2026	206				24			230
2027		206		20				226
TOTAL	416	416	48	60	24			964

▪ **REGISTRATION OF COACHES**

COACHES REGISTRATION FORM					
RAF					
1. I hereby apply to be registered as an athletics coach in Rwanda 2. I understand that accreditation will only take place if I am active athletics coach 3. I am in possession of this year's RAF Permanent License: No. _____					
Personal detail: Full Name & Surname					
ID/Passport Number		Gender	Male		Female
Telephone (W or H)		()			
Address: District:		E-mail:			
Sector:					
Cell:					
Village:					
Delivery address:					
Were you previously accredited to RAF			Yes	No	What year
W.A LICENCE				RAF License No.	
Qualification level: (please tick relevant boxes)					
RAF GRADE					
W.A LEVELS					
Specializing: (please tick relevant boxes)					
Short Sprints		Race Walking		Pole Vault	
Long Sprints		Road		Shot Put	
Short Hurdles		Off-Road		Discus Throw	

Long Hurdles		Long Jump		Hammer Throw	
Middle Distances		Triple Jump		Javelin Throw	
Long Distances		High Jump		Combined Events	

Signature:	Date:
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2. OFFICIALS DEVELOPMENT

a. CURRENT AND TARGETED TRAINING OF OFFICIALS

YEAR	LEVELS					TOTAL
	LOCAL	REGIONAL	NTO	ITO1	ITO2	
CURRENT			5			5
2021			24			24
2022	30					30
2023			24			24
2024		30		4		34
2025	30					30
2026				24		24
2027		30			3	33
TOTAL	60	60	48	28	3	194

b. REGISTRATION OF TECHNICAL OFFICIALS.

OFFICIAL REGISTRATION FORM

RAF

4. I hereby apply to be registered as a Technical Official in Rwanda
5. I understand that accreditation will only take place if I am active Technical Official
6. I am in possession of this year's RAF Permanent License: No. _____

Personal detail: Full Name & Surname				
ID/Passport Number		Gender	Male	Female
Telephone (W or H)	()			

Address: District: Sector: Cell: Village:	E-mail:
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Delivery address:	
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Were you previously accredited to RAF	Yes	No	What year	
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W.A LICENCE		RAF License No.	
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Qualification level: (please tick relevant boxes)

LOCAL	REGIONAL	NTO	ITO1	ITO2

Specializing: (please tick relevant boxes)

CALL ROOM	TRACK EVENTS	FIELD EVENTS	COMBINED EVENTS	VEDEO RECORDING	RUNNING AND RACE WALKING EVENTS OUTSIDE THE STADIUM

IX. RECOMMENDATIONS AND CONCLUSION

1. RECOMMENDATIONS

- ✚ It is recommended that enough materials and equipments be availed to achieve the target goals and objectives.
- ✚ It is recommended that all involved organs in the implementation of this plan be facilitated
- ✚ It is recommended that RAF, MINISPORTS, MINEDUC, Districts, FRSS and other partners should provide support to schools of excellence.
- ✚ It is recommended that the dissemination meeting of all involved parties in the implementation of this plan is required.
- ✚ It is recommended that the data manager be recruited as a permanent staff

2. CONCLUSION

The Rwanda Athletics Federation would be grateful to work closely with all it's partners (Ministry of Sports, School sports federation, Ministry of education, Schools,.....) for a proper implementation of this program in ascertaining a quality development of young athletes and orientation into a future generation. The program will not only be focusing on talent detection of the youth but also on the nurturing of the young into prospective girls and boys, who would in turn be future medalist.

Done at Kigali, October 2020

Rwanda Athletics Federation