

Presidential Candidate Manifesto 2025–2028

“Together, we can build a more inclusive, impactful, and financially sustainable sport ecosystem for our athletes and its entourage”

UMULINGA Alice 



Dear Colleagues, _____

It is with great honor that I present my candidacy for the Presidency of the Rwanda National Olympic and Sports Committee (RNOSC) for the 2025–2028 term.

Having served as First Vice President from 2021 to 2022, I worked closely with fellow Executive Committee members to champion various key initiatives. Through the RNOSC Commissions under my responsibility, we made notable strides in advancing gender equality in sport. As a result of inclusive policies—such as the 50% gender representation in our programmes—we have witnessed a significant increase in the participation of women athletes, coaches, administrators and leaders.

In 2023, I was appointed Acting President by the General Assembly, in accordance with the statutes and in recognition of my leadership and ability to maintain organizational stability during a critical period of transition.

Over the past four years, I have acquired valuable knowledge and developed strong networks across the Olympic Movement, which led to my election as Vice President of ANOCA Zone V. These experiences have equipped me with the vision, capacity, and commitment to lead RNOSC and its 35 member federations toward sustainable growth and collective success. I remain dedicated to leading with transparency, fairness, and inclusivity.

If elected, I will focus on four core priorities:

- 1.Strengthening Accountability and Self-Reliance within RNOSC;**
- 2.Promoting Sustainable Development and Partnerships;**
- 3.Leveraging Sport for Community Impact;**
- 4.Enhancing Collaboration with Our Member Federations.**

Together, we can build a more inclusive, impactful, and financially sustainable sports ecosystem for our athletes and their entourage.

Sincerely,



UMULINGA Alice



I. Personal Information

Names: UMULINGA Alice

Date of Birth: 12 March 1979

Status: Married

Education: Master of Business Administration

II. Sports Administration:

Rwanda National Olympic and Sports Committee (RNOSC)

Acting President | 2023 - Present

First Vice President | 2021 - 2022

Association of National Olympic Committees of Africa (ANOCA) Zone V

Vice President | 2025 - Present

III. Career:

Serving at the Rwanda Revenue Authority (RRA) since 2004 to present

IV. Sports Practised:

Volleyball: Professional Athlete for Kigali Volleyball Club | 1995 - 2005

Volleyball: Active Player for RRA Volleyball Team under Workers' Association in Rwanda

My Priorities

1. Strengthening Accountability and Self-Reliance within RNOSC

I am committed to building a more transparent and independent organization by strengthening internal systems and investing in long-term infrastructure. To achieve this, I will ensure that RNOSC digitalizes its systems to enhance accountability by streamlining operations, enabling real-time financial tracking, and ensuring data integrity through a secure and centralized platform. At the same time, I will ensure that RNOSC constructs a Headquarters and Olympic Training Center—laying the foundation for self-reliance by establishing a permanent home for RNOSC that will serve both as an administrative hub and a national center for sports excellence.

1.1.Digitalization of the NOC Systems:

This project aims to implement an Integrated Management System (IMS) covering financial management, program operations, administration, human resources, and cloud-based storage. The digital platform will automate workflows, ensure compliance, and provide transparent reporting mechanisms—paving the way for evidence-based decision-making and improved service delivery.

1.1.RNOSC Headquarters and Olympic Training Center Project:

This initiative envisions the construction of a modern headquarters that will also house the Olympic Training Center—a centralized hub for sports development. The facility will offer office space for National Sports Federations, training venues, and learning environments for coaches, athletes, and administrators. It will serve as a long-term asset to reduce dependency, generate opportunities for revenue, and reinforce Rwanda's capacity to develop its sporting ecosystem from within.



2. Promoting Sustainable Development and Partnerships:

Since the establishment of the Rwanda National Olympic and Sports Committee (RNOSC) in 1984, Rwanda has yet to secure a medal at the Olympic Games, and our athletes' performances on this global stage have not met expectations. To address this significant challenge facing the Rwandan sports sector, I am committed to ensuring that, during my tenure, we work closely with the Ministry of Sports and National Sports Federations/Associations to establish a national framework for early athlete development. This framework will target major international competitions, with a focus on the Youth Olympic Games and the Olympic Games.

To achieve this, I will ensure the implementation of the following key initiatives:

2.1. Youth Olympic Team and Senior Olympic Team:

To nurture the best young talents who can proudly represent Rwanda and compete for medals, we will establish Youth and Senior Olympic Teams in collaboration with the Ministry of Sports and our member Federations. By optimizing all available resources, we will implement athlete development programmes aimed at improving economic efficiency and ensuring long-term sustainability. This initiative will also attract additional stakeholders and sponsors who can support our preparations for the Dakar 2026 Youth Olympic Games and the Los Angeles 2028 Olympic Games.



2.2. International Certificate in Olympic Studies Program:

This programme will address the lack of qualified professionals within the Rwandan sports movement. Targeted at final-year students from the University of Rwanda/College of Education, it will provide an in-depth understanding of the Olympic Movement and its core values, complementing their Bachelor of Education in Physical Education and Sports. Additionally, this programme will benefit professionals within the Rwanda Sport Movement and National Olympic Committees of ANOCA Zone V, enhancing the overall professional capacity in our sector.



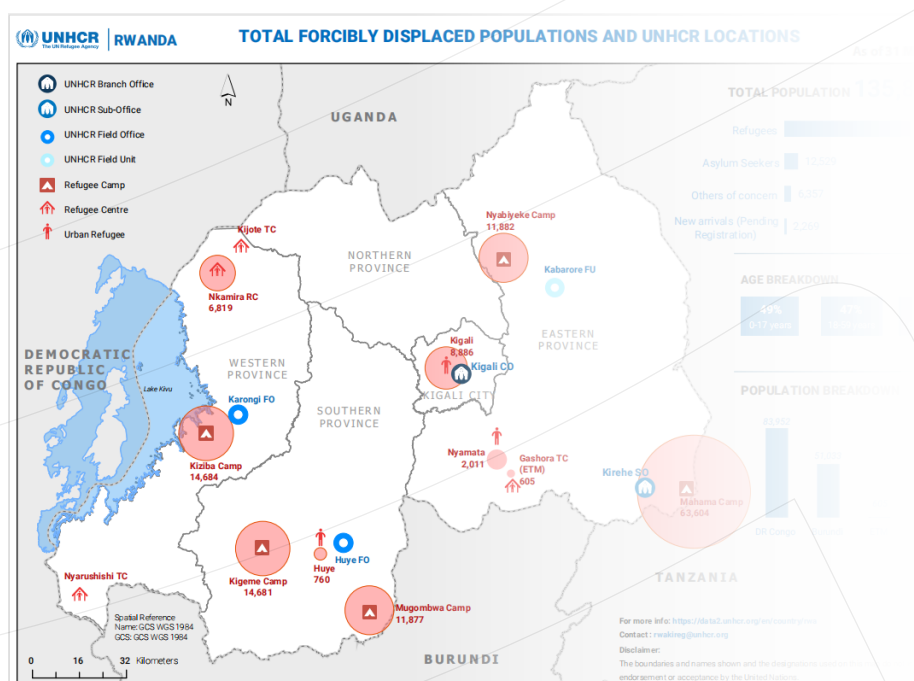
3. Leveraging Sport for Community Impact:

Sport has the power to inspire, unite, and empower communities. During my presidency, I am committed to harnessing the transformative potential of sport to create lasting social impact and foster positive change. This priority focuses on using sport as a tool for community development, promoting inclusivity, and driving sustainable growth. Together with strategic partnerships, we will ensure that Rwanda's sporting initiatives contribute to building stronger communities and developing young talent with global potential.

To achieve this, I will focus on the following initiatives:

3.1. Rwanda Olympic Refugee Team:

The Rwanda National Olympic Committee (RNOSC) plans to raise funds to support talent identification and development within six refugee camps across Rwanda. This initiative will focus on sports with potential for participation in the Dakar 2026 Youth Olympic Games and the Los Angeles 2028 Olympic Games. By investing in this effort, we aim to make a meaningful contribution to the International Olympic Committee's initiative to build a strong, outstanding Olympic Refugee Team, offering hope and opportunity to refugee athletes who aspire to compete on the world stage.



3.2. Sport for SDGs and OVEP Project:

The “Sport for SDGs and OVEP” project will leverage the power of sport to promote young talent while raising awareness about the United Nations’ Sustainable Development Goals (SDGs) and instilling Olympic Values among young people. Through this initiative, selected secondary schools across the country will establish clubs as centers for practical education on Olympic Values and the SDGs. These clubs will also serve as training grounds for future Olympians, with annual competitions fostering a spirit of teamwork and excellence. Each year, participating schools will have a target number of trees to plant as part of environmental sustainability efforts. Additionally, a debate on Olympic Values will be organized as a side event during the annual championship, promoting deeper engagement and dialogue around the core principles of the Olympic Movement.

4. Enhancing Collaboration with Our Member Federations:

Over the past two years as Acting President, I have worked hard to improve the relationships and collaboration between the Rwanda National Olympic and Sports Committee (RNOSC) and its member Federations. If elected President, I am committed to strengthening these partnerships even further. I will prioritize fostering strong, collaborative relationships through ongoing initiatives, offering support to our members in organizing events, participating in international competitions, and addressing their unique capacity-building needs.

In addition, I will focus on supporting individual Federations in developing their structures, ensuring they are well-equipped to grow sustainably. Last year, we took an important step by providing desktops for selected National Federations following a survey of those most in need, and this is just the beginning.

Throughout my tenure, we will continue to listen to our members, working together to identify opportunities for mutual growth and support. By enhancing collaboration, we can ensure that every federation is empowered to thrive, contributing to the overall development and success of the sports community in Rwanda.

My Commitment

As a candidate for President of the Rwanda National Olympic and Sports Committee (RNOSC), I am committed to driving the growth and development of Rwandan sports through strategic, forward-thinking initiatives. My vision is built on the core principles of accountability, self-reliance, collaboration, and sustainable development.

Together, these priorities will create a robust framework that ensures the long-term success of Rwandan sports, builds a foundation for future champions, and strengthens the unity and sustainability of our sports ecosystem.

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