



DRAFT NATIONAL SPORTS POLICY, 2025

FOREWORD

Sport occupies a unique and powerful place in Kenya's national life. It is a source of pride, identity, unity, and global recognition. From grassroots participation to elite international performance, sport has the capacity to transform lives, strengthen social cohesion, promote health and well-being, and contribute meaningfully to economic growth. Kenya's sporting legacy, built through generations of exceptional sportspersons, coaches, administrators, and communities, continues to inspire both nationally and internationally.

The promulgation of the Constitution of Kenya, 2010, fundamentally reshaped the governance of sport by recognizing it as a shared function between the national and county governments. This constitutional shift, together with evolving global standards in sports governance, commercialization, safeguarding, and integrity.

The Draft National Sports Policy, 2025, responds to this imperative. It provides a comprehensive, inclusive, and forward-looking framework to guide the development, regulation, and promotion of sport in Kenya. The Policy places sportsperson welfare at the centre of the sports ecosystem and seeks to create structured pathways for talent identification, development, exposure, recognition, and post-career transition. It also addresses long-standing institutional and governance challenges, promotes equity and inclusion, strengthens integrity and accountability, and unlocks the commercial potential of sport as a driver of national development.

This Policy reflects extensive stakeholder engagement across government, sports institutions, federations, athletes, coaches, civil society, the private sector, academia, and development partners. It aligns Kenya's sports sector with national development priorities, regional and international commitments, and emerging trends including digital transformation, climate resilience, and sports diplomacy.

The successful implementation of this Policy will require sustained political commitment, intergovernmental collaboration, adequate resourcing, and active participation from all actors within the sports ecosystem. It is my expectation that this Policy will serve as a unifying framework that enables Kenya to harness the full social, cultural, and economic value of sport, while safeguarding the dignity, welfare, and future of all sportspersons.

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EXECUTIVE SUMMARY

The National Sports Policy, 2025, articulates Kenya's strategic vision for a coherent, inclusive, and sustainable sports ecosystem that places the sportsperson at its centre while strengthening governance, integrity, and economic contribution across the sector. The Policy responds to structural, institutional, and historical challenges that have constrained the development of sport despite Kenya's global sporting reputation and deep grassroots talent.

Anchored in the Constitution of Kenya, 2010, the Policy recognizes sport as a shared function between the national and county governments and seeks to address the fragmentation that has emerged in policy coordination, institutional mandates, and service delivery. It establishes a unified national framework to guide the development, regulation, and promotion of sport, while respecting the principles of devolution, subsidiarity, and intergovernmental cooperation.

A central policy shift is the adoption of a sportsperson-centred approach. The Policy affirms that sportspersons are the foundation of the sports ecosystem and that their welfare, protection, development, and post-career transition must be treated as core public policy concerns rather than incidental outcomes. It therefore prioritizes safeguarding, access to healthcare and mental health support, education and skills development, fair remuneration, and structured pathways from grassroots participation to elite performance and life beyond sport.

The Policy also seeks to strengthen governance and integrity across the sports sector. It addresses long-standing weaknesses in institutional coordination, regulatory oversight, dispute resolution, and compliance with international standards. By clarifying roles, strengthening accountability mechanisms, and promoting ethical conduct, the Policy aims to restore public confidence in sports institutions and create a predictable and transparent operating environment for all actors.

Recognizing sport as an economic driver, the Policy advances a deliberate shift toward commercialization and sustainability. It positions sport as a contributor to employment creation, enterprise development, sports tourism, media and broadcasting, and the creative economy. The Policy promotes private sector participation, public-private partnerships, and investment-friendly frameworks, while safeguarding the rights and interests of sportspersons and the public.

Equity, inclusion, and access are treated as foundational principles. The Policy commits to expanding participation opportunities for women, persons with disabilities, youth, and marginalized communities, and to addressing structural barriers related to geography, infrastructure, and socio-economic status. It further promotes equitable access to safe, inclusive, and well-managed sports facilities across the country.

Cross-cutting priorities such as digital transformation, data-driven decision-making, climate resilience, and sports diplomacy are integrated to ensure that Kenya's sports sector is responsive to emerging global trends and national development priorities. The Policy encourages the use of technology to improve governance, transparency, performance monitoring, and service delivery.

Implementation of the Policy is grounded in coordinated action across national and county governments, sports institutions, the private sector, civil society, and development partners. A strong emphasis is placed on monitoring, evaluation, learning, and accountability to ensure that policy commitments translate into measurable outcomes and continuous improvement.

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ACRONYMS

ADAK	Anti-Doping Agency of Kenya
AI	Artificial Intelligence
CAS	Court of Arbitration of Sports
CRB	Credit Reference Bureau
CSR	Corporate Social Responsibility
FC	Football Club
FIFA	Federation Internationale de Football Association
HELB	Higher Education Loans Board
IAAF	International Association of Athletics Federations
ICT	Information Communication Technology
IOC	International Olympic Committee
ISSF	International School Sports Federation
KAS	Kenya Academy of Sports
KICD	Kenya Institute of Curriculum Development
KNH	Kenya National Hospital
MERL	Monitoring Evaluation Reporting and Learning
NSIS	National Sports Integrated Information System
NSRA	National Sports Regulatory Authority
PWD	Persons with Disabilities
SDT	Sports Disputes Tribunal
SGBV	Sexual and Gender Based Violence
SOYA	Sports Personality of the Year Awards
TSC	Teachers Service Commission

UNESCO	United Nations Educational, Scientific and Cultural Organization
WADA	World Anti-Doping Agency
WRC	World Rally Championship

DRAFT NATIONAL SPORTS POLICY

CHAPTER ONE

1.0 Introduction

Sport is a powerful vehicle for national development, unity and the promotion of health and well-being. In Kenya, sports continues to play a vital role in shaping identity, fostering social cohesion, and creating economic opportunities, especially for the youth. However, the full potential of the sector remains untapped due to systemic challenges, limited investment, and inadequate policy coordination. This National Sports Policy provides a comprehensive framework to guide the development, regulation, and promotion of sports in Kenya. It seeks to align the sector with the Constitution of Kenya, Vision 2030 and other national, regional and international commitments, while addressing emerging trends and ensuring inclusion, professionalism, and sustainable growth across all levels of the sports ecosystem.

1.1 Background information

Kenya's legacy in sports is deeply rooted in its national identity, with a history marked by outstanding athletic performance and growing global recognition. Since its Olympic debut in 1956 while still under colonial rule, Kenya has participated in every Summer Olympic Games, with the exception of the 1976 and 1980 boycotts. The country won its first Olympic medal through Wilson Kiprugut Chumo in 1964, setting the stage for decades of dominance in international sporting events. Globally acclaimed sportspersons such as Kipchoge Keino, Eliud Kipchoge, Catherine Ndereba, Faith Kipyegon, and David Rudisha, Emmanuel Wanyonyi, Samuel Wanjiru, Tecla Lorupe, Tecla Chemabwai, Naftali Temu, Robert Wangila, Paul Ereng' have made Kenya synonymous with excellence in sports.

Kenya has also become a leading destination for hosting international sporting events. Notably, the country hosted the All-Africa Games in 1987, the World Athletics Cross Country Championships in 2007, the World Under-18 Championships in 2017 and the World Under-20 Championships in 2021. Kenya has hosted multiple World Athletics Continental Tour events, and the World Rally Championship (WRC) Safari Rally, a flagship motorsport event, has been part of the global WRC calendar since 1973 and was reinstated in 2021. In 2024 Kenya hosted the International School Sports Federation (ISSF) World Cross-Country Championships and Federation of East Africa Schools Sports (FEASSA) championships in 2025 demonstrating its capacity to manage youth-focused global competitions. Kenya also hosted the 2025 Africa Paravolley Championships demonstrating that it prioritizes inclusivity in sport. The country has also hosted the Federation of Africa University Sports tournaments and the road to Basketball Africa League East Division in 2024 and 2024 boosting its continental reputation.

In terms of participation, Kenya has consistently fielded teams in international rugby, volleyball, boxing, swimming, football, and athletics. Kenya's Rugby Sevens team has participated in the

World Rugby Sevens Series for over a decade, clinching the Singapore leg in 2016. School teams have represented Kenya in regional and international tournaments, and the private sector continues to sponsor school sports programs, such as Safaricom's Chapa Dimba and the Brookhouse–Chelsea FC partnership.

Over the years, Kenya has also seen a steady evolution of sports infrastructure. From the colonial-era Mombasa Sports Club (1896) to the iconic Nyayo National Stadium (1983) and the Moi International Sports Centre, Kasarani, Kenya has developed facilities that have hosted regional and international competitions. Other notable venues include Kipchoge Keino Stadium in Eldoret, Kamariny in Iten, Moi Stadium in Kisumu, and community-based spaces like Kamukunji Grounds in Nairobi and Ruring'u Stadium in Nyeri each carrying historical and cultural significance.

The government's recognition of sports has evolved over time, from being a social welfare function under community development to attaining full ministerial status. With the enactment of Vision 2030, sports was identified as a key pillar for youth empowerment, economic transformation, and national cohesion. The 2010 Constitution further entrenched sports as a shared function between national and county governments. Initiatives like the Cash Award Scheme, Talanta Hela, and the Sports Hall of Fame, along with private sector-led recognitions such as the Sports Personality of the Year Awards (SOYA), have furthered Kenya's commitment to nurturing talent and rewarding excellence.

Despite these achievements, the sector still faces critical challenges among them underfunding, gender disparities, limited access to quality facilities, integrity issues, overlapping governance arrangements, and a lack of integration between sports and education. This policy seeks to build upon Kenya's storied legacy while addressing the systemic gaps that hinder its full potential.

1.2 Policy Issues Identification

Kenya's sporting legacy has been built by generations of committed sportspersons, coaches, trainers, referees, and other technical personnel whose dedication has elevated the country to international recognition. However, the welfare and development of these actors remain poorly addressed within the current policy framework. Sportspersons often navigate fragmented career pathways with minimal institutional support. From talent identification and nurturing, to development, competition, recognition, and retirement, there are no structured systems to ensure holistic progression. Retirement planning, pension schemes, health insurance, mental health support, and financial literacy programs are largely absent. Many retired sportspersons fade into poverty despite their contribution to the nation's pride. Similarly, coaches, technical officials, and administrators lack adequate professional development, recognition, and protection. This absence of a coordinated approach to sportsperson welfare represents the most urgent challenge confronting Kenya's sports ecosystem.

The persistent deficit in inclusive and well-maintained sports infrastructure compounds the challenges faced by sportspersons and communities. Despite a history of investment in national stadia, most facilities are concentrated in urban centers and remain inaccessible to rural and marginalized populations. Community-level facilities are often dilapidated, under-equipped, or nonexistent. Women, youth, and persons with disabilities (PWDs) are disproportionately affected by these infrastructure gaps, which restrict their access to safe training spaces, recreational participation, and competitive platforms. Poor planning and misalignment between national and county investments have led to duplication and underutilization of facilities.

The governance of sports in Kenya suffers from overlapping mandates, institutional fragmentation, and inconsistent regulatory enforcement. A clear national framework for sports development is lacking, resulting in duplicated functions among state agencies, federations, and county departments. The legal and policy environment remains outdated in many respects and does not fully reflect the spirit of devolution or the evolving global landscape of sports governance. Many institutions operate without harmonized standards, undermining accountability, coordination, and effectiveness. This has weakened stakeholder trust, constrained talent development, and left regulatory gaps that delay conflict resolution and compliance enforcement.

Commercialization of sports presents a major opportunity for Kenya, yet it remains largely untapped. Institutional constraints, limited market incentives, inadequate legal protections for sports intellectual property, and minimal private sector engagement have stifled investment. Sports merchandising, broadcasting rights, digital content monetization, and sponsorships are underdeveloped. The private sector, while interested, is held back by a lack of clarity on roles, returns, and policy safeguards. Without deliberate efforts to create a conducive investment climate, sports in Kenya will continue to rely heavily on government funding and remain commercially unsustainable.

The COVID-19 pandemic exposed the vulnerability of the sports sector, halting activities, disrupting sportsperson incomes, and revealing weak digital infrastructure for remote engagement. Sportspersons and federations struggled to adapt, highlighting the absence of crisis preparedness and the need for resilient and diversified income streams.

Gender inequality remains a structural barrier to inclusive participation and growth. While female engagement in sports has increased—rising from 30% in 2015 to 45% in 2021—systemic challenges persist. These include unequal funding, limited media visibility, gender-insensitive programming, and cultural attitudes that discourage girls from active participation in sports. Women in traditionally male-dominated disciplines such as football, rugby, and boxing face higher barriers and limited development opportunities.

Medical and psychological support for sportspersons is both limited and unevenly distributed. Kenya's ratio of trained sports medicine professionals to sportspersons is alarmingly low, and most

counties lack even basic diagnostic or rehabilitation facilities. Approximately 70% of injuries in young sportspersons go untreated, leading to long-term physical and psychological impacts. The few institutions offering training in sports medicine are insufficient to meet national demand, while regulation and research in this field remain underdeveloped.

Technology has not been equitably integrated across the sports sector. While elite sportspersons benefit from wearable devices, AI-driven analytics, and performance tracking systems, most grassroots sportspersons lack access to digital tools. This digital divide not only stifles talent development but also impairs data-driven decision-making, scouting, and performance monitoring at the national level.

Dispute resolution mechanisms in sports remain weak. The Sports Disputes Tribunal, while established, is constrained by limited jurisdiction, inadequate resourcing, and stakeholder mistrust. As a result, conflicts within federations and clubs frequently escalate to ordinary courts, leading to reputational damage, sportsperson disenfranchisement, and international sanctions. There is also limited capacity for jurisprudential development that can inform local and international best practices.

Finally, Kenya's alignment with international and regional sports governance frameworks remains inconsistent. This has, on occasion, hindered the country's ability to host or fully benefit from global sporting events. Greater effort is needed to benchmark national practices with international standards under bodies such as the International Olympic Committee, UNESCO, and WADA.

The challenges affecting Kenya's sports sector are interlinked and systemic. They demand coordinated policy reform anchored on equity, resilience, commercialization, and sportsperson-centered development. Without urgent and strategic intervention, the country risks further underperformance in a sector that holds immense social, cultural, and economic value.

1.3 Rationale

Kenya's sports sector has long been a source of national pride, global recognition and youth inspiration. However, the sector remains constrained by systemic gaps that undermine its capacity to contribute meaningfully to national development. This Policy is therefore designed to address these longstanding issues by providing a coordinated and inclusive framework that transforms the sports ecosystem and aligns it with the aspirations of the Constitution of Kenya 2010, Vision 2030, and relevant regional and international commitments.

At the heart of this Policy is the recognition that sportspersons and sports personnel are the lifeblood of the sector. Their welfare, development, and post-career reintegration must be prioritized. The Policy seeks to create structured and holistic pathways for talent—from identification and nurturing to elite competition and retirement—while safeguarding their health,

well-being, and livelihoods. Coaches, technical officials, and administrators will also be supported through professional development systems and improved working conditions.

This Policy also responds to the urgent need for equitable and accessible sports infrastructure across the country. It promotes the modernization, expansion, and standardization of sports facilities at national, county, and community levels, with a strong emphasis on inclusion for women, youth, persons with disabilities (PWDs), and marginalized communities.

The policy also addresses the challenges of fragmented governance and institutional overlap, by introducing a coherent administrative, legal, regulatory and institutional framework that clarifies mandates, enhances inter-agency collaboration, and strengthens accountability across the sports landscape. It ensures that national and county governments, federations, and regulatory bodies work in synergy while respecting the spirit of devolution.

Recognizing the untapped potential of sports commercialization, the Policy creates space for increased private sector engagement, innovation, and investment. It aims to develop market incentives, secure sports intellectual property, and facilitate mutually beneficial public-private partnerships. This approach will enable the sports sector to generate its own revenue streams, create employment, and promote entrepreneurship.

The Policy also emphasizes the integration of technology, innovation, and data-driven decision-making in sports management and performance. It supports digital transformation across all levels, from elite analytics to grassroots development, and promotes inclusive access to sports technology tools. Through enhanced dispute resolution mechanisms, sports medicine systems, and gender-responsive strategies, the Policy ensures that inclusivity, fairness, and sportsperson protection are not only prioritized but mainstreamed.

Finally, the Policy sets out clear mechanisms for monitoring, evaluation, reporting, and learning, grounded in the principle of subsidiarity. It places primary responsibility at the institutional level while supporting national-level coordination through platforms such as the Intergovernmental Sector Working Group and the proposed National Sports Integrated Information System. It also proposes a non-state-led National Sports Knowledge Hub to strengthen peer learning, research, and innovation across the ecosystem.

1.4 Policy Goal and Objectives

1.4.1 Policy Goal

The overall goal of this Policy is to provide a coherent, inclusive, and sustainable framework for the development, promotion, regulation, and transformation of the sports sector in Kenya anchored on sportsperson welfare, institutional accountability, equitable access, and economic empowerment.

1.4.2 Policy Objectives

To achieve this goal, the Policy pursues the following objectives:

1. To prioritize the welfare and holistic development of sportspersons and sports personnel, including structured career pathways, safeguarding, health and safety, and post-retirement support.
2. To establish an enabling legal, institutional, and regulatory framework that enhances coordination, clarity of mandates, and accountability among actors in the sports ecosystem.
3. To guide equitable development and maintenance of sports infrastructure, ensuring accessibility across counties and inclusion of youth, women, PWDs, and marginalized communities.
4. To promote commercialization and private sector engagement through incentives, partnerships, protection of sports intellectual property, and investment in sports enterprises.
5. To strengthen capacity building, training, and professional development for coaches, referees, administrators, and other technical personnel in the sports value chain.
6. To foster the integration of digital technology and innovation in sports management, talent development, and performance monitoring.
7. To institutionalize robust systems for monitoring, evaluation, reporting, and learning (MERL), anchored on subsidiarity and intergovernmental coordination.
8. To enhance Kenya's global competitiveness and compliance with international sports governance, anti-doping, sports integrity and safeguarding standards.
9. To strengthen sports education in Kenya through harmonized standards, partnerships, innovation and research.

1.5 Scope and Structure of the Policy

1.5.1 Scope of the policy

This policy shall be administered by the Ministry responsible for Sports at National level. This Policy shall also apply to the Ministry responsible for education and agencies operating under its mandate. The Policy will also apply to all public, private, and community actors involved in the sports sector. At the national level, it covers institutions such as Sports Kenya, the Kenya Academy of Sports (KAS), the Sports Disputes Tribunal, the proposed National Sports Regulatory Authority (NSRA), the Sports Fund, and other relevant government ministries, departments and agencies. The Policy shall also bind sports organizations, sportspersons, sports personnel, civil society organizations, media, private sector actors, academic institutions, and development partners engaged in the regulation, development, promotion, and financing of sports in Kenya.

At the county level, the Policy offers strategic direction to County Governments and their respective County Departments responsible for sports. It supports the alignment of local planning,

talent development, and infrastructure priorities with national standards while promoting intergovernmental coordination, subsidiarity, and mutual accountability.

1.5.2 Structure of the policy

The Policy is organized into six chapters as outlined below:

- Chapter One: Introduction – Provides the background, identified policy issues, rationale, policy goal and objectives, scope of the policy and the policy development process.
- Chapter Two: Situation Analysis – Examines the current state of Kenya’s sports sector, highlighting key challenges, gaps, and opportunities for transformation.
- Chapter Three: Administrative, Legal, Institutional and Regulatory Framework of Sports – Reviews the existing laws and regulations governing sports as well as the institutional and administrative framework governing sports, clarifies mandates, and identifies areas for reform and realignment.
- Chapter Four: Strategic Framework for Policy Implementation – Outlines policy interventions and strategies, grouped by thematic priorities, to advance the goals of the policy.
- Chapter Five: Monitoring, Evaluation, Reporting and Learning (MERL) – Provides a decentralized yet coordinated framework for tracking implementation, fostering institutional learning, and promoting transparency.
- Chapter Six: Policy Review – Sets out timelines and conditions under which the policy shall be reviewed or amended.

CHAPTER 2: SITUATION ANALYSIS

2.0 Introduction

This chapter outlines the current state of the sports sector in Kenya, shedding light on the dire challenges and systemic weaknesses that continue to undermine its development. It presents a stark picture of exclusion, poor governance, underfunding, outdated legal frameworks and infrastructural neglect that collectively hamper the growth and impact of sports in the country. Each thematic area discussed below reflects the voice of the Kenyan people, stakeholders and reveals the harsh realities experienced by sportspersons, coaches, administrators, federations and sports enthusiasts across Kenya.

2.1 Decentralization of Services of the Office of the Sports Registrar

The Office of the Sports Registrar in Kenya remains heavily centralized, with all registration and licensing processes concentrated in Nairobi. National sports organisations, county associations, clubs, and even individual sportspersons seeking registration or licensing are required to present themselves physically at the Registrar's office. This system not only imposes significant logistical and financial burdens, particularly on stakeholders from distant counties, but also restricts participation from grassroots actors who lack the means to travel or navigate the bureaucratic hurdles.

The office is not decentralized and has no presence in the counties, making it inaccessible to the majority of its intended users. Despite calls for digitization, the registration process remains largely manual and opaque. The Registrar's office is also severely under-resourced in terms of personnel, hampering its ability to process applications efficiently or conduct meaningful outreach and oversight.

This centralization and under-capacity have created a bottleneck that impedes the growth of the sports sector. It delays recognition of new entities, frustrates legitimate stakeholders, and reinforces inequality by locking out those unable to access services in Nairobi. The absence of decentralized structures and automation continues to undermine transparency, efficiency, and the equitable development of sports across the country.

2.2 Inclusivity: Gender, Persons with Disabilities (PWDs), Youth and Marginalised Communities

The Kenyan sports ecosystem is plagued by deeply entrenched exclusions that marginalize several vulnerable and special interest groups. Women remain severely underrepresented in leadership and decision-making roles within sports federations, limiting their influence and visibility in key policy and operational spheres. Women and girls in sports are routinely exposed to environments that lack safeguards against sexual and gender-based violence. The absence of a specific legal or policy framework to prevent, address, or prosecute such violations has created a culture of silence, fear and impunity.

Persons with disabilities encounter significant barriers at nearly every stage of participation. Most sports facilities in Kenya are not designed to be disability-friendly, thereby excluding PWDs from equal access to training, competition, and recreational opportunities. Deaf sportspersons face additional discrimination due to the lack of sign language interpreters in government offices and sporting institutions, further reinforcing their invisibility in the sector.

Children and learners, who represent the future of sports, are underserved by a fragmented and uncoordinated system that fails to integrate structured, inclusive and well-resourced physical education programs in schools. The frequent changes in the national curricula for primary, junior and senior schools has seen the removal of physical education from the list of examinable subjects undermining the foundation of sports amongst our learners. For children living with disabilities or from poor backgrounds, participation in sports is often impossible due to lack of adapted equipment, coaching, or safe spaces.

The elderly, also referred to as "masters," are largely forgotten in national and county-level sports planning, despite their continued interest and potential in various sporting disciplines. There are no frameworks or facilities that cater specifically to their needs, from infrastructure to health and safety considerations.

Youth, while making up the majority of participants, continue to be sidelined in governance, decision-making, and resourcing. They face significant hurdles in registering sports clubs and organizations due to restrictive requirements such as Chapter Six compliance, which demands certificates that are costly and difficult to obtain. These conditions exclude many who cannot afford the bureaucratic burden, reinforcing cycles of marginalization.

Refugees, who are actively engaged in sports within camps and host communities, are completely absent from national sports planning, funding, and talent development initiatives. There is no recognition of their unique challenges, including legal identity barriers, lack of mobility, and exclusion from mainstream competitions.

Across all these groups, the absence of inclusive and accessible infrastructure, lack of tailored welfare support, and a policy vacuum around protection and participation rights has fostered a system that excludes rather than empowers. The widespread failure to mainstream inclusivity in sports planning and delivery has institutionalized inequality, leaving entire populations locked out of Kenya's sporting ecosystem.

2.3 Registration of Sports Organisations and Governance Standards

The registration of sports organisations remains a major hurdle. The process is marred by high costs, inaccessibility, and lack of public awareness. Many aspiring organisations do not know the steps required to register, while those who attempt are discouraged by excessive fees and unclear requirements. Clearance certificates such as those from the Credit Reference Bureau (CRB), Higher Education Loans Board (HELB), and for tax compliance are often costly and may not be

uniformly applicable to all applicants seeking registration, particularly those at the grassroots who may not have engaged in activities that necessitate such documentation.

The system has allowed the proliferation of briefcase federations with no legitimate structures or stakeholders, eroding trust in the registration process. The lack of physical verification mechanisms means that individuals are registering federations without the knowledge or consent of the actual sportspersons and community members they purport to represent.

There is currently no regulation of leadership terms within sports federations and clubs in Kenya. This gap has enabled a culture of personality cults, power hoarding, and long-term entrenchment in leadership, often without regard for professional qualifications or accountability for performance. This situation undermines principles of good governance and is out of step with the constitutional and statutory emphasis on term limits, which are designed to promote transparency, equity, and leadership renewal. The emphasis on term limits is not confined to public sector governance alone, it reflects a broader commitment to cultivating a governance culture that encourages inclusivity, innovation, and fairness across all sectors, including the sports ecosystem.

2.4 Dispute Resolution Mechanisms

Disputes within the Kenyan sports sector are widespread, yet the systems in place to resolve them are weak, fragmented, and inconsistently applied. The jurisdiction of the Sports Disputes Tribunal (SDT) remains limited, leaving many types of sports-related disputes beyond its reach. Even within its current mandate, the Tribunal is underfunded, understaffed, and not equipped to handle the volume and complexity of matters brought before it.

Most federations, clubs, and associations lack clear internal administrative mechanisms for dispute resolution. As a result, parties rush to the SDT or regular courts for even the most minor of grievances, contributing to institutional overload. There is no uniform requirement for sports organisations to demonstrate that they have exhausted internal mechanisms before escalating matters to external bodies, nor is there a common standard for what such mechanisms should look like. In addition, many stakeholders remain unaware of procedural requirements for accessing redress, both internally and externally.

A culture of non-compliance with decisions and orders issued by the SDT further weakens the dispute resolution framework. There is little to no enforcement of Tribunal rulings, leading to impunity and a lack of accountability within sports organisations. Government-related disputes, including those involving educational institutions or other public bodies, also suffer from the absence of a dedicated dispute resolution pathway, resulting in prolonged stand-offs and institutional paralysis.

This vacuum has fostered an environment of mistrust, instability, and unchecked conflict, ultimately impeding the growth and professionalization of sports in Kenya.

2.5 Funding and Financial Support

The Public Finance Management (Sports, Arts and Social Development Fund) Regulations, 2018, though well-intentioned, present deep misalignments with the emerging aspirations and structural priorities of Kenya's sports ecosystem. The framework, in its current form, suffers from a regulatory design that disperses resources across loosely defined and competing priorities, to the detriment of focused, results-driven investments in sports development. Most critically, the apportionment under Regulation 4(2) which allows up to 60% of the Fund to be directed toward "social development" including universal health care, and only 35% to sports is misaligned with the specialized funding needs of the sector. This structure not only undermines sports-specific interventions but also promotes duplication of public expenditure, as many of the social development goals are already funded under other national instruments such as the Social Health Insurance Act.

Further, the regulations restrict funding eligibility to "professional sportspersons" with valid licences issued under the Sports Act. This narrow categorization is both exclusionary and outdated. It fails to capture the broader ecosystem of amateur sportspersons, para-sports persons, youth talent, and community-based sportspersons who form the bedrock of Kenya's sporting potential. This limitation contradicts the inclusive vision of the National Sports Policy, which seeks to support sportspersons through all stages from early talent identification to retirement.

While the regulations list funding criteria under Regulation 13 and application procedures under Regulation 14, these are heavily bureaucratic and risk entrenching elite capture. There is no simplified or tiered access structure for smaller or emerging sports organizations, nor provisions for equity-focused considerations such as geographic, gender, or ability-based disparities. Similarly, the requirement for project designs, bills of quantities, and regulatory approvals without offering technical or financial assistance creates a structural disadvantage for grassroots organizations.

Transparency and public accountability are also lacking. The Fund does not operate a public-facing registry of funding applications, allocations, or outcomes. Reporting mechanisms under Regulations 19–21 is internal and bureaucratic, with no mandate for proactive disclosure to the public. This absence of a transparent monitoring platform fuels perceptions of favoritism, misuse, and lack of accountability. The Oversight Board's reporting obligation is limited to internal submissions to the Cabinet Secretary, missing the opportunity to democratize data and foster public trust.

Crucially, the framework fails to institutionalize a comprehensive sportspersons welfare model. The regulations make no reference to long-term support for sportspersons including health coverage, pensions, insurance, counselling, or post-retirement transition services. Welfare is not just a policy aspiration; it requires a funded, regulated infrastructure. Additionally, no provision exists to capacitate county governments to develop localized sports funds, thereby centralizing financial power in ways that weaken devolution and deny proximity-based funding solutions.

Lastly, the structure and composition of the Oversight Board under Regulation 8 reflect a predominantly ministerial model, with minimal independent or public representation. This inhibits participatory oversight and limits the board's potential as a dynamic, forward-thinking enabler of sector transformation.

2.6 Coaching and Professional Development

Coaching in Kenya faces numerous challenges. There is no formalized pathway for coaches and trainers to attain certification or accreditation that enable them to teach, train and coach sports in basic educational institutions. Physical Education teachers are required to have two teaching subjects in addition to physical education in order to be registered as teachers with the Teachers Service Commission. This means there are no dedicated and qualified coaches and trainers to identify and nurture sports talent in basic educational institutions to competitive standards. The situation also undermines talent development from an early stage and impedes implementation of the arts and sports pathway in the competency-based education.

Critically, there is no formal framework for the certification and recognition of specialist coaches for purposes of registration by the Teachers Service Commission (TSC) or engagement by the Ministry responsible for Education. This means that qualified coaches and trainers outside the traditional teaching profession lack the institutional legitimacy to access and work with students within basic educational institutions. The absence of a structured mechanism to integrate coaching professionals and trainers into the education system has created a disconnect between talent development efforts and the environments where talent is most accessible.

Licensing and accreditation of coaches remain either non-existent or inconsistently applied. Grassroots coaches and talent scouts are largely excluded from formal systems, and there is no standardized policy on remuneration exposing both coaches and players to exploitation. Further, the lack of coordination between the Ministry of Sports, Ministry of Education and the Teachers Service Commission has made it impossible to harmonize efforts towards the development, deployment and recognition of coaches and trainers. As a result, coaching in Kenya remains informal under-resourced, under-recognised and systemically underdeveloped.

2.7 Integrity in Sports

The integrity of Kenya's sports sector is under serious and growing threat. Doping, age cheating, nepotism in team selection, match fixing, bribery and corruption have become rampant. Kenya continues to be listed among high-risk countries for doping by international bodies a designation that severely damages the country's international sporting reputation. Competition manipulation including match fixing has emerged as a silent but pervasive menace, particularly in football and athletics, yet there is no robust regulatory or enforcement system in place to detect, deter, or penalize these actions.

The Anti-Doping Agency of Kenya (ADAK) is severely overstretched, with vast regions remaining unmonitored. There is no formal coordination mechanism between ADAK, the

Directorate of Criminal Investigations, the Ethics and Anti-Corruption Commission, or sports federations to comprehensively address integrity breaches.

Team selections across disciplines are frequently not merit-based, with favouritism, bribery, tribalism, and political interference determining outcomes. This has deeply demoralized many sportspersons, particularly those from counties and regions considered politically marginal. The absence of a clear and enforceable integrity framework underpinned by criminal sanctions has allowed corrupt practices to flourish unchecked, creating a perception that dishonesty in sport is not only tolerated but systemic.

2.8 Sportsperson welfare, mentorship and progression

Sportsperson welfare in Kenya remains grossly underdeveloped and largely neglected. There is no defined or nationally endorsed pathway that traces the journey of a sportsperson from the stages of identification and talent search, to nurturing and development, competitive exposure, and eventual recognition. While these stages are known in theory, Kenya has yet to develop a structured system that interlinks these phases or aligns institutional mandates to support sportspersons consistently through each transition. In addition, Kenya has consistently clawed back the gains made by competency-based education and competency-based training which identify sports as a pathway to academic excellence and gainful employment and entrepreneurship.

There has been no formal intervention to link sports talent at basic education level with higher education. This is evidenced in the higher education funding models which exclude sports talent from means testing instrument used to allocate grants and loans to students.

Another critical gap exists especially after the talent identification phase, where learners often drop off the sportsperson track when transitioning into university. The current university structure is heavily academic-focused, with limited strategic emphasis on sports development. As a result, many promising sportspersons either abandon their sports careers or bypass higher education entirely to pursue professional opportunities, often without adequate preparation or support.

Sportspersons in Kenya operate in an environment that offers little or no support for their holistic well-being. Most lack access to medical insurance, mental health care, career counselling, or financial literacy training. Clubs and federations do not maintain emergency response frameworks, nor are they mandated to provide medical cover, occupational safety protocols, or pension schemes. This absence of structured welfare leaves many sportspersons especially minors and amateurs vulnerable to injury, exploitation, or abandonment.

Retired sportspersons are often left without pathways for reintegration into the sports ecosystem, such as coaching, mentorship, or management. There are no formal structures to assist them in managing fame, transitioning into post-sports life, or sustaining their livelihoods whether or not they achieved financial success during their careers. Without psychosocial support systems, educational and vocational reintegration, or long-term care planning, many retired sportspersons

struggle with social isolation, poverty, and susceptibility to substance abuse or mental health crises.

The absence of coordinated welfare policies for active and retired sportspersons underscores a systemic failure to recognize sports as a profession with specific lifecycle needs. This neglect has fostered a climate of vulnerability, undermining both the individual potential of sportspersons and the broader integrity and sustainability of the sports sector.

2.9 Infrastructure Development and Access

Kenya faces a profound infrastructure deficit in the sports sector, marked by a glaring lack of equitable distribution of facilities across the country. Most counties either lack basic sports infrastructure or host facilities that are dilapidated or otherwise unusable. Even where infrastructure exists, accessibility remains a major concern, particularly for persons with disabilities who are routinely excluded due to poor design, lack of adaptive features, and limited support services.

There is no categorization framework that defines sports facilities according to their scope or function such as national, international, county-level, or grassroots facilities. This absence of classification impedes planning, investment, and regulatory oversight, and has led to inconsistencies in the quality and usability of infrastructure. Compounding this is the lack of established standards for the design, construction, and maintenance of sports facilities in Kenya. The result is wide disparities in quality, often driven more by political patronage than technical or developmental needs.

This disjointed infrastructure landscape has significant implications for Kenya's ability to host and participate in regional and international sporting events. Many of the country's facilities do not meet the minimum technical and safety requirements set by global sports bodies. Consequently, Kenya frequently misses out on the opportunity to host events that could boost its international profile, build local capacity, stimulate the economy, and inspire the next generation of sportspersons. Similarly, the poor state of facilities at the grassroots level limits talent identification and preparation, denying communities and youth regular access to quality training grounds and weakening Kenya's competitiveness at both national and global levels. This undermines both structured development pathways for sportspersons and the cultural embedding of sport as a lifestyle, value system, and unifying national activity.

There is also no strategic framework to guide the establishment and management of sports academies, or to ensure minimum infrastructure and operational standards within such institutions. As a result, many operate without oversight, potentially exposing learners and sportspersons to substandard conditions and poor-quality instruction.

Further, lack of sports equipment and implements, even where physical infrastructure exists, further limits training and competition. Facilities often remain underutilized or are repurposed for non-sports uses due to the absence of protective regulatory frameworks. Vandalism, especially

during high-stakes competitive matches, is common, and rehabilitation or maintenance efforts are inconsistent or entirely lacking.

Even national teams are not immune to these shortcomings. They are sometimes required to pay to access government-owned sports grounds and stadia, highlighting the inefficiencies and fiscal mismanagement of public sports resources. This signals a systemic undervaluing of sports within national priorities and planning. Critically, these infrastructural gaps also impede the development of sport tourism, a key area with untapped potential in Kenya. The country is unable to position itself as a hub for regional or international sporting events that could drive economic growth through tourism, investment, and international collaboration.

2.10 Data, Research, Monitoring & Evaluation

Kenya's sports sector suffers from a profound and systemic data vacuum. There is no credible national database capturing the identity, status, or trajectory of sportspersons across the country. Information on critical areas such as sportsperson registration, injuries, performance metrics, or career progression is either non-existent, outdated, or held in fragmented, inaccessible silos. The absence of reliable demographic and performance data makes it nearly impossible to track sportspersons from grassroots to elite level, rendering long-term planning and talent development guesswork at best.

Federations operate with minimal transparency and little accountability, routinely failing to submit performance indicators or provide measurable outputs. There are no national sports scorecards, no benchmarking systems, and no centralized performance reporting frameworks. Annual reports, if they are produced at all, are rarely subjected to public scrutiny or shared across institutions. This lack of evaluative culture undermines both policy oversight and the capacity to diagnose failures or replicate success.

Research and analytics in key areas such as sports science, injury prevention, sports medicine, sportsperson health trends, and nutrition are virtually absent. Institutions of higher learning, training academies, and federations have not prioritized empirical research, and there is little coordination between research outputs and policymaking. As a result, the sector continues to rely on anecdotal evidence and informal networks rather than rigorous, evidence-based strategies.

Compounding this is the near-total absence of digital infrastructure to support registration and compliance. Manual and paper-based systems remain the norm, exposing the sector to inefficiencies, inaccuracies, and loss of records. Without digital platforms for tracking registrations, disciplinary actions, or development milestones, there is no continuity, no audit trail, and no means of ensuring that sportspersons and organizations are meeting regulatory obligations. The result is a sector operating in the dark, with limited ability to make informed decisions, allocate resources strategically, or uphold integrity. This chronic deficiency in data, monitoring, and

evaluation is not a minor oversight, it is a fundamental weakness that continues to cripple the effective governance, planning, and accountability of the entire sports ecosystem in Kenya.

2.12 Climate Change and Environmental Sustainability

Kenya's sports infrastructure and policy remain largely indifferent to the global climate agenda. Across multiple counties and regions, there is no evidence of meaningful integration between environmental sustainability and sports planning. Sports facilities are frequently developed without environmental impact assessments, energy efficiency considerations, or climate-resilient design standards. There are no mandatory requirements for green building compliance, nor are there mechanisms to guide environmentally sustainable upgrades or maintenance of existing facilities.

Policies are silent on sustainable event management, waste reduction, and carbon footprint mitigation in sporting activities. Concerns such as the destruction of green spaces, land grabbing of public recreational fields, and the repurposing of stadia land for non-sporting developments continue to occur unchecked, further highlighting the absence of environmental safeguards within the sector.

Beyond infrastructure, there is little to no investment in raising awareness about sustainability among sportspersons, sports organizations or the general public. Education and training on climate-conscious practices are absent in sports curricula, club programs, or federation guidelines. Sportspersons and sports personnel including coaches, administrators, and event organizers are not equipped with the knowledge or tools to champion sustainable practices in their respective spaces. Similarly, most sports organizations operate without environmental policies or sustainability codes of conduct.

This lack of awareness extends to the national and county governments, where environmental sustainability remains an afterthought if considered at all in the planning and budgeting of sports projects. There is no coordinated effort to integrate climate considerations into sports sector policies, development plans, or operational frameworks. As a result, the entire sports ecosystem continues to function without reference to Kenya's broader climate commitments, missing key opportunities to leverage sports as a platform for environmental education, advocacy, and resilience-building.

2.13 Sports Diplomacy

Despite Kenya's global renown performance in athletics and other sporting disciplines, sports diplomacy remains vastly underdeveloped and inconsistently applied component of the country's international engagement strategy. There is a glaring disconnect between Kenya's international

sporting reputation and its use of sport as a tool for foreign policy, cultural exchange, national branding, or geopolitical influence.

Sessional Paper No. 1 of 2025, Kenya's Foreign Affairs Policy rightly acknowledges the potential of sports diplomacy to enhance Kenya's global standing and promote mutually beneficial international relations. However, there is no formal or operationalized national strategy to actualize this vision. Sports diplomacy is not institutionalized within Kenya's foreign policy frameworks, and the country has not established a dedicated mechanism to systematically integrate sport into bilateral or multilateral engagements. Missions abroad do not have sports officers or attachés, and sports is rarely featured in cultural programming or public diplomacy initiatives.

Sportspersons who achieve global acclaim are seldom deployed as official envoys, brand ambassadors, or cultural diplomats. Their visibility is episodic and informal, with no structured engagement by the Ministry of Sports or the Ministry of Foreign Affairs. This underutilization results in missed opportunities to build goodwill, enhance Kenya's soft power, and shape international narratives in Kenya's favor.

There is a narrow focus on traditional athletics to the exclusion of newer or non-mainstream sports. Globally trending disciplines such as e-sports, beach games, combat sports, water sports, motorsports and other emerging sports receive little to no recognition or investment, despite their growing diplomatic and commercial potential. These disciplines are absent from policy planning, neglected in resource allocation, and unrepresented in Kenya's international sports outreach.

Even on the domestic front, there is limited coordination between national government, county governments, and sports federations in developing and bidding for international events. Kenya does not consistently lobby to host international tournaments, nor does it have a structured approach to sports tourism, legacy planning, or long-term event hosting strategies. As it stands, sports diplomacy in Kenya is aspirational rather than functional. The sector lacks strategic direction, political prioritization, and institutional infrastructure, rendering sports diplomacy an untapped asset rather than a cornerstone of Kenya's global identity and foreign policy agenda.

2.14 Technology in Sports

Kenya's sports ecosystem remains alarmingly under-digitalized in both policy and practice. The integration of technology across the sports sector from development pathways and administration to fan engagement and performance enhancement, is severely lacking. There is no overarching national digital transformation strategy for sports, and the ad hoc or pilot efforts that do exist are fragmented, donor-driven, or institutionally isolated.

From a software perspective, sportspersons in Kenya rarely interact with digital systems that support their progression through the four critical pathways: talent identification, development,

exposure, and recognition. Tools for digital scouting, electronic sportsperson tracking, online competition logs, or personal performance dashboards are largely absent. There are no integrated apps or platforms to help sportspersons register, receive training updates, access support services, or track development milestones. Similarly, sports personnel such as coaches, referees, scouts, and administrators lack digital tools for training, accreditation, licensing, or scheduling. E-learning platforms and virtual coaching technologies remain unused, cutting off entire categories of sports professionals from ongoing development.

For county and national government agencies, digitization of services remains painfully slow. Registrations are still conducted manually or through bureaucratic and outdated systems that discourage compliance and hinder transparency. There is no centralized database accessible across agencies to track registered sportspersons, active clubs, disciplinary records, or federation activities. Inter-agency data sharing and coordination is virtually non-existent. Counties lack digitized platforms for community facility bookings, resource allocation, or public feedback. These digital gaps fuel inefficiency and accountability challenges across the sector.

Sports organizations and federations also lag in adopting basic digital systems for governance, competition management, licensing, or engagement. There is minimal use of platforms to manage fixtures, publish live results, automate audits, or enable virtual attendance. Most federations lack even basic websites or real-time updates, cutting them off from meaningful interaction with stakeholders and fans. Commercial activities such as online ticketing, merchandising, and membership subscriptions are undeveloped or mismanaged.

The general public and fan base are equally excluded from structured digital participation in the sports sector. There are no national fan engagement apps, no citizen feedback loops for facility planning, and no open data dashboards where people can view national or county sports budgets, results, or investments. Grassroots participation is stifled by the absence of mobile platforms where local tournaments, team formation, or training opportunities can be coordinated or broadcast.

From a hardware and advanced technology perspective, Kenya has made no serious attempt to integrate modern innovations such as artificial intelligence, augmented reality, virtual reality, motion capture, performance wearables, or biometric monitoring into sports practice. These tools, which are commonplace in other competitive jurisdictions, are critical in improving decision-making, training efficiency, and injury prevention. There are no institutional investments or partnerships to deploy or pilot these technologies across high-performance centers or academies. Even video replay, goal-line technology, and sensor-based officiating now standard in many global competitions remain foreign to local competitions in Kenya.

There is also a complete disconnect between technology and commercialization. The potential of digital platforms to drive revenue through pay-per-view models, app-based sponsorships, fan loyalty programs, crowdfunding for sportspersons, or real-time merchandise sales, remains

untapped. Local innovators and startups interested in sports-tech face structural barriers to entry due to the absence of regulatory frameworks, innovation sandboxes, or digital procurement pipelines.

Crucially, the public and private sectors operate in silos, with no deliberate effort to bring them together through structured partnerships, national accelerators, or co-investment platforms. Startups developing mobile apps or analytics tools have no pipeline for adoption by federations or counties. Similarly, global tech providers interested in sports partnerships have no clear point of engagement within the government's sports architecture.

2.15 Sports Science, Medicine and Research

Kenya's sports system suffers from a fundamental disconnect between policy, science, and sportsperson welfare. The integration of sports science and medicine into the country's sporting ecosystem remains severely underdeveloped, placing sportspersons at risk and compromising performance outcomes. There are no mandatory medical assessments for most federations, and injury surveillance systems are either absent or weak. As a result, sportspersons face repeated avoidable injuries, poorly managed rehabilitation, and shortened careers.

At both grassroots and elite levels, there is little to no access to sports-specific medical care. Rehabilitation services are unevenly distributed, and in many cases, completely unavailable. Camps and training centers often operate without medical oversight, with some descending into exploitative and harmful environments due to lack of regulation. Mental health and psychological well-being remain an afterthought, with no formal support systems in place for sportspersons dealing with burnout, anxiety, or depression.

Public institutions like Kenyatta National Hospital (KNH) which have the capacity to support injury treatment, rehabilitation, emergency medical coverage, and sports medicine research remain underutilized and excluded from formal collaboration frameworks with the Ministry of Sports or federations. There is no national sports medicine or rehabilitation unit, no national sports injury surveillance system, and no guiding protocols for injury prevention or management.

Furthermore, scientific research in sports is virtually non-existent. Academic institutions and researchers are not integrated into policy planning or talent development models. Kenya lacks national standards or investments in sports medicine, biomechanics, nutrition, and anti-doping research. Without evidence-based insights, federations continue to operate on instinct rather than data, jeopardizing sportsperson safety and diminishing Kenya's competitive edge on the global stage.

This gap presents a critical opportunity for the Ministry responsible for Sports to provide leadership in advancing sports medicine and science by establishing a dedicated Sports Health and

Science Department. Such a unit would enable Kenya to align more closely with global best practices and ensure that sportspersons receive the scientific, medical, and psychological support needed throughout their development. Many countries have already institutionalized high-performance centers supported by multidisciplinary expertise. Establishing a similar framework in Kenya would help create a more structured, protective, and performance-enhancing environment for sportspersons at all levels.

2.16 Commercialization of Sports

Despite Kenya's global recognition in athletics and other sports disciplines, the country continues to lack a coherent commercialization strategy to guide and stimulate the sports economy. This absence has had widespread and compounding effects across the entire sports ecosystem. Sportspersons are among the most significantly affected. Without clear revenue pathways through sponsorships, endorsements, merchandising, digital branding, or appearance fees, many are unable to sustain their careers or generate income from their talent. The absence of structured commercial support systems leaves most sportspersons vulnerable, unable to transition smoothly post-retirement, and heavily reliant on unpredictable government stipends or one-off donations.

For the national government, the lack of commercialization translates into a missed opportunity to harness sports as a revenue-generating sector. There is no contribution to tax revenue from sports business, nor is there a structured channel to attract sports tourism or foreign direct investment through global events and media rights. County governments similarly face constrained capacities to fund sports initiatives, rehabilitate or maintain facilities, or host competitive events. Most counties depend entirely on exchequer allocations, and without commercial models, they are unable to draw in partners or investors to co-develop their grassroots programs or facilities.

Sports personnel such as coaches, agents, referees, and medical staff remain trapped in informal and underpaid roles. In the absence of a commercial ecosystem that values and compensates their expertise, there are limited opportunities for full-time professionalization or career progression. Sports organizations and federations, too, suffer the consequences of this vacuum. Operating largely as bureaucratic or volunteer-run outfits, many have no business development strategies, digital engagement platforms, or market visibility. Their overdependence on limited government funding makes them fragile, uncompetitive, and vulnerable to political manipulation.

Even state agencies tasked with promoting sports, such as Sports Kenya, the Kenya Academy of Sports, and the Sports Fund, are hindered by this gap. Facilities under Sports Kenya remain underutilized due to the absence of event commercialization frameworks. The Kenya Academy of Sports lacks platforms to commercialize talent development programs, while the Sports Fund is overstretched, supporting both elite and grassroots activities without a sustainable inflow of commercial revenue. The proposed National Sports Regulatory Authority (NSRA) risks becoming purely administrative if it is not integrated into a thriving commercial ecosystem. Its licensing and

compliance mandate will remain weak if clubs and federations do not see value in entering formalized commercial spaces.

The private sector, which is pivotal to unlocking commercialization, remains largely disengaged. Without incentives, policies, or tax frameworks to de-risk investment, private entities are reluctant to fund teams, facilities, or events. Sectors such as media and digital platforms also suffer. Without centralized rights management or a commercialization roadmap, broadcasting remains erratic, sports content is underdeveloped, and fan engagement is limited. Consequently, there is minimal incentive to invest in quality sports journalism or digital innovation for sports.

Fans and the broader public, in turn, are left disconnected from the sports ecosystem. With no structured ticketing platforms, minimal merchandise availability, and scarce local live-streaming options, spectators have few ways to participate meaningfully or support their local teams. The absence of technology to connect stakeholders' sportspersons, personnel, federations, fans, and partners undermines transparency, reduces participation, and stifles innovation.

This stagnation also negatively impacts sports infrastructure. Stadia, arenas, and training grounds fall into disrepair due to a lack of investment models that could leverage events, leasing, or branding and naming rights. Facilities become cost centers instead of income-generating assets. The ripple effect extends into academia, where the lack of commercial momentum disincentivizes the development of sports management, sports law, or sports media programs. Educational institutions are not integrated into commercialization planning or product development.

Finally, the absence of commercialization curtails the sustainability of sports development in Kenya. Without a revenue model, there is no reinvestment cycle. Programs lack continuity. Retired sportspersons face uncertainty. Talented youth are discouraged from pursuing sports as a career. The ecosystem becomes donor-dependent and fragmented, with no long-term vision. Kenya is left behind while other nations use sports to create jobs, build industries, and promote national unity and global presence.

CHAPTER 3: ADMINISTRATIVE, LEGAL, INSTITUTIONAL AND REGULATORY FRAMEWORK OF SPORTS

3.0 Introduction: A Convoluted Legal Landscape

Kenya's sports governance framework is currently weighed down by legal, institutional, and operational dysfunction. The Sports Act, 2013, while pioneering in its time, has become obsolete. Its drafting fails to align with the Constitution of Kenya 2010, particularly the Fourth Schedule, which clearly delineates the responsibilities of the national and county governments. The Act lacks the structural precision and institutional clarity necessary for implementing modern, decentralized, and accountable sports governance.

The Sports Act establishes several institutions, these are Sports Kenya, the Kenya Academy of Sports (KAS), the Sports Registrar, the Sports Disputes Tribunal (SDT) and also provides for functions of the Cabinet Secretary (CS). The Sports Act fails to clearly delineate their mandates. This has led to overlapping responsibilities, institutional friction, inefficiencies, and duplication. Sports organizations and sports persons, while acknowledged, are not properly defined, categorized, or supported in law or policy. There is no recognition of the structural relationship between grassroots organizations and national bodies or how they relate to international federations.

3.1 Administrative, Legal, Institutional and Regulatory Challenges Under the Current Sports Act and Regulations

3.2.1 Sports Kenya

The current functions of Sports Kenya as outlined in the Sports Act are overly broad, internally inconsistent, and legally ambiguous. The Act assigns an incoherent blend of strategic, regulatory, and operational roles to the institution ranging from grassroots development to infrastructure management, training, licensing, and international liaison without a clear governance framework. This has resulted in overlaps with other institutions such as the Kenya Academy of Sports, the Ministry of Sports, and the Sports Registrar, leading to inefficiency, mandate creep, and a lack of accountability. Moreover, the absence of defined terms and standards particularly in relation to sports infrastructure makes implementation difficult. For example, the Act does not provide for the categorization of sports facilities, creating confusion around responsibility for their development and

management, and diluting opportunities for national and international hosting.

The way forward is to streamline Sports Kenya's mandate by focusing on its core strengths: development and management of national-level sports infrastructure, hosting of events, and technical support to other actors in the ecosystem. Crucially, the Sports Act should be amended to require categorization of sports facilities into international, national, and county-level tiers. Sports Kenya shall be responsible for setting the standards for each category in conjunction with relevant technical agencies, stakeholders including sports organizations. International and national sports facilities shall be managed and maintained by Sports Kenya, while county-level facilities shall fall under the jurisdiction of county governments. Sports Kenya shall ensure that all facilities, programmes and investments deliver measurable return on investment and uphold long term facility sustainability. This structured classification will enhance planning, budget allocation, quality assurance, and compliance with international requirements, while ensuring that roles are clearly distributed across levels of government in accordance with the Constitution of Kenya, 2010.

3.2.2 Kenya Academy of Sports (KAS)

The Kenya Academy of Sports (KAS), as established under the Sports Act, was envisioned as the country's primary institution for identifying and nurturing sports talent. However, its current legal mandate is vague and insufficiently structured to address the complexity of modern sportsperson development. The functions enumerated in the Act are lacking clarity, specificity, and measurable outputs. KAS is required to coordinate training courses, promote research, and manage training academies but the legal text provides no clear institutional authority to accredit programs, award qualifications, or collaborate effectively with devolved units and federations. Consequently, KAS has operated without a coherent framework, often overlapping with other agencies like Sports Kenya, while falling short in delivering structured sportsperson development.

The revised and proposed functions should mark a significant improvement. They are anticipated to introduce practical mandates such as organizing courses that lead to formal certifications, conducting assessments, developing a national sports resource center, and crucially safeguarding sportspersons within academy programs. This shift offers much-needed operational direction and aligns KAS with global best practices in youth sportsperson development. Particularly important is the inclusion of responsibilities to protect sportspersons from abuse, discrimination, and exploitation areas previously unaddressed but vital for building a trusted, child-safe environment in sport.

KAS must be firmly positioned as the anchor institution for Kenya's sportsperson development pathway. This pathway begins with early talent identification at the community and school level and progresses through structured training, academic support, psychosocial development, competitive exposure, and ultimately recognition and elite transition. KAS should play a central role in setting the national standards for identifying talent, training coaches, administering technical programs, and offering sportspersons opportunities to showcase and advance their skills.

Yet, a significant institutional limitation lies in the age-restriction embedded within KAS's current mandate. Legally, KAS is limited to working with sportspersons below the age of 18. This creates a serious developmental gap, as a large number of sportspersons drop out or become unaccounted for once they transition into university or adulthood. Promising talent is lost at a critical stage either due to lack of continued support or fragmentation within the university and federation ecosystems. KAS shall be empowered to formulate a National Sports Transition Framework in collaboration with sports organizations, universities, and elite training centers. This framework would ensure that sportspersons "graduating" at 18 are formally handed over into systems that continue to track, support, and professionally develop them. KAS would maintain a performance tracking system to ensure no sportsperson is lost due to institutional disconnect. The Academy will also ensure the creation of dual-career pathways that allow sportspersons in universities to pursue both academic and sporting excellence through scholarships, flexible curricula, and mentoring partnerships.

Finally, rather than referencing an abstract "safeguarding regime," KAS should be recognized as the national lead in developing sportsperson protection standards. This includes drafting codes of conduct, setting minimum facility and supervision requirements in academies, training safeguarding officers, and ensuring redress mechanisms are in place at every academy. Protecting young sportspersons from physical, emotional, and sexual harm is not only a legal and moral imperative, it is central to sustainable talent development and public confidence in sports systems.

3.2.3 The Sports Registrar

The current design of the office of the Sports Registrar under the Sports Act blends two fundamentally distinct functions: administrative registration and regulatory oversight. From a governance and institutional design perspective, this conflation of roles has introduced systemic inefficiencies, opacity, and conflicts of interest. While the Registrar is tasked with the registration of sports organizations, the office is simultaneously responsible for licensing professional sportspersons, arbitrating registration disputes, inspecting organizations, and even triggering Cabinet-level interventions.

The structural problem with the current Sports Act is that it turns the Registrar into a pseudo-regulator without the checks, institutional independence, or enforcement mandate of a true regulatory authority. This has created overlapping jurisdictions with other actors fueling turf wars and undermining policy coherence.

To remedy this, the policy proposes the establishment of a National Sports Regulatory Authority (NSRA). This independent authority would house the office of the Sports Registrar as a technical and administrative department dedicated solely to registration and maintenance of sports records. The NSRA itself, however, would assume full regulatory jurisdiction, including:

- Registration of sports organizations, clubs, academies, agents, and sportspersons;

- Accreditation of sports programs and institutions;
- Monitoring and enforcement of compliance with national standards, safeguarding policies, and international affiliation obligations;
- Oversight of integrity, anti-doping, dispute resolution adherence, and fair play principles;
- Inspection, investigation, and sanctions for breaches, irregularities, or institutional malpractice.

The NSRA will also manage a national sports digital registry, a live, searchable database of all sportspersons, sports personnel, registered organizations and their affiliations. Such a registry is vital not only for planning and coordination, but also to meet standards required by global federations like FIFA, World Athletics, and the IOC, all of which demand formal affiliation systems, performance histories, and safeguarding protocols.

The NSRA will also facilitate the system of affiliation, ensuring vertical alignment from grassroots clubs to county associations, national federations, and onward to international bodies. This would harmonize Kenya's fragmented sports ecosystem and close regulatory gaps that currently allow rogue organizations to operate without supervision or accountability.

Institutionally, the National Sports Regulatory Authority (NSRA) will be structured to address the long-standing challenge of centralization in the regulation and registration of sports in Kenya. Currently, the registration of sports organizations, sportspersons, and sports personnel as well as the enforcement of compliance requirements, is predominantly administered from Nairobi, creating access barriers for stakeholders operating at the county and grassroots levels.

To close this gap, the NSRA will establish decentralized offices across all counties, ensuring that regulatory services are brought closer to the people. These county-level offices will serve as direct access points for the registration and licensing of sports organizations, sportspersons, and sports personnel, and will enable more consistent enforcement of compliance obligations at local level. This decentralization is in alignment with Article 6 of the Constitution, which emphasizes accessibility of government services and the principle of devolved governance.

While the NSRA will maintain its national headquarters in Nairobi for strategic leadership, oversight, and coordination, its operational footprint across counties will allow for the establishment of formal coordination frameworks with county governments. These frameworks will support effective monitoring, reporting, and enforcement of regulatory requirements, enabling a harmonized compliance regime throughout the country.

In addition to its registration and regulatory mandates, the NSRA will play a critical role in upholding integrity within the sports sector. This includes developing and enforcing policies and mechanisms to address match-fixing, gender-based violence, age-cheating and other unethical practices that compromise the credibility of sport. With a county-level presence, the NSRA will

be better positioned to detect, investigate, and respond to integrity-related issues in real time, enhancing accountability and safeguarding public trust in sport.

The sports sector is vast and complex, encompassing not only sportspersons and federations, but also agents, academies, broadcasters, betting interests, and international obligations. Without a well-resourced and independent regulatory authority, issues such as match-fixing, governance failures, and exploitation of minors will persist. The NSRA would be the institutional vehicle through which national

sports governance can be transformed anchored in transparency, consistency, and professional integrity.

3.2.4 The Sports Disputes Tribunal (SDT)

Based on the current provisions of the Sports Act, the jurisdiction of the Sports Disputes Tribunal (SDT) is significantly limited, ambiguous, and often contested particularly under Section 58. Presently, the SDT can only hear disputes if national sports organizations' constitutions explicitly allow for appeals, or if all parties to a dispute consent to its jurisdiction. It also hears appeals from decisions made by the Sports Registrar. This structure has created procedural inefficiencies, led to a backlog of preliminary objections, and stifled the development of a coherent body of sports jurisprudence in Kenya. Moreover, the current jurisdictional design fails to recognize the complex and evolving nature of sports disputes including those arising within schools, federations, counties, or even international affiliations thus excluding several relevant actors and types of disputes from its reach.

To address these gaps, the policy recommendation is to broaden and clarify the SDT's mandate by reviewing Section 58 and related provisions. The Tribunal should be empowered to hear and determine *all* sports-related disputes, including:

- Disputes arising from election, disciplinary, and governance processes within sports organizations;
- Disputes involving sports persons and public institutions like the Ministry of Education or Kenya Academy of Sports;
- Integrity-related disputes such as doping violations, competition manipulation including match fixing, age cheating and safeguarding breaches;
- Appeals from all regulatory decisions made by the proposed National Sports Regulatory Authority (NSRA);
- Appeals from decisions of sports agencies;
- Commercial disputes in the sports sector;
- Employment and contractual disputes involving sports persons, sports personnel or officials of sports organizations

The empowerment of the SDT will also require formally removing the Registrar's role in dispute resolution to avoid conflict of interest and ensure neutrality in adjudication.

The Tribunal's decisions may be appealable to the High Court of Kenya, with a clear provision recognizing the Court of Arbitration for Sport (CAS) as the final appellate mechanism on international matters. Drawing from the South African model, the SDT should also be granted original jurisdiction over prohibited conduct and compliance issues in the sector. A fully empowered Tribunal will promote consistent and predictable legal outcomes, boost confidence among stakeholders, and foster the development of Kenya's sports jurisprudence and also align Kenya with global best practices, enhancing the legitimacy of its dispute resolution processes in the eyes of international federations.

3.2.5 Sports Organizations

The current framework under the Sports Act inadequately addresses the structure and hierarchy of sports governance in Kenya. While the Act defines national sports organizations, county sports associations, and clubs, it does not provide a coherent system for recognition, affiliation, or compliance among these bodies. There is no legally binding mechanism to ensure that sports clubs affiliate with county associations, which in turn are properly aligned with national federations that are internationally recognized. This fragmentation undermines coordination within the national sports system and weakens Kenya's representation in global sports governance structures.

In practice, many county-level sports associations operate as independently registered entities, each governed by its own constitution and membership criteria. Their registration by the Sports Registrar, while legally valid, does not amount to automatic affiliation to national federations. Affiliation, as understood in international sports governance, must be a formal process rooted in the constitution of the national federation or body. Without such formal recognition, these local associations remain outsiders in national decision-making structures and are not entitled to participate in governance processes such as annual general meetings or elections of the national bodies.

This situation is compounded by inconsistencies in the regulatory definitions. The Sports Registrar's Regulations define a "branch" as an organizational unit of a national sports body at the county level, and separately define a "county sports association" as either a branch of a national sports body or a county-level entity whose operations are confined to the county. The distinction is important: a branch is an integral part of a national organization and cannot exist as an independent or third-party entity. Yet, the law does not clearly delineate how a county sports association transitions into, or becomes recognized as, a branch. Consequently, county associations that do not undergo formal affiliation are left outside the national sports governance framework.

This lack of clarity has real implications. Under international statutes, such as those of major global sports federations, only affiliated and constitutionally recognized entities may participate in the governance of national federations. The internal statutes of these federations typically require that the constitutions of all affiliated bodies be formally approved and that such bodies operate under the oversight of the national federation. Any attempt to involve unrecognized entities in governance processes is often deemed an unlawful interference with the autonomy of the federation.

This position has been reinforced by jurisprudence stating that only individuals or entities who are formal members of a sports organization, as defined in its constitution, have the legal standing to participate in governance decisions. Stakeholders who are not members may express their views through public participation, but cannot acquire voting rights unless the organization's constitution explicitly allows it. Membership is the constitutive basis of participation, and that stakeholders with an interest but without formal affiliation, cannot alter or direct the internal affairs of a private organization.

There is a need to reform the Sports Act and its attendant regulations to provide a structured and enforceable affiliation pathway for sports organizations. The definition of a sports organization should be broadened to include federations and other relevant bodies, while preserving a clear distinction between independent organizations and branches of national federations. Mandatory affiliation protocols should be embedded in the law, requiring clubs to affiliate to county-level organizations or national level organizations, and county associations to formally affiliate to national federations through ratified constitutions and regulatory alignment. Grassroots structures should be recognized as foundational units within the sports system, with clear channels for ascending affiliation to county and national levels.

3.2.6 Sports Persons

The current legal and regulatory framework governing sportspersons in Kenya is fraught with definitional ambiguity and conceptual gaps. The Sports Act defines a “professional sportsperson” narrowly, as a person who, on the basis of a contract for engagement and remuneration, is preparing or training to participate in a relevant sports competition. This definition confines formal recognition to elite sportspersons operating under professional contracts, thereby excluding a wide range of individuals who actively engage in sport at amateur, grassroots, school, or community levels. Equating the term “sportsperson” exclusively with professionalism, the Act fails to acknowledge the layered and diverse landscape of sporting participation in Kenya.

This limited definition is further complicated by the provisions in the Sports Registrar's Regulations, which expand the concept of a sportsperson albeit implicitly by allowing sportspersons, coaches, players, and agents to apply for licenses as “professional sportspersons.” This formulation introduces additional confusion. First, it uses the term “sportsperson” in a context

that suggests it includes roles beyond sportspersons, such as coaches and agents, which are functionally distinct from those who directly compete in sporting events. Second, while the term “sportsperson” does appear in the primary Act, it is notably absent from the definition of “professional sportsperson,” which remains narrowly confined to individuals engaged under a contract for remuneration. In contrast, the Regulations explicitly reference sportspersons alongside coaches, players, and agents in the context of licensing professional sportspersons. This creates a conceptual inconsistency: it becomes unclear whether the proper referential term should be “sportsperson,” “sports person,” or “professional sportsperson.” The interchangeable use of these terms without definitional precision introduces ambiguity and raises concerns about alignment and coherence between the principal Act and its implementing regulations. This definitional confusion complicates not only legal interpretation but also the development of effective support structures for individuals engaged in sport.

This conflation of terms and lack of clarity has significant implications for policy planning, regulation, and service delivery. Without a uniform and inclusive framework for recognizing who a sportsperson is and how they are different from other actors in the sporting ecosystem it becomes impossible to design meaningful support systems or to equitably distribute resources and opportunities.

To resolve this, the policy will introduce a structured reclassification of actors within the sports ecosystem. First, the term “sportsperson” will be defined inclusively to refer to individuals who directly engage in sport through physical participation, regardless of level, age, or remuneration. This includes amateur, recreational, school-level, semi-professional, elite sportspersons and masters. Recognition will not be confined to those under professional contracts but will extend to all who participate in structured sporting activities with intent, commitment, and consistency.

Second, a distinct category of “sports personnel” will be created to encompass individuals who support or facilitate the development, performance, and governance of sport. This includes coaches, trainers, referees, technical officials, team managers, scouts, sports scientists, player agents and administrators. Recognizing this category separately will allow for the development of tailored licensing, training, and professional development frameworks for each group, without conflating their roles with those of sportspersons.

In line with this reclassification, the policy will adopt a lifecycle-based approach to the development of sportspersons, structured around four critical pathways: talent search and identification, talent nurturing and development, exposure and competition, and recognition. Sportspersons will be supported from the earliest stages of discovery often at school or community level through to structured development opportunities, including coaching, sports academies, and mentorship programs. Exposure will be promoted through organized competitions at local, national, and international levels. Finally, recognition mechanisms, including incentives, awards,

and post-retirement transition support, will be institutionalized to ensure sustained engagement in sport beyond active competition.

3.2.7 Private Sector

The current Sports Act and accompanying regulations fail to provide a coherent framework to mobilize, incentivize, and integrate private sector actors in the development and governance of sports in Kenya. There is no dedicated provision within the legal framework that articulates the role, expectations, or rights of private sponsors, corporate partners, or philanthropists within the national sports ecosystem. As a result, private sector investment in sports remains unstructured, sporadic, and dependent on ad hoc relationships or goodwill.

At both national and county levels, institutional engagement with private entities has been minimal, with no formal strategy to map, target, or retain corporate support across the sportsperson development lifecycle from grassroots programs to elite competition. Tax incentives, which could stimulate corporate sponsorship or support for facility development, talent nurturing, or competition hosting, are either non-existent or insufficiently defined under the current framework. Similarly, no mechanisms exist to ensure that private partners are recognized, protected, or provided a return on investment in ways that encourage long-term commitment.

This vacuum has created a disincentivized environment where private sector actors have neither clarity on their role nor confidence in the sustainability or governance of sports programs they might support. The absence of performance-based sponsorship models, CSR alignment frameworks, or public-private partnership pathways further deters corporate involvement. Consequently, the burden of financing sports development remains disproportionately on the public sector, leading to stagnation and underachievement in national sports performance and infrastructure growth.

3.2.8 Fan Base

Despite Kenya's passionate and sizable fan base, the Sports Act and its regulations fail to acknowledge fans as integral stakeholders in the national sports ecosystem. Fans, who play a critical role in energizing events, building national identity, and fueling commercial opportunities through attendance, media consumption, and merchandise, remain largely invisible within the legislative and policy frameworks governing sports.

There are no structured mechanisms to encourage fan participation in the design or experience of sports events whether through access, safety, affordability, or inclusivity. Issues such as ticketing irregularities, venue overcrowding, poor accessibility, and inadequate crowd management undermine the spectator experience and expose fans to safety risks. There is no government

strategy to leverage the patriotism of fans for sports tourism, diaspora engagement, or merchandise branding.

Fan loyalty is not cultivated as a national asset. Instead, fans are treated as passive consumers rather than active participants or contributors to the sports economy. The absence of any formal recognition, even in a symbolic or participatory sense (e.g., structured supporters' forums, fan feedback platforms, or community activation programs), erodes trust and weakens the potential of fans to drive sustained enthusiasm and economic growth in the sector. The lack of coordination also means missed opportunities to build vibrant, locally-rooted sports cultures around teams, clubs, or disciplines, especially at county level.

While registering or institutionalizing fans in a rigid way would infringe on their freedom of association, the complete absence of recognition in the Sports Act signals a policy blind spot that limits the capacity of government and sports organizations to meaningfully engage this vital constituency.

3.2.9 County Governments

Despite the constitutional recognition of devolution, the current sports policy and legislative framework do not adequately reflect the role of county governments in the lifecycle of sportsperson development. Sportspersons follow a natural progression beginning with talent search and identification, moving into development and nurturing, advancing through exposure and competition, and culminating in recognition. However, the existing framework does not clearly assign responsibility for these stages across the two levels of government. This has led to overlaps, fragmentation, and, in many cases, neglect of grassroots sportspersons, especially those not affiliated to elite structures or national federations.

At present, there is no harmonized approach to ensuring that the talent identification and development stages typically occurring at community and grassroots level are formally anchored in county government programs. Similarly, the exposure and competition stages are inconsistently supported at county level, despite counties hosting many inter-school, inter-ward, and regional competitions. Recognition of sportspersons through awards, scholarships, or hall of fame mechanisms has also lacked coordination, with little linkage between local recognition efforts and national honours.

The management of sports facilities is blurred. While many counties have built and operate stadia and training grounds, the law does not clearly categorize these assets as county or national, nor

does it outline implementation responsibilities around infrastructure standards. County governments often lack guidance on classification and standardization, resulting in uneven facility quality and underutilized assets.

Some counties have passed their own sports legislation and created sports funds but there is no comprehensive framework that supports counties in raising funds, budgeting appropriately, or coordinating with the national government on financing strategies. This results in duplicated efforts, underfunding, or over-reliance on national-level interventions.

This policy recognizes that the development of sportspersons follows a four-stage continuum: talent search and identification; talent development and nurturing; exposure and competition; and recognition. Each of these stages occurs at different levels and requires different actors to work together in a coordinated manner.

Talent identification and development are most effectively rooted at the grassroots and community level. County governments will therefore take the lead in rolling out structured programs to scout, nurture, and support emerging talent in collaboration with schools, local academies, community groups, and federations operating at county level. Counties will be responsible for managing local-level competitions, providing access to training facilities, and building development pipelines through county sports departments and associated entities.

Exposure and competition, which occur at local, inter-county, national, and international levels, require shared responsibility. Counties will organize intra-county and inter-county competitions and support participation in national-level competitions, while collaborating with the national government and federations for national and international exposure. Recognition of sportspersons including community awards, bursaries, and county honours will also fall within the mandate of counties, complementing national-level recognition frameworks.

The policy also proposes the introduction of a categorization of sports facilities into three tiers: international, national, and county-level facilities. The national government will be responsible for international and national facilities, including high-performance centres and elite training hubs. County governments will take full responsibility for planning, constructing, managing, and maintaining county-level facilities. The national government will set universal facility standards and classification criteria, which counties will be mandated to implement in developing and upgrading their infrastructure.

In terms of financing, counties are recognized as competent authorities with the legal capacity to allocate budgetary resources and enter into contracts. The policy encourages county governments to create or strengthen sports funds, earmark sports budgets, and actively mobilize resources through partnerships, sponsorships, and grant funding. Counties such as Murang'a and Kakamega

have already passed sports legislation and established funding frameworks; the policy will promote this model as best practice and support replication across all counties.

Finally, the policy anchors all these measures in a framework of intergovernmental collaboration. The development of sport is not linear or siloed it is organic, cross-cutting, and dynamic. The policy therefore envisages active cooperation between the national and county governments, guided by clear functional boundaries, formal agreements, and joint planning mechanisms. The aim is not to shift ownership between levels of government, but to enable each to play its role with clarity and complementarity ensuring that sportspersons benefit from smooth development pathways, adequate facilities, and sustained support from the community to the international stage. In doing so, the policy affirms and seeks to strengthen the intergovernmental relations frameworks established under the Intergovernmental Relations Act, reinforcing structured coordination, inter-governmental dispute resolution, and joint service delivery in the governance and development of the sports sector.

3.2.10 The Cabinet Secretary responsible for Sports

The Ministry of Sports, under the leadership of the Cabinet Secretary, plays a central role in steering the direction of sports development in Kenya. Entrusted with the responsibility of providing policy guidance, facilitating coordination across institutions, and ensuring alignment with international obligations, the Ministry occupies a unique and influential position within the national sports framework. However, in practice, the Ministry's ability to fully exercise this mandate has often been constrained not by lack of intention, but by systemic challenges within the broader ecosystem.

One of the recurring difficulties has been the absence of clear boundaries and coordination mechanisms between the Ministry and the institutions operating within its sector. In some cases, agencies, federations, and other actors have acted beyond or outside their designated mandates, resulting in role confusion, overlapping interventions, and fragmented service delivery. This has sometimes compelled the Ministry to step in directly where others may have fallen short, inadvertently contributing to further blurring of functions. The lack of a coordinated structure has also made it difficult to harness the unique strengths of each entity in a manner that is mutually reinforcing.

Similarly, while the Constitution envisages a collaborative relationship between the national and county governments, there has not always been a clear or structured approach to intergovernmental coordination in the sports sector. As a result, counties have at times been left to implement grassroots programs in isolation, with limited technical support, guidance, or integration into broader national objectives. The flow of information between the two levels of government has also been inconsistent, making it difficult to plan systematically or to build on local innovations and successes.

The policy proposes to redefine the role of the Cabinet Secretary and the Ministry of Sports as a coordinating and enabling authority, responsible for fostering synergy across institutions, enhancing intergovernmental collaboration, and positioning Kenya effectively on the global sports stage.

In this regard, the Ministry will be at the forefront of developing national policies, setting sector standards, and leading joint planning processes that bring together agencies, federations, and county governments under a shared vision. A key part of this role will be the coordination of state agencies within the sports sector to ensure that each operates within its distinct mandate, with minimal duplication and maximum complementarity. The Ministry will facilitate regular engagement between agencies to promote cohesion and accountability.

Recognizing that the majority of sports development happens at the grassroots level, the Ministry will also intensify its efforts to support county governments through structured capacity-building programs. These efforts will include technical assistance, regulatory guidance, and the development of shared platforms for information exchange and performance tracking. The goal is to ensure that counties have the tools, resources, and support they need to deliver on their constitutional responsibilities effectively.

The Ministry will also play a leading role in aligning domestic efforts with international standards and obligations. As the formal face of Kenya in global sports diplomacy, the Ministry will ensure that the country speaks with one voice in engagements with international federations, partners, and other governments, while also promoting the interests of Kenyan sportspersons on the world stage.

The Ministry will also strengthen its role in intergovernmental relations by working closely with the Council of Governors, county departments of sports, and other relevant actors to ensure coherence between county-level initiatives and national priorities. The Ministry will support strengthened and structured collaboration mechanisms such as sector working groups, joint planning sessions, and periodic review forums to foster a unified, well-coordinated sports ecosystem that supports talent from the grassroots to the global arena.

CHAPTER FOUR: STRATEGIC FRAMEWORK FOR POLICY IMPLEMENTATION

4.0 Introduction

This chapter translates the gaps and challenges identified in Chapters 2 and 3 of the National Sports Policy into a set of strategic interventions. Each theme has been translated into a proactive objective, followed by specific strategies grouped under four implementation lenses: administrative, legislative, regulatory, and institutional.

4.1 Institutional strengthening and stakeholder engagement

4.1.1 Sports Kenya

Positive Vision:

Sports Kenya is positioned to become the national anchor for infrastructure excellence, event hosting and technical coordination of high-level sports facilities.

Institutional Strategy

- Institutionalize Sports Kenya's role as the national infrastructure lead through formal inter-agency protocols with the Ministry of Sports, Kenya Academy of Sports (KAS), and the proposed National Sports Regulatory Authority (NSRA), ensuring clarity of mandate and avoiding duplication.
- Establish formal partnerships with county governments to guide infrastructure development, facilitate knowledge transfer, and promote harmonized planning and budgeting aligned with the proposed facility classification model.
- Forge strategic linkages with international sports federations (e.g., FIFA, IAAF, IOC) to benchmark standards and ensure international-level and national-level facilities comply with international event-hosting criteria.

Legislative Strategy

- Amend the Sports Act, 2013 to narrow the mandate of Sports Kenya, focusing it exclusively on the development and management of national and international-tier sports facilities, coordination and hosting of national and international events and provision of technical support on infrastructure matters.
- The amended Act should include statutory definitions and classifications for sports facilities into international, national, and county-level tiers, and repeal or reassign functions currently overlapping with KAS or the proposed NSRA to reflect a leaner, more focused institutional role.

Regulatory Strategy

- With the approval of the Cabinet Secretary, formulate new regulations that establish a clear categorization of sports facilities at international, national and county level based on size, technical standards, amenities and hosting capacity.
- Develop and publish detailed compliance guidelines outlining the minimum construction, maintenance, safety, and accessibility standards for each category of sports infrastructure, in partnership with relevant national technical bodies and international sports organizations.
- Establish a robust monitoring and evaluation framework to periodically assess compliance, support quality assurance, and ensure readiness for hosting regional and international events.

Administrative Strategy

- Reorganize the internal structure of Sports Kenya to align with its refined mandate, concentrating on infrastructure development, event hosting, and technical infrastructure support.
- Invest in specialized personnel and build internal capacity in infrastructure planning, event coordination, and county liaison.
- Conduct a comprehensive infrastructure inventory and mapping exercise to assess the current state of sports facilities across the country and inform future development and classification.
- Set up a dedicated technical support and collaboration desk to serve as a resource hub for counties, sports organizations on infrastructure-related matters.

4.1.2 Kenya Academy of Sports (KAS)

Positive Vision:

KAS is envisioned as the national centre of excellence for talent search and identification, sportsperson nurturing and development and safeguarding of sportspersons and sports personnel.

Institutional Strategy

- Reposition KAS as the national anchor institution for talent search and identification, structured sportsperson development and safeguarding of sportspersons across the full lifecycle of sporting participation.
- The Kenya Academy of Sports (KAS) in collaboration with the Kenya Institute for Curriculum Development (KICD) shall lead the design and rollout of a national coaching curriculum that includes tiered training pathways for coaches across all sporting

disciplines. KAS shall coordinate with accredited training institutions and international bodies to ensure alignment with global best practices.

- The Ministry of Education and the Teachers Service Commission shall collaborate with KAS to establish a framework for recognizing qualified coaches including non-teachers within the education system to enable access to schools and learners.
- KAS shall also lead efforts to identify and accredit talent scouts, grassroots coaches, and specialist coaches through a structured, inclusive program.
- The Ministry of Sports and Ministry of Education shall jointly oversee school-based coaching programs within talent academies to ensure synergy in policy implementation, learner safety, and institutional integration.
- Expand KAS institutional footprint through formal collaboration frameworks with schools, universities, counties, federations, and elite training centers to ensure seamless transitions for sportspersons beyond the age of 18.
- Establish KAS as the lead agency for setting standards in coach training, sportsperson tracking, and dual-career development, while also embedding safeguarding officers and mechanisms into all accredited academies.
- Operationalize a National Sports Transition Framework to ensure no sportsperson is lost due to institutional disconnect, with formal handover procedures into adult competitive systems and continued performance monitoring.

Legislative Strategy

- The Sports Act and the Basic Education Act shall be amended to expressly recognize the role of coaches and coaching as a regulated professional field.
- Legislation shall define minimum standards for coach accreditation, coaching levels, and deployment within the education sector.
- Amendments shall also provide a statutory basis for the recognition of specialist coaches by the Teachers Service Commission, thereby enabling their institutional engagement within schools.
- The Education Act shall be further amended to require that Physical Education (PE) teachers undergo continuous coaching development and be integrated into national talent identification frameworks.
- Embed the responsibility of safeguarding sportspersons within the KAS mandate, including provisions for developing national codes of conduct, oversight frameworks, and redress systems.
- Provisions shall be introduced to obligate school sports programs to observe strict child safeguarding and learner protection guidelines.
- Amend the Sports Act to explicitly mandate KAS to serve sportspersons beyond the age of 18 but up to 22 years, enabling it to support development through university and elite stages.

- Grant KAS legal authority to accredit sports training programs, issue nationally recognized certifications, and collaborate formally with devolved units and federations.

Regulatory Strategy

- With the approval of the Cabinet Secretary, KAS and NSRA shall develop a robust regulatory framework to guide the licensing, certification, and accreditation of coaches, including grassroots, amateur, and elite-level trainers.
- The regulations shall establish professional standards, a national registry of coaches, and a complaints and disciplinary mechanism.
- TSC, in collaboration with KAS, shall issue guidelines on how non-teacher coaches may be authorized to access schools under strict supervision, including standardized contracts, background checks, and safeguarding certification.
- Regulations shall also mandate ongoing professional development and continuing education credits as a condition for licence renewal.
- Coordination protocols between the Ministry of Sports and Ministry of Education shall be codified to harmonize deployment and recognition of coaches in all sports academies and schools.
- Introduce guidelines for administering dual-career programs in collaboration with universities, including scholarship models, flexible academic scheduling, and mentorship schemes.

Administrative Strategy

- KAS shall operationalize a national coaching development and deployment plan, complete with timelines, targets, and budget lines. It shall establish coaching centres of excellence and facilitate national coaching assessments, licensing drives, and mentorship programs.
- County governments shall be required to support the recruitment of certified coaches into school programs and provide incentives for those working in remote or underserved areas.
- TSC and the Ministry of Education shall jointly develop administrative guidelines for integrating qualified coaches into co-curricular activities, ensuring alignment with school calendars and safeguarding policies.
- All learning institutions shall be required to designate safeguarding officers and implement safety audits for all coaching-related activities involving minors.
- A joint monitoring and evaluation framework shall be implemented by KAS and the Ministry of Education to track coach performance, learner outcomes, and program integrity.
- Establish internal directorates within KAS dedicated to curriculum development and accreditation, safeguarding and welfare, talent tracking, and university partnerships.
- Create a centralized performance database to monitor sportspersons progress from early identification through to elite transition, ensuring continuous support and development.

- Roll out training programs for coaches, technical personnel, and safeguarding officers nationwide, and develop a national sports resource center that houses research, data, and tools to support evidence-based talent development.
- Launch mentorship and psychosocial support programs tailored to the specific needs of youth and transitioning sportspersons.

4.1.3 Proposed National Sports Regulatory Authority

Positive Vision:

The NSRA will be the independent and decentralized regulatory body ensuring professional integrity, compliance, and coordination in sports.

Institutional Strategy

- Establish the National Sports Regulatory Authority (NSRA) as an independent, adequately resourced entity responsible for overseeing regulatory functions in the sports sector, with national leadership and decentralized county-level offices to support access and enforcement in line with Article 6 of the Constitution.
- The office of the Sports Registrar shall be established within the NSRA as a distinct technical and administrative directorate tasked solely with the registration of sports organizations and maintenance of their records. The sports organizations shall submit annual returns to the office of the Sports Registrar constituting membership of the sports organizations as well confirmation of compliance and/ or adherence to the constitution of the respective sports organizations.
- The NSRA shall coordinate the full spectrum of regulatory oversight, including, where appropriate, licensing of sports organizations or any other entities that may want to engage in sporting events or activities; enforcement of compliance with safeguarding and integrity standards; and inspection and sanctioning of non-compliant entities.
- Through formal coordination frameworks with county governments and strategic partnerships with national federations and international federations, the NSRA will close regulatory gaps, harmonize affiliation structures, and uphold professional integrity across the sports ecosystem.

Legislative Strategy

- Enact new provisions within the Sports Act to formally establish the NSRA as an autonomous regulatory authority, define its composition, mandate, and powers, and provide for its operational independence.
- The proposed legislation shall clearly distinguish between the technical registration role of the Registrar and the broader regulatory and enforcement functions of the NSRA.

- Legislative reforms shall mandate the decentralization of regulatory services to all parts of the Republic in so far as it is appropriate to do so and repeal conflicting provisions that previously conferred regulatory roles on the Office of the Registrar and other institutions without clarity or oversight.
- Empower NSRA to develop a comprehensive regulatory framework that empowers the NSRA to license, monitor, and sanction sports organizations and where other appropriate any other entities in the sports eco system.
- Transitional arrangements for staff working in the Office of the Registrar at present

Regulatory Strategy

- Empower the Cabinet Secretary in consultation with NSRA to formulate regulations that shall enable and ensure vertical affiliation requirements, integrity-related standards such as match fixing, age cheating and ethical conduct.
- The NSRA shall also be mandated to maintain and publish a live, digital national sports registry containing up-to-date records of all registered entities and individuals, consistent with the requirements of global sporting bodies.

Administrative Strategy

- Operationalize the NSRA through the establishment of a national headquarters and fully functional county-level offices to decentralize registration, licensing, and compliance services.
- Develop internal directorates for compliance monitoring, legal enforcement, registration services, and integrity promotion.
- Digitize all registration and licensing processes, and launch public awareness and stakeholder engagement campaigns to support implementation.
- Build capacity within the authority through recruitment of technical experts, legal officers, and safeguarding professionals, while fostering a culture of transparency and accountability in all operations.

4.1.4 Sports Disputes Tribunal

Positive Vision:

The SDT will be a nationally recognized judicial forum for timely, authoritative, and credible resolution of all sports-related disputes.

Institutional Strategy

- Position the Sports Disputes Tribunal (SDT) as Kenya's specialized and independent judicial forum for resolving all sports-related disputes, with authority spanning governance, integrity, eligibility, and regulatory appeals.
- Expand the Tribunal's jurisdiction to cover disputes involving sportspersons, sports organizations and public bodies, and formally remove the Sports Registrar's role in dispute resolution to safeguard impartiality.
- Expand the jurisdiction to include sports related commercial disputes.
- Institutionalize the SDT as a key pillar in the national sports ecosystem by aligning it with global dispute resolution standards, establishing original jurisdiction over prohibited conduct and compliance matters, and integrating its operations with the broader legal and regulatory infrastructure, including the proposed NSRA.
- The SDT shall also serve as a catalyst for building sports jurisprudence and promoting consistency, predictability and fairness in decision-making across the sector.
- Engage the judiciary for the establishment of a sports court user committee

Legislative Strategy

- Review and amend Section 59 and relevant provisions of the Sports Act to expand the SDT's mandate to include all sports-related disputes, including those arising from selection to national teams, elections of sports organizations, disciplinary and governance processes within sports organizations, integrity violations such as doping, age cheating, impersonation, competition manipulation and safeguarding breaches, and appeals from all decisions made by the proposed NSRA, CSE.
- Enshrine the SDT's independence and authority in statute, provide for the removal of the Registrar's dispute resolution role, and establish a clear appellate structure where the High Court serves as the domestic appeal forum on limited appellate jurisdiction, and the Court of Arbitration for Sport (CAS) is recognized as the final international appellate body with a wider appellate jurisdiction.

Regulatory Strategy

- Review procedural rules that govern the Tribunal's operations, including filing requirements, timelines, admissibility standards, jurisdiction and case management protocols.
- Introduce a code of ethics and conduct for tribunal members and legal practitioners appearing before the SDT, and provide clarity on the handling of urgent and sensitive matters such as safeguarding violations or eligibility disputes.

Administrative Strategy

- Strengthen the operational and substantive capacity of the SDT by establishing specialized benches to handle complex integrity violations such as doping, age cheating, competition manipulation, safeguarding and institutional governance of sports organizations.
- Deploy regional circuits or mobile tribunals to expand access to dispute resolution services across the country.
- Collaborate with National Council for Law Reporting (Kenya Law) and other partners to build a sports jurisprudence archive and develop a sports jurisprudence digest to guide future determinations and promote legal consistency.
- Invest in continuous capacity building for tribunal members, staff, and accredited legal representatives to uphold high standards of adjudication in sports.
- Develop a Sports Disputes Tribunal handbook for members, staff and the public to raise awareness about the SDT.
- Continuous engagement with the Judicial Service Commission to ensure vacancies in the tribunal are filled in a timely manner

4.1.5 Sports Organizations

Positive Vision:

Sports organizations will operate under a unified, structured affiliation system that recognizes hierarchy, enhances legitimacy, and promotes coordinated governance.

Institutional Strategy

- Sports organizations shall be obligated to align themselves within a unified and transparent governance framework that reflects vertical integration from grassroots to national level.
- Each grassroots sports organization must formalize its affiliation with through its constitutionally ratified structures and seek recognition by the national sports organization.
- Sports organizations shall be organized into tiers for purposes of registration, membership, funding, sporting activities etc
- Grassroots sports organizations shall take primary responsibility for initiating integration into the national sports ecosystem by complying with regulatory and performance development requirements.
- Sports organizations must undergo physical verification, including demonstrating active membership, organizational presence, and stakeholder engagement, as a condition for registration or renewal of licenses where applicable.
- Each registered sports organization shall submit to listing in a live, transparent digital registry managed by the office of the Sports Registrar.
- Sports organizations must adopt and enforce leadership term limits in their constitutions, ensuring democratic turnover, inclusion, and accountability.

- In addition, all sports organizations shall establish internal dispute resolution mechanisms and demonstrate that such mechanisms are exhausted before escalating matters externally. Failure to do so will render any escalation inadmissible by the Sports Disputes Tribunal or other external forums.

Legislative Strategy

- Define a sports organization as: “an entity registered for the purpose of participating in, organizing, administering, training, promoting or developing any sporting activity and includes sports teams, sports clubs, community groups, private member clubs, academies, leagues, branches, associations, umbrella association, or national federations and may be multi-sport or single sport, exist at different tiers dependent on their size, membership, governance capacity, member-organizations, non-member organizations, international affiliation, level of participation,”
- The minimum requirements for registration of a sports organization shall be:
- The proposed legislation shall obligate all sports organizations to formalize affiliation through constitutionally binding processes and submit proof of this alignment to the Registrar at the time of registration or NSRA for purposes of regulation.
- Every sports organization shall be required to embed term limits for leadership positions, and to demonstrate transparency and accountability in succession planning.
- All sports organizations must institutionalize internal dispute resolution frameworks as a condition for registration and demonstrate capacity to manage grievances internally.
- The proposed legislation shall require each organization to submit its constitution to the Registrar for approval and periodic review to ensure it meets governance, inclusion, and operational thresholds.
- Further, to qualify for public funding, sports organizations must demonstrate legitimacy, geographical representation, programmatic activity, and financial accountability in accordance with a legally established funding eligibility framework.

Regulatory Strategy

- Each member sports organization shall be obligated to maintain a register of members, register of officials, whether there was a change of officials, change in the constitution, change in ownership, conduct regular elections, and submit annual compliance returns to the office of the Registrar.
- Organizations shall be required to design and implement performance evaluation frameworks with measurable Key Performance Indicators (KPIs), guided by templates and benchmarks set by NSRA.
- To access funding, organizations must comply with regulations that define transparent criteria, application procedures, audit obligations, and disclosure norms.

- Sports organizations will be responsible for submitting only necessary documentation during registration and the office of the Registrar must not impose costs or requirements on its members or officials that may impede or complicate the registration process. Clearance certificates for persons intending to register a sports organization shall be issued by the Sports Integrity Unit.
- Each sports organization must allow inspection of its offices, records, and programs by NSRA and respond to community feedback on its legitimacy and service delivery. Internal dispute resolution structures must meet regulatory standards and be operationalized prior to any engagement with external adjudication mechanisms.

Administrative Strategy

- Every sports organization shall take responsibility for initiating and completing its registration and renewal of licenses processes with the office of the Registrar and NSRA and ensuring that its information is kept up to date in the national registry.
- Organizations must develop and implement internal policies on compliance, financial management, conflict resolution, and governance aligned with standards issued by the NSRA.
- All entities shall proactively seek training and capacity-building opportunities and maintain internal records demonstrating attendance, institutional uptake, and application of training outcomes.
- Sports organizations shall ensure their officers and members understand registration procedures and must take reasonable steps to educate new applicants or affiliate units about governance expectations.
- Each entity must undergo annual self-assessment using standardized evaluation tools and must cooperate fully with NSRA audits and inspections.
- For those seeking funding, sports organizations shall be required to submit to a transparent scoring and performance-based assessment, including financial reports, programmatic outputs, and community reach.
- Participation in periodic forums and learning exchanges organized by the regulator shall be mandatory for organizations seeking to maintain active status or receive funding and support.

4.1.6 Sports persons and Sports personnel

Positive Vision:

A reclassified and rights-based framework will recognize, support, and protect all sportspersons and sports personnel throughout their lifecycle.

Institutional Strategy

- Sportspersons shall be required to demonstrate sustained participation, commitment to training, and compliance with codes of conduct, anti-doping policies, and safeguarding frameworks.
- In parallel, individuals supporting the sports ecosystem, such as coaches, technical officials, trainers, and agents shall be classified as sports support personnel and shall be required to undergo registration, training, and professional development in line with standards issued by the Kenya Academy of Sports (KAS) / CSE.
- A sportsperson must take personal responsibility for maintaining discipline, updating their performance profiles, and participating in development programs, competitions, and mentorship schemes as directed by their respective sports organizations.
- Similarly, sports support personnel shall be responsible for upholding ethical standards, renewing licenses, and mentoring emerging talent within their respective disciplines as directed by KAS/CSE.
- Each sportsperson and sports support personnel shall participate in an inclusive lifecycle model that encompasses talent identification, development, exposure, and recognition, and shall remain accountable to the regulatory and performance expectations at every stage.

Legislative Strategy

- The proposed legislation shall introduce a new, inclusive legal definition of “sportsperson” that recognizes all individuals who participate in sport, whether amateur, school-level, semi-professional, elite, recreational, or masters. A sportsperson means “a person who participates in sports activities whether on a recreational, amateur or professional basis.”
- The proposed legislation shall require sportspersons to be members of a registered sports organization. The benefits that accrue to being a member of a registered sports organization include:
- The proposed legislation will also establish a separate legal category of “sports support personnel” to include professionals such as coaches, managers, medics, referees, sports scientists, agents, and administrators, each of whom must be licensed by the KAS/CSE and subject to continuous professional development.
- The proposed legislation shall mandate participation in development pathways including dual career pathways, adherence to safeguarding and integrity policies, and compliance with lifecycle tracking mechanisms for all registered sportspersons and sports support personnel.
- The proposed legislation will require sports organizations and KAS/CSE to support sportspersons and sports support personnel by providing financial literacy training, lifestyle management, fame management, transition training, access to insurance cover, family issues.
- KAS/CSE shall develop a recognition and equation framework for purposes of recognizing and equating qualifications of sports support personnel and licensing.

Regulatory Strategy

- Empower Cabinet Secretary to develop Regulations to operationalize the lifecycle-based model for sportsperson development, setting out minimum expectations for engagement in training, competition, and career progression.
- The KAS /CSE shall issue licensing and accreditation regulations requiring sports support personnel to undergo certification, renew licenses periodically, and participate in annual continuing sports education courses.
- Where another professional / regulating body has recognized the qualifications of a sports support personnel such as a sports medic, KAS/CSE shall automatically recognize this license upon verification.
- Sports support personnel shall be required to adhere to ethical standards, participate in safeguarding induction, and submit periodic declarations of conduct, conflict of interest, and disciplinary history to maintain licensure.
- The Cabinet Secretary shall develop regulations for foreigners seeking to be engaged as sports support personnel on employment, internship or volunteer basis.

Administrative Strategy

- Sports support personnel shall be responsible for initiating their own licensing processes including renewal, to ensure their information is current with KAS / CSE.
- Sports support personnel shall participate in structured induction and onboarding sessions upon entry into the sports ecosystem and attend annual refresher trainings organized by KAS/CSE or the relevant federation.
- Sports support personnel must maintain active engagement with their professional associations and comply with all reporting, renewal, and mentoring obligations.
- Every sportsperson and sports support personnel shall be bound by a code of conduct issued by Sports Integrity Unit, and shall submit to disciplinary processes in case of violation, ensuring collective accountability and professional integrity across the system.

4.1.7 Private Sector Investment and Participation

Positive Vision:

The private sector shall be positioned as a strategic partner in the growth of Kenya's sports ecosystem contributing financial, technical, and operational resources across the sportsperson lifecycle, facility development, event hosting, and commercialization. A well-regulated, incentivized, and value-driven public-private partnership framework will encourage sustainable, transparent, and impactful private sector engagement at both national and county levels.

Institutional Strategy:

- Private sector actors including corporates, philanthropic entities, media houses, and commercial sponsors shall engage responsibly in the development of sport through sponsorships, infrastructure investment, knowledge transfer, and innovation.
- Entities entering into sponsorship or development partnerships shall adhere to agreed performance targets, uphold ethical marketing standards, and report on their social return on investment to NSRA.
- In turn, the Ministry of Sports, state agencies, sports organizations, and county governments shall be responsible for establishing and maintaining an enabling environment for private sector participation. This includes structured engagement forums, a national sports investment strategy, annual sports conferences and clear pathways for public-private collaboration throughout the sportsperson and sport support personnel development pipeline.
- Sports Kenya, Kenya Academy of Sports (KAS) and NSRA shall be empowered to enter into partnerships that aligns with the national and sector development agenda and avoid conflict of interest or elite capture.

Legislative Strategy:

- Proposed legislation shall formally recognize the role of private sector actors in the sports ecosystem that facilitates private sector investment.
- These provisions shall recognize the framework for public private partnerships under the PPP Act (cross referencing)
- The law shall also obligate the Cabinet Secretary, in consultation with the Cabinet Secretary - National Treasury, to design tax incentive frameworks for corporate sponsorships, sports-related philanthropy, and socially responsible investment.
- The proposed legislation shall require disclosure of private funding arrangements in sports organizations to enhance transparency and public trust (beneficial ownerships).

Regulatory Strategy:

- The Cabinet Secretary may develop regulations that outline eligibility criteria, due diligence protocols, and performance benchmarks for private entities seeking to participate in public sports development programs.
- In addition, sports organizations seeking public funding shall be required to disclose private sector contributions to ascertain their eligibility for funding

Administrative Strategy:

- The Ministry of Sports in consultation with private sector actors in the sports sector shall develop a National Sports Investment Strategy, mapping potential areas for private sector involvement, and identifying investment gaps across the country.

- The Ministry shall establish and maintain a national database of approved investment-ready projects shall be maintained to facilitate partnerships between private sponsors and sports organizations.
- The Ministry shall also establish a dedicated unit to manage corporate relations, tax engagement, and partnership coordination.
- Counties shall be obligated to develop their own private sector engagement plans aligned with the national strategy, and provide support for local organizations to secure private backing.
- The Ministry shall further convene an annual National Sports Investment Forum to recognize exemplary sponsors, review sector performance, and renew commitment across stakeholders.

4.1.8 Fan Base Recognition, Inclusion, and Protection

Positive Vision:

Kenya's fans shall be formally recognized as vital stakeholders in the sports ecosystem whose passion, loyalty, and patriotism energize sportspersons, drive economic activity, and shape national identity. The state shall ensure fans are engaged, protected, and celebrated, while empowering them to participate freely and meaningfully in sports culture without unnecessary regulation or exclusion.

Institutional Strategy:

- Fans shall be encouraged to organize themselves freely into community-based supporters' groups, fan clubs, or online communities, while observing principles of non-discrimination, dignity, and responsible conduct.
- Fans shall be obligated to engage peacefully, uphold fair play, and avoid hate speech or violence during events.
- In turn sports organizations, sports agencies and event organizers shall be responsible for creating inclusive, safe, and accessible environments for fan participation. This includes planning for safety, transport, accessibility, and dignity at sports venues, and offering fan-oriented engagement channels such as surveys, recognition programs, and fan awards.
- The Ministry shall integrate fan experiences into national strategies on tourism, branding, and diaspora engagement.

Legislative Strategy:

- The Sports Act shall be amended to recognize fans as a distinct, informal but integral constituency within the national sports ecosystem.

- While retaining their freedom of association and rejecting any mandatory registration, the law shall empower the Cabinet Secretary to issue policy directives on inclusive ticketing, fan safety, and event access.
- Legal provisions shall require event organizers and facility managers to adhere to safety protocols, accessibility standards, and fair ticketing practices.

Regulatory Strategy:

- Regulations shall be issued requiring sports organizations and event organizers to adopt minimum standards for crowd management, digital ticketing systems, accessible venue design, and fan grievance handling.
- NSRA shall monitor compliance with these standards through periodic venue assessments and enforcement of licensing conditions.
- Regulations shall also provide for the recognition of exemplary fan clubs and supporter associations, and allow such groups to participate in official events, national awards, and public consultation forums.
- Sports organizations shall be required to adopt inclusive marketing strategies and offer accessible ticket pricing models to cater to diverse socioeconomic backgrounds.

Administrative Strategy:

- The Ministry of Sports shall coordinate the development of a National Fan Engagement and Safety Strategy, in partnership with sports organizations, Sports Kenya, the National Police Service, National Youth Service and county governments.
- This strategy shall include protocols for crowd safety, emergency response, fan feedback mechanisms, and inclusive access to major events.
- Sports organizations shall establish a national fan engagement platform to spotlight supporters, collect feedback, and highlight fan-led community initiatives.
- Counties shall be responsible for facilitating grassroots-level fan programs, offering safe public viewing zones, and engaging community leaders to support patriotism and national cohesion through sports.
- The Ministry of Sports shall collaborate with the Ministry of Tourism and other relevant ministries to formulate a sports tourism strategy that amongst others integrate major sporting events into the national sports tourism calendar and attracts domestic and international fans through targeted campaigns and travel packages.

4.1.9 County Governments

Positive Vision:

To be vibrant hubs of inclusive and sustainable sports development, where talent is nurtured, opportunities are accessible to all, and sports contribute meaningfully to health, unity, and local economic growth.

Institutional Strategy

- County governments shall be obligated to create and sustain a conducive environment for sportsperson development by actively collaborating with the Kenya Academy of Sports (KAS) and accredited sports organizations operating within their jurisdictions.
- While KAS will take the lead in talent search, identification, nurturing, and development including establishing county-based academies and rolling out structured scouting and development programs county governments shall support these efforts by providing access to community-level networks, education institutions, and logistical infrastructure.
- Counties shall be responsible for planning, managing, and maintaining county-level sports facilities, such as stadia, training grounds, and sports halls, in alignment with national classification standards issued by Sports Kenya.
- County departments of sports shall establish formal frameworks to support the operations of KAS-led mentorship programs, sports person tracking systems, and competitive exposure initiatives, ensuring smooth coordination and data sharing at the county level.
- County governments shall further be required to design and operationalize mechanisms for the local recognition of sportspersons, including community awards, bursaries, and county honours systems that complement national recognition frameworks.
- Through this collaborative model, counties will help form the foundational platform upon which sportspersons can transition from community-level participation to national and international excellence, with clear institutional boundaries and mutual accountability among all actors in the county sports ecosystem.

Legislative Strategy

- County governments shall be required to enact county sports legislation that affirms their constitutional mandate over grassroots sports development and aligns with national policy and regulatory frameworks.
- These laws shall provide for the creation of county sports funds, establishment of functional county departments of sports, management and maintenance of county-level sports facilities, facilitation of talent development programs led by the Kenya Academy of Sports, and recognition systems for outstanding sportspersons.
- County legislation shall explicitly require counties to support KAS and accredited sports organizations in the establishment and operationalization of local academies, scouting programs, mentorship initiatives, and sportsperson development pathways.
- In this regard, counties shall embed provisions mandating intergovernmental cooperation with national institutions, including the Ministry of Sports and NSRA, and establish

protocols for data sharing, resource alignment, and joint planning with KAS and county-based federations or clubs.

- Each county shall be obligated to regularly review and update its sports laws and policies to ensure consistency with evolving national standards, emerging international best practices, and the needs of the local sports ecosystem.
- In addition, county legislation shall promote inclusivity by incorporating mandatory provisions that advance gender equity, youth participation, and the empowerment of marginalized and underserved groups through targeted sports programming and facility access.

Regulatory Strategy

- County governments shall be required to comply with national regulations issued by the Cabinet Secretary or the National Sports Regulatory Authority (NSRA) on the classification of sports facilities, technical standards for county-level support facilities, and lifecycle-based development benchmarks.
- Counties shall support the implementation of talent identification, training, and exposure initiatives led by the Kenya Academy of Sports (KAS) by integrating them into county-level development priorities and resource planning.
- Each county shall adopt a measurable sports development strategy aligned with the national lifecycle framework and report annually to their County Assemblies and the inter-governmental sector groups.
- These reports shall include data on facility functionality, programmatic participation, and recognition outputs, reflecting the county's contribution to national sports outcomes.
- The use and distribution of sports funds by county governments shall be subject to regulatory oversight by County Assemblies to ensure transparency, equity, and accountability, including the requirement to publish funding criteria, implement fair grant mechanisms, and submit to regular audits.
- Regulatory compliance shall be monitored through a joint inspection framework co-developed with the national government and KAS, with counties expected to provide full access to data, facilities, and personnel during reviews.

Administrative Strategy

- Each county government shall develop and operationalize a comprehensive county sports development plan, anchored in the national sportsperson lifecycle and structured around strategic partnerships with the Kenya Academy of Sports and registered sports organizations.
- Counties shall allocate specific budget lines for sports, strengthen or establish county sports funds, and put in place resource mobilization mechanisms through public-private partnerships, local sponsorships, and grant-making programs to support inclusive sports programming.

- County departments of sports shall be responsible for maintaining an up-to-date inventory of county-level sports facilities, ensuring their functionality, accessibility, and readiness for use by KAS academies, local organizations, and community events.
- Counties shall facilitate and co-host intra-county and inter-county competitions, and support the participation of local sportspersons in national tournaments, in collaboration with national federations and KAS.
- Each county shall designate liaison officers to manage intergovernmental coordination, represent county interests in national forums, and ensure continuous dialogue with the Ministry of Sports and NSRA.
- County governments shall also institutionalize stakeholder engagement through inclusive and participatory county sports forums, ensuring that schools, local clubs, federations, and community leaders are actively involved in sports planning, program design, and performance reviews.

4.1.10 Cabinet Secretary / Ministry responsible for Sports Development

Positive Vision

The Cabinet Secretary and the Ministry of Sports shall serve as the strategic nerve centre of Kenya's sports system responsible for providing policy direction, coordinating national and county actors, supporting capacity development, and positioning Kenya on the global sports stage. The Ministry shall lead from a place of stewardship, enabling institutions to perform their mandates within a harmonized, well-regulated framework that promotes excellence, accountability, and national cohesion in sports development.

Institutional Strategy:

- The Ministry of Sports, under the leadership of the Cabinet Secretary, shall be obligated to exercise its constitutional and statutory mandate as a coordinating, policy-setting, and enabling authority.
- The Ministry shall establish formal mechanisms to ensure that all national sports institutions including state agencies, regulatory agencies, sports organizations operate within distinct, non-overlapping mandates and contribute to a shared national vision.
- The Ministry shall lead the development and periodic review of national sports policies, strategies, facilitate regular sector-wide joint planning forums, and provide structured platforms for coordination, dialogue, and mutual accountability among stakeholders.
- The Ministry shall also be required to coordinate and support intergovernmental collaboration by working closely with county governments, through the Council of Governors and county departments of sports, to harmonize grassroots initiatives with national priorities.
- This includes institutionalizing sector working groups, formal intergovernmental agreements, and joint performance monitoring frameworks.

- The Ministry shall be responsible for supporting the institutional capacity of counties by offering technical assistance, performance tracking tools, and shared platforms for data management and program monitoring.

Legislative Strategy:

- The Ministry shall be obligated to lead the development of national sports policies that clarify institutional mandates, reinforce regulatory coherence, and embed inter-agency and intergovernmental collaboration.
- The Cabinet Secretary shall ensure that sports legislation provides the legal foundation for structured coordination among national agencies, sports organizations and counties and eliminates duplications that hinder effective service delivery.

Regulatory Strategy:

- The Ministry shall issue and periodically update national sector standards, codes of governance, and compliance frameworks applicable to all actors in the sports sector. These standards shall include regulations on institutional performance, interagency collaboration, stakeholder participation, facility standards, data reporting, codes of conduct.
- The Cabinet Secretary shall be required to approve regulations developed by regulatory authorities such as the proposed NSRA and other state agencies such as KAS and Sports Kenya and ensure that all policies and standards are aligned across agencies, sports organizations, and counties.
- The Ministry shall also oversee regulatory harmonization between Kenya's domestic standards and international obligations arising from affiliations with global federations, anti-doping agencies, and other multilateral sports bodies.

Administrative Strategy:

- The Ministry shall lead the institutionalization of a national coordination secretariat or directorate responsible for convening cross-agency planning meetings, performance tracking, and sector evaluations.
- The Ministry shall designate technical focal points for every tier of coordination national, county, and international and ensure continuous knowledge exchange, policy dialogue, and data sharing.
- It shall also oversee national-level resource mobilization to complement public budgets through strategic partnerships, donor engagement, and public-private collaboration.

- At the international level, the Ministry shall be the official liaison with international sports bodies and governments, and shall be obligated to articulate Kenya's sports policy interests, secure technical cooperation, and represent the country in multilateral forums.
- It shall also support the global placement of Kenyan sportspersons, sports organizations, and officials through diplomacy, international advocacy, and bilateral cooperation agreements.
- The Ministry shall also be obligated to engage proactively with the National Treasury to negotiate and advocate for fiscal measures that promote the growth of the sports sector. These shall include tax exemptions or waivers for registered sportspersons and sports organizations, as well as duty-free importation of approved sports goods, equipment, and awards.
- The Ministry shall recommend tax incentives for corporates and sponsors supporting the development of sports through funding, in-kind contributions, or long-term partnerships, and shall monitor the implementation of such incentives in collaboration with the relevant tax authorities.
- The Ministry shall liaise with the State Department responsible for immigration to streamline the issuance of work permits and entry visas for foreign sportspersons and sports personnel, including technical officials, coaches, and professionals engaged by Kenyan sports institutions.
- The Ministry shall strengthen its directorates focusing on sports health and sports science, ensuring that the Ministry can support evidence-based policymaking, sportsperson wellness, injury prevention, performance optimization, and sports-related research. These directorates shall work closely with KAS, the NSRA, sports organizations, and Ministry of health and other institutions to ensure that Kenya's sportspersons benefit from holistic support throughout their development and competition lifecycle.

4.2 Inclusivity

Institutional Strategy

- Sports Kenya shall ensure that all new and existing sports facilities are inclusive and accessible to persons with disabilities, incorporating features such as ramps, tactile signage, adapted restrooms, and viewing areas.
- The Kenya Academy of Sports shall integrate disability-inclusive modules within its talent development pathways, including tailored programs for deaf and wheelchair sportspersons, and ensure that training curricula for coaches and technical staff include inclusive coaching methodologies.
- County governments shall designate inclusive community sports hubs and prioritize resource allocation to local programs that engage PWDs, particularly children, women, and youth.

- Sports organizations shall be obligated to establish inclusive participation policies and ensure meaningful representation of PWDs in their governance structures, programs, and competitions.
- The Ministry of Sports shall coordinate inter-ministerial partnerships with agencies responsible for disability affairs, health, education, and social protection to provide integrated support to PWDs in sports.

Legislative Strategy

- The Sports Act shall be amended to expressly recognize the right of persons with disabilities to participate in sports on an equal basis, with specific obligations placed on state and non-state actors.
- The law shall require all sports organizations to develop inclusion policies and submit annual implementation reports as a condition for continued recognition or registration.
- New legislation or amendments shall provide for safeguards against discrimination, including mandatory provisions for physical access, adapted equipment, and availability of interpretation and communication support (e.g., sign language).
- The law shall empower the Cabinet Secretary to designate specific funds or incentives to support disability-inclusive sports programming.

Regulatory Strategy

- The NSRA shall issue regulations that include disability access as a core compliance requirement.
- Regulations shall require all registered sports organizations to demonstrate implementation of inclusion policies, including physical access, staff sensitization, and active participation of PWDs in their activities.
- National and county competitions shall be required to incorporate disability categories, and sports organizations shall be obligated to work with disability-specific sports associations to structure and promote such competitions.
- Failure to meet minimum standards on inclusion may result in suspension, deregistration, or ineligibility for public funds.

Administrative Strategy

- The Ministry of Sports shall collaborate with the Ministry of Public Service and the National Council for Persons with Disabilities to develop training programs for sports personnel on inclusion, accessibility, and anti-discrimination.
- County governments shall be required to maintain disaggregated data on participation of PWDs and submit annual inclusion reports as part of their performance frameworks.

- Sports organizations shall develop internal complaints and redress mechanisms to handle discrimination and exclusion cases reported by persons with disabilities.
- National and county sports events shall be required to provide accessible ticketing platforms, dedicated seating areas, and event signage for spectators with disabilities.
- Funding bodies, including the Sports Fund and county sports funds, shall prioritize proposals that demonstrate clear commitments to inclusion of PWDs and allocate minimum quotas of financial support to disability sports initiatives.

4.3 Funding and financial Support

Institutional Strategy

- To establish a funding ecosystem that supports a robust, inclusive, and devolved sports development agenda, institutional roles must be clearly delineated. The National Treasury shall provide strategic direction to the Fund through the appointment of an Oversight Board that is representative, independent, and professionally diversified to include experts in sports management, finance, sports persons welfare, and public accountability.
- The Oversight Board shall be capacitated to play a proactive role in identifying emerging funding gaps and advising on investment priorities in line with national sports goals.
- In line with the principle of subsidiarity, the Board shall work with county governments to provide capacity on establishing sports funding frameworks that are responsive to county-specific needs.
- Counties shall be encouraged to establish County Sports Funds, aligned with national guidelines but independently administered. These local funds shall be structured to support grassroots development, youth talent, and sportsperson welfare at community level.
- Technical capacity, including financial literacy, proposal development, and fund management training, shall be extended to counties and community-based organizations to ensure they can meaningfully participate in the funding ecosystem.

Legislative Strategy

- The Public Finance Management (Sports, Arts and Social Development Fund) Regulations, 2018 shall be reviewed to align with the National Sports Policy by ring-fencing a minimum percentage of the Fund exclusively for sports.
- The concept of “professional sportsperson” shall be redefined or deleted to include sportspersons across the full lifecycle from amateur to elite levels, including para-sport sportspersons and community-based players.
- The revised framework shall introduce enabling provisions for sportspersons’ welfare, including insurance, pension, post-retirement reintegration, and access to physiotherapy, nutrition, and mental health support.

- Provisions shall be introduced to mandate the Fund to work in tandem with other laws and instruments, including the Employment Act, the Social Health Insurance Act, and the Sports Act, to prevent duplication while enhancing integrated support.
- Legislation shall also require the Fund Oversight Board to publish annual public reports on allocations, beneficiaries, impact indicators, and audit outcomes, fostering transparency and compliance with national accountability standards.

Regulatory Strategy

- As the designated regulator of the Fund, the Oversight Board shall develop and operationalize clear, simplified, and inclusive funding guidelines that define eligibility criteria, submission requirements, and equity safeguards. These regulations shall mandate tiered access models to cater to both established and emerging sports organizations, with affirmative action provisions for marginalized counties, underrepresented disciplines, and special interest groups.
- The Board shall be required to establish a digital, public-facing funding registry, updated in real time, which tracks all funding applications, approvals, disbursements, and project status. In addition, a compliance framework shall be introduced for the monitoring and evaluation of grantees, tied to performance-based funding renewal.
- Further, the Board shall formalize a grievance redress mechanism to address complaints related to bias, delays, or denial of funding. The regulatory framework shall institutionalize consultation mechanisms with county governments, sports federations, and sportspersons on an annual basis before reviewing funding priorities or criteria.

Administrative Strategy

- The Oversight Board shall create a dedicated secretariat staffed with technical experts in finance, audit, sport development, disability inclusion, youth programming, and data management.
- The secretariat shall be tasked with managing fund disbursement processes, conducting periodic monitoring visits, collecting and analyzing impact data, and ensuring compliance with fiduciary and operational standards.
- At the county level, the Fund shall roll out a decentralized capacity support program through intergovernmental coordination channels, aimed at helping counties establish and manage County Sports Funds. This includes templates for fund establishment, standardized criteria for club and sportsperson support, and model accountability frameworks.
- Finally, a comprehensive communications and awareness strategy shall be implemented to ensure sportspersons, sports organizations, schools, community clubs, and the general public are aware of available funding windows, eligibility requirements, and application processes. This shall include targeted outreach to underrepresented regions and groups to ensure equitable uptake of funding opportunities.

- The Fund shall develop and operationalize a comprehensive Resource Mobilization Strategy with a specific focus on attracting private sector investment to expand the funding base beyond exchequer allocations, drawing on the strengths of Kenya’s vibrant corporate and philanthropic landscape.

4.4 Integrity in Sports

Institutional Strategies

- The Anti-Doping Agency of Kenya (ADAK) shall exclusively lead anti-doping enforcement in line with the World Anti-Doping Code, and shall coordinate with international testing bodies, local federations, and law enforcement to ensure compliance, education, and sanctioning of doping violations. ADAK shall also lead anti-doping sensitization at both elite and grassroots levels.
- The National Sports Regulatory Authority (NSRA) shall lead on enforcement against match fixing, age cheating, and other integrity breaches outside doping. It shall establish a national integrity monitoring and flagging system, support whistleblower reporting, and coordinate with law enforcement on criminal conduct related to bribery, falsification, or abuse in sport.
- The Kenya Academy of Sports (KAS) shall develop and institutionalize a National Safeguarding Framework to protect sportspersons especially women, children, and vulnerable groups from sexual and gender-based violence (SGBV), harassment, and abuse. This framework shall guide all sports institutions on preventive, protective, and responsive safeguarding measures.
- The Sports Disputes Tribunal (SDT) shall expand its scope to receive, adjudicate, and resolve integrity-related disputes including violations of selection procedures, safeguarding complaints, or breaches of codes of conduct within clear timelines and procedural fairness.
- County governments and sports organizations shall designate integrity and safeguarding officers, responsible for internal compliance, training, and liaison with NSRA and KAS on integrity and welfare matters.

Legislative Strategies

- The Sports Act shall be amended to define match fixing, age cheating, sexual harassment, and abuse of power in sport as criminal offences, with clear penalties.
- The law shall also mandate the adoption of a safeguarding code across all institutions dealing with children or vulnerable persons in sport.
- A new statutory framework on safeguarding in sport shall be embedded under the Sports Act, assigning responsibilities to KAS, sports organizations, and facility owners to prevent and address sexual exploitation and harassment in sport. Provisions shall require

sportspersons and officials to be vetted and certified before interacting with minors in institutional sports environments, with safeguarding certification tied to registration or accreditation.

- Amendments shall empower NSRA to conduct audits on age documentation, enforce penalties for falsification, and impose disciplinary measures on federations and individuals involved in selection fraud.

Regulatory Strategies

- The NSRA shall issue Integrity Regulations requiring all sports organizations to establish codes of conduct, transparency in selection processes, and integrity compliance reporting. These regulations shall include protocols for match-fixing surveillance, verification of birth documents, and sanctions for manipulation of data.
- NSRA shall maintain a national Integrity and Eligibility Register flagging individuals or organizations under investigation or sanction for age cheating, match fixing, or other infractions.
- KAS shall issue Safeguarding Guidelines detailing institutional responsibilities, reporting mechanisms, psychosocial support, and redress procedures for SGBV. These guidelines shall be binding on all accredited sports institutions.
- The Sports Disputes Tribunal (SDT) shall be regulated to fast-track urgent integrity-related complaints especially those involving minors or whistleblower protection and maintain confidentiality and victim-sensitive processes.

Administrative Strategies

- NSRA shall partner with the Ministry of Education and the Civil Registration Department to enforce age verification protocols, especially for school and youth-based sports competitions.
- Sports federations shall be required to digitize and publish team selection criteria and results, with justification for inclusion or exclusion of sportspersons, to promote meritocracy and discourage favoritism.
- KAS, in collaboration with Children Services, Ministry of Education, the Ministry of Gender and Ministry of Sports, shall develop and deploy a national safeguarding training program for coaches, managers, and facility operators, with periodic recertification requirements. All sportspersons, coaches, and officials shall undergo mandatory safeguarding and integrity training as a condition of licensing or registration under NSRA or respective federations.
- A national Whistleblower and Protection Hotline shall be co-managed by NSRA and KAS, supported by county safeguarding officers, to report age cheating, abuse, or integrity breaches anonymously and safely.

- Integrity and safeguarding performance shall be a requirement for renewal of licences and certifications for federations, sports organizations, and coaches, subject to regular audits by NSRA.

4.6 Sportspersons welfare and development

Institutional Strategies

- The Kenya Academy of Sports (KAS) and sports organizations shall jointly be responsible for tracking the performance and welfare needs of registered sportspersons from the point of registration through to retirement. The entire process shall be regulated and supervised by the National Sports Regulatory Authority (NSRA) to ensure compliance with national standards and the integrity of performance and welfare records.
- The Office of the Sports Registrar, under the National Sports Regulatory Authority (NSRA), shall maintain the official Register of Sportspersons, including active and retired individuals. The register shall be interoperable with performance data tracked by KAS and with welfare records coordinated across the sports organizations.
- KAS and Sports organizations shall be obligated to develop and implement comprehensive sportsperson welfare programs, covering medical support, mental health, safe and dignified working conditions, career development, and post-retirement transition. They shall also maintain internal welfare logs and demonstrate compliance through structured self-assessments and periodic reporting to NSRA.
- County governments, in partnership with KAS and sports organizations, shall support the development of localized welfare and mentorship initiatives, leveraging proximity to offer direct support to grassroots-level sportspersons.

Legislative Strategies

- Amendments to the Sports Act shall enshrine sportsperson welfare and mentorship as binding obligations, establishing sportsperson rights across the lifecycle, including entitlements to medical protection, safe participation, retirement dignity, and access to mentorship programs.
- The law shall compel sports organizations to submit annual reports detailing how they have safeguarded sportsperson welfare, including disaggregated data on injury support, mental health, pensions, reintegration activities, and mentorship outcomes.
- Non-compliant organizations shall face sanctions or suspension of access to public funds.
- Sportspersons shall be legally empowered to lodge welfare grievances including issues related to safety, exploitation, injury, and exclusion through a formal redress mechanism operated by NSRA. Their right to a safe, inclusive, and supportive sporting environment shall be protected in law, including protection against retaliation.

- The law shall establish the shared obligations of KAS, NSRA, county governments, the Ministry of Sports, and the Sports Fund, creating an institutional welfare chain that is coordinated, transparent, and enforceable.

Regulatory Strategies

- The NSRA shall develop Sportsperson Welfare Regulations, which shall: Establish minimum standards and benchmarks for sportsperson welfare programs; Require sports organizations to submit Welfare and Compliance Frameworks for approval and audit; Mandate each sports organization to designate a Welfare Officer responsible for internal tracking, case management, and reporting; Define mandatory grievance handling procedures and timelines, and oblige organizations to maintain grievance logs; Prohibit participation in national or county-funded events by organizations that fail to meet minimum welfare thresholds.
- Sportspersons shall be required to comply with codes of conduct under the regulations, including rules related to respectful participation, reporting of welfare breaches, and mentorship engagement. Those who feel their welfare rights have been violated shall be permitted to lodge complaints through the NSRA's redress mechanism, which shall be accessible both physically and online.

Administrative Strategies

- KAS in collaboration with Sports Organizations shall develop and maintain a real-time tracking system that monitors sportspersons' performance, transitions, and welfare markers. This shall include health indicators, injury history, participation levels, access to support programs, and post-retirement follow-up. This system shall interface with the NSRA's Register of Sportspersons and allow for reporting of red flags or emerging welfare risks.
- The Sports, Arts and Social Development Fund shall allocate a dedicated Welfare Fund Window, informed by data from KAS and sports organizations and counties, to support vulnerable or transitioning sportspersons. Sportspersons may apply directly or through their organizations, and all disbursements shall be subject to public audit.
- KAS and sports organizations through this tracking system, shall submit an Annual Welfare Needs and Performance Report to the Sports Fund and Ministry of Sports. This report shall guide resource allocation, policy adjustments, and development partner engagement.
- The Ministry of Sports, in coordination with NSRA and the Sports Fund, shall publish an Annual Sportsperson Welfare Report, tracking national trends, policy impact, emerging risks, and reintegration outcomes.

- A toll-free, confidential National Sportsperson Helpline shall be operated by NSRA, offering immediate support on issues such as mental health, transition support, welfare complaints, and mentorship referral.

4.7 Sports Infrastructure

Institutional Strategies

- Sports Kenya shall develop and maintain a National Sports Infrastructure Master Plan, in collaboration with county governments, to guide investment, development, and rehabilitation of facilities.
- County governments shall allocate land and budget lines for grassroots infrastructure aligned with community needs.
- The Kenya Academy of Sports shall provide technical advice on infrastructure for sports academies.
- All sports organizations shall maintain minimum infrastructure standards for affiliated training and competition venues, including accessibility for PWDs.

Legislative Strategies

- The Sports Act shall be amended to include classification of sports infrastructure (national, regional, county, grassroots) and define the infrastructure mandate of each level of government.
- The law shall require sports infrastructure projects to comply with national design standards and include provisions for disability access, maintenance, and equipment.

Regulatory Strategies

- The National Sports Regulatory Authority shall develop and enforce Sports Infrastructure Regulations, prescribing technical standards for construction, safety, equipment, and accessibility.
- Sports Kenya shall maintain a public National Register of Sports Facilities to track condition, ownership, and usage.
- NSRA shall accredit sports academies based on compliance with minimum infrastructure and safety benchmarks.

Administrative Strategies

- The Ministry of Sports shall coordinate with the National Treasury to create a ring-fenced infrastructure development budget.
- Sports Kenya shall prepare annual infrastructure condition reports.

- County governments shall issue local guidelines for facility usage, maintenance, and public access.
- NSRA shall inspect and audit sports facilities periodically, while KAS shall assess infrastructure needs for talent development programs.
- A standard fee exemption policy shall be established for national teams accessing public facilities.

4.8 Data Research, Monitoring and Evaluation

Institutional Strategies

- Each institution within the sports ecosystem including Sports Kenya, Kenya Academy of Sports (KAS), the Ministry of Sports, the National Sports Regulatory Authority (NSRA), sports organizations, and county governments shall establish and maintain data, research, and monitoring & evaluation (M&E) units in alignment with their respective functional mandates.
- These units shall generate, manage, and utilize information relevant to their institutional roles to support evidence-based planning, programming, and decision-making.

Legislative Strategies

- The Sports Act shall be amended to require every public institution involved in sports governance to develop internal data, research, and M&E frameworks.
- The law shall also require the Cabinet Secretary to establish a national framework for coordination, interoperability, and knowledge sharing among institutions.

Regulatory Strategies

- NSRA shall be mandated to develop and manage a National Sports Integrated Information System (NSIIS) to serve as the central platform for consolidated data on registration, performance, welfare, infrastructure, and compliance.
- All institutions shall be required to submit relevant data to NSIIS according to standardized protocols issued by NSRA.

Administrative Strategies

- The Cabinet Secretary for Sports shall develop a national data and knowledge-sharing framework to enable coordinated research, performance tracking, and joint learning among all institutions.
- The Ministry of Sports shall convene an annual Sports Research and M&E Forum to share findings, drive policy reflection, and promote sector-wide learning and innovation.

4.9 Climate Change and Environmental Sustainability

Institutional Strategies

- All institutions across the sports ecosystem including Sports Kenya, Kenya Academy of Sports, county governments, sports organizations, and the Ministry of Sports shall integrate environmental sustainability into their planning, construction, and operations.
- The National Sports Regulatory Authority (NSRA) shall coordinate climate-responsive sports governance, ensuring institutions embed green infrastructure, waste reduction, and sustainability practices into their functions.
- The Ministry of Environment shall collaborate with the Ministry of Sports and NSRA to guide sector-wide alignment with Kenya's climate change commitments.

Legislative Strategies

- Amendments to the Sports Act shall mandate environmental sustainability as a guiding principle in sports development.
- The law shall prescribe or cross reference with relevant legislation on minimum climate-resilient infrastructure standards, introduce penalties for the unlawful repurposing of public sports land, and require mandatory environmental impact assessments (EIAs) for new or rehabilitated sports facilities.
- Provisions shall also establish climate-responsive obligations for sports facilities and event planning.

Regulatory Strategies

- NSRA shall issue and/or enforce Climate and Environmental Sustainability Regulations on energy-efficient design standards, green building codes for sports facilities, and sustainability protocols for sports events.
- These regulations shall apply to all public and private facilities.
- Sports organizations shall be required to develop and enforce internal environmental policies and sustainability codes of conduct, subject to periodic compliance reviews.

Administrative Strategies

- The Cabinet Secretary for Sports shall develop a cross-sectoral policy framework, in collaboration with the Ministry of Environment, to guide integration of climate resilience and sustainability across the sports sector.
- Sports Kenya and county governments shall prioritize climate-smart retrofitting of facilities.

- KAS shall incorporate environmental education into coaching curricula and sportsperson development programs, while NSRA shall establish reporting mechanisms for sustainability compliance across institutions.

4.10 Sports Diplomacy

Institutional Strategies

- The Ministry of Sports, in partnership with the Ministry of Foreign Affairs, shall establish a Sports Diplomacy Unit to coordinate the integration of sports within Kenya's foreign policy and international branding efforts, support the identification and deployment of sportspersons as official envoys and cultural ambassadors.
- Sports Kenya shall lead national coordination of international bidding processes and host country obligations.

Legislative Strategies

- The Sports Act shall be amended to include sports diplomacy as a formal role of the Cabinet Secretary.
- Provisions shall also recognize sports diplomacy as a tool for regional integration and cultural exchange under Kenya's foreign relations framework.

Regulatory Strategies

- The Cabinet Secretary in consultation with the Ministry of Foreign Affairs shall develop a framework to deploy sportspersons as national envoys and establish standards for the recognition of emerging sports in international engagement.

Administrative Strategies

- The Ministry of Foreign Affairs shall designate Sports Diplomacy Focal Points within select diplomatic missions and embassies, while the Ministry of Sports shall maintain a roster of accredited sportspersons and sports personnel eligible for diplomatic representation.
- The Cabinet Secretary shall engage with the Ministry of Foreign Affairs to develop and implement a National Sports Diplomacy Strategy aligned with Kenya's broader cultural diplomacy and national branding agenda.

4.11 Technology in Sports

Institutional Strategies

- All institutions within the sports ecosystem including the Kenya Academy of Sports (KAS), Sports Kenya, the National Sports Regulatory Authority (NSRA), the Sports Fund, county governments, and sports organizations shall each develop and implement a digital transformation strategy aligned with their functional mandates.
- These strategies shall focus on digitizing registration, performance tracking, compliance, training, licensing, public engagement, and facility management.
- NSRA shall host and maintain the National Sports Integrated Information System (NSIIS) to facilitate interlinkages between institutional databases. Sports organizations shall be required to demonstrate how they are integrating technology to improve service delivery, accountability, and stakeholder engagement.
- Public-private partnerships shall be actively promoted to support the development and deployment of sports technologies, with incentives for private investment in sports-tech innovations that align with national development priorities.

Legislative Strategies

- The Sports Act shall be amended to mandate digital transformation across all institutions with defined obligations for creating and utilizing technology-enabled systems in registration, monitoring, training, talent development, and compliance.
- The law shall recognize e-sports and other technology-driven sports disciplines, and provide for innovation pipelines, intellectual property rights, and commercialization pathways for sports-tech developers.
- Harmonization with broader national ICT laws and policies shall be pursued to ensure institutional alignment and interoperability.

Regulatory Strategies

- The NSRA shall develop Sports Digitization Regulations to set baseline standards for the use of digital tools in governance, registration, training, competition management, data protection, and inter-agency data sharing.
- Sports organizations and federations shall be required to automate key operational functions and provide digital interfaces for public engagement and reporting.
- NSRA shall also develop sandbox protocols for piloting and scaling technology innovations within the sports sector, including guidelines on cybersecurity, ethical use of AI, and real-time data validation.

Administrative Strategies

- Each institution shall designate digital transformation focal points to lead internal implementation and capacity building.
- NSRA shall ensure NSIIS integration across institutions and monitor compliance with digitization milestones.
- Sports organizations shall deploy interactive websites, mobile applications, and automated systems for licensing, training updates, compliance tracking, and public communication.
- Counties shall digitize grassroots facility booking, community tournament management, and data reporting.
- Partnerships with the private sector including fintech's, sports-tech startups, and telecommunications providers shall be formalized to support the digitization of key services, and sportspersons shall be given digital tools to track performance, access services, and participate in governance.
- Digital procurement channels shall be streamlined to support innovation adoption at all levels.

4.12 Sports Science, Medicine and Research

Institutional Strategies

- The Ministry of Sports shall establish a Directorate of Sports Health and Science to coordinate national policy and programming on sports medicine, injury prevention, rehabilitation, mental health, and performance science.
- This Directorate shall develop partnerships with public health institutions such as Kenyatta National Hospital, Moi Teaching and Referral Hospital, and county health departments to provide specialized sports medical services.
- The Kenya Academy of Sports (KAS) shall be responsible for integrating sports science into training and talent development programs, and for coordinating mental health, nutrition, and rehabilitation support for sportspersons.
- Sports organizations shall be obligated to ensure access to qualified medical personnel during training and competitions, implement injury prevention protocols, and submit sportspersons for regular medical and psychological assessments.
- County governments, through their sports and health departments, shall operationalize community-level sports clinics and collaborate with public and private health providers. Sportspersons shall be responsible for undergoing scheduled assessments, adhering to recovery protocols, and reporting injuries.
- The private sector including insurance providers, medical technology companies, and rehabilitation centers shall be incentivized to partner with public agencies in offering sports-specific services and investing in sports medicine innovation.

Legislative Strategies

- The Sports Act shall be amended to mandate the institutionalization of sports science and medicine at all levels of the sports ecosystem.
- The law shall require all licensed sports organizations to provide minimum medical and psychological support to their registered sportspersons.
- The law shall also recognize the role of the Ministry of Health and its agencies in supporting sports health services and research.

Regulatory Strategies

- The National Sports Regulatory Authority (NSRA) shall develop Sports Health and Safety Regulations detailing the medical, psychological, and rehabilitation obligations of sports organizations, high-performance centers, and training camps.
- These regulations shall include mandatory pre-participation medical evaluations, injury tracking systems, concussion management protocols, and post-career health surveillance.
- KAS shall develop technical guidelines on integrating biomechanics, sports psychology, and nutrition into coaching and talent development.
- Sports organizations shall be required to submit compliance reports to NSRA on medical support provided, partnerships established, and safety protocols enforced.
- Health institutions partnering with the sports sector shall be accredited under a national Sports Medicine Registry managed jointly by the Ministries of Sports and Health.

Administrative Strategies

- The Directorate of Sports Health and Science shall coordinate the establishment of rehabilitation and high-performance centers across the country in collaboration with existing public hospitals and universities.
- KAS shall develop and maintain a National Injury Surveillance System integrated with performance data and accessible by authorized stakeholders.
- County sports and health departments shall co-fund and co-manage local recovery centers, mental health outreach programs, and sportsperson nutrition schemes.
- Sports organizations shall establish emergency medical action plans for all sanctioned events, including referral networks, on-site medical personnel, and insurance cover.
- Public universities and research institutes shall be supported to conduct applied research in sports medicine, physiology, nutrition, and mental health.
- An allocation for Sports Research shall be proposed within the Sports Fund to co-finance scientific research, private-sector pilots, and innovation in sports health technologies.

4.13 Commercialization

Institutional Strategies

- All institutions including Sports Kenya, the Kenya Academy of Sports (KAS), the Sports Fund, the National Sports Regulatory Authority (NSRA), and all county governments shall develop its own institutional commercialization strategy tailored to its specific mandate.
- These strategies shall define practical approaches for generating revenue, enhancing sustainability, and integrating key stakeholders such as sportspersons, sports organizations, and the general public.
- Sports Kenya shall focus on commercializing its facilities and hosted events, while KAS shall create market-driven programs for monetizing talent development, elite training, and performance pathways.
- County governments shall design commercialization models rooted in community leagues, local infrastructure, and sports tourism, with a focus on forging public-private partnerships.
- The Sports Fund shall explore co-investment schemes to de-risk private capital participation, especially in grassroots initiatives and capacity-building programs.
- Each institution's strategy shall deliberately create space for collaboration with media houses, broadcasters, merchandise companies, digital platforms, sports-tech innovators, and other private sector actors that can support the commercialization of sports across the country.

Legislative Strategies

- The Sports Act shall be amended to embed commercialization as a policy and legal obligation for all sports institutions and registered organizations.
- The amendments shall require every entity to formulate and periodically update a commercialization plan, including clear mechanisms for reinvesting part of the generated revenues into grassroots development, talent support, and sportsperson welfare.
- Further legislative provisions shall promote a conducive environment for private sector investment through a range of fiscal incentives, such as tax rebates for sponsorships and donations, legal recognition of image and media rights, and protections for contractual relationships.
- The amendments shall also introduce legal standards for licensing and regulating commercial sports agents, sports brokers, and business entities that derive economic value from sports-related ventures.

Regulatory Strategies

- The NSRA shall develop and enforce Sports Commercialization Regulations. These regulations shall set transparency and disclosure standards for all income derived from sponsorships, endorsements, broadcasting rights, merchandising, and ticketing.

- Every licensed sports organization shall be required to file an annual commercialization report, which shall include financial returns, contracts, and any reinvestment made toward sportsperson development.
- NSRA shall lead the development of Responsible Betting and Commercial Sustainability Regulations. These shall obligate all betting companies engaged in sports to prepare and publish sustainability strategies that demonstrate their social investment in sports development, their financial contributions toward user protection, and their participation in public education initiatives, especially on financial literacy and mental health.
- Betting companies shall also be required to establish safeguards against the exploitation of vulnerable populations and youth. NSRA shall link these regulatory obligations to the annual licensing and renewal process, with enforcement actions including penalties or deregistration available for non-compliant operators.

Administrative Strategies

- At the administrative level, each institution shall establish a dedicated commercialization or business development unit tasked with implementing its commercialization strategy.
- A national Sports Commercialization Working Group shall be formed to convene representatives from public institutions, county governments, sports organizations, and private sector stakeholders such as media houses, advertisers, betting companies, sports-tech startups, and merchandise businesses to promote collaborative investment models, innovation partnerships, and continuous policy dialogue.
- Counties shall be supported to develop localized commercialization ecosystems through incentives for hosting events, marketing local talent, and cultivating sports tourism.
- The Ministry shall focus on creating an enabling environment for private entrepreneurship to thrive rather than directly managing commercial platforms. For instance, the idea of a National Sports Digital Marketplace shall not be state-run; instead, the government shall facilitate a regulatory environment where private entities including local innovators, technology providers, and merchandise vendors can organically develop and scale digital platforms for e-ticketing, merchandising, sportsperson sponsorship, and fan engagement.

CHAPTER FIVE: MONITORING, EVALUATION, REPORTING AND LEARNING

5.0 Introduction

The implementation of this National Sports Policy shall be supported by a comprehensive Monitoring, Evaluation, Reporting, and Learning (MERL) framework grounded in the principle of subsidiarity. This framework acknowledges the complexity and interdependence of actors within Kenya's sports ecosystem and ensures that data collection, knowledge generation, and performance reporting occur first and foremost at the institutional level, before being integrated into national processes for accountability, learning, and strategic direction.

5.1 MERL Framework

Monitoring will be undertaken by each institution to track the timely, efficient, and effective implementation of policy interventions. All institutions including national and county governments, Sports Kenya, Kenya Academy of Sports (KAS), the National Sports Regulatory Authority (NSRA), the Sports Fund, sports federations, private sector actors, and civil society shall collect, analyze, and store data aligned to their respective mandates. Monitoring shall include establishing baseline values, setting indicators, and tracking implementation timelines, resource utilization, and reach. This will enable institutions to detect implementation bottlenecks early and make necessary adjustments.

Evaluation will also occur at the institutional level at mid-term, end-term, and where relevant, post-implementation stages. These evaluations shall assess the effectiveness, coherence, sustainability, and impact of interventions using objective, data-driven indicators. To promote impartiality and technical robustness, institutions may collaborate with academic researchers, civil society actors, and development partners. Evaluations shall also investigate both intended and unintended consequences, and generate evidence to support continuous policy refinement.

Reporting shall be carried out independently by each institution in alignment with its functions. National agencies including Sports Kenya, KAS, the Sports Fund, and NSRA shall submit their respective reports directly to the Cabinet Secretary. NSRA, in particular, shall develop and submit a standalone Regulatory and Compliance Report. County departments responsible for sports shall report to their County Assemblies and shared with the Council of Governors. These submissions, prepared in standardized formats and schedules, shall inform an annual State of Sports Development Report compiled by the Cabinet Secretary for submission to the National Assembly.

Learning will be embedded as a continuous and participatory process. All institutions shall establish internal knowledge management systems to document experiences, insights, and innovations. These efforts shall feed into a National Sports Knowledge Hub, a non-state-led platform hosted by a consortium of academic institutions, civil society organizations, and research

bodies. The hub shall facilitate public access to best practices, jurisprudence, comparative studies, and local innovations, supporting evidence-based policymaking and public engagement.

5.2 Institutional Coordination and Roles

The Cabinet Secretary for Sports shall lead the sector by providing policy direction and reporting annually to the National Assembly on the state of sports in Kenya. The Cabinet Secretary shall be supported by structured submissions from national agencies and key stakeholders.

An Intergovernmental Sports Sector Working Group, comprising the Cabinet Secretary and County Executive Committee Members responsible for sports, shall serve as the coordination platform for intergovernmental consultations. It will review reports and data from counties, identify trends and challenges, and co-create strategies for improved service delivery and cross-government alignment.

County Departments of Sports shall be responsible for monitoring, evaluating, and reporting on sports activities at the county level. They shall develop MERL systems aligned with this Policy and submit periodic reports to their County Assemblies and the Intergovernmental Sports Sector Working Group. County Assemblies will exercise oversight to ensure accountability for sports development at the local level.

National agencies shall each develop institutional MERL frameworks and be responsible for generating data, indicators, and reports within their functional areas. Sports organizations and federations will submit annual scorecards on performance, compliance, gender inclusion, safeguarding, anti-doping, and sportsperson welfare. Sportspersons shall participate actively by using digital platforms to track their development, give feedback, and contribute to learning systems.

The Sports Disputes Tribunal shall provide analytical and jurisprudential reports detailing the nature and outcomes of sports-related disputes. It shall contribute to national and international knowledge on sports governance and dispute resolution.

All data, research findings, and evaluative materials will be uploaded to the National Sports Integrated Information System (NSIIS), housed by the NSRA. This platform shall enable open access to credible, real-time, and disaggregated information for policymakers, citizens, researchers, and other stakeholders.

5.3 Partnerships for Learning and Evidence

The National Sports Knowledge Hub, being non-state-led, will coordinate sector-wide learning and dissemination of evidence. Every institution including government, federations, private entities, and development partners shall contribute knowledge products to the hub. Development

partners and academic bodies shall support the MERL ecosystem through technical assistance, collaborative research, and capacity development.

Private sector actors, including sponsors, broadcasters, event managers, and betting companies, shall be incorporated into the MERL ecosystem through public-private partnerships and performance contracts. Betting companies, under NSRA regulation, shall be required to submit sustainability reports on user protection, financial literacy programs, and contributions to sportsperson welfare.

The MERL framework shall position Kenya to meet international reporting standards and to align with global commitments under bodies such as UNESCO, the World Anti-Doping Agency, and the International Olympic Committee. This approach ensures that the monitoring and learning infrastructure not only drives domestic improvements but also reinforces Kenya's standing in the global sports landscape.

CHAPTER SIX: POLICY REVIEW

This National Sports Policy shall remain in force for a period of ten (10) years from the date of its adoption. A comprehensive policy review shall be undertaken at the end of this period to assess its continued relevance, effectiveness, and alignment with national priorities, legal developments, and global best practices in the sports sector.

The policy may be reviewed earlier than the ten-year period should significant developments arise. These include, but are not limited to, amendments to the Constitution, the enactment of new national legislation, changes in regional or international frameworks, the occurrence of public health emergencies or natural disasters, or the emergence of implementation challenges that necessitate urgent policy realignment.

The review process shall be consultative and evidence-driven, involving all key stakeholders across the public sector, county governments, sports organizations, private sector, sportspersons, and development partners. It shall be informed by data and insights drawn from the implementation of the Monitoring, Evaluation, Reporting and Learning (MERL) framework, as well as from the National Sports Integrated Information System and the National Sports Knowledge Hub.

The Cabinet Secretary shall initiate and coordinate the policy review process in collaboration with relevant institutions and in accordance with national policy review guidelines. The objective of each review shall be to strengthen the policy's responsiveness, coherence, and ability to drive inclusive and sustainable development of the sports sector in Kenya.