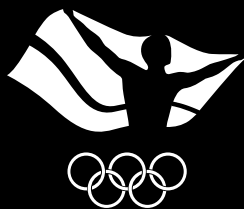


ANNUAL *Report*

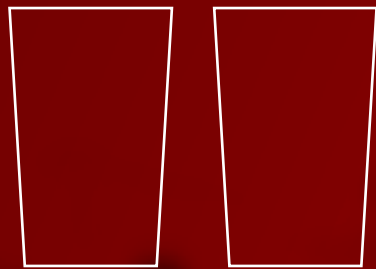


NATIONAL
OLYMPIC
COMMITTEE OF
KENYA

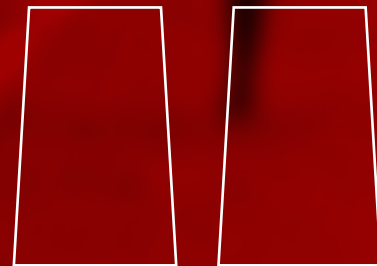
70
Year
ANNIVERSARY

2025





**Elevating
Champions,
Inspiring a
Nation.**





NATIONAL OLYMPIC
COMMITTEE OF
KENYA

VISION-DRIVEN NARRATIVE

Kenya is a country where dreams are borne and nurtured for young athletes as they go about training and lacing up for greatness every dive into a pool, steps onto a mat, or grips a javelin.

At the National Olympic Committee of Kenya (NOCK), we believe those dreams are not happenstance but are intentional and by extension should be cultivated, guided and elevated.

Our theme **"Elevating Champions, inspiring a Nation"** points to our renewed commitment to move beyond participation and hurtle purposeful excellence. It is a resounding proclamation that Kenyan sport is not only about medals; it is about identity, pride, opportunity, and unity.





MESSAGE FROM PRESIDENT



The year 2025 marks a defining turning point in the journey of the National Olympic Committee of Kenya. It was a year of transition—one that tested our resolve, demanded patience from our stakeholders, and ultimately ushered in a new dawn for the Olympic Movement in Kenya.

Following a prolonged and closely contested electoral process, the organization emerged with renewed leadership and, more importantly, renewed purpose. This transition was not merely a change of office bearers; it represented a collective opportunity to reset, to rebuild trust, and to reimagine the future of Kenyan sport. It called upon all of us—federations, athletes, partners, and administrators—to reaffirm our shared commitment to unity, integrity, and excellence.

As the incoming Board, we assumed office with a clear understanding of both the responsibility entrusted to us and the expectations of a nation that continues to look to sport as a source of pride and inspiration. Our immediate priority was to stabilize the institution, strengthen governance structures, and ensure continuity in athlete support. I am proud to note that

despite the challenges experienced during the transition, Team Kenya's preparations, participation, and performance remained uninterrupted—demonstrating the resilience of our systems and the dedication of our athletes.

This new phase is anchored on a bold vision: to transform NOC-K into a modern, transparent, and high-performing institution that places athletes at the center of all its decisions. We are committed to strengthening governance, deepening accountability, and aligning fully with the principles of the Olympic Charter. At the same time, we are accelerating the professionalization of sports administration and investing in systems that will consistently produce world-class results.

The future of Kenyan sport lies not only in our rich legacy but in our ability to evolve. As we look ahead to Dakar 2026, Glasgow 2026, and ultimately the Los Angeles 2028 Olympic Games, our focus is clear—structured athlete development, early and strategic preparation, and the integration of science, technology, and innovation into our high-performance systems. We are equally committed to expanding opportunities across emerging sports, ensuring inclusivity, and strengthening pathways for youth talent

across the country.

This is a new dawn—one defined by collaboration over division, systems over improvisation, and long-term impact over short-term success. It is a call to all stakeholders within the Olympic Movement to move forward together, guided by a shared vision and a unified purpose.

I extend my sincere appreciation to our athletes, federations, government, partners, and the International Olympic Committee for their unwavering support during this period of transition. Above all, I commend the athletes of Team Kenya, whose discipline and determination continue to inspire the nation and remind us why we serve.

The foundation has been reset.

The direction is clear.

The future is ours to build.

Shadrack K. Maluki

**President
National Olympic Committee of
Kenya**



FOREWORD BY THE SECRETARY GENERAL



The year 2025 stands as a defining chapter in the journey of the National Olympic Committee of Kenya (NOC-K). It was a year that tested our resilience, strengthened our governance structures, and reaffirmed our commitment to the athletes and federations that form the backbone of the Olympic Movement in Kenya.

As we present this Annual Report, we do so with a deep sense of responsibility, pride, and optimism for the future of Team Kenya.

Throughout the year, NOC-K remained steadfast in its mission to support Kenyan athletes and advance the Olympic Values. Despite a challenging institutional environment characterized by an extended electoral process and leadership transition, the organisation continued to deliver on its core mandate—ensuring that athlete preparation, international participation, and development programmes remained uninterrupted.

The conclusion of the elections process went late into the year to October 2025, and the leadership had to refocus on strengthening systems and building unity within the Olympic family.

Operationally, the year demonstrated the resilience and professionalism of the

management. Kenyan athletes participated successfully in key continental competitions, including the African School Games and the African Youth Games, achieving encouraging results that highlight the strength of the country's emerging talent pipeline. These performances reinforced the importance of structured youth development pathways and provided valuable insights as we prepare the next generation of athletes for the Dakar 2026 Youth Olympic Games and the Los Angeles 2028 Olympic Games.

Beyond competition, NOC-K continued to strengthen the systems that support athlete performance and welfare. Our collaboration with universities, the expansion of Olympic Values Education programmes, and the implementation of safeguarding initiatives further demonstrate our commitment to developing responsible leaders and ambassadors for Kenya.

Institutional strengthening also remained central to the work of the Executive Board. Significant progress was made in governance reforms, including the review of key policies, the operationalization of Board committees and commissions, and enhanced compliance and reporting frameworks.

These reforms are essential to ensuring that NOC-K operates with transparency,

accountability, and alignment with the Olympic Charter. Strong institutions provide the stability required for athletes to thrive and for partners to continue placing confidence in the Olympic Movement in Kenya.

Looking ahead, the work undertaken in 2025 has laid a solid foundation for what lies ahead. The focus now shifts from stabilization to execution. On behalf of the NOC-K Executive Committee and the Secretariat team, I extend sincere appreciation to our athletes, national federations, government partners, sponsors, Olympic Solidarity and the IOC for their continued support and collaboration. Faster, Higher, Stronger – Together.

John Ogella

Secretary General
National Olympic Committee of Kenya





EXECUTIVE SUMMARY:

THE YEAR AT A GLANCE

A YEAR OF TRANSITION, RESILIENCE, AND RENEWED DIRECTION TOWARDS LA 2028

The year 2025 stands as one of the most defining periods in the recent history of the National Olympic Committee of Kenya (NOC-K). It was a year marked by institutional tests, leadership transition, and renewed commitment to the Olympic Movement, ultimately strengthening the organization as it continues preparations toward the Los Angeles 2028 Olympic Games.

The year began amid a prolonged electoral cycle that required patience and maturity from stakeholders. Elections initially scheduled for April 2025, based on a roadmap approved in late 2024, were repeatedly postponed due to disputes within several federations and resulting legal challenges. For the NOC-K Secretariat and the wider Olympic Movement in Kenya, this period extended beyond legal and administrative processes; it required safeguarding the credibility of the institution while maintaining stability and international confidence in Kenya's Olympic structures.

After two unsuccessful attempts, elections were successfully conducted on 21 July 2025, bringing an end to months of uncertainty. The election of Shadrack Maluki Kitili as President, succeeding Paul Tergat, marked the beginning of a new leadership chapter. Internally, this transition represented more than a change in leadership; it offered an opportunity to rebuild trust, reset institutional relationships, and refocus the organization on its central mission—supporting athletes and preparing Team Kenya for sustained Olympic success.

The new leadership quickly emphasized unity, transparency, and an athlete-centered approach. This direction was reflected in renewed engagement with national federations, commissions, and partners, accompanied by a clear message that preparations for the Los Angeles 2028 Olympic Games must begin early and be strategically structured. A key outcome of this renewed focus was the strengthening of long-term athlete support mechanisms, particularly through the Individual Athlete Scholarship Programme implemented in partnership with Olympic Solidarity for the 2025–2028 Olympic cycle. The programme represents a deliberate shift from short-term interventions toward sustainable athlete development, extending support even to competitors in emerging sports where Kenya has traditionally had limited representation.

Despite the internal challenges experienced during the year, Team Kenya remained actively engaged in continental competitions, demonstrating that athlete support and participation continued uninterrupted. Kenya participated successfully in the African School Games in Algeria, where a young team secured eleven medals—five gold among them—across athletics, boxing, wrestling, and cycling. These results highlighted the strength of Kenya's youth development pathway and underscored the importance of school-level sport as a critical component of the Olympic talent pipeline.

Kenya also competed in the African Youth Games in Luanda, Angola, finishing seventh overall with a total of thirty-five medals: seven gold, eleven silver, and seventeen bronze. Achievements across athletics, weightlifting, martial arts, and team sports showcased the depth of emerging talent while providing valuable international exposure to athletes who represent the country's future Olympic generation. From an organizational perspective, the successful participation in these Games reflected NOC-K's commitment to maintaining athlete preparation and international engagement even during a period of institutional transition.

Institutional strengthening also remained a priority. The Presidents and Secretaries General Seminar served as an important platform for engagement between the new leadership and member federations. The forum allowed the leadership to present its strategic vision while also listening to stakeholder concerns and expectations. For the Secretariat, this dialogue was essential in rebuilding confidence following the election period and reinforcing the shared responsibility of advancing the Olympic Movement in Kenya.

Preparations for upcoming international competitions formed another key focus of the year. Planning began for Kenya's participation in the Milano Cortina 2026 Winter Olympic Games, reflecting the country's continued commitment to maintaining representation in specialized winter disciplines. At the same time, early coordination commenced for the Glasgow 2026 Commonwealth Games, including accreditation processes, federation consultations, and technical planning to ensure that Team Kenya would be fully prepared well in advance. These efforts reinforced the principle that success at major international events depends on early planning

and disciplined execution.

Sports integrity also emerged as a critical issue during the year. International concerns regarding anti-doping compliance placed Kenya under heightened scrutiny, reminding all stakeholders that performance must be accompanied by credibility and adherence to global standards. Reforms undertaken during this period, alongside strengthened collaboration between NOC-K, government institutions, and anti-doping authorities, helped restore confidence and reaffirm the country's commitment to clean sport. While the situation posed challenges, it ultimately strengthened the resolve to ensure that Kenyan athletes compete with integrity and honor.

The year also witnessed renewed engagement with government institutions and corporate partners, opening opportunities for stronger collaboration in athlete support and organizational sustainability. Discussions around revenue diversification, high-performance systems, and digital transformation began to take shape, laying the groundwork for the strategic direction that will guide NOC-K in the coming years.

From an internal perspective, 2025 was demanding but ultimately transformative. The organization faced disagreements, pressure, and uncertainty, yet it also demonstrated resilience, professionalism, and a shared commitment to the Olympic Movement. The continued engagement of federations, athletes, and partners during challenging moments underscored the strength and importance of the institution.

As NOC-K moves into 2026, the priority is clear: execution. This includes implementing the LA 2028 qualification roadmap, advancing high-performance development plans, preparing for the Milano 2026 Winter Olympic Games and the Glasgow 2026 Commonwealth Games, and continuing reforms that will strengthen the organization and reinforce its athlete-centered mission.

The events of 2025 tested the organization but also prepared it for the future. The year closes with renewed unity, stronger institutional confidence, and a clear vision for the road ahead. The journey toward Los Angeles 2028 is now firmly underway, and the future of Team Kenya remains bright.

NOC Executive Committee

OVERVIEW OF NOC-KENYA STRUCTURE AND GOVERNANCE



Shadrack Matuki
The President



Barnaba Korir
1st Deputy President



Col (Rtd) Nahashon Randiek
2nd Deputy President



John Ogolla
Secretary General



Fred Chege
Treasurer



Francis Karugu
Deputy Secretary General



Charles Mose
Deputy Treasurer



Major (Rtd) Suleiman Sumba
Executive Board Member



Joycelene Nyambura
Executive Board Member



Alexander Mutai
Executive Board Member



Doreen Okiri
Gender Representative



Eliud Kipchoge
Male Athletes' Representative



Grace Okulu
Female Athletes' Representative



Anjela Luchiya
Executive Board Member



Elynah Shiveka
Executive Board Member



Col. Dr. Paul Tergat
IOC Member, Former NOCK President



Humphrey Kayange
IOC Member



1



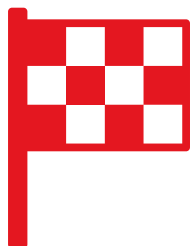
Elevate Champions

In 2025, NOCK commits to:

- Intentionally strengthen athlete development pathways from grassroots to elite.
- To enhance governance, transparency, and accountability in sport.
- To continuously commit to expanding access to sports science, mental wellness, and safeguarding programs.
- To build strategic partnerships that provide sustainable funding and global exposure.

We commit to honor our legendary Olympians while investing intentionally in the next generation. Elevation means structured support.

Our athletes have for so long and faithfully always carried the flag with courage. As the governing body it is our turn to pledge our continuous support.



2



Inspire a Nation

Sports has been the country's top most unifier, from the shores of lake Victoria to the sandy beaches of Mombasa to the top of Mt. Kenya down to The Great Rift Valley we all applaud when our athletes outperform on the global stages.

As a result of that, this year, NOCK will:

- Expand youth engagement initiatives in schools and communities.
- Promote Olympic values of excellence, friendship, and respect.
- Champion gender equity and inclusivity across all sports.
- Amplify athlete stories to ignite belief in young people across the country.

Because when one athlete rises, a million Kenyan hearts rise with them.

3



From Legacy to Future

Kenya's Olympic legacy is known the world over. 2026 promises even greater heights

- Professionalizing sports administration.
- continental and global competitions.
- Strengthening collaboration with federations and government partners.
- Positioning Kenya as a powerhouse in athletics and a diversified sporting nation.

Our vision: To see Kenya recognized globally not just for winning, but for leadership, integrity, and innovation in sport.



ELEVATING CHAMPIONS

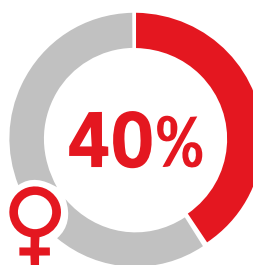
2025 IN NUMBERS

Last year, NOC-K supported 200 athletes across 28 affiliated sports federations, reinforcing our commitment to structured athlete development from grassroots to elite level.




28
AFFILIATED
Sports Federations


200
ATHLETES
Supported by NOC-K



**OF THESE ATHLETES,
WERE WOMEN**

reflecting steady progress
toward gender equity and
inclusive participation in sport.

50+
EMERGING
ATHLETES

Through targeted
youth pathways



Were integrated into
**NATIONAL
DEVELOPMENT
PROGRAMS**

ensuring sustainability of Kenya's
competitive future.



2 **INTERNATIONAL
COMPETITIONS**

Kenyan athletes represented
the nation at 2 international
competitions.



**AFRICAN SCHOOL GAMES
ALGERIA**



**AFRICAN YOUTH GAMES
ANGOLA**



returning home with 42
medals

46
MEDALS

 **12 GOLD**

 **12 SILVER**

 **22 BRONZE**



THE CALL TO ACTION

- **To our athletes:** Continue dreaming and training and pushing yourselves.
- **To our federations:** Unity is strength. We owe Kenyans that much
- **To our partners:** Invest in sports and be part of this story.
- **To every Kenyan:** Stand with Team Kenya — not only at the finish line, but at the starting blocks.

CONSOLIDATION, REFORM & RENEWED COMPETITIVE MOMENTUM

The year 2025 marked a period of consolidation, reform, and renewed competitive momentum for the National Olympic Committee of Kenya (NOC-K). Guided by a commitment to excellence, integrity, and unity, the organization advanced both performance outcomes and institutional stability.

Competitive Performance and Athlete Preparation

- Coordinated successful participation in major international competitions.
- Achieved podium finishes across multiple disciplines.
- Conducted structured high-performance training camps to enhance medal readiness.
- Expanded competitive exposure beyond traditional strengths, reinforcing diversification in Kenyan sport.

Governance & Institutional Strengthening

- Strengthened compliance with Olympic Charter standards and governance best practice.
- Enhanced transparency through structured reporting and audit processes.
- Reviewed and reinforced key policy frameworks to modernize operations.
- Delivered governance capacity-building initiatives for affiliated federations.

We managed another succession transition which strengthened the organisation stability and predictability.

Inclusion, Safeguarding and Athlete Welfare

- Increased female participation in athlete and leadership pathways.
- Conducted safeguarding and integrity workshops to reinforce safe sport standards.
- Promoted equitable access and opportunity across programs.

Youth Development & Olympic Values

- Expanded Olympic Values Education initiatives nationwide.
- Strengthened grassroots-to-elite athlete development pathways.
- Delivered impactful Olympic Day celebrations promoting unity and national pride.

Partnerships & Sustainability

- Strengthened collaboration with government and corporate partners.
- Mobilized increased resources dedicated to

athlete development.

- Facilitated scholarship and international exposure opportunities for emerging talent.

4. Strategic Priorities for the Year

In the year ahead, the National Olympic Committee of Kenya (NOC-K) will focus on five core strategic priorities designed to elevate performance, reinforce governance, and secure sustainable growth for the Olympic movement in Kenya.

High-Performance and Athlete Excellence

Priority Actions:

- Implement integrated high-performance training camps.
- Expand access to sports science, medical, nutrition, and mental wellness support.
- Strengthen athlete monitoring and performance analytics.
- Prepare strategically for major continental and global competitions.

Success Indicator: Improved podium performance and measurable athlete readiness benchmarks.

Governance, Compliance and Institutional Integrity

Objective: Professionalize sports administration and reinforce accountability.

Priority Actions:

- Conduct governance audits and compliance reviews across federations.
- Update and implement key policies aligned with Olympic Charter standards.
- Enhance transparency through structured reporting and financial oversight.
- Deliver governance capacity-building programs for federation leadership.

Success Indicator: Full compliance, improved federation ratings, and enhanced stakeholder confidence.

Youth Development and Olympic Values Promotion

Objective: Build a sustainable talent pipeline and embed Olympic values nationwide.

Priority Actions:

- Expand grassroots-to-elite development pathways.
- Scale Olympic Values Education programs in

schools and counties.

- Strengthen Olympic Day and community engagement initiatives.
- Identify and nurture emerging talent across diverse sports disciplines.

Success Indicator: Increased youth participation and structured progression into elite programs.

Gender Equity, Safeguarding and Athlete Welfare

Objective: Ensure inclusive, safe, and equitable sport environments.

Priority Actions:

- Increase female representation in athlete and leadership programs.
- Implement safeguarding education and safe sport policies across federations.
- Strengthen athlete voice and representation mechanisms.
- Promote mental health and holistic athlete support systems.

Success Indicator: Improved gender balance, safeguarding compliance, and athlete satisfaction levels.

Partnerships, Resource Mobilization and Brand Growth

Objective: Secure financial sustainability and elevate the Team Kenya brand.

Priority Actions:

- Strengthen corporate and institutional partnerships.
- Diversify funding streams for athlete preparation and development.
- Enhance digital presence and athlete storytelling.
- Position NOC-K as a trusted, transparent, and impact-driven organization.

Success Indicator: Increased funding mobilized, expanded partnerships, and measurable brand growth.

The Strategic Intent

The year's priorities reflected a shift from reactive management to proactive, performance-driven leadership.

By aligning governance, athlete preparation, youth development, and sustainable partnerships, NOC-K aims not only to win medals — but to build systems that consistently produce excellence.





GAMES IN 2025

THE 4TH EDITION OF THE AFRICAN YOUTH GAMES



The 4th edition of the Africa Youth Games was held in Luanda, Angola, from December 10 to December 20, 2025. The Games aimed to unite all member countries of ANOCA (Association of National Olympic Committees of Africa) and assess the preparedness of youth athletes ahead of the Dakar 2026 Youth Olympic Games.

The Games welcomed over 2000 athletes across the 55 African nations featuring a diverse range of sports showcasing versatility and athleticism of the participating athletes. It targeted athletes between the ages 14 to 17 years across 33 sports disciplines. The logo and mascot, the “Galinha d’Angola”, having been officially approved by ANOCA, highlighted Angola’s commitment and its validated infrastructure for an unforgettable event.

The objective of the games was:

- Promote Sport
- Discover and develop talents for competitions such as the Dakar 2026 Olympic Games serving as qualifiers
- Foster integration and cultural exchanges among African countries

Sports Disciplines and Competition Venues

The Africa Youth Games featured multiple sporting disciplines. Competitions were held across 6 host cities: Luanda, Bengo, Benguela, Kikusi, Belas & Kilamba

- **Luanda:** Taekwondo, Judo, Karate-Dô, Boxing, Fencing, Swimming, Canoeing, Table Tennis, Rowing
- **Bengo:** Athletics
- **Benguela:** Beach Handball, Beach Volleyball, 3x3 Basketball
- **Belas:** Golf at the Mangais Ecoturismo Golf Resort

- **Kikusi:** Tennis at Kikusi Village Club & Weightlifting at Dreampark Hotel
- **Kilamba:** Cycling

Team Kenya was comprised of 86 athletes and 33 coaches in 17 sports disciplines as follows:

SPORTS	ATHLETES		TEAM OFFICIALS	
	M	F	TM	COACHES
Athletics	7	7	1	3
3X3 Basketball	4	4	1	1
Beach Handball	0	12	1	2
Beach Volleyball	2	2	1	1
Boxing	2	2	1	1
Canoe	2	0	-	1
Cycling	2	2	1	2
Fencing	3	1	1	2
Golf	1	1	-	1
Judo	2	2	1	1
Karate	4	2	1	1
Rowing	2	2	-	1
Swimming	3	3	1	1
Table Tennis	1	1	-	1
Taekwondo	2	2	1	1
Tennis	1	1	-	1
Weightlifting	2	2	-	1



LIST OF MEDALISTS

GOLD

- | | |
|---------------------------|----------------------------------|
| 1. David Kapaiko | Athletics 1500m (M) |
| 2. Caren Chepngeno | Athletics 2000m Steeplechase (F) |
| 3. Uicody Chemutai | Athletics 800m (F) |
| 4. Jairus Byegon Kipkorir | Athletics 2000m Steeplechase (M) |
| 5. Mercy Kerubo | Weightlifting (63kg) |

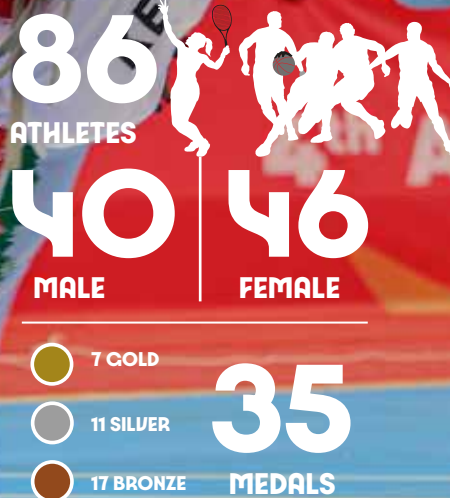
SILVER

- | | |
|---------------------|-------------------------|
| 1. Lonah Cheron | Athletics 3000m (F) |
| 2. Wesley Kiplangat | Athletics 3000m (M) |
| 3. Belinda Wanjiru | Golf |
| 4. Ian Okinyi | Weightlifting 60kg |
| 5. Lina Amanda | Weightlifting 48kg |
| 6. Girls Team | Beach Handball |
| 7. Juliana Rachel | Taekwondo U46kg |
| 8. Jeremiah Waruiri | Rowing (Mixed Category) |
| 9. Phyna Okal | |

BRONZE

- | | |
|-----------------------------|--------------------------------------|
| 1. Muluku/Jackson Sila/ | Karate Male Kata Team |
| 2. Allan Citonga | Karate Individual Female Kumite 59kg |
| 3. Margaret Nyeuu | Athletics 1500m (F) |
| 4. Millicent Jepkonga | Athletics 800m (M) |
| 5. Kevin Kipkosgei | Fencing -Sabre (M) |
| 6. Kinoti Kiara | Judo U50 (M) |
| 7. Harun Mumo | Judo U48 (F) |
| 8. Rael Imasia | Tennis |
| 9. Jeff Okuku | Tennis Mixed Doubles |
| 10. Jeff Okuku/Nancy Kawira | Weightlifting 56kg |
| 11. Acehood Waiyaki | Weightlifting 48kg |
| 12. Lina Amanda | 3x3 Basketball (F) |
| 13. Girls Team | Boxing 50kg |
| 14. Clinton Omondi | Boxing 60kg |
| 15. Sonia Atieno | Taekwondo U45kg |
| 16. Gideon Robert | |

Team Kenya medal conversion trends







1ST AFRICAN SCHOOL GAMES

1. Africa School Games

Event: Preparation for the African School Games 2025

Organized by: National Olympic Committee of Kenya (NOC-K)

Camp Dates: 18th – 26th July 2023

Venue: Kasarani Stadium

Purpose: 9-day residential training camp to ensure athletes and officials are adequately prepared and sensitized for the African School Games.



12 Male



12 Female

26

TOTAL
ATHLETES

42

PARTICIPANTS

16

OFFICIALS

Objectives of the Camp

- Final preparation of athletes ahead of the African School Games.
- Technical, tactical, and physical readiness.
- Team bonding and cohesion among athletes and officials.
- Safeguarding and sensitization of young athletes.





Medal tally:



5 GOLD

1 SILVER

5 BRONZE

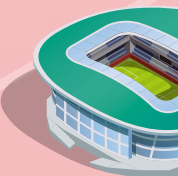
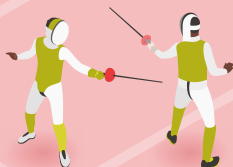
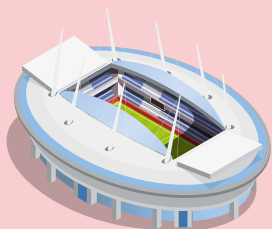
11
MEDALS

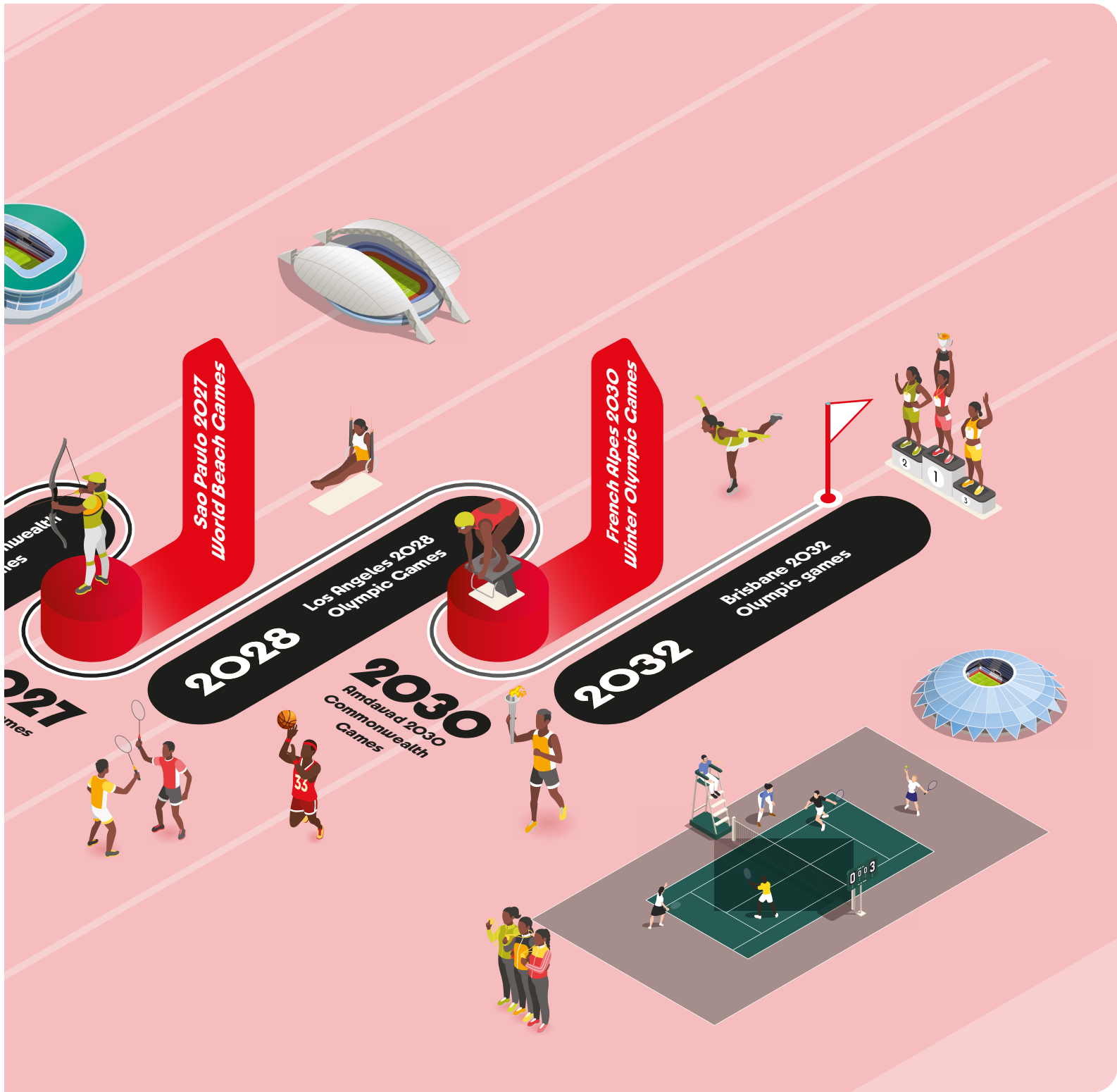
Team Kenya medal
conversion trends

11
MEDALS

26
ATHLETES

UPCOMING GAMES









ATHLETE SUPPORT



Overview

The scholarship and high-performance support program continues to strengthen Kenya's pathway toward the LA 2028 Olympic Games. The 2025–2028 cycle focuses on empowering elite athletes through Olympic Solidarity, ANOCA, and bilateral scholarships, while also supporting national teams preparing for major international competitions. This report outlines the current scholarship holders, team grants, and upcoming opportunities.

Athlete Scholarships (2025–2028)

A total of eight athletes across seven sports have been awarded scholarship grants to support their preparation for the LA 2028

- Olympic Games. These athletes represent Kenya's top-performing and high-potential talent.
- | | | |
|-------------------------------|---|-----------------|
| → Angella Okutoyi | - | Tennis |
| → Priscilla Mburu Wangui | - | Sports Shooting |
| → Joshua Amunga Mboya | - | Weightlifting |
| → Juliana Anyango Ongonga | - | Weightlifting |
| → Haniel Maindi Bwaku Kudwoli | - | wimming |
| → Sara Faustyna Mose | - | Swimming |
| → Alexandra Ndolo | - | Fencing |
| → Mahabila M. Matonyā | - | Wrestling |

Status & Progress

→ All scholarship holders have commenced or are scheduled to begin their training programs aligned with their qualification pathways for LA 2028.

- Federations have been engaged to ensure structured reporting and performance tracking for each athlete.

Next Steps

- Consolidate quarterly performance updates for submission to Olympic Solidarity and other partners.
- Enhance coordination with federations to ensure compliance with reporting timelines.
- Identify additional support needs for athletes requiring intensified high-performance interventions.

Team grants & high-performance support

Team Support Grants

Team support grants have been allocated to national teams preparing for continental and global competitions. These grants aim to enhance team readiness, improve performance

standards, and support qualification efforts for LA 2028.

Teams Supported

1. Hockey Women's Team
2. Volleyball Women's Team
3. Rugby 7's Men's Team
4. Rugby 7's Women's Team

ANOCA Scholarships

ANOCA has confirmed that the next scholarship window will open in 2027, targeting top-performing athletes across Africa.

Implications for NOCK

- Early identification of high-potential athletes will be essential to maximize Kenya's chances of securing slots.
- Federations should begin profiling athletes who demonstrate strong continental competitiveness

Mental health and medical support framework

The Medical Commission and mental health support framework is responsible for providing guidance to the NOCK Executive Board on matters relating to the protection of the health of athletes, promoting athlete welfare and enhancing performance in high-performance sport.

Medical assessments and monitoring programs were conducted to track athlete health, prevent injuries, and ensure safe participation in training and competition. Medical personnel also provided on-site support during training camps, forums, workshops and competitions, facilitating immediate injury prevention and management and coordinated rehabilitation when required.

To support athlete well-being, mental health awareness initiatives were introduced to educate athletes, coaches, and support staff on stress management, performance pressure, and



emotional resilience. Access to professional psychological support services allowed athletes to seek confidential assistance when necessary.

Efforts made through the mental and medical support framework strengthened:

- athlete health management
- increased awareness of mental health in sport
- improved overall preparedness for high-performance environments.

Athlete voice & Athletes'

Commission impact

The Athlete Voice ensures that athletes actively participate in decisions that affect their welfare, performance, and development. Through the Athletes' Commission, athletes are represented in governance structures and contribute to policy discussions in line with the organization's principles.

Athlete Representatives sit on the NOC-K Board and provide guidance on matters affecting

athletes.

The representatives organize athlete forums at least twice annually, bringing together athletes to review their progress, share feedback, and discuss emerging issues. These engagements have enabled the Executive Committee to better understand athletes' needs and tailor programmes that enhance their overall experience and support their development.

Key agendas

1. Athlete 365
2. Safeguarding
3. Mental health
4. Personal branding
5. Managing fame and fortune.
6. Personal Financial Management

The Athlete Commission was very active in supporting athletes during the preparations for the upcoming games and events.

Some of the key actions included:

- a. Listening to the athletes voice during training and games

- b. Organizing for education training sessions during the games
 - c. agenda Arbitrating and mediating Athlete issues while at the camp
 - d. Ensuring that athletes got the necessary support and services at the games
- Capacity Building

Challenges

- Limited awareness among athletes about the role of the Athletes' Commission.
- Resource constraints for athlete engagement activities.
- Balancing athlete participation with training and competition schedule.

Members of the Athlete Commission

1. Humphrey Kanyange
2. Hellen Obiri
3. George Darryll
4. Gilly Okumu
5. Wilkister Nadzuwa
6. Mercy Moim



Athlete Career and Transition Programs

Recognizing that athletic careers are limited, NOC-K supports programs that prepare athletes for life beyond sport. These initiatives empower athletes with skills, education, and opportunities for long-term success.

- **Education and Training** – Encouraging athletes to pursue academic or vocational studies.

- **Career Development** – Providing guidance and employment opportunities after retirement from sport.
- **Financial Literacy** – Supporting athletes in financial planning and management.
- **Mental Wellbeing** – Assisting athletes in managing the transition from competitive sport to new careers.

5. Conclusion

Safeguarding, clean sport, and athlete development are essential to responsible sports governance. Through initiatives such as [#HifadhiSportiYetu](#), NOC-K continues to promote safe, ethical, and inclusive sporting environments while supporting athletes during and after their competitive careers.





**DIPLOMA
IN MANAGEMENT OF
OLYMPIC SPORT ORGANISATIONS**

The International Olympic Committee certifies that

Viona Pheleshia Wandera

has fulfilled the requirements to be awarded a Diploma in Management of Olympic Sport Organisations by attending an Advanced Sport Management Course under the patronage of Olympic Solidarity and

National Olympic Committee Kenya

held from 06-05-2024

to 30-09-2024


Thomas Bach, IOC President

IOC President

**DIPLOMA
IN MANAGEMENT OF
OLYMPIC SPORT ORGANISATIONS**

The International Olympic Committee certifies that

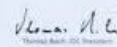
Catherine Cherotich

has fulfilled the requirements to be awarded a Diploma in Management of Olympic Sport Organisations by attending an Advanced Sport Management Course under the patronage of Olympic Solidarity and

National Olympic Committee Kenya

held from 06-05-2024

to 30-09-2024


Thomas Bach, IOC President

IOC President









**SPORT SCIENCE
& PERFORMANCE**

Sport Science

A forward-looking national sport science strategy — embedded within NOC-K's high-performance framework and aligned with Olympic Solidarity programme opportunities — represents one of the highest-return investments the organisation can make in Kenyan sport's long-term future. Data-driven approaches will inform performance trajectories and allocate limited resources where they will have the greatest competitive impact.

Through this approach, NOCK has begun integrating key components of sports science such as performance analytics, injury prevention protocols, recovery strategies, and load management systems into national training programs. Collaboration with academic institutions and sports science experts has enhanced access to laboratory testing, athlete profiling, and data-driven insights, allowing for individualized performance planning.

These developments have improved athlete efficiency, reduced injury risks, and enhanced consistency in performance outcomes, marking a significant transition toward a modern high-performance system.

The National Olympic Committee of Kenya (NOCK) is making significant strides toward transforming its high-performance system through the integration of sports science, multidisciplinary support, and the development of a centralized High-Performance Centre. By aligning with global best practices championed by the International Olympic Committee, NOCK is creating a more structured, data-driven, and athlete-centered environment that enhances preparation, optimizes performance, and ensures long-term sustainability. This strategic approach not only strengthens Kenya's competitiveness at major international events such as the Olympic Games and Commonwealth Games but also positions the country as an emerging leader in high-

performance sport development within Africa.

Performance Team model

(psychology, nutrition, analytics)

The National Olympic Committee of Kenya (NOCK) has progressively adopted a performance team model anchored on an athlete-centered approach to enhance international competitiveness. In preparation for major events such as the Olympic Games and Commonwealth Games, NOCK has prioritized structured athlete development pathways that integrate talent identification, elite training, and competition readiness. Through collaboration with national federations, the committee has supported individualized training programs and improved coordination of athlete preparation, ensuring that performance planning is aligned with global standards and tailored to the specific needs of each athlete.





To operationalize this model, NOCK has strengthened multidisciplinary support systems by incorporating key performance personnel into athlete programs. This includes engagement of qualified coaches, strength and conditioning experts, physiotherapists, and increasingly, sports psychologists to address mental resilience, focus, and performance anxiety in high-pressure competitions. The integration of sports psychology services has been instrumental in improving athlete confidence and consistency, particularly in endurance and combat sports where mental fortitude is critical. These interventions align with international best practices promoted by the International Olympic Committee and contribute to holistic athlete development. NOCK has made deliberate efforts to enhance sports nutrition support as a key pillar of performance. Athletes within high-performance programs are now exposed to nutrition education, supplementation guidance, and diet planning tailored to their sport-specific demands. This has contributed to improved

recovery rates, injury prevention, and optimal body composition management. Nutrition interventions have been particularly impactful in sports requiring weight management and endurance optimization, ensuring that athletes maintain peak physical condition throughout training cycles and competition periods.

Overall, NOCK's implementation of the performance team model reflects a shift toward a more integrated and professional high-performance system. While challenges such as resource constraints and uneven access across sports still exist, the progress made in multidisciplinary support, athlete welfare, and performance analytics demonstrates a strong commitment to excellence. Moving forward, sustained investment in capacity building, technology, and stakeholder collaboration will be essential to fully institutionalize this model and ensure consistent podium-level performance for Team Kenya on the global stage.

Injury surveillance & prevention

data

The National Olympic Committee of Kenya (NOCK) has increasingly recognized injury prevention and the use of performance data as critical components of a sustainable high-performance system. In recent years, NOCK has integrated injury prevention strategies into athlete preparation, particularly in the lead-up to major competitions such as the Olympic Games and Commonwealth Games. These efforts have included structured pre-competition medical screenings, injury risk assessments, and the implementation of preventive conditioning programs within training camps. By prioritizing athlete health and readiness, NOCK has taken important steps toward reducing injury incidence and ensuring athletes are able to compete at optimal levels.

A key aspect of NOCK's approach has been the incorporation of multidisciplinary medical and support teams to oversee injury prevention and



management. Physiotherapists, team doctors, and strength and conditioning specialists are increasingly involved in athlete preparation, working collaboratively with coaches to design training programs that minimize injury risks. During major competitions and centralized training camps, these professionals provide continuous monitoring, rehabilitation support, and recovery strategies. This integrated approach aligns with international best practices advocated by the International Olympic Committee, emphasizing the importance of proactive rather than reactive injury management.

The investment in education and capacity building to strengthen injury prevention practices across the sporting ecosystem has been critical in the drive to adopt industry best practices. Workshops and seminars for coaches, athletes, and support staff have emphasized key areas such as load management, recovery techniques, nutrition, and safe training practices. By improving knowledge and awareness at all levels, NOCK

is fostering a culture of prevention rather than treatment. These initiatives are particularly important in bridging gaps across federations, ensuring that injury prevention principles are consistently applied even outside centralized training environments.

NOCK continues to promote athlete welfare and long-term health sustainability through structured safeguarding and wellness initiatives. Injury prevention is increasingly being linked to broader athlete well-being, including mental health, rest, and career longevity. Partnerships with stakeholders and medical institutions are being strengthened to enhance access to specialized care and advanced monitoring tools. While there is still scope to develop more robust centralized data systems, these efforts demonstrate NOCK's commitment to building a comprehensive injury prevention framework supported by data, ultimately contributing to improved performance outcomes and the

protection of athlete health over time.

Innovation partnerships (technology integration)

The National Olympic Committee of Kenya (NOC-K) has increasingly recognized the importance of innovation partnerships and technology integration as a critical pillar in modern high-performance sport. In alignment with preparation for global competitions such as the Olympic Games and Commonwealth Games, NOCK has initiated collaborations with academic institutions, private sector technology providers, and international sport bodies to enhance athlete preparation through digital and scientific solutions. These partnerships are aimed at bridging the gap between traditional training methods and contemporary, data-driven performance systems that are now standard in elite sport globally.

A key area of focus has been the integration of sports science technologies into athlete

training and monitoring. Through partnerships with universities and high-performance centers, NOCK plans to have facilitated access to tools such as GPS tracking systems, wearable performance devices, and biomechanical analysis equipment. These technologies enable real-time monitoring of training loads, movement efficiency, and physiological responses, allowing coaches and support teams to make informed decisions. This shift toward evidence-based training has improved performance consistency while reducing the risk of overtraining and injury among athletes while optimizing performances and athlete development.

NOCK intends to leverage on innovation partnerships to strengthen performance analytics and data management systems. By working with technology providers, the organization will begin developing centralized databases for athlete performance metrics, competition results, and medical records. The use of video analysis software and analytical platforms will enhance tactical preparation, particularly in team and technical sports, by enabling detailed breakdowns of performance

patterns and opponent strategies. These advancements align with global trends advocated by the International Olympic Committee, emphasizing the role of data in optimizing elite performance.

NOCK's approach to innovation partnerships reflects a strategic commitment to modernizing Kenya's high-performance sport system through technology. While challenges such as funding limitations and infrastructure disparities remain, the intended collaborations with technology partners and institutions will lead to significant progress. Moving forward, scaling these innovations across all federations and strengthening digital capacity will be essential to fully realize the benefits of technology integration and to position Kenya as a competitive force in the evolving landscape of global sport.

Research and Collaborations with Universities

NOCK's partnerships with universities continue to play a pivotal role in advancing sports educa-

tion, research, and athlete development. These collaborations integrate academic expertise with practical sports management, ensuring that Olympic values and professional standards are embedded in Kenya's sporting ecosystem.

Key Highlights

→ University of Nairobi – Certificate in Sports Coaching

In partnership with NOCK, the University of Nairobi rolled out a Certificate in Sports Coaching program. This initiative is designed to professionalize coaching in Kenya by equipping participants with technical skills, ethical foundations, and modern methodologies aligned with international standards. The program combines classroom instruction with practical training, ensuring that graduates are well-prepared to support athlete development across multiple disciplines. By embedding NOCK's expertise into the curriculum, the program strengthens Kenya's coaching pipeline and contributes to sustainable sports growth.







OLYMPIC SOLIDARITY & FEDERATION SUPPORT



NOC-K has strategically utilized support from Olympic Solidarity and Continental Grant to strengthen the Olympic Movement in Kenya and enhance the capacity of national sports federations. Through targeted programmes and funding, NOC-K has ensured that athletes, coaches, and sports administrators benefit from development opportunities that improve performance, governance, and sustainability across the sporting ecosystem.

Athlete preparation and high-performance pathways

Through scholarship programmes and training grants, Kenyan athletes have received financial assistance for training, participation in international competitions, and access to specialized coaching and sports science services. These initiatives are to help athletes maintain consistent preparation for major events while strengthening Kenya's competitiveness at continental and global competitions.

Scholarships Holders 2025 - 2028

- Angella Okutoyi - Tennis
- Priscilla Mburu Wangui - Sports Shooting
- Joshua Amunga Mboya - Weightlifting
- Juliana Anyango Ongonga - Weightlifting
- Haniel Maindi Bwaku Kudwoli - Swimming
- Sara Faustyna Mose - Swimming
- Alexandra Ndolo - Fencing
- Mahabila Mathayo Matonya - Wrestling

Team Support Grants

- Hockey Women's Team
- Volleyball Women's Team
- Rugby 7's Men's Team
- Rugby 7's Women's Team

2. Development of technical expertise within national federations.

Coaches, technical officials, and sports administrators

have benefited from certification courses, workshops, and international exchange programmes designed to enhance professional standards in coaching, officiating, and sports management, to contribute to more effective athlete support structures.

Coaches Courses 2025

1. Wrestling Technical Coaches course
2. Golf Technical Coaches course
3. Gymnastics Technical Coaches course
4. University of Nairobi Coaches (NOC-K Couches' Course)

3. Governance and institutional strengthening

Capacity-building initiatives have enabled federation leaders to participate in governance seminars, policy development workshops, and administrative training aligned with international best practices.

Programs 2025

1. Presidents and Secretaries General Annual Seminar
2. Cycling Sports Administrators Course
3. Emerging Sports Sports Administrators Course (Cricket, Gymnastics, Lacrosse, American Football, Dance Sport, Gymnastics)
4. Advanced Sports Management Course

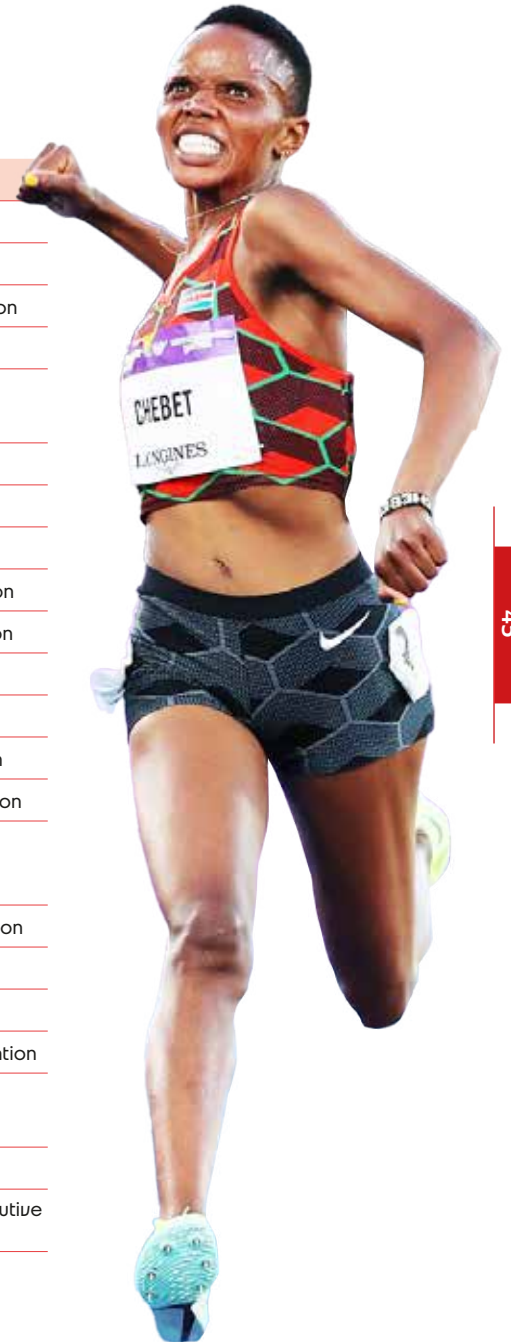
4. Youth development and Olympic Values Education

The following initiatives expanded participation and nurtured emerging talents during the year:

1. Youth training camps towards the School Games and African Youth Games
2. National Schools Debate on Olympic Values Education (OVEP)
3. OVEP Trainer of Trainers program
4. Olympic Day Celebrations

INDIVIDUAL OLYMPIC SOLIDARITY SCHOLARSHIPS 2025

NO	PROGRAM	NAME	FEDERATION
MEDICAL			
1	IOC Diploma in Sports Medicine	Mercy Serem	Athletics Kenya
2	IOC Diploma in Sports Physical Therapies	Noel Mulandi	Football Kenya Federation
3	IOC Diploma in Safeguarding	Caroline Kariuki	NOC-K Secretariat
4	IOC Medical Scholarship for African Noc - Dakar 2026	Dr. James Ondiege	Kenya Rugby Union
COACHES			
5	ISSF - Olympic Scholarship for Coaches	Dhanjal Gurupreet	Kenya Sports Shooting
6	International Coaching Course	Perpetual Mbutu	Athletics Kenya
7	International Coaching Course	Isaac Wanyoike	Kenya Fencing Federation
8	PAISAC - Montreal	Elim Kimathi	Kenya Softball Federation
ADMINISTRATION & MANAGEMENT			
9	Advanced Sports Management Course	Gilbert Mbovoni	Wrestling Association
10	Advanced Sports Management Course	Janet Oduor	Weightlifting Association
11	Advanced Sports Management Course	Rebecca Dindi	Kenya Handball Federation
12	Advanced Sports Management Course	Waweru Gathungu	American Football
13	Advanced Sports Management Course	Juliet Rmondi	NOC-K Secretariat
14	Advanced Sports Management Course	Winwright Muhando	Kenya Lacrosse Federation
15	Advanced Sports Management Course	Kennedy Kwithya	Kenya Judo Federation
16	Advanced Sports Management Course	Omar Maya	NOC-K Secretariat
17	Advanced Sports Management Course	Joachim Muthembwa	Kenya Basketball Federation
19	Olympic Studies - University of Peleponese	Simon Chebon	NOC-K Secretariat
20	Women In Sport Leadership Academy	Staphey Cithinji	NOC-K Secretariat
21	Executive Master in Sports Management	Winnie Kamau	Former NOC-K Executive Board Member



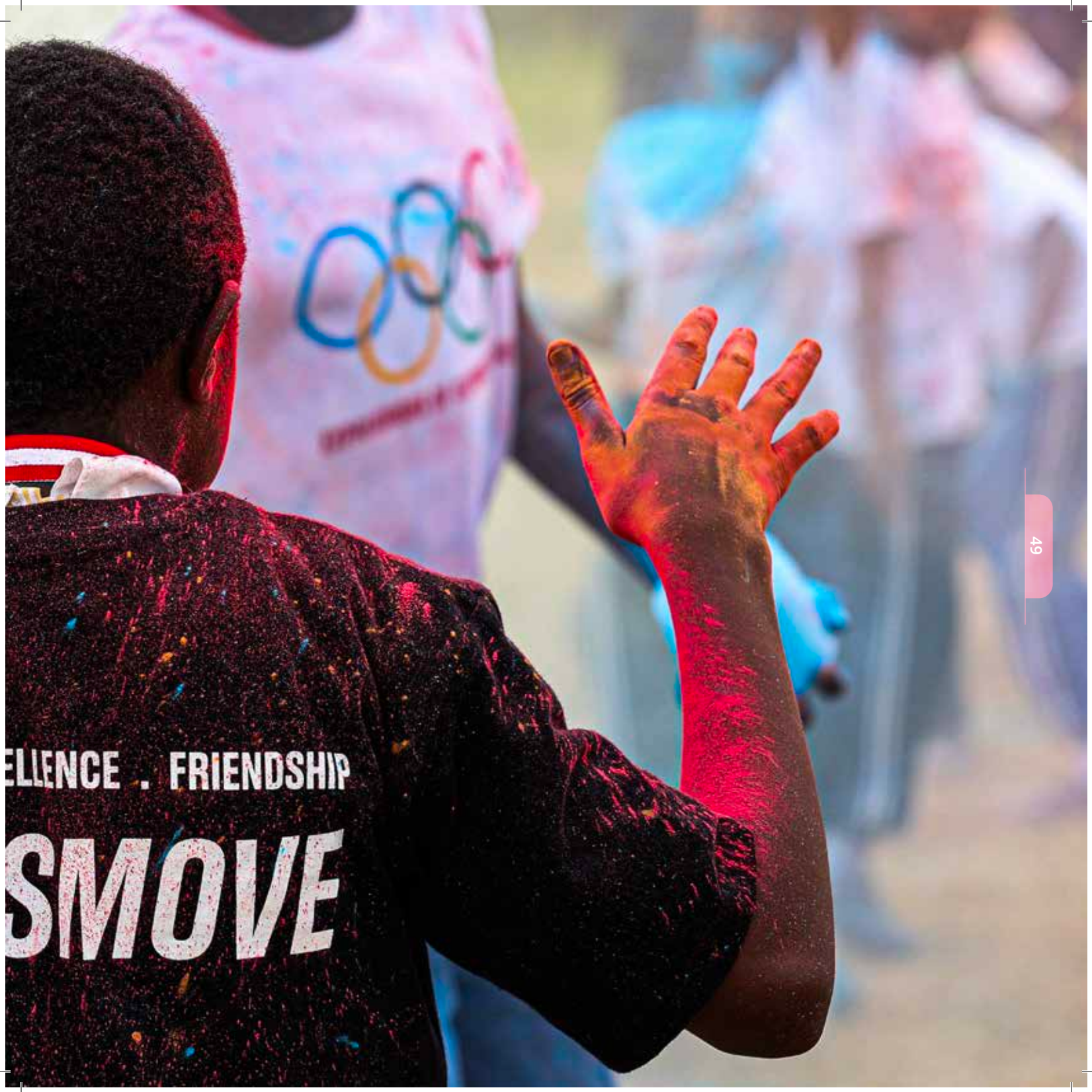






RESPECT . EXCEL

#LETS



SCHOOL & OLYMPIC VALUES EDUCATION (OVEP)



Promoting Olympic Values and Healthy Lifestyles

→ Cheza Healthy & Olympic Values Education Programme

As part of its commitment to developing not only elite athletes but also responsible and healthy citizens, the National Olympic Committee of Kenya (NOCK) continued implementing the Olympic Values Education Programme (OVEP) alongside the Cheza Healthy Initiative, a sport-for-development programme promoting active lifestyles and the core Olympic values of Respect, Friendship, and Excellence.

Through school and community outreach activities across the country, the initiative engaged students, educators, and communities in discussions on the importance of physical activity, ethical participation in sport, and the role of sport in building character and social

cohesion. These engagements align with the broader vision of the International Olympic Committee to use sport as a tool for education, development, and peace.

School Outreach and Community Engagement

The programme reached over 4,000 participants nationwide, with visits to multiple primary and secondary schools as well as community organisations. During these engagements, students participated in interactive sessions focusing on healthy lifestyles, the prevention of non-communicable diseases through physical activity, and the application of Olympic values in everyday life.

Community-based activities also extended the programme's impact beyond schools, engaging

youth groups and grassroots sports initiatives to reinforce the importance of lifelong participation in sport.

Nationwide Debate, Essay and Art Competitions

A flagship component of the programme was the rollout of a nationwide Olympic Values Championship, implemented in collaboration with the Debate Association of Kenya (DAK).

The initiative introduced creative and intellectual platforms for students across different education levels:

- Debate Competition (High Schools): Students participated in structured debates exploring themes related to sport, ethics, and healthy lifestyles.
- Essay Writing Competition (Junior Secondary): Learners expressed their per-

spectives on the role of sport and Olympic values in shaping society.

- Art Competition (Primary Schools): Younger pupils creatively illustrated the ideals of Olympism through visual expression.

The championship featured regional competitions culminating in a national final, providing students with opportunities to develop public speaking, critical thinking, creativity, and teamwork skills while reflecting on the values that underpin the Olympic Movement.

Inspiring the Next Generation

The programme also leveraged the influence of elite Kenyan athletes who served as role models during school visits and community engagements. Athletes such as Ferdinand Omanyala shared their personal journeys and encouraged young people to embrace sport as a pathway to health, discipline, and excellence.

Impact and Future Outlook

The Cheza Healthy Initiative continues to grow as a national platform for sport, education, and

community engagement. By integrating physical activity promotion with values-based education, the programme supports healthier lifestyles, positive behavioural change, and youth empowerment.

Looking ahead, NOCK aims to expand the initiative to reach more schools and communities nationwide, strengthen partnerships, and further integrate Olympic values education into youth development programmes—ensuring that the next generation not only strives for sporting excellence but also embodies the principles of respect, friendship, and integrity.







REFUGEE ATHLETE PROGRAMME

The IOC Refugee Scholarship Programme in Kenya continued to strengthen the Olympic pathway for displaced athletes, reinforcing sport as a platform for resilience, opportunity, and global representation. Through strong collaboration between the IOC, the National Olympic Committee of Kenya (NOCK), UNHCR, World Athletics and the respective national federations, the programme expanded athlete participation, enhanced training structures, and advanced preparations toward the Dakar 2026 Youth Olympic Games and the Los Angeles 2028 Olympic Games.

A key global milestone was the historic performance of the IOC Refugee Olympic Team at the 2024 Summer Olympics in Paris, where the team secured its first-ever Olympic medal through boxer Cindy Ngamba. This achievement symbolized the growing impact and visibility of refugee athletes within the Olympic Movement and inspired displaced communities worldwide.

In Kenya, national refugee trials were held during the year and identified a strong pipeline of talent. The trials were held in 4 levels;

- Pre-trials in Kakuma – 600+ athletes participated
- Trials in Iten – 100+ athletes participated
- Pre- Selection – About 30 athletes pre-selected in the trial
- Selection – 6 senior athletes for Los Angeles 2028 and 16 junior athletes targeting Dakar 2026 were selected across athletics, judo, and taekwondo

The selected athletes are currently training across high-performance centres including Kaptagat, Kasarani, Kapsabet, Rongai, and Kakuma Refugee Camp, forming a structured development pathway from grassroots identification to elite international competition.

Highlights for the year

- World Athletics Championships, Tokyo participation by Perina Nakang
- A bronze medal at the African Judo Open by judoka Kevin Ndahabonyimana
- African Youth Games-Angola and first international participation by judokas
- African Championships – Nairobi participation by Taekwondo athletes
- Personal best performances by track athletes in Chepsaita Cross-country and Athletics Kenya meetings
- High-performance training camps in Kapsabet for the youth athletics team in December
- Beyond performance, the programme has overall improved the status of the refugee athletes socially, economically and in education. The program includes not only high performance training but also;
- A robust welfare management and strict governance.
- Athletes safeguarding
- Support in documentation—including passports, competition travel documents, and refugee status confirmations.
- Medical, physiotherapy, and nutrition
- Education support systems to ensure holistic athlete development.

Youth athletes successfully balanced training with education at their residential areas, while senior athletes were integrated into academic programmes and career development initiatives.

The programme also reinforced commitment to inclusion and community integration through initiatives such as the World Refugee Day celebration in Kaptagat, where refugee and Kenyan athletes trained together and engaged in cultural exchange activities. Inspirational messages from Olympic champion Eliud Kipchoge and leader-

ship from IOC Member Paul Tergat and Athletics Kenya President – Rtd. Gen. Jackson Tuwei underscored the role of sport in promoting peace, dignity, and unity.

Looking ahead to 2026, the programme is focused on full implementation of the Dakar 2026 roadmap, strengthening youth-to-senior athlete transitions, expanding female participation, and enhancing sports science.

Through sustained partnerships and a clear athlete pathway, the IOC Refugee Scholarship Programme in Kenya continues to elevate champions while inspiring hope and opportunity for refugee communities—demonstrating the transformative power of sport within the Olympic Movement.

Senior Refugee Athletes

1. Susan Nakiru
2. Perina Nakang Lokure
3. Kun War Liem
4. Solomon Ayela Okeny
5. Dario Lokoro
6. Aden Hassan Abdifatah
7. Kevin Ndahabonyimana

Junior Refugee Athletes

1. Nyalam Gatloth Billiew
2. Rose Ilele Joseph
3. Malakal Lemunyang
4. Nyaduol Gatleak Bipal
5. Nyataba Gatloth Kuek
6. Zamda Musafiri Ruhakana
7. Clement Niyomuhoza
8. Mauro Ohisa Lohuju
9. Nyapol Jah Koang
10. Kur Dorcas Akeer
11. Lourance Numukiza
12. Murata Badaso Yussuf
13. Rebecca Nyandeng
14. Badada Boru Gamachu
15. Botay Arno Yafunga
16. Alondo Yafunga





**GOVERNANCE & INSTITUTIONAL
STRENGTHENING**



The year 2025 marked a decisive shift within the National Olympic Committee of Kenya (NOC-K) toward strengthening governance, improving compliance structures, and reinforcing institutional credibility. The events surrounding the electoral process revealed the urgent need to clarify policies, modernize governance systems, and ensure that the organization operates fully in line with the Olympic Charter, national law, and international best practice. As a result, the year was characterized not only by leadership transition, but also by deliberate reforms aimed at building a more stable, transparent, and future-ready Olympic Committee.

Review of the NOC-K Constitution

One of the most important policy actions undertaken during the year was the initiation of the review of the NOC-K Constitution, following challenges experienced during the 2025 electoral process. Disputes over the interpretation of constitutional provisions relating to eligibility, delegate representation, and voting rights contributed to the postponement of elections and led to legal proceedings before the courts and the Sports Disputes Tribunal. In several cases, the interpretation of Articles governing federation eligibility and delegate nomination became central to the disputes, highlighting the need for clearer wording and stronger procedural guidance.

Gender Representation in The Board

In line with national policy and Olympic Movement principles on equality and inclusion, the organization continued to implement the 70-30 gender representation requirement, which is consistent with the broader constitutional principle in Kenya that no more than two-thirds of members of a public body should be of the same gender.

The Executive Board, resolved to co-opt two members

1. **Elynah Shiveka**
2. **Angela Luchiya**



Board Performance and Strengthening of Governance Structures

A major focus of 2025 was the strengthening of internal governance through the operationalization of Board Committees and NOC-K Commissions as provided for in the Constitution.

During the year, the Board formally constituted key committees, including:

- Finance and Audit Committee
- Procurement Committee
- Legal Committee
- Infrastructure Committee
- Arbitration Commission

These Committees were mandated to provide professional oversight in their respective areas, improve accountability, and ensure that

decisions are guided by policy rather than individual discretion. The establishment of these committees marked an important step toward institutionalizing governance processes and aligning the organization with corporate and international standards. In addition, the Board undertook the process of reconstituting NOC-K Commissions.

Board Training & Capacity Building

Recognizing that modern sports organizations must operate with the same level of professionalism as corporate institutions, the Executive Board underwent governance training facilitated by the Centre for Corporate Governance.

The training covered key areas including:

- Roles and responsibilities of board

members

- Fiduciary duty and financial oversight
- Risk management and compliance
- Ethical leadership and conflict of interest management
- Best practices in committee operations
- Strategic decision-making and policy implementation

Risk Management and Compliance Framework

The events of 2025 demonstrated the need for stronger internal controls and a more structured approach to risk management and compliance. In response, the Secretariat, under the guidance of the Executive Board, began strengthening

procedures in key areas including:

- Electoral processes and delegate verification



- ✦ Financial management and audit compliance
- ✦ Procurement procedures
- ✦ Documentation and record-keeping
- ✦ Partner and sponsor agreements
- ✦ Compliance with Olympic Solidarity funding requirements
- ✦ Alignment with anti-doping and international sports regulations

Particular attention was given to ensuring that all programs funded through Olympic Solidarity and international partners meet the required reporting and accountability standards, as these are critical to maintaining the confidence of the International Olympic Committee and

other stakeholders.

The strengthening of compliance systems also supports Kenya's broader commitment to integrity in sport, especially at a time when global scrutiny on governance and anti-doping standards remains high.

Entrenching a Culture of Good Governance

While many of the reforms undertaken in 2025 may not always be visible to the public, they represent some of the most important work

carried out during the year. Strong governance, clear policies, and effective oversight structures are the foundation upon which athlete success, partnerships, and international credibility are built.

The review of the Constitution, implementation of gender parity, activation of committees and commissions, board training, and improved risk management systems together mark a turning point for NOC-K. These reforms ensure that the organization is better prepared to support athletes, manage major competitions, and guide Team Kenya with confidence as preparations continue toward Milano 2026, Glasgow 2026, and ultimately Los Angeles 2028.

FEDERATIONS

- | | |
|---------------------------------------|---|
| 1. Athletics Kenya | 15. Kenya Taekwondo Federation |
| 2. Badminton Kenya | 16. Kenya Volleyball Federation |
| 3. Kenya Basketball Federation | 17. Kenya Amateur Weightlifting Association |
| 4. Boxing Federation of Kenya | 18. Kenya Amateur Wrestling Association |
| 5. Kenya Cycling Federation | 19. Kenya Rugby Union |
| 6. Football Kenya Federation | 20. Kenya Golf Union |
| 7. Kenya Amateur Handball Association | 21. Kenya Karate Federation |
| 8. Kenya Hockey Union | 22. Kenya Softball Federation |
| 9. Kenya Judo Association | 23. Kenya Fencing Federation |
| 10. Tennis Kenya | 24. Squash Kenya |
| 11. Kenya Sports Shooting Federation | 25. Kenya Netball Federation |
| 12. Kenya Rowing and Canoe Federation | 26. Kenya Bowling Federation |
| 13. Aquatics Kenya | 27. Kenya Triathlon Federation |
| 14. Kenya Table Tennis Association | 28. Kenya Baseball Federation |





SAFEGUARDING



NOC-K is committed to promoting sport as a platform for national development, unity, and excellence. To achieve this, sport must be conducted in a safe, fair, and ethical environment. NOC-K therefore prioritizes safeguarding, clean sport, and athlete career development as key pillars in supporting athlete welfare and maintaining integrity in sport.

2. Safeguarding Progress –

#HifadhiSportiYetu

→ Safeguarding at NOC-K focuses on protecting athletes and all sport participants from abuse, harassment,

exploitation, and harm. Through the #HifadhiSportiYetu (Protect Our Sport) initiative, NOC-K continues to strengthen safe sporting environments across Kenya.

- Key progress includes:
- Safeguarding Awareness Training – Workshops for athletes, coaches, and administrators to promote safe sport practices.
- Policy Development – Support for sports federations to establish safeguarding policies and clear reporting procedures.
- Reporting Mechanisms – Promotion of confidential channels for reporting safeguarding concerns.
- Athlete Education – Programs that

empower athletes to understand their rights and recognize unsafe situations.

- Games Policies – Games Policy includes a code of conduct on safeguarding and inclusion of safeguarding officer in the Games management. This has ensured that athletes welfare is prioritised at all NOC Games.
- Despite progress, continued awareness and collaboration are needed to encourage reporting and strengthen safeguarding capacity across all sports.

Safeguarding Contact Information:

Email: safeguarding@nock.or.ke





CLEAN SPORT



Clean Sport and Ethics

NOC-K strongly supports clean sport and ethical conduct to ensure fair competition and protect athlete health. The organization promotes integrity in sport through anti-doping education, ethical governance, and the promotion of Olympic values.

- **Anti-Doping Education** – Informing athletes and support personnel about prohibited substances and testing procedures.
- **Ethical Governance** – Promoting honesty, fairness, and accountability across sports organizations.
- **Olympic Values Promotion** – Encouraging

excellence, friendship, and respect in all sporting activities.

Prevention of Competition Manipulation – This is a new subject matter in the Olympic Movement and NOC-K will roll out education programs to athletes and athlete support personnel

SUSTAINABILITY & CLIMATE ACTION



ACTION

- Olympic Forest progress
- Environmental impact of Kenya Beach Games
- Partnerships (UN agencies, environmental bodies)
- Sustainable procurement & event management

Building a Legacy Beyond Sport

Sport has always been a powerful platform for inspiration, unity, and national pride. At the National Olympic Committee of Kenya (NOCK), this platform is increasingly being used to champion something equally important: the protection of our environment and the creation of sustainable communities.

Through the LEA Sustainability Programme, NOCK continues to demonstrate that the Olympic Movement in Kenya extends beyond the field of play. It embraces responsible action toward nature, communities, and future generations. In 2025 and early 2026, this commitment came to life through impactful initiatives that combined sport, community participation, and environmental stewardship.

From the Baton to the Community: Cleaning Up Kibera

In 2025, NOCK joined hands with the Mtaa Safi Initiative to carry out community clean-up exercises in Kibera, one of Nairobi's most vibrant but environmentally challenged neighborhoods.

The first activity took place during the King's Baton Relay, a symbolic global journey that connects Commonwealth nations ahead of the Commonwealth Games. In Kenya, the relay was anchored on a powerful environmental theme: reducing plastic waste around water bodies.

Athletes, volunteers, community members, and environmental partners came together to clean sections of Kibera while raising awareness about responsible waste management. The exercise was not just about removing waste; it was about demonstrating how sport can mobilize communities to take ownership of their environment. To reinforce the long-term impact of the day, the team also planted trees within the community small but mean-

ingful steps toward restoring green spaces and improving the local ecosystem.

Sustaining the Momentum: World Clean Up Day

Later in the year, the partnership with Mtaa Safi Initiative continued during *World Cleanup Day*. Once again, the focus returned to Kibera, this time in the Raila Area.

The clean-up brought together community members, volunteers, and sports stakeholders in a collective effort to address waste management challenges in the area. The activity reflected the growing recognition that environmental responsibility is a shared duty, one where sport can act as a unifying force.

These initiatives align closely with NOCK's

LEA Sustainability Programme, where waste management stands as a key pillar. By engaging communities directly, NOCK is not only promoting environmental awareness but also demonstrating practical solutions that can be replicated in other parts of the country.

Strengthening the Sports for Nature Movement

NOCK's commitment to environmental conservation has also expanded into the global Sports for Nature movement. One notable milestone has been the adoption of elephants at the Sheldrick Wildlife Trust in Nairobi.

This initiative highlights the intersection between sport and wildlife conservation, reinforcing the message that protecting biodiversity is a shared global responsibility. By supporting the care and conservation of elephants, NOCK

contributes to safeguarding Kenya's natural heritage while encouraging athletes and sports organizations to champion environmental causes.

Looking Ahead

The progress made over the past year shows that sustainability within sport is no longer an aspiration, it is a responsibility actively embraced by the Olympic Movement in Kenya. From community clean-ups and tree planting to wildlife conservation and athlete-led environmental initiatives, NOCK continues to integrate sustainability into its broader mission of sports development.

As the organization looks ahead to future events and Olympic cycles, the focus remains clear: to ensure that sport in Kenya not only produces champions but also protects the environment, empowers communities, and leaves a lasting legacy for future generations.





A group of people are seated at a long white table in a modern meeting room, facing a large screen. The screen displays a presentation titled "From Kits to Medals: How Tusker Transforms Team Kenya". The presentation features the "TUSKER STITCHED" logo, which includes a stylized elephant head and the text "TUSKER STITCHED WITH CHEER". The room has a red partition wall, several pendant lights, and a large window in the background. The audience consists of several individuals, including a woman in a red blazer and a man in a blue suit. A black handbag is visible on the floor near the woman in red. The overall atmosphere is professional and focused.

MARKETING, PARTNERSHIPS & SPONSORSHIPS



MARKETING, CORPORATE AND BRAND ELAVATION

Marketing & Sponsorships

During the year under review, the Marketing and Sponsorships function continued to support the strategic direction of the Executive Board by strengthening institutional partnerships and enhancing the sustainability of the National Olympic Committee of Kenya (NOC-K). Focus remained on building long-term collaborations that support Team Kenya programmes, athlete preparation, and the broader objectives of the Olympic Movement in Kenya.

The period marked the transition from the Paris 2024 Olympic cycle towards preparations for future international engagements, including the Youth Olympic Games Dakar 2026 and the Los Angeles 2028 Olympic Games. In line with this transition, emphasis was placed on stakeholder engagement, institutional positioning, and strengthening relationships with both public and private sector partners.

The year also coincided with a leadership transition within NOC-K. Despite the changing governance environment, the institution maintained operational continuity and sustained engagement with partners and stakeholders across the sports ecosystem. The transition equally presented an opportunity to reinforce the organization's long-term strategic outlook and institutional stability.

Strategic Partnerships

NOC-K continued to maintain and strengthen relationships with partners supporting the Olympic Movement and athlete development programmes in Kenya. A key milestone remained the continued collaboration with Nike as the official apparel partner for Team Kenya, supporting the provision of competition and training kits for Kenyan athletes during international assignments.

The Committee also sustained engagements with organizations across sectors including telecommunications, logistics, and financial services, whose support contributes towards athlete preparation, programme implementation, and operational activities. These

partnerships continue to demonstrate confidence in the role of sport as a vehicle for national pride, youth empowerment, and social development.

Institutional Engagement and Resource Mobilization Throughout the year, NOC-K continued engagements aimed at strengthening institutional support and expanding opportunities for programme sustainability.

Key areas of focus included:

- Engagements with corporate and institutional stakeholders in support of Olympic programmes and national sporting initiatives.
- Development of partnership frameworks linked to athlete development, education, and national events.
- Exploration of collaborative opportunities around emerging initiatives, including the proposed NOC-K National Beach Games.
- Strengthening commercial and institutional structures supporting Team Kenya activities and Olympic programmes.

These efforts were guided by the objective of ensuring sustainable support structures aligned with the values of excellence, friendship, and respect.

Visibility and Olympic Movement Promotion

During the period under review, NOC-K continued to promote the visibility of the Olympic Movement in Kenya through stakeholder engagements, programme activities, and strategic communication initiatives. Focus remained on highlighting the achievements of Kenyan athletes, strengthening public engagement around Team Kenya activities, and advancing Olympic values through programmes such as the Olympic Values Education Programme conducted in collaboration with schools across the country.

Participation in national sporting forums and stake-

holder engagements further strengthened the institutional profile of NOC-K while creating opportunities for collaboration across various Olympic programmes and events.

Stakeholder Relations

NOC-K continued to work closely with key stakeholders including government ministries and agencies, corporate partners, national federations, international federations, athletes, and media institutions.

These engagements support alignment between NOC-K programmes and national sports development priorities while reinforcing shared responsibility in advancing Kenya's Olympic agenda. Through continued collaboration, NOC-K remains committed to its co-

ordinating role in the development and promotion of Olympic sport and Team Kenya.

Merchandise growth & revenue contribution

Team Kenya merchandise continued to contribute towards strengthening national identity and support for Kenyan athletes during international competitions. The merchandise also provides supporters and stakeholders with an avenue to express solidarity with Team Kenya while enhancing the visibility of the Olympic Movement nationally and internationally.





We say Thank You to our partners & Sponsors

PARTNERS



SPONSORS



A group of people are seated around a long white conference table in a modern meeting room. In the background, a large screen displays a video conference with two participants: a woman labeled 'NOC-Kenya' and a man labeled 'Jairus Mola'. The room features large windows on the right side, providing a view of a city skyline. The table is set with water bottles, coffee cups, and documents. The text 'SPORTS DIPLOMACY & INTERNATIONAL RELATIONS' is overlaid in a large, bold, red-outlined font across the lower portion of the image.

SPORTS DIPLOMACY & INTERNATIONAL RELATIONS



1. Introduction

Guided by the vision of an athlete-centred Olympic cycle, NOC-K prioritized collaboration with global Olympic partners, governments, universities, and host cities, ensuring that Team Kenya benefits from modern sports science, structured funding, and expanded international exposure.

This report highlights the key partnerships, bilateral agreements, and international engagements that are shaping Kenya's preparations toward Glasgow 2026, Milano-Cortina 2026, and Los Angeles 2028.

2. Strategic Direction: Partnerships as the Foundation of Performance

During the year under review, NOC-K adopted a deliberate strategy to move from short-term support to cycle-wide athlete development partnerships.

This approach focuses on:

- Long-term scholarships instead of one-off funding
- Coach education and knowledge exchange
- Access to international training facilities
- Joint sports science and research programs
- Legacy infrastructure development
- Global positioning of Kenya as a high-performance hub

The results are already visible through new agreements with Olympic Committees, Host Cities, Olympic Solidarity, and institutional partners.

3. Kenya–France Legacy Partnership: Miramas & Iten High-Performance Collaboration

One of the most impactful partnerships continues to be the legacy collaboration with the City of Miramas, France, which began during preparations for the Paris 2024 Olympic Games and has now evolved into a long-term high-performance program.

Under the House of Coaches initiative, Kenyan coaches were hosted in Miramas for advanced technical training, gaining exposure to modern facilities, sports science, and athlete monitoring systems. By mid-2025, twelve Kenyan coaches had successfully completed the program across athletics and other disciplines.

The partnership has gone beyond training exchanges. With technical support from Miramas, new high-altitude training infrastructure has been strengthened in Iten, reinforcing Kenya's global reputation as the home of endurance sport.

The collaboration is now being positioned as a legacy partnership toward LA 2028, with plans to:

- Continue coach exchange programs
- Organize joint training camps in France and Kenya
- Introduce sports science collaboration
- Expand to additional sports disciplines
- Host international clinics and youth development programs

This partnership demonstrates how Olympic preparation can create lasting structures that benefit future generations of athletes.

4. Expanding Global Network & Sponsorship Partnerships

In addition to formal agreements, NOC-K has strengthened relationships with sponsors, diaspora networks, and international cities interested in working with Kenya ahead of LA 2028. Discussions with partners in the United States

and Europe have explored opportunities in:

- Training camps
- Marketing and branding
- Athlete support programs
- Diaspora engagement
- Infrastructure development

Long-standing corporate partners have also reaffirmed their commitment to supporting Team Kenya through equipment, grants, and program sponsorships.

The goal is to build a diversified support system that complements government funding and Olympic Solidarity programs.













MEDIA & DIGITAL ANALYTICS

THE STORY OF TEAM KENYA REACHED FURTHER THAN EVER BEFORE.



The Facebook content overview shows strong overall performance, with a total of **54.0 million** views generated over the year.



Short-form engagement was particularly high, recording **6.1 million** 3-second views (up **453.3%**) and **512,400** 1-minute views (up **1.8K%**), indicating improved audience retention.



Content interactions reached **1.1 million**, reflecting an **18.3%** increase, while total watch time surged to **2,058 days** and **6 hours**, marking a significant **575.4%** growth.



Notably, the performance was overwhelmingly organic, contributing **53,930,217** views out of the total **53,962,423**, with only **32,206** views coming from ads.



Activity throughout the year shows periodic spikes, with a major peak later in the year, highlighting moments of high-impact content and audience engagement.

FACEBOOK CONTENT OVERVIEW



TOTAL VIEWS
54.0M



3-SECOND VIEWS
6.1M
▲ **453.3%**



1-MINUTE VIEWS
512.4K
▲ **1.8K%**



CONTENT INTERACTIONS
1.1M
▲ **18.3%**



TOTAL WATCH TIME
2,058
DAYS & HOURS
▲ **575.4%**



ORGANIC VIEWS
53,930,217
(99.94%)

AD VIEWS: 32,206 (0.06%) | TOTAL VIEWS: 53,962,423

VIEWS OVER TIME



Through our social media handles we published athlete stories and had

67

MAJOR TV FEATURES

87

NEWSPAPER FEATURES

The achievements of Kenyan Olympians inspired audiences nationwide and across the globe.

OUR NUMBERS



FACEBOOK FOLLOWERS

268K



INSTAGRAM FOLLOWERS

86.6K



TIKTOK FOLLOWERS

54.3K

THE BIGGER PICTURE

The numbers reveal progress, but they also signal momentum:



16%

GROWTH IN ATHLETE DEVELOPMENT INVESTMENT



5

EXPANSION INTO NEW STRUCTURED SPORTS PROGRAMS



18

PREPARATION OF FIRST-TIME OLYMPIANS

EACH FIGURE REPRESENTS A DELIBERATE STEP TOWARD A STRONGER OLYMPIC MOVEMENT IN KENYA.

FINANCIAL REPORT

For the Year Ended 31 December 2025
National Olympic Committee of Kenya (NOC-K)

1. Overview

The 2025 financial year was a period of disciplined consolidation for the National Olympic Committee of Kenya (NOC-K). Following the elevated activity of the 2024 Olympic year, the Committee recorded total expenditure of KES 386,658,349, representing a 10.0% reduction from the KES 429,474,524 recorded in 2024. This contraction is consistent with the natural post-Games cycle and reflects the Committee's deliberate focus on strengthening core institutional capacity in preparation for the next quadrennial.

Notwithstanding the lower aggregate spend, NOC-K continued to deliver on its mandate of supporting Team Kenya, empowering National Federations, and advancing the Olympic Movement across the country. Resources were channelled towards federation development, athlete preparation programmes, governance strengthening, and stakeholder engagement, while the Committee simultaneously invested in upgrading internal systems and human capital.

2. Expenditure Summary

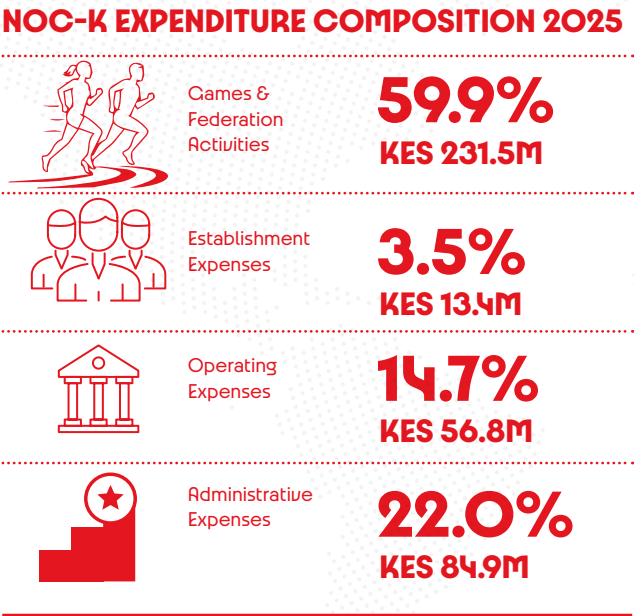
The Committee's 2025 expenditure is presented below across four principal categories: Games & Federation-related Activities, Administrative Expenses, Operating Expenses, and Establishment Expenses. Games & Federation-related Activities, which include games costs, sub-grants to associations, seminars and conferences, and NOC programme activities, remained the largest cost line, in line with the Committee's federation-first strategic posture.

EXPENDITURE CATEGORY	2025 (KES)	% OF TOTAL
Games & Federation-related Activities	231,473,556	59.9%
Administrative Expenses	84,933,339	22.0%
Operating Expenses	56,832,031	14.7%
Establishment Expenses	13,419,423	3.5%
TOTAL	386,658,349	100.0%

All figures in Kenya Shillings (KES). Categories follow the Committee's internal management reporting framework.

3. Expenditure Composition

The chart below depicts the proportional distribution of the Committee's 2025 expenditure across the four reporting categories. Games & Federation-related Activities accounted for nearly six in every ten shillings spent (59.9%), underscoring NOC-K's continued primary focus on athletes and federations.



386.7M

Total 2025 (10.0% vs 2024)

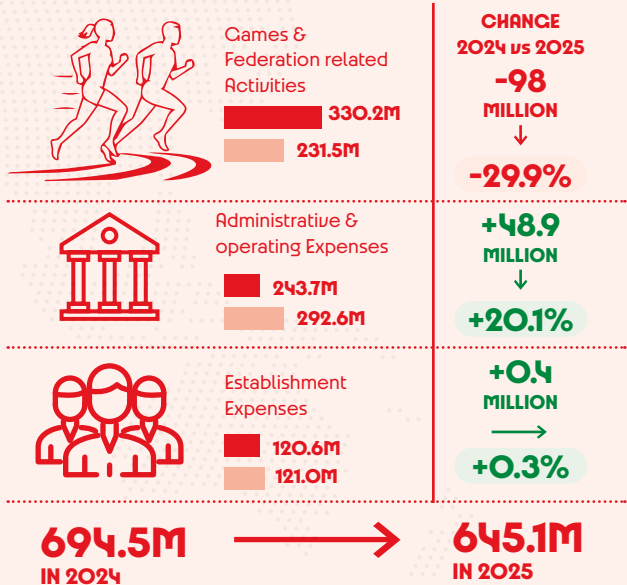
4. Year-on-Year Movement

A comparative view of expenditure across 2024 and 2025 is presented in Figure 2. The most pronounced movement is the reduction in Games & Federation-related Activities, which fell from KES 330.2 million in 2024 to KES 231.5 million in 2025 — a decline of 29.9% reflecting the post-Olympic cycle. Administrative and Operating Expenses both increased meaningfully, reflecting investment in institutional capacity, governance, and policy initiatives, while Establishment Expenses remained essentially flat year on year.

EXPENDITURE COMPARISON :
2024 VS 2025

A comparative view of expenditure across 2024 and 2025 highlights a shift in spending priorities, with reduced outlay on Games & Federations related Activities and increased investment in institutional capacity, governance and policy initiatives.

EXPENDITURE BY CATEGORY (KES MILLION)



694.5M IN 2024 → 645.1M IN 2025

Overall expenditure decreased by KES:4.9M (7.1%)



A photograph of three Kenyan athletes, two men and one woman, standing together and smiling. They are all wearing black Kenyan national team polo shirts with the Kenyan flag on the chest. The man on the left is holding a gold medal in his mouth. The woman in the center is holding a silver medal. The woman on the right is holding a bronze medal. They are standing in front of a backdrop that features the word 'TIGER' in large green letters and various sports-related graphics. The text 'AWARDS, HONOURS & RECOGNITIONS' is overlaid at the bottom in a bold, red, outlined font.

AWARDS, HONOURS & RECOGNITIONS



The year under review saw Kenyan sport continue to attract significant recognition both nationally and internationally

Athlete Awards: The Gold Standard In the 2025–2026 season, Kenya reasserted its status as a global powerhouse. We celebrate our champions who stood on the world stage:

- ✎ Beatrice Chebet (Athletics): Named the 2025 African Athlete of the Year by the CAA. Her historic double gold in the 5,000m and 10,000m at the 2025 Tokyo World Championships set a new benchmark for endurance.
- ✎ Emmanuel Wanyonyi (Athletics): Honored as the World Athletics Male Track Athlete of the Year (2025) following his unbeaten season and world-record-shattering performance in the 800m.
- ✎ Lilian Odira (Athletics): Recognized for her phenomenal 800m World Title in Tokyo, where she broke a 42-year-old championship record a symbol of the new era of Kenyan middle-distance running.
- ✎ Faith Kipyegon (Athletics): For her unprecedented 4th world title in the 1,500m, cementing her status as the greatest of all time (GOAT) in her discipline.
- ✎ Samson Ojuka & Michelle Chepngetich (Para-Athletics): Our 2025 SOVA Sportsman and Sportswoman with Disability, for their inspiring silver and gold performances at the Paris Paralympics and World AbilitySport Games.
- ✎ Rugby 7s player Kevin Wekesa received the International Olympic Committee Climate Action Award, acknowledging his "Play Green" initiative which promotes sustainability in sport through environmental awareness
- ✎ Angella Okutoyi (Tennis): Celebrated for her outstanding performance at the W35 Nairobi events in January 2026, where she secured both the Singles and Doubles titles.

Federation Excellence Awards: Driving Success

We honor the federations that have shown world-class governance and talent development:

- ✎ Athletics Kenya (AK): Recognized for the "Tokyo Sweep," where Kenyan women won 7 out of 11 possible gold medals. Special mention to President Jackson Tuwei, named the 2025 CAA Administrator of the Year.
- ✎ Kenya Football Federation (KFF) - Junior Starlets: Awarded SOVA Women's Team of the Year (2025) for their historic qualification and representation at the FIFA U-17 World Cup.
- ✎ Nairobi City Thunder (Basketball): Honored as Men's Team of the Year for their dominance in the 2024/25 league and successful qualification for the Basketball Africa League (BAL).

- WBSA Africa / Baseball5: Recognized for their innovative "Urban Sport" growth and successful integration into the Dakar 2026 framework with the youth team qualifying for Dakar 2026 Youth Games
- Football Kenya Federation (FKF): Successfully co-hosting the 2025 African Nations Championship (CHAN) alongside Uganda and Tanzania, marking a significant milestone for regional football.
- Kenya Taekwondo Federation: Recognized for hosting the first-ever World Taekwondo U21 Championships in Nairobi (December 2025), a historic first for the continent.
- Golf (Magical Kenya Open): Continued success in hosting the Magical Kenya Open (February 2025) at Karen Country Club, a premier event on the DP World Tour.
- Kenya Cycling Federation: Successfully hosting the Africa Road Cycling Championships in Diani, Kwale County (November 2025).
- Tennis Kenya: Excellence in hosting international ITF W35 events in Nairobi (January 2026), providing a high-level platform for

local and international players.

International Appointments: Kenya's Voice in Global Sport

Kenya's leadership now shapes global policy.

We celebrate these prestigious appointments:

- Lt. Gen (Rtd) Jackson Tuwei: For his elevation to Senior Vice President of World Athletics,
- Paul Tergat: For his continued influential leadership within the International Olympic Committee (IOC) and his role in the Olympic Refugee Foundation.
- Dr. Bernard Mwendwa (Rugby): Named School Coach of the Year.

International Appointments

Kenya continues to grow its influence in global sports governance through high-level appointments:

- Humphrey Kayange, OGW: * Elected as the 2nd Vice-Chair of the IOC Athletes' Com-

mission (February 2026), where he will serve until the LA28 Olympic Games.

- Appointed as the Chair of the IOC Coordination Commission for the Dakar 2026 Youth Olympic Games, becoming a key leader in delivering the first-ever Olympic event on African soil.

Community recognition initiatives

Beyond the podium, we celebrate those using

sports to transform society:

- The "Tujiamini" Initiative: For its massive investment in grassroots talent, providing over 30 million KES in grants to community sports heroes.
- NOC-K Coaching Certificate (UoN Partnership): Recognizing the first cohort of coaches from the University of Nairobi partnership, bridging the gap between sports science and field execution.







STRATEGIC OUTLOOK 2026–2028



Introduction

The year 2025 marked a defining transition period for the National Olympic Committee of Kenya (NOC-K). Following the successful participation of Team Kenya at the Paris 2024 Olympic Games, the focus shifted from celebration to consolidation, planning, and intentional preparation for the next Olympic cycle. As an organization, we recognized that sustained excellence at the global level does not happen by chance—it requires deliberate strategy, strong partnerships, modern systems, and unwavering belief in the potential of Kenyan athletes. Throughout 2025, the leadership of NOC-K committed itself to laying a strong foundation for the future, guided by a clear vision: to po-

sition Kenya among the most professionally run, athlete-centered, and performance-driven Olympic Committees in the world. The work undertaken during the year was therefore not only about reporting progress, but about shaping the direction that will carry Team Kenya confidently

towards the Los Angeles 2028 Olympic Games. As we now move into 2026, the organization is entering a critical phase where planning must translate into measurable outcomes. The insights developed during 2025 have informed five key focus areas that will guide the work of

NOC-K going forward:

- LA 2028 Qualification Roadmap
- High-Performance Centre Development

- Revenue Diversification Strategy
- Digital Transformation Roadmap
- These priorities reflect both our ambition and our responsibility to athletes, federations, partners, and the nation.

Strategic Outlook 2026–2028 – Building Beyond the Current Cycle

One of the most important achievements of 2025 was the development of a forward-looking strategic outlook extending into 2027–2028, ensuring that the organization does not operate in short cycles but instead plans with long-term



stability in mind.

This outlook emphasizes three core principles:

1. Athlete-First Approach – Every decision must ultimately improve the preparation, welfare, and performance of athletes.
2. Institutional Strengthening – NOC-K must operate with modern governance, clear structures, and professional systems.
3. Sustainable Growth – Financial and operational sustainability must support high performance without over-reliance on a single funding source.

During the year, the Executive Committee initiated consultations with federations, commissions, and key stakeholders to align priorities and ensure that the strategic direction reflects

the realities of Kenyan sport. This inclusive approach has created renewed confidence among member federations, who increasingly see NOC-K not only as a coordinating body but as a partner in development.

As we move toward 2026, the strategic outlook will guide decision-making, particularly in relation to Olympic preparation, infrastructure development, and resource mobilization.

LA 2028 Qualification Roadmap

– From Potential to Podium

Preparation for the Los Angeles 2028 Olympic Games began immediately after Paris 2024,

with 2025 dedicated to designing a structured qualification roadmap for Team Kenya.

The roadmap identifies priority sports, qualification timelines, and performance benchmarks required to ensure that Kenya not only qualifies athletes but does so in a manner that maximizes medal potential. The approach moves away from reactive preparation and instead adopts a planned, data-driven, and athlete-centered model.

Key elements of the roadmap include:

- Early identification of elite and emerging athletes
- Close collaboration with national federations on training programs
- Increased support through Olympic Soli-

parity scholarships

- Monitoring of qualification events and rankings
- Strengthening sports science and medical support

The goal is clear: Kenya must arrive at LA 2028 not only with talent, but with preparation that matches the best systems in the world.

In 2026, this roadmap will enter the implementation phase, with regular performance reviews and stronger coordination between NOC-K, federations, coaches, and athletes.

High-Performance Centre – Turning Vision into Reality

A major highlight of 2025 was the continued progress toward the establishment of a National High-Performance Centre, a long-standing vision aimed at providing Kenyan athletes with world-class training support within the country. Over the years, Kenyan athletes have demonstrated extraordinary natural ability, often succeeding despite limited access to modern training facilities. The High-Performance Centre represents a commitment to change this narrative by creating an environment where talent is supported by science, technology, and professional coaching.

During 2025, the following milestones were

achieved:

- Identification of Kenyatta University as the host facility for the High-Performance Centre
- Development of the equipment and infrastructure plan
- Engagement with partners
- Consultation with coaches, athletes, and sports scientists
- Development of strategy Alignment with Olympic Solidarity and international best practices

The center will focus on:

- Strength and conditioning
- Sports science and performance analysis
- Injury prevention and rehabilitation
- Coach education
- Athlete monitoring systems

As preparations continue into 2026, the High-Performance Centre stands as one of

the most important investments for the future of Kenyan sport. It is not only a facility—it is a symbol of belief in the next generation.

Revenue Diversification Strategy

– Securing the Future

A key lesson from recent Olympic cycles is that sustainable success requires financial stability. In 2025, NOC-K began implementing a deliberate strategy to diversify revenue sources and reduce reliance on a single funding stream.

The Revenue Diversification Strategy focuses

on:

- Strengthening partnerships with corporate sponsors
- Expanding marketing and branding opportunities
- Developing income-generating programs and events
- Enhancing collaboration with government and international partners
- Improving financial planning and accountability systems

The objective is to create a model where resources are predictable, transparent, and sufficient to support long-term athlete development.

This work is not only about money—it is about independence, credibility, and the ability to plan with confidence.

In 2026, the focus will shift toward activating new partnerships and building stronger commercial relationships that align with the Olympic values.

Digital Transformation Roadmap – Modernizing the Organization

Recognizing the need to operate in a modern sporting environment, NOC-K initiated a Digital Transformation Roadmap in 2025 aimed at improving efficiency, communication, and performance management.

The roadmap includes:

- Digital athlete database and monitoring system
- Online accreditation and games management tools

- Improved communication platforms with federations
- Digital archiving and reporting systems
- Enhanced media and public engagement platforms

These changes will allow the organization to operate faster, more transparently, and more professionally, particularly during major games preparation.

As Team Kenya prepares for future international competitions, digital systems will play a critical role in accreditation, logistics, reporting, and athlete support.

In 2026, implementation of these systems will continue, ensuring that NOC-K keeps pace with global standards.

Looking Ahead – 2026 as the Year of Execution

If 2025 was the year of planning and foundation, 2026 must be the year of execution.

The focus now shifts to:

- Implementing the LA 2028 qualification roadmap
- Operationalizing the High-Performance Centre
- Activating new revenue streams
- Rolling out digital systems
- Strengthening coordination with federations
- Ensuring early and effective preparation for major games

The responsibility ahead is significant, but so is the opportunity.

Kenya has always had talent. Now we are building the systems to match that talent.

With unity, discipline, and clear purpose, the National Olympic Committee of Kenya moves forward with confidence, committed to ensuring that when the world gathers in Los Angeles in 2028, Team Kenya will be ready — stronger, better prepared, and proud to represent the nation.



THE TEAM BEHIND TEAM KENYA







NATIONAL
OLYMPIC
COMMITTEE OF
KENYA

Gallant Building, 6th Floor, Parklands Road

P.O. Box 46888 - 00100, Nairobi

T: +254 723 557 553

E: info@nock.or.ke

 **NOC-K - Olympics Kenya**

 **OfficialTeamKenya**

 **Olympics Kenya**

 **Olympics Kenya**

www.teamke.or.ke