UNIVERSITY of KIGALI







SUSTAINABILITY AND THE SUSTAINABLE DEVELOPMENT GOALS

Progress Report 2025–2026

Advancing sustainable development through education, research, innovation and community engagement

Green University Ambition • Strategic Plan 2025–2029

University of Kigali

Office of the Deputy Vice-Chancellor, Research, Innovation and Enterprise

First edition • November 2026

Labour for the future

About this edition

Reporting period	January 2025 – November 2026
Prepared by	Office of the Deputy Vice-Chancellor, Research, Innovation and Enterprise
Edition	First edition, November 2026
Evidence basis	About 125 dated sources: UoK news releases, the Strategic Plan, research reports, graduation booklets, publisher records, national media, the THE institution profile, and internal research and energy data (see References). This is a progress account, not an audited assessment.
Cover photos	Students at the Remera campus; UoK community work at Umuganda, Kimihurura (Oct 2025); national moot court champions (Jul 2026). Photos: University of Kigali.

Contents

Foreword 3
Executive summary 4
1 About this report 5
2 Institutional framework 6
3 Key milestones, 2025–2026 8
4 Flagship initiatives 9
5 Case studies 19
6 Progress by Sustainable Development Goal 24
7 Institutional performance data 36
8 External recognition 40
9 Research and scholarly contributions 42
10 Partnerships 47
11 Evidence maturity and reporting gaps 49
12 Proposed SDG monitoring dashboard 49
13 Priorities for 2027 50
References 51
Annex A SDG target mapping 57

Foreword

The University of Kigali began in October 2013 with 35 students. Today it serves more than 14,000 learners from 39 nations across three campuses. With that growth comes responsibility, both for what we teach and research and for how we run our University and serve our communities. This report is our first consolidated account of how we are meeting that responsibility through the United Nations Sustainable Development Goals.

Our Strategic Plan 2025–2029 places the Green University Ambition first among our six pillars. The past two years show that ambition taking shape. Our researchers are generating the waste data that districts in the Lake Kivu basin need to plan cleaner, healthier communities. With partners in Europe and Africa, we are preparing teachers to bring climate education into classrooms. Our students planted some 2,000 trees under “One Student, One Tree”, and our law students won the country’s first national moot court competition on technology and access to justice.

In preparing this report, the University has distinguished clearly between activities completed, commitments made and results that can already be measured. This year we established our first energy baseline. It shows that the University’s energy is currently supplied entirely by grid electricity and diesel. This baseline will guide the implementation of the solar and energy-efficiency commitments in the Strategic Plan, and of our target to divert at least 75% of campus waste from landfill. We are in discussions with prospective suppliers for solar energy and plan to begin the transition in 2027. In 2025 the University also took part in the Times Higher Education Impact Rankings for the first time, and it is now rated against seven of the Goals. We welcome that external scrutiny as a measure of both our progress and the distance still to travel.

In the year ahead we will establish our Green Office, extend our baselines to water, waste and procurement, publish our research findings, and report each year on the same indicators, so that progress can be seen and tested.

I thank our staff, students, alumni and partners, from Rusizi to Münster, Lagos to Cape Town, whose work fills these pages. The Sustainable Development Goals end in 2030. The University of Kigali intends to be counted among the institutions that helped Rwanda and Africa reach them.



Prof. Ogechi Adeola
Deputy Vice-Chancellor, Research, Innovation and Enterprise
University of Kigali
November 2026

Executive summary

This report sets out the University of Kigali's (UoK) contribution to the United Nations Sustainable Development Goals (SDGs) from January 2025 to November 2026. It covers all 17 goals and is based on dated public evidence. For each goal it shows what has been done, how strong the evidence is, and what is still needed.

Figure 1. 2025–2026 at a glance

14,466 students enrolled in 2026 (from about 6,800 in 2024) [19]	**1,653** graduates at the 9th graduation, Aug 2025 (846 women, 807 men) [91]	**~2,000** trees planted under "One Student, One Tree", Nov 2026 [8]
150+ participants in the Teach4Sustainability international exchange, Oct 2026 [9]	**179** Lagos public officials trained in AI governance, Oct 2026 [22]	**7 SDGs** with THE Sustainability Impact Ratings bands shown on UoK's profile [59]

The period has been one of rapid change for the University: [19, 58, 1]

- **Growth.** Enrolment rose from about 6,800 in 2024 to 14,466 in 2026, with students from 39 nationalities. [19]
- **New campus.** A new campus opened in Remera in October 2025. [58]
- **Strategy.** The Strategic Plan 2025–2029 makes the Green University Ambition a strategic pillar. [1]

Against that background, the strongest documented contributions and new evidence fall into eight areas:

- **Circular economy and waste.** The EU-funded Waste Analysis and Characterization Study in Rusizi and Nyamasheke has reached stakeholder validation. A plastic and paper recycling initiative and an urban waste logistics research project have also begun. [4, 5, 6]
- **Climate and sustainability education.** UoK is a partner in Teach4Sustainability, an Erasmus+ project that aims to train at least 2,500 teacher trainees by 2029. UoK also co-organises the International Conference on Green and Sustainable Development (ICGSD). [9, 10, 11]
- **Environmental action.** Students, the Ministry of Environment and ARCOS planted about 2,000 trees under the "One Student, One Tree" initiative in November 2026. [8]
- **Skills and decent work.** UoK opened an AI and Cybersecurity Training Centre, joined the AI4EDU-Africa pilot with WISE (Qatar Foundation) and The Education Collaborative, delivered an AI governance masterclass for 179 public officials in Lagos, and runs a sustainable logistics centre with the Kühne Foundation. [21, 54, 22, 12]
- **Strong institutions.** UoK won Rwanda's first national inter-university moot court competition and the ICPAR financial reporting award for the education sector. Unity and reconciliation programmes ran at both campuses. [32, 33, 34]

- **First energy baseline.** UoK used 1,584.41 GJ of energy from October 2025 to October 2026: 76.6% grid electricity and 23.4% generator diesel. Solar procurement is under way, with the transition planned from 2027, starting at Remera. [124, 123]
- **Global learning.** At least 24 UoK students took part in documented exchanges abroad, and UoK hosted more than 40 students from partner universities, including 35 from JOSTUM in Nigeria. [47, 45, 41, 42, 51]
- **Partnerships.** More than 30 university, government, industry and development partnerships were active or newly formed in the period (Section 10). [125]

> **Note on evidence**
> All figures in this report are drawn from the sources cited. Where institutional data are not yet available, no estimates have been made, and Strategic Plan commitments are reported as commitments rather than as completed work. Areas that require further evidence are identified in each section.

1. About this report

1.1 Scope

The report covers January 2025 to November 2026. It includes teaching, research, enterprise, community engagement, partnerships and campus development at UoK's campuses in Kacyiru, Remera and Musanze. [19] It is a consolidated progress account. It is not an audit of campus operations.

1.2 Sources

The evidence base is about 125 dated sources, mostly public, together with internal University records such as energy data, grant awards and event records. All are listed in the References:

- UoK news releases
- reports in The New Times, allAfrica and KT Press
- publisher records for books and chapters
- the Times Higher Education (THE) institution profile
- the Strategic Plan 2025–2029
- the UoK Research Report 2023–2024 and Research and Innovation Report 2025 [60, 61]
- the 8th and 9th graduation booklets (2024 and 2025) [63, 91]
- UoK's energy consumption records for October 2025 – October 2026 [124]

Each source is cited in square brackets. Where possible, University records are supported by national media, partner institutions and publisher records.

1.3 Evidence stages

Every SDG entry is assigned the highest evidence stage the sources support:

Evidence stage	Meaning
Commitment	Stated in an approved plan or announcement; implementation not yet confirmed
Output	Activity completed and publicly documented (event, programme, publication, facility)
Uptake	Findings or programmes adopted by partners or government, with documentary evidence
Verified impact	Measured change against a baseline (e.g. waste diverted, energy saved, beneficiaries' outcomes)
Limited evidence	No specific public evidence found for the period; departmental records required

In this period, most of UoK's SDG activity is at the Output stage, and some is at the Commitment stage. No entry has yet reached Verified impact. The October 2025 – October 2026 energy count (Section 7.2) is the first operational baseline; the next step is to add water, waste and procurement baselines and repeat each year so change can be measured.

2. Institutional framework

2.1 Strategic Plan 2025–2029

The Strategic Plan sets out six pillars: [1]

- Green University Ambition
- World-Class Innovative Education
- Research and Innovation Excellence
- Inclusive Community Engagement
- Strategic Internationalisation and Partnerships
- Financial Sustainability, Staff Excellence and Capacity Building

Together the pillars provide the framework for UoK's SDG contribution. Table 1 maps each pillar to the goals it most directly serves.

Table 1. Strategic pillars and principal SDG links

Strategic pillar	Principal SDGs	2025–2026 example
Green University Ambition	6, 7, 11, 12, 13, 15	One Student, One Tree; circular economy initiative
World-Class Innovative Education	4, 5, 10	Teach4Sustainability; Erasmus+ mobility
Research and Innovation Excellence	9, 12, 13	Waste characterisation study; ICGSD
Inclusive Community Engagement	1, 3, 10, 11, 16	Umuganda health insurance support; unity programmes
Strategic Internationalisation and Partnerships	17	More than 30 partnerships
Financial Sustainability, Staff Excellence and Capacity Building	8, 16	ICPAR financial reporting award; staff PhD pathways

2.2 The Green University Ambition

The University launched its Green Ambition at ICGSD 2025, with the aim of becoming Rwanda's first Green University. It is built around five areas: sustainable infrastructure, governance, research, community engagement and student advocacy. [11] Under governance, the University is establishing a Green Office to embed sustainability in management and administrative decisions. [11]

The Strategic Plan sets out the physical side of the ambition: [1]

- sustainable infrastructure
- circular-economy practices
- rainwater harvesting
- renewable energy
- biodiversity protection

The plan sets one numeric green target: diverting at least 75% of waste from landfill. It states that further KPIs will be established. [1]

As the Vice-Chancellor, Prof. George Kimathi, affirmed at the November 2026 tree planting, the University's ambition is to become one of the region's green universities. [8]

2.3 Campus development



UoK Remera campus, opened October 2025. Photo: University of Kigali.

In October 2025, the University opened its Remera campus, on the former site of the African Institute for Mathematical Sciences. The campus offers lecture halls, laboratories, student

hostels and green open spaces, and was designed with energy-efficient systems and sustainable landscaping. [58] Construction of the University's permanent campus in Kimihurura is under way. It will include eco-friendly buildings, solar energy and sustainable water management. [5, 11]

Energy, water and materials data for the Remera campus will be reported as the solar transition begins there in 2027. [123]

3. Key milestones, 2025–2026

Table 2. Selected milestones

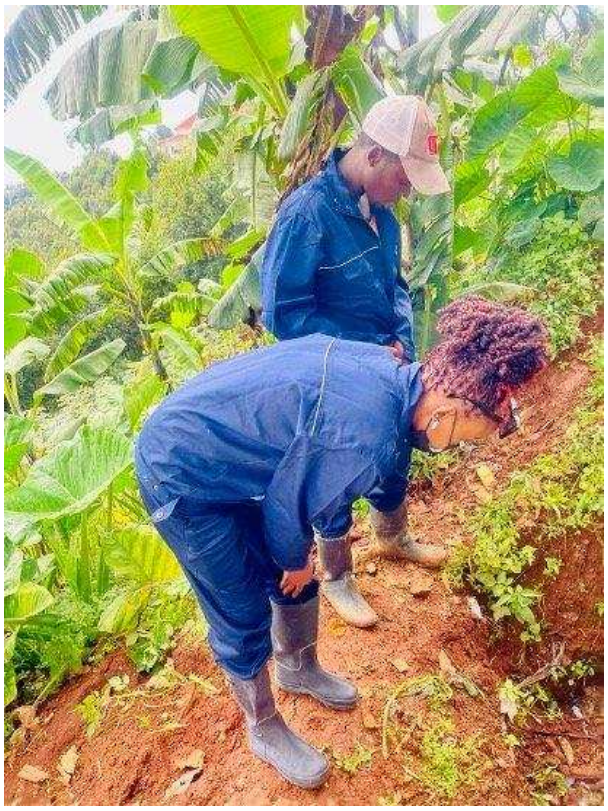
Date	Milestone	SDGs
Jan 2025	Three-year MoU with LEARN Logistics by Kühne Foundation launched [17]	4, 8, 17
Mar 2025	ICGSD 2025 held in Kigali with North-West University and University of Fort Hare; Green Ambition launched; Centre for Applied Logistics and Supply Chain Management launched [11, 12]	9, 12, 13, 17
Mar 2025	Sign Language training completed; inclusive pedagogy (BERT) workshop; UoK recognised as a model for inclusive education [113, 115, 112]	4, 10
Jun 2025	UoK delegation at national World Environment Day ("Ending Plastic Pollution") [7]	12, 14
Jul 2025	Circular economy initiative on plastic and paper recycling launched; Just-Lead Legal Conference (350+ participants) [5, 61]	12, 16
Aug 2025	9th graduation: 1,653 graduates, 51% women [91, 20]	4, 5
Oct 2025	Remera campus opened; Umuganda with health insurance donations; Musanze unity dialogue [58, 24, 35]	3, 4, 11, 16
Nov 2025	Joint research showcase with University of Derby; Work Readiness and Career Accelerator Programme [36, 118]	4, 8, 9, 17
Dec 2025	UoK hosts ICAIED 2025, the International Conference on AI and Education (250+ participants); Journal of Financial and Management Sciences launched [55, 111, 116]	4, 9, 17
Jan 2026	Waste Analysis and Characterization Study launched with UNILAK, Red Cross partners and EU funding [2]	6, 11, 12
Feb 2026	Second WACS fieldwork phase; Teach4Sustainability project begins [3, 10]	4, 12, 13
Mar 2026	UoK co-chairs and presents at ICGSD 2026, Cape Town [13, 14]	9, 13, 17
Apr 2026	Urban waste logistics research funded; four students join KA171 Erasmus+ mobility; JFMS accepted into DOAJ; 14 paid cybersecurity internships [6, 41, 117, 119]	4, 8, 9, 11, 12
Jun 2026	Conservation agriculture training for about 50 women farmers, Abuja, Nigeria [104]	2, 5, 13
Jul 2026	WACS validation workshop; three sustainability publications profiled; national moot court title won [4, 28, 32]	5, 12, 13, 16
Sep 2026	ICPAR financial reporting award; LSCM green logistics workshop; Erasmus+ with Ostrava renewed to 2029 [33, 15, 39]	4, 13, 16

Date	Milestone	SDGs
Oct 2026	Teach4Sustainability exchange (150+ participants); AI-GET masterclass in Lagos (179 participants); AI4EDU-Africa pilot begins with WISE (Qatar Foundation) and The Education Collaborative [9, 22, 54]	4, 9, 13, 16, 17
Nov 2026	AI and Cybersecurity Training Centre launched; about 2,000 trees planted; 10th graduation (25 November, BK Arena) with more than 4,300 graduates expected [21, 8, 110]	4, 8, 9, 13, 15

4. Flagship initiatives

4.1 Circular economy and waste research

Lake Kivu Waste Analysis and Characterization Study (WACS)



WACS fieldwork in Rusizi District, February 2026. Photo: University of Kigali.

In January 2026, UoK began a waste characterisation study in Rusizi District. UNILAK is carrying out parallel work in Nyamasheke District. The study is part of a three-year circular-economy project funded by the European Union through the Spanish Red Cross and the Rwanda Red Cross Society. Dr Ronald Kwena, Associate Deputy Vice-Chancellor for Research, Innovation and Enterprise, is the lead researcher. [2]

The second fieldwork phase began on 25 February 2026 and has four components: [3]

- baseline waste audits
- identification of segregation facilities
- GIS mapping of waste systems
- Waste Wise Cities Tool surveys

On 16 July 2026, preliminary findings were validated with district health, environment and water officials, schools, businesses, waste collectors and NGOs. [4]

Plastic and paper recycling initiative

In July 2025, UoK launched an initiative against plastic pollution that includes a paper recycling component. The initiative provides for student-led recycling workshops, community clean-up campaigns and competitions on plastic reuse. [5] Results will be reported in the next edition.

Urban waste logistics

In April 2026, Dr Ronald Kwena and Dr Joseph Akumuntu began a funded project titled “Design and Evaluation of an Integrated Urban Waste Logistics Model”. The project uses data-driven route optimisation to improve waste collection and disposal in fast-growing urban areas. It is funded under the LEARN Logistics programme. [6]

4.2 Climate and sustainability education

Teach4Sustainability (Erasmus+)

Teach4Sustainability is a 36-month EU-funded Erasmus+ virtual exchange project, running from February 2026 to January 2029. It embeds climate change and sustainability education in teacher training. The University of Münster coordinates the project. The other partners are the National University of Distance Education (UNED), Spain; the University of Nigeria, Nsukka; Aksum University, Ethiopia; the University of The Gambia; and UoK. [10, 9] The partners aim to train at least 2,500 teacher trainees. [10]

On 23 October 2026, the consortium held an international virtual training session with more than 150 participants. Prof. Ogechi Adeola facilitated for UoK, whose project team also includes Luqman Afolabi and Bernadine Bukomeko. [9]

International Conference on Green and Sustainable Development (ICGSD)



Participants at ICGSD 2025, “Innovative Pathways for a Sustainable Future”, Kigali Serena Hotel, March 2025. Photo: University of Kigali.

UoK convened ICGSD 2025 at the Kigali Serena Hotel on 10–12 March 2025, with North-West University and the University of Fort Hare. [11, 61] UoK launched its Centre for Applied Logistics and Supply Chain Management at the conference. North-West University also launched a PhD Hub for Africa there, and a UoK AI and IoT soil-testing system won the innovation showcase. [12, 61]

ICGSD 2026 was held in Cape Town, South Africa, from 8 to 13 March 2026. It was organised with North-West University Business School, the University of Fort Hare, Tshwane University of Technology and KCA University, and Dr Kwena chairs the ICGSD Board. [61] UoK’s roles included: [13, 14]

- co-chairing the conference

- hosting the Innovation Showcase
- convening a sustainable supply-chain session with the Kühne Foundation
- presenting doctoral research from five UoK scholars

UoK plans to host ICGSD 2027 from 8 to 11 March 2027. [19]

4.3 Environmental action



UoK delegation at World Environment Day 2025, "Ending Plastic Pollution", Kigali. Photo: University of Kigali.

On 14 November 2026, UoK students, the Ministry of Environment and the Albertine Rift Conservation Society (ARCOS) planted about 2,000 native and ornamental trees in Kimihurura Sector. The planting was part of a special Umuganda under the "One Tree Per Student" initiative. ARCOS supplied seedlings through the SUNCASA urban nature-based solutions project. [8] The University committed to look after the trees until they mature and to extend the initiative to every student. [8]

In June 2025, a UoK delegation joined national World Environment Day, themed "Ending Plastic Pollution". There the University outlined its circular-economy research and community outreach on sustainable consumption. [7]

4.4 Sustainable logistics and supply chains

In line with Rwanda's Transport Sector Strategic Plan, UoK offers a Bachelor of Supplies and Procurement Management and an MSc in Procurement and Supply Chain Management, and is developing a PhD in Supply Chain Management with LEARN Logistics by Kühne Foundation. [87] The partnership with LEARN Logistics began with a three-year MoU in January 2025. [17] It underpins several activities:

- the Centre for Applied Logistics and Supply Chain Management [12]

- a “Train the Trainer” seminar on case-study teaching (10–12 November 2025), led by a lecturer from the Technical University of Berlin with LEARN Logistics [102]
- a September 2026 faculty workshop on low-carbon logistics, carbon-emission management and sustainability assessment tools [15]
- a scholarship for a UoK procurement student to attend the Kühne Logistics University Sustainability Summer School in Hamburg [16]
- a UoK-led project on future learning and teaching modes in logistics education, implemented across Rwanda, Tanzania, Ethiopia, South Africa, Ghana, Germany, Spain and Bulgaria, with Universidad Carlos III de Madrid and New Bulgarian University among the partners [37, 38, 106]
- research grants under the LEARN Logistics programme for an integrated urban waste logistics model and for a study of non-tariff barriers to cross-border supply chains under the African Continental Free Trade Area (AfCFTA) [6]

4.5 Digital skills and responsible AI



Launch of the AI and Cybersecurity Training Centre, Kacyiru, 6 November 2026. Photo: Elvis Ndateba Mico, via University of Kigali.

UoK launched an AI and Cybersecurity Training Centre on 6 November 2026 with CyberPro Global. The centre offers four certification levels, from an 80-hour foundation certificate to a 720-hour professional certificate. Its design drew on the University’s 2025 Labour Market Study, which had 5,923 participants; in that study, 71% of employers reported high demand for these skills. [21]

In March 2026, UoK signed a partnership with Airtel Rwanda under the Airtel FuturePath Program. Students gain AI literacy and digital skills training, bootcamps, hackathons and career mentorship. Airtel is also improving campus Wi-Fi, offering subsidised student data packages and supporting access to devices, and the two partners will explore joint research. [86]

In 2026, UoK also won a place in ELEVATE AI, an Erasmus+ project run by an international consortium. [106]

AI4EDU-Africa, with WISE (Qatar Foundation) and The Education Collaborative

UoK is one of five African universities selected by WISE, the World Innovation Summit for Education, a global initiative of Qatar Foundation, and The Education Collaborative at Ashesi University to develop and test approaches to artificial intelligence in higher education. The other four are Bells University of Technology (Nigeria), Botho University (Botswana), KCA University (Kenya) and Université d'Abomey-Calavi (Benin). [54]

Under the project, UoK will build an AI tutor grounded in lecturers' own course materials, and an early-warning process that refers students to advisers for human review. [54] Prof. Ogechi Adeola is principal lead, working with Luqman Afolabi, and the University's pilot is supported by a sub-grant. [64] The project is the second phase of the initiative "Harnessing Digital Transformation and Artificial Intelligence for Higher Education in Africa", with technical support from Educate Ventures Research. Implementation runs from October 2026 to June 2027. Findings will be presented at The Education Collaborative's June 2027 convening and at the WISE Summit in Doha in 2027. [54]

International Conference on Artificial Intelligence and Education (ICAIED 2025)



Plenary session at ICAIED 2025, which drew more than 250 participants, Lemigo Hotel, Kigali, December 2025. Photo: University of Kigali.

From 8 to 12 December 2025, UoK hosted ICAIED 2025 at the Lemigo Hotel in Kigali, in partnership with the Colleges of Education Academic Staff Union (COEASU), Nigeria. The theme was "AI and Emerging Issues: Implications for Teacher-Education Delivery in Africa", and Prof. Ogechi Adeola chaired the conference. [55, 61] More than 250 participants attended: university faculty, policymakers, EdTech developers and young researchers from across Africa and beyond. [111] Sessions explored adaptive learning, AI-driven assessment, ethics and data governance.

Afreximbank, the gold sponsor, led a special session on how AI can speed up implementation of the African Continental Free Trade Area (AfCFTA). [55, 111]

Executive education in AI governance

In October 2026, UoK delivered the AI, Governance and Economic Transformation (AI-GET) masterclass in Lagos for 179 senior public officials. The programme covered responsible AI governance, data protection and accountability. [22]

Building on ICAIED, UoK will host the International Conference on Digital Innovation and Higher Education (ICDIHE 2026) at the Lemigo Hotel, Kigali, from 7 to 11 December 2026, on the theme "Bridging the Digital Divide: Reimagining Future-Ready Higher Education Ecosystems in Africa". [74]

4.6 International student and staff mobility

Student and staff exchanges give UoK students international experience, support quality education (SDG 4) and build partnerships (SDG 17). In 2025–2026, at least 24 UoK students took part in documented exchanges and study programmes abroad, in Cyprus, Poland, the Czech Republic and Germany. UoK in turn hosted more than 40 students from partner universities, including 35 from Joseph Sarwuan Tarka University, Makurdi (Nigeria), among them the 18-student SPESSE cohort of May–June 2026, and six from the University of Ostrava. [47, 45, 41, 42, 16, 52, 51]

Table 3a. Documented exchanges and mobility, 2025–2026

Period	Partner and programme	Participants	Funding	Source
Nov 2024 – Feb 2025	WSG University, Poland: three-month student exchange	SBME students (outbound)	Partnership / Erasmus+	[43]
Feb – Jun 2025	University of Nicosia, Cyprus: Erasmus+ mobility	4 SBME students (outbound)	Erasmus+ (fully funded)	[47]
May 2025	WSG University, Poland: Erasmus+ International Week	3 staff: two deans and the Director of International Affairs	Erasmus+	[44]
2024/25 (8 months)	University of Ostrava, Czech Republic: Erasmus+ exchange	6 Ostrava students hosted by SCIT (inbound)	Erasmus+ (EU)	[45]
Jun – Sep 2025	DHBW Ravensburg, Germany: dual-education exchange	2 SBME students (outbound)	DHBW (fully funded)	[47]
Sep 2025 – Jan 2026	University of Ostrava: Erasmus+ semester in technology and innovation	6 SCIT students (outbound)	Erasmus+ (EU)	[45, 48]
Jan 2026	University of Ostrava: staff mobility (joint degrees, COIL)	Director of International Affairs and Partnership	Erasmus+ ICM	[49]
Jan – Jun 2026	Hochschule Kempten, Germany: KA171 interdisciplinary virtual teamwork, with a final event in Germany	4 UoK students	Erasmus+ KA171	[41]

Period	Partner and programme	Participants	Funding	Source
Mar 2026	University of Manchester, UK: academic study visit with the MA Public Policy and Management programme, Remera campus	Postgraduate students and staff (inbound)	Partner-funded	[53]
11 May – 5 Jun 2026	Joseph Sarwuan Tarka University, Makurdi (JOSTUM), Nigeria: four-week SPESSE International Student Exchange Programme (Sustainable Procurement, Environmental and Social Standards Enhancement), coordinated by UoK's Directorate of International Student Services and Partnerships and the Graduate School	18 JOSTUM postgraduate students (inbound); JOSTUM reports 35 in total	Partner-funded	[52, 51]
Jun – Jul 2026	Kühne Logistics University, Hamburg: Sustainability Summer School	1 procurement student	LEARN Logistics scholarship	[16]
Jul 2026	DHBW, Germany: fully funded exchange for top-performing business students. UoK also hosted inbound students from DHBW and JOSTUM	7 SBME students (outbound)	Erasmus+, LEARN Logistics, Baden-Württemberg Scholarship	[42]

Partnership spotlight: JOSTUM and the University of Kigali

In March 2026, a delegation led by Prof. Isaac Nathaniel Itodo, Vice-Chancellor of Joseph Sarwuan Tarka University, Makurdi (JOSTUM), Nigeria, visited UoK. He and Prof. George Kimathi, UoK Vice-Chancellor, signed a long-term partnership covering joint programme delivery, knowledge exchange and cross-institutional research. The partnership launched a postgraduate exchange through JOSTUM's Institute of Procurement, Environmental and Social Standards, with tracks in procurement management, environmental sustainability and sustainable social standards. From 11 May to 5 June 2026, UoK hosted 18 JOSTUM postgraduate students for the four-week SPESSE International Student Exchange Programme. The Directorate of International Student Services and Partnerships and the Graduate School coordinated it, combining orientation, academic sessions and experiential learning. JOSTUM reports that 35 of its students have visited UoK in total. [50, 52, 51]

Several agreements will sustain this mobility. The Erasmus+ programme with the University of Ostrava has been renewed for 2026–2029 and now covers the Schools of Computing and IT, Business, and Education. A new VIA programme brings Ostrava students to UoK for a semester, fully funded by their home university. UoK and JOSTUM signed an MoU in March 2026 that launched a postgraduate exchange programme and covers joint programme delivery and research. Six UoK students are to receive fully funded master's scholarships in Canada under BCDI 2030 (2025–2029). New Bulgarian University has agreed to prepare a joint Erasmus+ mobility application. [39, 46, 50, 26, 38]

4.7 Inclusive education



Students and instructors after the final Sign Language assessment, March 2025. Photo: University of Kigali.

UoK's Centre for Equity and Inclusiveness (CEI) runs the only active Inclusive Education programme at a Rwandan university. [114] In March 2025, with the Rwanda National Union of the Deaf, students completed a four-month Sign Language training programme and its final assessment. [113] The same month, CEI and the Rwanda National Union of the Blind held a discussion on widening university access for visually impaired students, at which UoK was recognised as a model for inclusive education. [112]

On 13 March 2025, CEI and the University of Rwanda College of Medicine and Health Sciences hosted a workshop on inclusive pedagogy, "Breaking Barriers in Education: Inclusive, Rehabilitation, and Technology (BERT)", to equip educators with practical inclusive teaching methods. [115] CEI also hosted a delegation from Finland that met UoK's Deaf students, and both sides plan to formalise the collaboration through an MoU. [114]

4.8 Justice and legal education



Participants at the Just-Lead 2025 Annual International Legal Conference, July 2025. Photo: University of Kigali.

On 18–19 July 2025, the UoK School of Law Students' Association organised the Just-Lead Legal Conference 2025, the Annual International Legal Conference, on the theme "Youth as Catalysts for Justice". More than 350 legal professionals and students took part, with a focus on

alternative dispute resolution and legal innovation. [61] At the Musanze campus, an Alternative Dispute Resolution (ADR) Club was launched on 21 January 2025 with the Ministry of Justice, to promote peaceful conflict resolution on campus and in surrounding communities. [121] In July 2026, UoK law students won Rwanda's inaugural National Inter-University Moot Court Competition (Case study 4). [32]

4.9 Employability and careers



Final-year students at the Work Readiness and Career Accelerator Programme, Kigali campus, November 2025. Photo: University of Kigali.

From 10 to 14 November 2025, UoK ran a five-day Work Readiness and Career Accelerator Programme for final-year students, with facilitators from Harambee Youth Employment Accelerator (Rwanda), Professors Without Borders (UK), CAP-Youth Empowerment Institute (Kenya), LK Recruitment and Hire Me Africa. [118] In April 2026, 14 students from the School of Computing and Information Technology secured paid three-month internships with BharatSiam Cybersecurity Global Rwanda Ltd. [119]

4.10 Green innovation and enterprise

UoK's Enterprise Business Centre and AI and IoT Hub are developing practical green technologies: [61]

- **Waste to resource.** Black Soldier Fly larvae convert organic waste into animal feed and organic fertiliser.
- **Agro Bio Innovation.** Soilless farming designed to use less water and space than conventional growing.
- **Soil monitoring.** A solar-powered sensor measures moisture, NPK nutrients and pH. It is being field-tested in Musanze, Nyabihu and Rubavu, and a 100-hectare multi-district pilot is planned.

- **Assistive technology.** Voice-controlled lighting for elderly users and people with special needs.

4.11 University centres

Four University centres extend UoK's work beyond degree programmes, offering short courses, professional qualifications and support to learners, professionals, businesses and communities.

Table 3b. University centres and their SDG contribution

Centre	Work in 2025–2026	SDGs
Centre for Equity and Inclusiveness	Five-month certificate programmes in Sign Language, Sign Language Interpretation, Autism Studies, Dyslexia Studies, Psychological Counselling, and Special Needs and Inclusive Education Management; Sign Language training with the Rwanda National Union of the Deaf; inclusive pedagogy workshop (Section 4.7) [71, 113, 115]	4, 10
Centre for Modern Languages	English proficiency certificate and preparation for international tests (IELTS, offered with the British Council Rwanda; TOEFL; Cambridge English); certificates in Chinese, French and Kiswahili; a four-month Kinyarwanda course for international students and staff; an emerging collaboration with Washington University of Science and Technology (USA) on integrating AI language models into its services, with an MoU planned [70, 79]	4, 10, 17
School of Professional and Executive Programmes	Professional qualifications including CPA, CIFA, Certified Secretaries, Certified Public Finance Manager, Certified Forensic Fraud Examiner, Project Management Professional and CIPS (procurement and supply), preparing professionals for Rwanda's growth as a regional financial hub. With the Government of Rwanda, SPEP has trained more than 4,000 government accountants and internal auditors for CPA and CAT qualifications since August 2016, against a national need for about 8,000 qualified accountants [73, 88]	4, 8, 16
Enterprise Business Centre and Innovation Hub	Training, coaching and mentorship for small and medium-sized enterprises; SME research; green technology development (Section 4.10); participation in the GBSN Beyond 2025 conference in Accra; the Ideation to Launch programme with the Dunin-Deshpande Queen's Innovation Centre, Queen's University, Canada (Cohort 3 from April 2026) [72, 61, 23, 108, 109]	8, 9, 12

5. Case studies

Five case studies show how UoK's SDG work plays out in practice, from district waste planning to the courtroom.

Case study 1: One Student, One Tree

SDG targets: 15.2, 11.7, 13.3



UoK staff and students planting during Umuganda community work in Kimihurura, October 2025. Photo: University of Kigali.

Context

Kigali has set a goal of planting three million trees in five years, and the Ministry of Environment aims to plant 100 million trees nationwide this year. UoK's Green University Ambition commits the University to environmental stewardship on and off campus. [8, 1]

What happened

- On 14 November 2026, students, the Vice-Chancellor, the Ministry of Environment and ARCOS planted about 2,000 native and ornamental trees along a road in Kimihurura Sector during a special Umuganda. [8]
- ARCOS supplied the seedlings and technical advice through SUNCASA, a project scaling urban nature-based solutions for climate adaptation. [8]
- The University committed to maintaining the trees until maturity and to extending the initiative so that every student takes part. [8]

Evidence stage: Output

Next step: The University will record tree survival at 6 and 12 months and report the number of students taking part.

Case study 2: Turning waste data into district decisions

SDG targets: 11.6, 12.4, 12.5, 3.9, 17.17



Participants at the WACS validation workshop, Rusizi District, 16 July 2026. Photo: University of Kigali.

Context

Districts in the Lake Kivu basin need reliable data on how much waste they generate, what it contains and how it is handled before they can plan collection, recycling and safe disposal. [3]

What happened

- UoK and UNILAK began the Waste Analysis and Characterization Study in January 2026, funded by the EU through the Spanish and Rwanda Red Cross. [2]
- Fieldwork in Rusizi combined baseline waste audits, mapping of segregation facilities, GIS mapping and Waste Wise Cities Tool surveys. [3]
- In July 2026, district health, environment and water officials, schools, businesses, waste collectors and NGOs reviewed the preliminary findings. [4]

Evidence stage: Output

Next step: The University will publish the validated findings and follow which recommendations Rusizi District adopts.

Case study 3: Preparing teachers for a changing climate

SDG targets: 4.7, 4.c, 13.3, 17.6



Teach4Sustainability International Exchange Event, 23 October 2026, co-funded by the European Union. Image: University of Kigali.

Context

Teachers shape how the next generation understands climate change, but few teacher-training programmes include climate and sustainability education. [10]

What happened

- UoK is one of six universities in Teach4Sustainability, a three-year Erasmus+ virtual exchange coordinated by the University of Münster. [9, 10]
- The consortium aims to train at least 2,500 teacher trainees by January 2029. [10]
- Its October 2026 virtual training brought together more than 150 students, educators and academics from Europe and Sub-Saharan Africa. [9]

Evidence stage: Output

Next step: The University plans to report student and staff participation, and how the material is used in its School of Education curriculum.

Case study 4: Law students win on technology and justice

SDG targets: 16.3, 16.10, 4.4



UoK law students Uwase Ruzindana Vickie and Isingizwe Angelo Calvin, national moot court champions, July 2026. Photo: University of Kigali.

Context

Rwanda Moot Court Forum launched a national inter-university competition in 2026 on technology, human rights and access to justice in Rwanda's hybrid legal system. [32]

What happened

- Six universities competed, with preliminary rounds held at ULK and the final at the Supreme Court of Rwanda on 24 July 2026. [32]
- UoK law students Uwase Ruzindana Vickie and Isingizwe Angelo Calvin were named overall champions, with a score of 83.9%. [32]

Evidence stage: Output

Next step: The University plans to build on this result through legal aid clinics and community legal education.

Case study 5: Responsible AI for public service

SDG targets: 16.6, 9.c, 4.4, 17.9



Participants and programme leaders at the AI-GET Executive Leadership Masterclass, Lagos, October 2026. Photo: University of Kigali.

Context

Governments across Africa are adopting AI. Senior officials need the skills to use it accountably and to protect citizens' data. [22]

What happened

- On 7–8 October 2026, UoK delivered the AI, Governance and Economic Transformation masterclass in Lagos for 179 senior public officials, with the Lagos State Ministry of Establishments and Training. [22]
- Sessions covered responsible AI governance, data protection, transparency and human oversight. A 90-day implementation roadmap and a participant handbook were produced. [22]
- In November 2026, UoK opened an AI and Cybersecurity Training Centre in Kigali with four certification levels. [21]

Evidence stage: Output

Next step: The University plans to follow up participants' 90-day roadmaps and report enrolment and completion at the new centre.

6. Progress by Sustainable Development Goal

Table 3 summarises the evidence stage for each goal. The sections that follow give the detail and the University's next steps for each goal.

Table 3. SDG evidence summary

SDG	Evidence stage	Main evidence
1 No Poverty	Output (limited)	Health insurance donations; sponsored places
2 Zero Hunger	Output	Solar soil sensor in field trials; soilless farming; insect feed
3 Good Health	Output	Mutuelle de Santé support; health stakeholders in WACS
4 Quality Education	Output	Enrolment growth; Teach4Sustainability; 24+ students on exchanges
5 Gender Equality	Output	Gender-balanced graduation; gender-climate scholarship
6 Clean Water	Commitment	Rainwater harvesting planned; WASAC in WACS
7 Clean Energy	Baseline established	Energy baseline 1,584.41 GJ; solar transition from 2027 (Remera first)
8 Decent Work	Output	AI centre; labour market study; enterprise centre
9 Industry & Innovation	Output	AI centre; logistics centre; research projects
10 Reduced Inequalities	Output	Centre for Equity and Inclusiveness; 39 nationalities; sponsored studies
11 Sustainable Cities	Output	WACS; urban waste logistics; urban tree planting
12 Responsible Consumption	Output	WACS; recycling initiative; publications
13 Climate Action	Output	Teach4Sustainability; ICGSD; low-carbon logistics
14 Life Below Water	Limited evidence	Lake Kivu basin setting; plastics advocacy
15 Life on Land	Output	~2,000 trees with ARCOS / SUNCASA
16 Peace & Institutions	Output	Moot court title; Just-Lead conference; ICPAR award
17 Partnerships	Output	15+ international partnerships

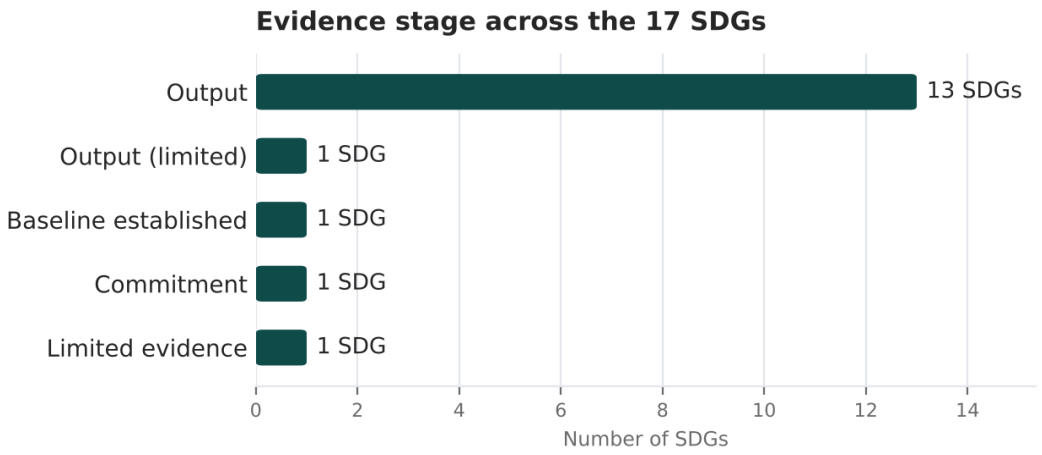


Figure 2. Thirteen of the 17 goals have documented outputs in 2025–2026.

SDG 1 | No Poverty

Access to education, social protection and livelihoods.

Evidence from 2025–2026

- At the October 2025 national Umuganda in Kimihurura, UoK donated health insurance (Mutuelle de Santé) to underprivileged residents. The University also pledged to create local jobs during construction of its new campus. [24]
- Baseline (2023–2024 research report): studies on savings and credit groups in Musanze, and on World Vision's poverty-reduction work in Kivuruga Sector, Gakenke. [60]
- In March 2025, Direct Aid Rwanda fully funded undergraduate studies for 10 UoK students and donated Ramadan food supplies to Muslim students and staff. [25]

Evidence stage: Output (limited)

Next steps: Under the Inclusive Community Engagement pillar, the University plans to record the residents it supports through health insurance contributions, and the scholarships, bursaries and fee relief it gives to students from low-income households.

SDG 2 | Zero Hunger

Sustainable agriculture, food systems and rural livelihoods.

Evidence from 2025–2026

- A July 2025 article by Prof. Adeola and co-authors cites climate-smart agriculture as a route to green skills for African women. [27]
- The Research, Innovation and Enterprise agenda lists sustainable agriculture and agri-processing among its project and enterprise areas. [18]
- Baseline (2023–2024 research report): a study of agricultural project management in Musanze; UoK also took part in the Africa Food Systems Forum, Kigali, September 2024. [60]
- The AI and IoT Hub's solar-powered soil monitoring device is in field trials in Musanze, Nyabihu and Rubavu, with a 100-hectare pilot planned. It won the ICGSD 2025 innovation showcase. [61]
- The Enterprise Business Centre is developing soilless farming and Black Soldier Fly larvae production of feed and fertiliser. [61]
- Prof. Adeola is co-investigator on a 2024–2028 grant from the New Frontiers in Research Fund with FAPESP, on conservation agriculture to help smallholder women farmers adapt to climate change. [64]
- Community outreach: on 19–20 June 2026, through this grant, UoK co-led a two-day conservation agriculture training for about 50 women farmers in Abuja, Nigeria, with the University of Abuja. Project partners include the Federal University of São Carlos (Brazil), Toronto Metropolitan University (Canada) and King's College London, with funding from FAPESP and UKRI's Economic and Social Research Council. Participants learned minimum tillage, soil cover and mulching, and crop rotation and diversification, took part in mentoring on climate adaptation, and drew up action plans for their own farms. [104]

- A 2025 study developed an IoT smart load-cell system for milk collection at a Nyagatare dairy. [64]
- Direct Aid Rwanda's March 2025 donation of staple foods supported Muslim students and staff during Ramadan. [25]

Evidence stage: Output

Next steps: Under the Research and Innovation Excellence pillar, the University aims to complete the 100-hectare soil-sensor pilot and report the hectares covered, farmers reached and changes in yields or inputs.



Women farmers and facilitators at the conservation agriculture training, "Building Resilience: How Conservation Agriculture Can Help Smallholder Women Farmers Adapt to Climate Change", Abuja, June 2026.

SDG 3 | Good Health and Well-being

Health access, wellbeing and public health research.

Evidence from 2025–2026

- UoK donated health insurance to underprivileged Kimihurura residents at the October 2025 Umuganda. [24]
- The WACS study is designed partly to improve public health. Its validation workshop included the Rusizi District Director of Health. [2, 4]
- The September 2026 logistics workshop included drone delivery of medical supplies with Zipline Rwanda. [15]
- Baseline (2023–2024 research report): a study of staff motivation in health projects at Ruhengeri Referral Hospital. [60]
- Health Sciences is listed among the faculties contributing to research output. [18]
- An MSc IT student developed an IoT "smart baby care" incubator that monitors temperature, moisture and movement. [61]

- UoK health-related research in 2025–2026 includes optimal control of dengue transmission, road traffic accident analysis in Rwanda, AfCFTA and tobacco control, blood bank optimisation and IoT hospital monitoring. In all, 11 of the 66 publications have SDG 3 as their principal goal. [64]

Evidence stage: Output

Next steps: Under the Inclusive Community Engagement pillar, the University intends to strengthen reporting on student health and counselling services, grow health-related research, and record the community members its health initiatives reach.

SDG 4 | Quality Education

Inclusive, quality education and lifelong learning.

Evidence from 2025–2026

- Enrolment more than doubled, from about 6,800 in 2024 to 14,466 in 2026, across undergraduate, graduate, professional and short courses. [19]
- According to its graduation booklets, UoK graduated 1,354 students at its 8th ceremony (May 2024) and 1,653 at its 9th (August 2025). By June 2024 it had produced 9,465 graduates since its first ceremony in 2015. [63, 91, 1]
- More than 4,300 graduates are expected at the 10th graduation on 25 November 2026 at BK Arena, themed “Beyond the Degree: Turning Knowledge into Global Impact”. [110]
- North-West University launched a PhD Hub for Africa at ICGSD 2025, and seven UoK staff were nominated for PhD study through it. [61, 11]
- UoK is one of five African universities in AI4EDU-Africa (2026–2027), with WISE (Qatar Foundation) and The Education Collaborative at Ashesi University. Its pilot is building an AI tutor and a student early-warning process, supported by a sub-grant. In December 2025 UoK hosted ICAIED 2025 on AI and teacher education. Staff also published studies on smart classrooms in rural schools and on AI and inclusive teaching for deaf students. [64, 54, 55]
- Teach4Sustainability aims to train at least 2,500 teacher trainees in climate and sustainability education by 2029. [10, 9]
- At least 24 UoK students took part in documented exchanges and study abroad in 2025–2026: in Cyprus, Poland, the Czech Republic and Germany. UoK hosted more than 40 students from partner universities, including 35 from JOSTUM (Nigeria), and the Erasmus+ programme with Ostrava has been renewed for 2026–2029 (Section 4.6). [47, 45, 41, 42, 39, 51]
- Six UoK students are to receive fully funded Canadian master’s scholarships under BCDI 2030 (2025–2029). [26]
- The Centre for Modern Languages and the Centre for Equity and Inclusiveness offer short certificate courses, from IELTS preparation and Kinyarwanda for international students to Sign Language, Autism Studies and Dyslexia Studies (Section 4.11). [70, 71]
- A partnership with Airtel Rwanda (March 2026) brings AI literacy and digital skills training, better campus connectivity and subsidised data for students. [86]

- Academic staff took part in faculty development on digital and case-based teaching: a three-day programme on effective teaching in the digital era with Professors Without Borders (February 2026), and a case-based teaching workshop led by Ivey Business School, Canada (2026). [100, 120]
- UoK academics contributed to the Higher Education Council's validation of national guidelines on virtual learning and the use of AI in higher learning institutions (October 2025). [101]
- UoK received the University Cup at the Rwanda Writers Federation awards (April 2025) for giving students access to a wide range of books. [99]
- UoK hosted the 2026 AADSATI conference of African deans of students in Kigali. [57]

Evidence stage: Output

Next steps: Under the World-Class Innovative Education pillar, the University will continue Teach4Sustainability and its Erasmus+ exchanges, and plans to publish completion, progression and graduate employment rates.

SDG 5 | Gender Equality

Gender equality in access, research and leadership.

Evidence from 2025–2026

- Women made up 51% of graduates in August 2025 (846 of 1,653) and 54% of those listed in the May 2024 booklet. In 2025 they were 68% of Business and Economics graduates and 64% of Education graduates, but 42% of postgraduates, 36% of Computing and IT graduates and 5% of Computer Science graduates (Figure 8). [91, 63]
- The Students' Union Constitution lists promoting gender balance and gender equity among the Guild Council's objectives. An elected Minister of Gender and Women Empowerment plans and leads gender promotion among student associations and clubs, inside and outside the University. [92, 93]
- About 50 women farmers took part in a two-day conservation agriculture and climate adaptation training co-led by UoK in Abuja, Nigeria, in June 2026, including a session on mentoring among women farmers (SDG 2). [104]
- The UoK Enterprise Hub trains young people and women in entrepreneurship, including ideation, market research and prototyping; a programme for Agahozo-Shalom Youth Village alumni concluded in December 2024. [94]
- Earlier gender work in technology: on 26 March 2024 the School of Computing and Information Technology, with industry partners, hosted an Internet of Things (IoT) Work Exposure Day for women in technology. It aimed to narrow the gender gap in science and technology, particularly in AI, through panels, networking and mentorship. [97]
- UoK has hosted national gender dialogues, including a 2023 session with the Ministry of Gender and Family Promotion and the Rwanda Women Leaders Network on gender equality, women's leadership and preventing gender-based violence, attended by more than 100 students. [95]

- Women hold senior leadership roles: in 2025–2026, women served as Deputy Vice-Chancellor for Academics (2025) and as Deputy Vice-Chancellor for Research, Innovation and Enterprise. [103]
- Women remain under-represented among academic staff: in January 2025, 6 of 72 full-time academic staff were women. [1]
- Only 3 of the 20 staff involved in research projects in 2025–2026 are women. Research on gender includes girls' performance in mathematics, female students' choice of university, and gender representation in banking leadership. [64]
- UoK profiled the open-access book Gender Equality, Climate Action, and Technological Innovation for Sustainable Development in Africa (2024) in July 2026. [28, 31]
- In July 2025, The Conversation Africa published "African women are key to fighting climate change – these are the green skills they will need", by Prof. Ogechi Adeola with co-authors from Kenyatta University and Pan-Atlantic University. It argues that access to green skills could triple women's productivity in the green economy, and calls for green reskilling to be built into national climate strategies, education reforms and employment plans. The article was republished by outlets including AllAfrica, Down To Earth and Yahoo News, and profiled by UoK. [89, 90, 96, 27]
- Baseline (2023–2024 research report): research on barriers facing women in higher education management in Kenya, Rwanda, South Africa and Tanzania. [60]
- At ICGSD 2026, Dr Kwena presented research on leadership in a Rwandan women-empowerment project (PROFIFA). [13]

Evidence stage: Output

Next steps: Under the Staff Excellence and Capacity Building pillar, the University plans to monitor the share of women in its academic workforce and leadership, and to report gender data on enrolment each year.

SDG 6 | Clean Water and Sanitation

Water management and sanitation.

Evidence from 2025–2026

- The Strategic Plan commits to rainwater harvesting and resource-efficient campus design. [1]
- The plan for the Kimihurura campus includes sustainable water management. Its design won the German Design Award 2025 for Excellent Architecture. [5, 98]
- The Rusizi District WASAC manager took part in the WACS validation workshop. [4]
- Baseline (2023–2024 research report): a study of what makes rural water supply schemes in Nyamasheke District sustainable, which found water user committees and private operators to be the strongest factors. [60]

Evidence stage: Commitment

Next steps: Under the Green University Ambition pillar, the University plans to begin measuring water use across its campuses, report on rainwater harvesting and sanitation, and share WACS findings on the links between waste and water quality.

SDG 7 | Affordable and Clean Energy

Renewable energy and energy efficiency.

Evidence from 2025–2026

- UoK's first energy baseline (October 2025 – October 2026) records 1,584.41 GJ in total: 336,915.47 kWh of grid electricity (1,212.90 GJ) and 9,700 litres of generator diesel (371.51 GJ). Low-carbon energy was nil, as no on-site solar was installed (Table D2). [124]
- The Strategic Plan commits the University to rooftop solar and energy-efficient systems. [1]
- Solar procurement is under way: the University has engaged prospective suppliers and plans to begin the transition in 2027, starting with the Remera campus. [123]
- A 2026 international journal article by a UoK researcher examines electric-vehicle charging and distribution-grid resilience. [64]
- The Remera campus was designed with energy-efficient systems, and the Kimihurura campus will use solar energy. [58, 5]
- Baseline (2023–2024 research report): studies of electricity demand, tariffs and losses in East Africa, and of energy project performance at Rwanda Energy Group. [60]
- An earlier MoU (December 2024) with Murang'a University of Technology and Ecomobilus supports research on electric mobility, which the 2026 research agenda continues. [18, 125]

Evidence stage: Baseline established (solar procurement under way)

Next steps: Under the Green University Ambition pillar, and in line with the Strategic Plan's commitment to rooftop solar, the University plans to begin its solar transition at the Remera campus in 2027, carry out an energy audit, and report energy use each year against the 2025–2026 baseline.

SDG 8 | Decent Work and Economic Growth

Employability, entrepreneurship and green jobs.

Evidence from 2025–2026

- The AI and Cybersecurity Training Centre opened in November 2026, informed by a 2025 labour-market study with 5,923 participants. [21]
- A five-day Work Readiness and Career Accelerator Programme (November 2025) prepared final-year students for work, and 14 computing students secured paid cybersecurity internships in April 2026 (Section 4.9). [118, 119]
- The School of Professional and Executive Programmes offers professional qualifications such as CPA, CIFA, PMP and CIPS, and the Enterprise Business Centre trains, coaches and mentors small and medium-sized enterprises (Section 4.11). [73, 72]
- With Queen's University's Dunin-Deshpande Queen's Innovation Centre (Canada), the Enterprise Business Centre runs an Ideation to Launch programme for student entrepreneurs, using DDQIC training and playbooks; the first cohort had 60 students, and Cohort 3 began in April 2026. [109, 108]

- The UoK Enterprise Business Centre represented the University at the GBSN Beyond 2025 conference in Accra. [23]
- Enterprise incubation covers logistics, circular economy, agri-processing and digital innovation, and is beginning to generate revenue. [18]
- The WACS project aims to build inclusive waste-based markets. [2]
- Research in 2025–2026 includes a review of youth employment policies in Rwanda, studies on workplace inclusion of employees with disability, and work on fintech and financial inclusion. [64]

Evidence stage: Output

Next steps: Building on the Career Accelerator Programme and the AI and Cybersecurity Training Centre, and in line with the World-Class Innovative Education pillar, the University aims to track graduate employment, internship placements and the enterprises it incubates.

SDG 9 | Industry, Innovation and Infrastructure

Research, innovation and resilient infrastructure.

Evidence from 2025–2026

- Since 2022 the RIE unit has updated its policies on research ethics, intellectual property and data management. It is also exploring patent registration. [18]
- The AI and Cybersecurity Training Centre and the AI-GET masterclass build digital capacity in Rwanda and Nigeria. [21, 22]
- Funded research covers urban waste logistics and non-tariff barriers to trade under the AfCFTA. [6]
- UoK was ranked first in Rwanda for Business & Management in the AD Scientific Index 2026. [19]
- UoK formally launched the Journal of Financial and Management Sciences (JFMS) on 4 December 2025. Its first issue was a special issue on sustainable development, and in April 2026 the journal was accepted into the Directory of Open Access Journals (DOAJ). [116, 61, 117]

Evidence stage: Output

Next steps: Under the Research and Innovation Excellence pillar, the University is building an institutional research register to record publications, grants, patents and industry partnerships, and will continue to develop the Journal of Financial and Management Sciences.

SDG 10 | Reduced Inequalities

Inclusion and equal opportunity.

Evidence from 2025–2026

- Students come from 39 nationalities across Africa, Asia and Europe. [19]
- Fully funded places were provided through Direct Aid Rwanda (10 students) and BCDI 2030 (six master's scholarships). [25, 26]
- The UFS partnership includes equity and inclusiveness among its themes. [40]

- UoK's Centre for Equity and Inclusiveness runs the only active Inclusive Education programme at a Rwandan university. In 2025 it delivered four-month Sign Language training with the Rwanda National Union of the Deaf, worked with the Rwanda National Union of the Blind on access for visually impaired students, and co-hosted the BERT inclusive pedagogy workshop (Section 4.7). [114, 113, 112, 115]
- Under the Students' Union Constitution, membership of all student clubs and associations is open to any registered student without discrimination, and an elected Minister for International Students supports the reception, orientation and immigration paperwork of international students. [92]
- UoK is developing voice-controlled lighting for elderly users and people with special needs. [61]
- Published research addresses disability inclusion at work, and AI-supported inclusive teaching for deaf students. [64]

Evidence stage: Output

Next steps: Under the Inclusive Community Engagement pillar, the University aims to extend the work of the Centre for Equity and Inclusiveness, including access for visually impaired students, and to report on support for students with disabilities and students receiving fee support.

SDG 11 | Sustainable Cities and Communities

Urban sustainability and community resilience.

Evidence from 2025–2026

- WACS is generating district-level data on waste streams to support municipal planning in Rusizi and Nyamasheke. [3]
- The urban waste logistics model targets collection and disposal in rapidly urbanising areas. [6]
- About 2,000 trees were planted along an urban road in Kimihurura. [8]
- The University took part in Umuganda community work. [24]

Evidence stage: Output

Next steps: Under the Research and Innovation Excellence and Inclusive Community Engagement pillars, the University will continue working with Rusizi and Nyamasheke districts on the WACS recommendations and record their uptake.

SDG 12 | Responsible Consumption and Production

Circular economy and waste reduction.

Evidence from 2025–2026

- The WACS study progressed from launch (January 2026) through fieldwork (February) to stakeholder validation (July). [2, 3, 4]
- A plastic and paper recycling initiative was launched in July 2025. [5]
- The Strategic Plan sets a target of diverting at least 75% of campus waste from landfill. [1]

- The Enterprise Business Centre is piloting Black Soldier Fly larvae to turn organic waste into feed and fertiliser. [61]
- UoK took part in World Environment Day 2025, themed on ending plastic pollution. [7]
- Two 2026 circular-economy publications were released: a Palgrave book and an Emerald chapter. [29, 30]

Evidence stage: Output

Next steps: Under the Green University Ambition pillar, the University will publish the validated WACS results. It plans a campus waste audit as a first step towards the Strategic Plan target of diverting at least 75% of waste from landfill, and aims to develop sustainable procurement guidelines. A separate SDG 12 report gives further detail.

SDG 13 | Climate Action

Climate education, research and resilience.

Evidence from 2025–2026

- Teach4Sustainability runs climate and sustainability education in teacher training across six universities (2026–2029). [10, 9]
- In 2026, UoK won an Erasmus+ Virtual Exchange grant (agreement 101336631) for "Virtual Intercultural Exchange for a Better Environment 2", connecting UoK students with peers abroad on environmental themes. [105]
- UoK convened ICGSD 2025 and co-chaired ICGSD 2026. [11, 13]
- The 2026 logistics workshop covered low-carbon logistics and carbon-emission management. [15]
- UoK has proposed a Climate Action and Sustainable Development Innovation Research Centre, covering ESG and green finance. [18]
- About 2,000 trees were planted, linked to the national target of 100 million trees. [8]
- The energy baseline (1,584.41 GJ, all from grid electricity and diesel) gives the activity data needed to calculate Scope 1 and 2 emissions. [124]
- UoK is a partner in TERRA-FUTURES, a 36-month Erasmus+ virtual exchange on young people's voices for the Earth's future, coordinated by the University of Münster. The UoK team is Prof. Ogechi Adeola, Luqman Afolabi and Bernadine Bukomeko. [64]

Evidence stage: Output

Next steps: Under the Green University Ambition pillar, the University plans to estimate its Scope 1 and 2 emissions from the energy baseline, assess climate risks to its campuses, and widen climate content across its programmes.

SDG 14 | Life Below Water

Aquatic ecosystems and freshwater pollution.

Evidence from 2025–2026

- The WACS study area lies in the Lake Kivu basin. Better waste management there could reduce leakage into the lake, but no water-quality outcomes have been reported. [2]

- UoK took part in the national dialogue on ending plastic pollution (World Environment Day 2025). [7]

Evidence stage: Limited evidence

Next steps: Under the Research and Innovation Excellence pillar, the University plans to use WACS data to assess how much waste reaches lakes and rivers in the study districts.

SDG 15 | Life on Land

Biodiversity and terrestrial ecosystems.

Evidence from 2025–2026

- About 2,000 native and ornamental trees were planted with ARCOS through the SUNCASA nature-based solutions project, and the University has committed to maintaining them. [8]
- The Strategic Plan commits to native planting and biodiversity planning. [1]
- Earlier community work: in December 2024, the Enterprise Business Centre coordinator and UoK students helped carry out the Five Fruit Trees per Household initiative, organised by CECI with the Ministry of Agriculture and APEFA, in Masaka Sector, Kicukiro District, including a youth-centred model fruit orchard. [107]
- UoK presented circular-economy and conservation programmes at the Derby showcase. [36]

Evidence stage: Output

Next steps: Under the Green University Ambition pillar, the University will monitor the survival of the trees planted in November 2026, as committed at the planting, and plans to extend One Student, One Tree and prepare a campus biodiversity plan.

SDG 16 | Peace, Justice and Strong Institutions

Justice, accountability and social cohesion.

Evidence from 2025–2026

- UoK law students won Rwanda's inaugural National Inter-University Moot Court Competition (July 2026), themed on technology and access to justice. [32]
- UoK won ICPAR's 4th Financial Reporting and Excellence Award (education sector) for transparency and governance. [33]
- The Musanze campus ran Ndi Umunyarwanda unity and reconciliation programmes in June and October 2025. [34, 35]
- The AI-GET masterclass trained 179 officials in responsible AI governance. [22]
- The UoK School of Law Students' Association organised the Just-Lead Legal Conference (18–19 July 2025), themed "Youth as Catalysts for Justice". More than 350 legal professionals and students discussed alternative dispute resolution and legal innovation (Section 4.8). [61]
- Since 2016, more than 4,000 government accountants and internal auditors have taken CPA and CAT tuition at UoK through a programme with the Government of Rwanda, strengthening public financial management. [88]

- Student governance is democratic: the Students' Union Constitution provides for Guild Council elections by secret ballot, supervised by the Dean of Students, with an electoral body that rules on any corruption in elections. [92]
- An ADR Club, launched with the Ministry of Justice at the Musanze campus in January 2025, promotes peaceful dispute resolution. [121]

Evidence stage: Output

Next steps: Building on the moot court result and the ADR Club, the University plans to expand legal aid and community legal education through its School of Law, and to make key governance policies publicly available.

SDG 17 | Partnerships for the Goals

Cross-sector and international collaboration.

Evidence from 2025–2026

- Research and funding partners in the period included the EU, the Spanish Red Cross, the Rwanda Red Cross Society, UNILAK and the Kühne Foundation. [2, 17]
- University partners included Münster, UNED, Nsukka, Aksum, The Gambia, Derby, Liverpool John Moores, UC3M, New Bulgarian University, Ostrava, SWPS, UFS, Fort Hare, North-West University, Strathmore, JOSTUM, Palm University (Ghana), Superior University (Pakistan), Monash and Arizona State. [9, 36, 81, 37, 38, 39, 78, 40, 83, 11, 56, 50, 77, 76, 80, 82]
- Section 10 lists partners in full.
- UoK staff produced 66 publications in 2025–2026, many with co-authors at partner institutions abroad, and Table 8 lists eleven international research projects and grants active or awarded in 2024–2026. [64, 106, 105]

Evidence stage: Output

Next steps: Under the Strategic Internationalisation and Partnerships pillar, the University will keep a register of its partnerships, recording joint outputs, co-funding and shared data.

7. Institutional performance data

This section presents the operational data available for this report: student and staff figures, and the University's first energy baseline. Water, waste, procurement and curriculum indicators are being collected and will be reported in the next edition.

7.1 Students, graduates and staff

UoK opened in October 2013 with 35 students. It had 8,562 registered students in January 2025, including 657 international students from 33 nationalities. [1] By 2026, enrolment had reached 14,466, with students from 39 nationalities. [19]

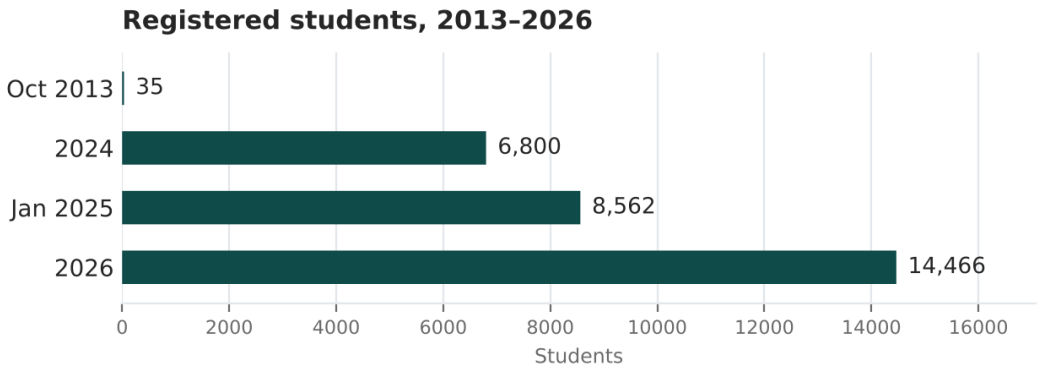


Figure 3. Registered students, 2013–2026. Sources: Strategic Plan 2025–2029 [1]; UoK, November 2026 [19].

Table D1. Students, graduates and staff

Indicator	Value	Source
Registered students, January 2025	8,562	[1]
Registered students, 2026	14,466	[19]
International students, January 2025	657 (33 nationalities)	[1]
Graduates, 8th ceremony (May 2024)	1,354 (54% women)	[63]
Graduates, 9th ceremony (Aug 2025)	1,653 (51% women)	[91]
Postgraduate graduates, 9th ceremony	486 (42% women)	[91]
Undergraduate and PGDE graduates, 9th ceremony	1,167 (55% women)	[91]
Total graduates since 2015 (to June 2024)	9,465	[1]
Full-time academic staff, 2025	72	[1]
Full-time academic staff with doctorates	28 (39%)	[1]
Full-time female academic staff	6 (8%)	[1]
Full and associate professors	3 and 3	[1]

Graduate numbers are taken from the official graduation booklets, which give totals, gender and school for each ceremony. The New Times reported 1,428 graduates in 2024 and 1,654 in 2025; these figures may include graduands confirmed after the booklets were printed. [62, 20]

Upcoming: 10th graduation

UoK's 10th graduation ceremony will take place on Wednesday 25 November 2026 at BK Arena, Kigali, on the theme "Beyond the Degree: Turning Knowledge into Global Impact". More than 4,300 graduates are expected, more than two and a half times the 2025 cohort. Totals, gender and school breakdowns will be reported from the 10th graduation booklet in the next edition. [110]



9th graduation ceremony, Intare Conference Arena, Kigali, 8 August 2025: 1,653 graduates, 51% of them women. Photo: University of Kigali.

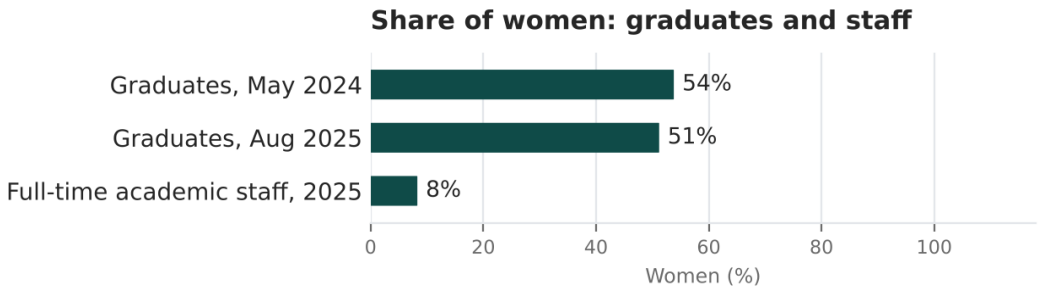


Figure 4. Women are a majority of graduates, but only 6 of 72 full-time academic staff.

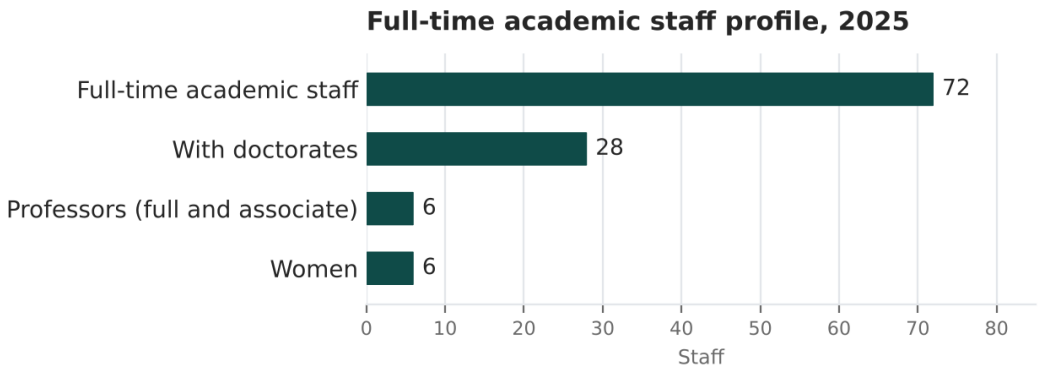


Figure 5. Full-time academic staff, January 2025. [1]

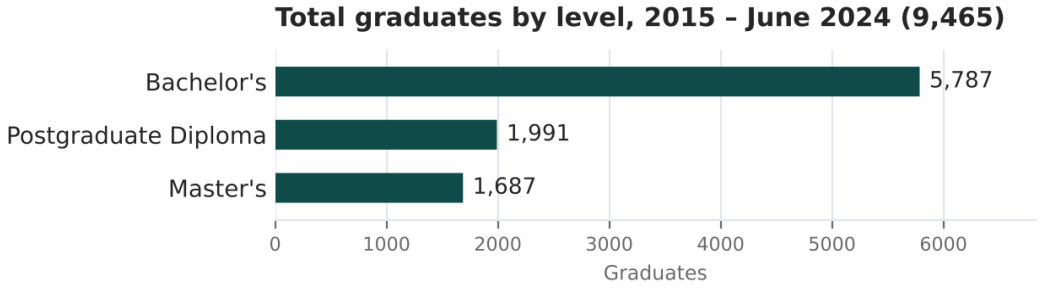


Figure 6. UoK has produced 9,465 graduates since its first ceremony in 2015. [1]

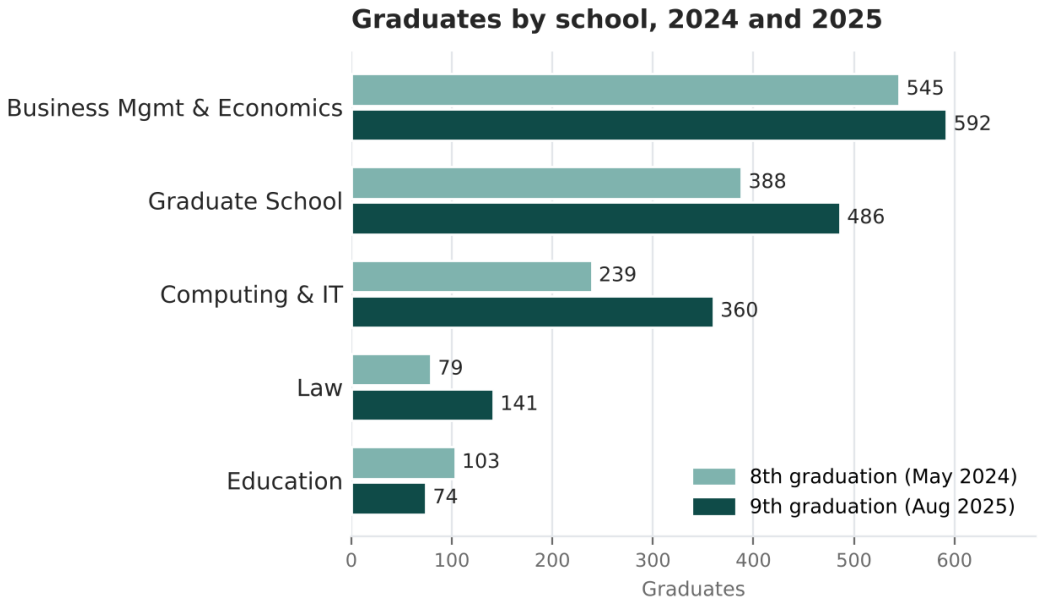


Figure 7. Graduates by school, 8th and 9th graduations. Every school except Education grew between 2024 and 2025. [63, 91]

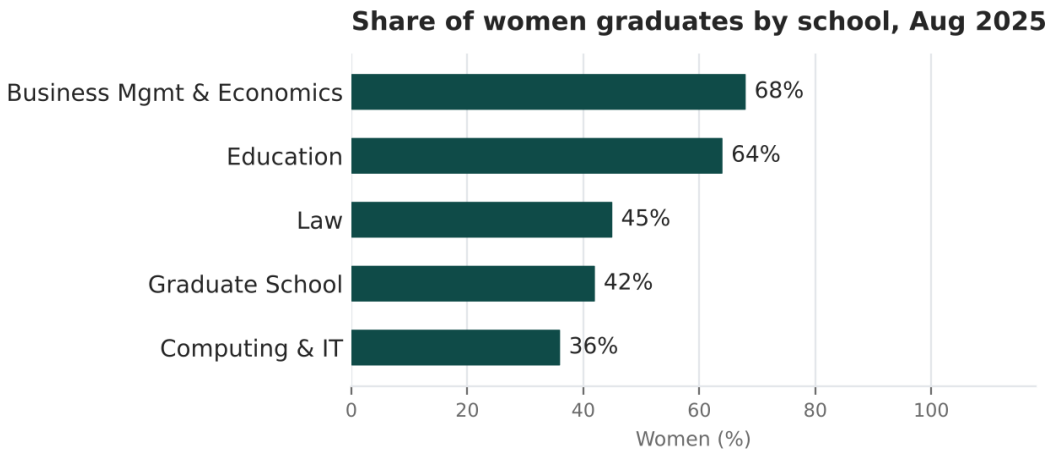


Figure 8. Women were a majority of 2025 graduates in Business and Economics and in Education, and a minority in Law, postgraduate programmes and Computing and IT. [91]

7.2 Energy

UoK has measured its energy use across all its campuses for the first time, over October 2025 to October 2026. Its only energy sources in the period were grid electricity and diesel for generators. There was no on-site solar or LPG, so low-carbon energy was nil. [124]

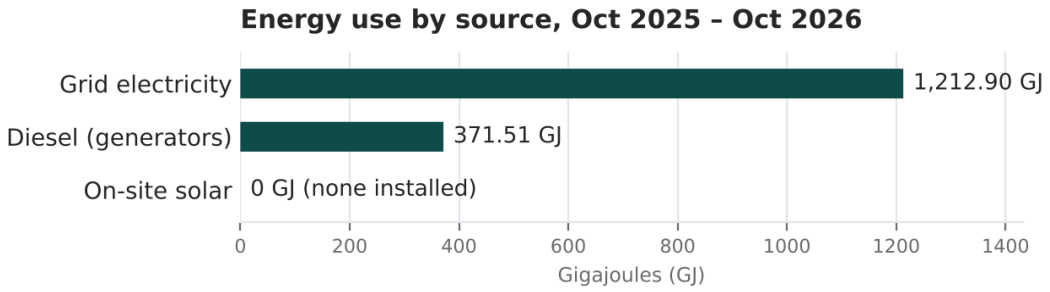


Figure 9. Energy use by source, October 2025 – October 2026. [124]

Table D2. Energy consumption, October 2025 – October 2026 (SDGs 7, 13)

Energy source	Annual consumption	GJ	Share	Evidence
Grid electricity	336,915.47 kWh	1,212.90	76.6%	REG/EUCL bills
Diesel (generators)	9,700 litres	371.51	23.4%	Fuel records
On-site solar	Not applicable	—	0%	Solar meter
LPG	Not applicable	—	0%	Procurement records
Total energy	—	1,584.41	100%	Supporting records

Conversion factors: 1 kWh = 0.0036 GJ; diesel 0.0383 GJ per litre (about 38.3 MJ/litre). [124]

Using 2026 enrolment, this is about 23 kWh of electricity and 0.11 GJ of total energy per student. These figures are indicative, because the energy period and the enrolment count do not cover exactly the same span. Scope 1 and 2 emissions will be calculated from this baseline in the next report.

Solar transition

The University is procuring solar energy and has engaged prospective suppliers. It plans to begin the transition to solar from 2027, starting with the Remera campus. The October 2025 – October 2026 baseline will be used to measure the change. [123]

7.3 Policies and governance

Since 2022, the Research, Innovation and Enterprise unit has updated its policies on research ethics, intellectual property, research rewards, research data management and research centres. [18] The University is establishing a Green Office to embed sustainability in management and administrative decisions. [11] A consolidated register of institutional policies relevant to the SDGs will be published with the next report.

8. External recognition

8.1 Times Higher Education sustainability ratings

UoK entered the THE Impact Rankings for the first time in 2025. [58] Table 4 shows the bands on its THE institution profile as of November 2026. [59]

Table 4. THE Impact Rankings / Sustainability Impact Ratings (Times Higher Education)

Goal	Year	Band
Overall	2026	1501+
SDG 3 Good Health and Well-being	2025	1501+
SDG 4 Quality Education	2026	1001+
SDG 5 Gender Equality	2026	1001+
SDG 6 Clean Water and Sanitation	2025	801–1000
SDG 13 Climate Action	2026	601–800
SDG 16 Peace, Justice and Strong Institutions	2026	601–800
SDG 17 Partnerships for the Goals	2026	801–1000

8.2 Other recognition

Recognition	Detail
Webometrics (July 2026)	Rwanda 5th → 3rd; Africa 708th → 266th; global 15,562nd → 5,710th [19]
AD Scientific Index 2026	2nd in Rwanda overall; 1st private university; 1st in Business & Management [19]
Stanford–Elsevier top 2% (2025, 2026)	Prof. Ogechi Adeola, listed in 2025 and 2026; ranked 4th among Rwanda-affiliated researchers in 2026 [61, 19]
ICPAR Financial Reporting Awards 2026	Winner, education sector [33]
DOAJ indexing (April 2026)	Journal of Financial and Management Sciences accepted into the Directory of Open Access Journals [117]

Recognition	Detail
EAQAN (September 2026)	Grace Patrick Kihumulo, UoK Director of Strategy, Monitoring and Evaluation, elected Secretary General of the East African Higher Education Quality Assurance Network [122]
German Design Award 2025; The Plan Awards (Italy)	Design for UoK's new campus won the German Design Award 2025 (Excellent Architecture) and was a finalist among more than 1,200 entries at The Plan Awards [98]
Rwanda Writers Federation awards (April 2025)	University Cup for giving students access to books; recognition for an international student's first entry; certificate for taking part in every cohort since the competition began [99]
National Moot Court Competition 2026	Overall champion (83.9%) among six universities [32]

9. Research and scholarly contributions

9.1 Research output at a glance

UoK staff produced 66 publications in 2025–2026: 38 published in 2025 and 28 in 2026. [64] Many were co-authored with researchers at partner institutions in Africa, Europe, Asia and North America. The University undertook 10 research projects involving 20 staff. Four of these projects are national collaborations and eight are international. [64]

Table 7. Research activity, 2025–2026

Indicator	Value	Source
Publications listed (2025 / 2026)	66 (38 / 28)	[64]
Journal articles	51	[64]
Book chapters / books (authored or edited)	7 / 3	[64]
Research projects undertaken	10	[64]
Staff involved in research projects (women)	20 (3)	[64]
Collaborative projects: national / international	4 / 8	[64]

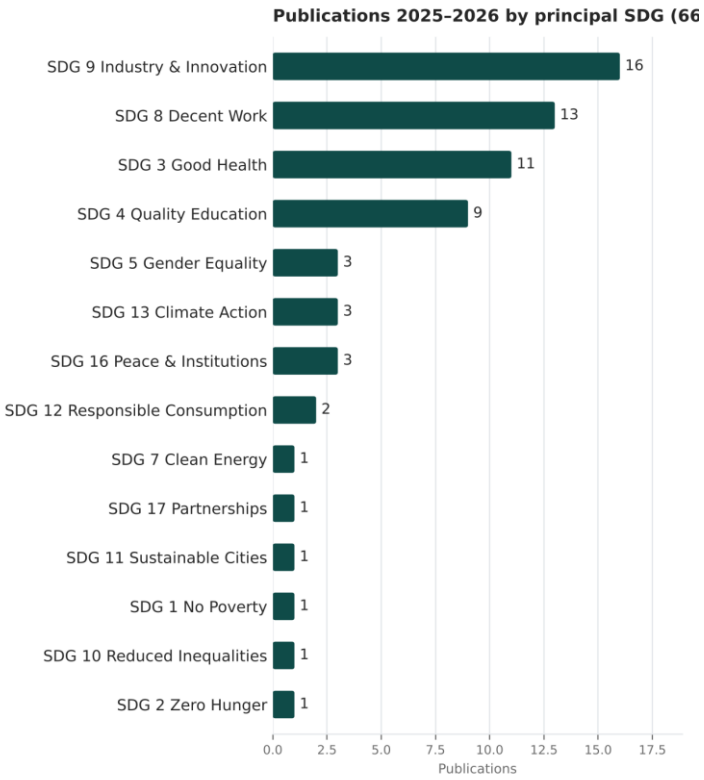


Figure 10. Publications 2025–2026 by principal SDG. Each publication was assigned to one principal SDG by the report team, based on its title. [64]

Research is concentrated on SDG 9 (innovation, digital systems and IoT), SDG 8 (finance, employment and enterprise), SDG 3 (health systems and disease modelling) and SDG 4 (education and smart classrooms). Only 3 of the 20 staff involved in research projects are women, a gap that the University's gender commitments under SDG 5 will need to address. [64]

9.2 International collaborative research projects

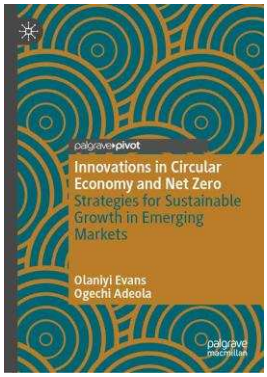
Table 8. International collaborative research projects and grants, 2024–2029

Project	UoK researcher(s)	Partner / funder	Period	SDGs
Waste Analysis and Characterization Study incl. Waste Wise Cities, Rusizi	Ronald Kwena	Spanish Red Cross (EU-funded)	2026	6, 11, 12
Erasmus+ KA171 Innovation Project	Ronald Kwena	Hochschule Kempten, Germany (Erasmus+)	2026	4, 17
Future Learning and Teaching Modes in Logistics and Supply Chain Management (UoK-led)	Ronald Kwena	LEARN Logistics by Kühne Foundation; implemented across Rwanda, Tanzania, Ethiopia, South Africa, Ghana, Germany, Spain (UC3M) and Bulgaria (NBU)	2026–	4, 9, 17
Design and Evaluation of an Integrated Urban Waste Logistics Model	Ronald Kwena; Joseph Akumuntu	LEARN Logistics by Kühne Foundation (research grant)	2026	9, 11, 12
Effects of Non-Tariff Barriers on Cross-Border Supply Chain Efficiency under the AfCFTA	Ronald Kwena; Martin Gachukia	LEARN Logistics by Kühne Foundation (research grant)	2026	8, 9, 17
ELEVATE AI (Erasmus+)	Ronald Kwena and UoK team	International Erasmus+ consortium	Awarded 2026	4, 9
Virtual Intercultural Exchange for a Better Environment 2 (Erasmus+ Virtual Exchange, grant 101336631)	Dorcas Kamau (UoK coordinator) and other faculty members	Erasmus+ 2021–2027, ERASMUS-EDU-2026-VIRT-EXCH-SSA; bilateral agreement	Awarded 2026	4, 13, 17
Building Resilience: conservation agriculture for smallholder women farmers adapting to climate change	Ogechi Adeola (co-investigator)	New Frontiers in Research Fund, FAPESP and UKRI-ESRC; with University of Abuja, UFSCar, Toronto Metropolitan University and King's College London	2024–2028	2, 5, 13
TERRA-FUTURES: Young Voices for Earth's Futures (Erasmus+ Virtual Exchange)	Ogechi Adeola (SSA partner), Luqman Afolabi, Bernadine Bukomeko	University of Münster (coordinator) with UNED and partners in Italy, Nigeria, Ethiopia, Namibia and The Gambia	36 months (awarded 2026)	4, 13, 15
AI4EDU-Africa: intelligent university model for learning and institutional transformation	Ogechi Adeola (principal lead), Luqman Afolabi	The Education Collaborative (Ashesi University) and WISE, Qatar Foundation; supported by a sub-grant	2026–2027	4, 9
Teach4Sustainability: virtual exchange for climate change and sustainability education	Ogechi Adeola (SSA partner), Luqman Afolabi, Bernadine Bukomeko	University of Münster, Germany (coordinator); UNED, Spain; University of Nigeria, Nsukka; Aksum University, Ethiopia; University of The Gambia; EU co-funded (Erasmus+)	2026–2029	4, 13, 17

Sources: UoK research data 2025–2026; LEARN Logistics grant announcement; Erasmus+ grant records. [64, 6, 37, 38, 106, 105]

9.3 Books by UoK staff, 2023–2026

UoK staff wrote or edited seven books published between 2023 and 2026, with international publishers including Palgrave Macmillan, Emerald, Productivity Press and Cambridge Scholars. [64] Together they address climate action and gender equality, the circular economy and net zero, Africa's creative industries, indigenous enterprise, ethical leadership and quality in higher education.



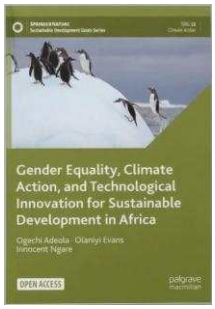
Cover: Palgrave Macmillan, 2026

Featured publication

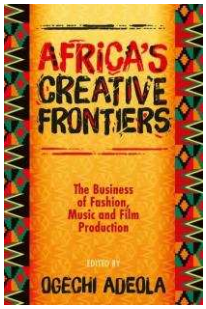
Innovations in Circular Economy and Net Zero: Strategies for Sustainable Growth in Emerging Markets

Palgrave Macmillan, 2026. Co-authored by UoK with Pan-Atlantic University, Nigeria. [29]

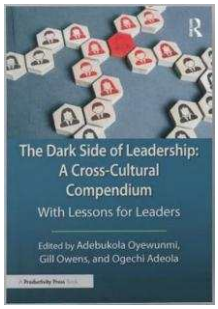
The book examines how circular-economy principles and net-zero strategies can drive sustainable growth in emerging markets, with a focus on Sub-Saharan Africa, Southeast Asia and Latin America. It covers disruptive technologies, innovative financing and policy frameworks.



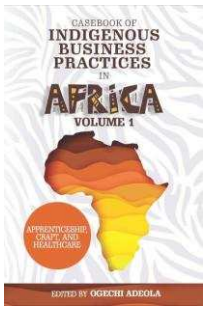
Gender Equality, Climate Action, and Technological Innovation for Sustainable Development in Africa
Palgrave Macmillan, 2024 (open access)
SDGs 5, 13 [31]



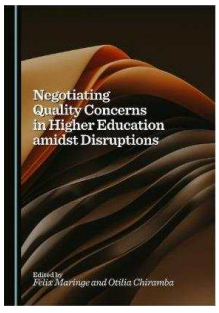
Africa's Creative Frontiers: The Business of Fashion, Music and Film Production
Emerald, 2026
SDGs 8, 12 [65]



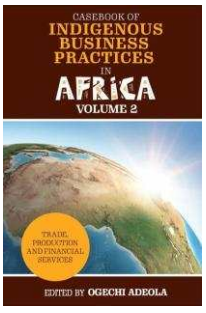
The Dark Side of Leadership: A Cross-Cultural Compendium, with Lessons for Leaders
Productivity Press, 2025
SDGs 8, 16 [66]



Casebook of Indigenous Business Practices in Africa, Vol. 1: Apprenticeship, Craft, and Healthcare
Emerald, 2023
SDGs 3, 8 [68]



Negotiating Quality Concerns in Higher Education amidst Disruptions
Cambridge Scholars, 2025
SDG 4 [67]



Casebook of Indigenous Business Practices in Africa, Vol. II: Trade, Production and Financial Services
Emerald, 2023
SDGs 1, 8 [69]

Table 9. Book chapters by UoK staff, 2025–2026

Chapter (year)	SDGs
Circular Economy in African Fashion: Tradition, Innovation, and Sustainability (2026)	8, 12
Decolonising ethically sound and culturally sensitive management research: A methodological reflexive lens (2026)	4
Digital Disruption in Sub-Saharan Africa's Creative Industry: How Netflix and Other Streaming Platforms Revolutionise Film Production and Distribution (2026)	8, 9
Leapfrogging to Synthetic Trust: Toward a MacroMarketing Framework of AI Automation (2026)	9
Does Culture Influence Dark Leadership Manifestation? (2025)	8, 16
Financial Inclusion for Sustainable Economic Development in India (2025)	1, 8
A comprehensive review of youth employment policies and programmes in Rwanda (2025)	8

Source: UoK research data 2025–2026. [64]

9.4 Selected SDG-relevant publications, 2025–2026

Table 10 lists publications from the 2025–2026 research data with a direct SDG link. The full list of 66 is held by the Research, Innovation and Enterprise office. [64]

Table 10. Selected SDG-relevant publications

Publication (year)	UoK author(s)	SDGs
Flexing electric vehicle charging for socio-technical resilience: Distribution transformer headroom and locational value analyses (2026)	Eustache Uwimana	7, 9, 11
Literature review on the effect of AI and inclusive teaching on deaf students' STEM academic performance in the Global South (2026)	John Ndamage	4, 10
Uncovering the motivational factors behind female students' preference for private over public universities in Rwanda (2026)	John Ndamage	4, 5
Exploring the factors contributing to low performance in mathematics among girls in secondary schools: A case study of Nyagatare, Rwanda (2025)	John Ndamage	4, 5
Effect of Gender Representation on Leadership Equity in Rwanda's Commercial Banks: Evidence from BPR Bank Rwanda Plc (2026)	Furere Wellars, Ruth Odengo	5, 8
Optimal Control of Dengue Fever Transmission Dynamics in Kenya (2025)	George Kimathi	3
Statistical Analysis of Road Traffic Accidents in Rwanda (2025)	Samuel Sindayigaya; Wilson Musoni	3
Challenges and implications of implementing AfCFTA on tobacco control policies: A case of East Africa countries (2026)	Luqman Afolabi	3, 17
Developed Model of IoT Based Smart Load Cell for Milk Collection System A Case of in Yambo Flesh Dairy Ltd (Nyanza District) (2025)	Wilson Musoni	2, 9
Sometimes It's as If I Don't Exist: Workplace Inclusion of Employees with Disability in Emerging Destinations (2025)	Ogechi Adeola	8, 10

Publication (year)	UoK author(s)	SDGs
A comprehensive review of youth employment policies and programmes in Rwanda (2025)	Luqman Afolabi; E. Gahima; R. Nyabyenda; E. Kayitesi	8
Unravelling the Link Between Bilateral Investment Treaties and Environmental Sustainability in Sub-Saharan African Countries (2025)	Luqman Afolabi; Richard Kabanda; Nnamdi O. Madichie	13, 16, 17
Exploration of culture, heritage and museum in sustainable city development (2025)	Nnamdi O. Madichie; Luqman Afolabi	11
Evaluating Smart Classroom Setups for Sustainable Education in Gicumbi District, Rwanda (2026)	Maurice Turinumukiza	4
The impact of financial inclusion on economic growth in Uganda from 1986 to 2022 (2026)	Luqman Afolabi	1, 8
African women are key to fighting climate change – these are the green skills they will need (2025)	Ogechi Adeola	5, 13
Circular Economy in African Fashion: Tradition, Innovation, and Sustainability (2026)	Ogechi Adeola; George Kimathi	8, 12
Innovations in Circular Economy and Net Zero: Strategies for Sustainable Growth in Emerging Markets (2026)	Ogechi Adeola	9, 12, 13

UoK's Research and Innovation Report 2025 also lists 38 research outputs for 2025, published by Elsevier, Wiley, Springer, MDPI and Taylor & Francis, among others. [61]

9.5 Research baseline: 2023–2024

The UoK Research Report 2023–2024 lists the books, book chapters and journal articles produced by UoK academics, along with 10 conferences and workshops. Many of these outputs relate to the SDGs: [60]

- **Climate and gender:** the open-access Springer book and its chapters on green reskilling and climate-smart agriculture for women (SDGs 5, 13)
- **Sustainability education:** a study of 270 students and a systematic review of education for sustainable development (SDG 4)
- **Water and energy:** rural water supply in Nyamasheke, and electricity demand and losses (SDGs 6, 7)
- **Livelihoods and health:** savings groups, agricultural and NGO projects, and health-project staffing (SDGs 1, 2, 3)
- **Higher education:** decolonising knowledge, and women in higher education leadership (SDGs 4, 5, 10)

This baseline shows that UoK's 2025–2026 focus on circular economy, climate education and sustainable logistics builds on an established research base in development, gender and education.

9.6 Journals and proceedings

UoK publishes two open-access journals. The Journal of Financial and Management Sciences (JFMS, ISSN 3078-512X) carries Crossref DOIs. It was formally launched on 4 December 2025 at

the Kigali Public Library, with the National Bank of Rwanda, the National Council for Science and Technology, commercial banks and the Rwanda Revenue Authority represented, and was accepted into the DOAJ in April 2026. [116, 117] Its first issue (Vol. 1 No. 1) was a special issue on sustainable development, and it published the ICGSD 2025 proceedings (Vol. 1 No. 2). [61] The Kigali International Journal of Education (KIJE, ISSN 3105-3777) is a double-blind peer-reviewed journal on education in Africa. Its areas of interest include climate change research in education, social justice, resilient education systems, and education and the SDGs. [75]

10. Partnerships

Table 5. Partnerships active or initiated in 2025–2026

Partner	Focus	Source
EU, Spanish Red Cross, Rwanda Red Cross Society, UNILAK	Waste characterisation and circular economy	[2]
LEARN Logistics by Kühne Foundation (Germany)	Sustainable logistics centre, research grants, scholarships; sponsorship for 10 staff at the CILT Africa Forum 2025	[17, 6, 16, 84]
Teach4Sustainability consortium: University of Münster (Germany), UNED (Spain), University of Nigeria Nsukka, Aksum University (Ethiopia), University of The Gambia	Climate and sustainability teacher education	[9]
North-West University; University of Fort Hare (South Africa)	ICGSD co-organisers; MoU-based staff exchange with Fort Hare (Nov 2025)	[11, 83]
Albertine Rift Conservation Society; Ministry of Environment	Tree planting (SUNCASA)	[8]
WISE (Qatar Foundation); The Education Collaborative at Ashesi University (Ghana)	AI4EDU-Africa: AI in higher education pilot (2026–2027)	[54, 64]
CyberPro Global (Kenya)	AI and Cybersecurity Training Centre	[21]
Lagos State Ministry of Establishments and Training	AI-GET leadership masterclass	[22]
University of Derby; Liverpool John Moores University (UK)	Joint research showcase and grants; collaborative doctoral training	[36, 81]
Universidad Carlos III de Madrid (Spain)	Sustainable development and digital higher education research	[37]
New Bulgarian University	Erasmus+ application, research, journal board	[38]
University of Ostrava (Czech Republic)	Erasmus+ student and staff exchange; VIA inbound programme; renewed 2026–2029	[39, 46]
Joseph Sarwuan Tarka University, Makurdi (Nigeria)	MoU (Mar 2026); postgraduate exchange; 35 students hosted	[50, 51]

Partner	Focus	Source
University of Nicosia (Cyprus); WSG University (Poland); DHBW Ravensburg and Hochschule Kempten (Germany)	Student and staff exchanges (Erasmus+ and partner-funded)	[47, 43, 41]
University of the Free State (South Africa)	SDG-aligned research, circular economy, equity	[40]
Strathmore University (Kenya)	Exchanges, PhD supervision, capacity building	[56]
Concordia University of Edmonton (Canada)	BCDI 2030 master's scholarships	[26]
Direct Aid Rwanda	Student sponsorship and welfare	[25]
SWPS University (Poland)	MoU signed; Erasmus+ inter-institutional agreement in progress	[78]
Superior University (Pakistan)	MoU (Sep 2026): framework for academic collaboration	[76]
Palm University (Ghana)	Leadership staff mobility and academic exchange (2026)	[77]
Monash University (Australia)	Joint research on behaviour change and sustainable development; research–industry workshop (Jun 2025)	[80]
Arizona State University (USA)	Innovation and sustainable supply chains; joint research and faculty exchange discussions (Jun 2025)	[82]
Washington University of Science and Technology (USA)	Emerging collaboration (March 2026): AI language models for the Centre for Modern Languages, AI work in the ICT Digital Hub and a guest lecture; MoU planned	[79]
Colleges of Education Academic Staff Union (Nigeria); Afreximbank	ICAIED 2025 partner and gold sponsor	[61, 111]
Rwanda National Union of the Deaf; Rwanda National Union of the Blind; University of Rwanda College of Medicine and Health Sciences	Sign Language training, access for visually impaired students, inclusive pedagogy	[113, 112, 115]
Ministry of Justice (Rwanda)	ADR Club, Musanze campus	[121]
Ivey Business School (Canada)	Faculty development in case-based teaching	[120]
Harambee Youth Employment Accelerator, Professors Without Borders and partners; BharatSiam Cybersecurity Global Rwanda	Career Accelerator Programme; paid student internships	[118, 119]
Queen's University, Dunin-Deshpande Queen's Innovation Centre (Canada)	Ideation to Launch entrepreneurship programme with the Enterprise Business Centre	[109, 108]

Partner	Focus	Source
Airtel Rwanda	FuturePath digital skills programme; campus connectivity and student data (Mar 2026)	[86]
Government of Rwanda	CPA and CAT training for government accountants and internal auditors (4,000+ since 2016)	[88]
British Council Rwanda	IELTS preparation through the Centre for Modern Languages	[70]
The Campus Company (Finland)	Early-childhood teacher education (Fun Campus Learning concept) with the School of Education	[85]

11. Evidence maturity and reporting gaps

Table 6. Evidence maturity by goal

Evidence maturity	Goals	Interpretation
Documented outputs	2, 3, 4, 5, 8, 9, 10, 11, 12, 13, 15, 16, 17	Dated public sources support identifiable activity; impact measurement not yet in place
Partial outputs	1	Some activity documented; scale and beneficiary data missing
Baseline established	7	Energy use measured for Oct 2025 – Oct 2026; no comparison year yet; renewables still a commitment
Commitments	6	Plans and announcements; installation and consumption records needed
Limited evidence	14	SDG 14 concerns oceans and seas; UoK's freshwater work is reported under SDGs 6 and 11

UoK now has an energy baseline (Section 7.2). The main remaining gap is the lack of operational baselines for water, waste, emissions and procurement. Without them, the University cannot move from reporting Outputs to reporting Verified impact.

12. Proposed SDG monitoring dashboard

The University will track the following measures each year.

Measure	Lead office	Evidence required
Enrolment, completion and support by demographic group	Academic Registrar / Student Affairs	Annual validated dataset
Graduate employment and enterprise outcomes	Career services / Enterprise Business Centre	Tracer study; incubation records
Campus electricity, fuel and greenhouse gas emissions	Estates / Finance	Bills, metering, methodology
Water use, rainwater capture and sanitation	Estates	Meter records; installation reports

Measure	Lead office	Evidence required
Waste generated, segregated, recycled and disposed	Estates / Research teams	Waste audits; contractor records
Trees planted and survival rate	Green Office / Student Guild	Planting and monitoring logs
SDG-aligned research outputs and grants	Research, Innovation and Enterprise	Repository, DOI and grant register
Community outreach and beneficiaries	Schools / Community Engagement	Activity reports; beneficiary lists
International SDG partnerships and outputs	International Affairs and Partnerships	MoU register; joint outputs

13. Priorities for 2027

The University's priorities for 2027 follow the pillars of its Strategic Plan 2025–2029. [1]

1. **Set up the Green Office and an SDG evidence register.** Name a focal person in each school and unit and fix an annual reporting calendar. *Pillar: Green University Ambition.*
2. **Start the solar transition.** Complete solar procurement and begin installation at the Remera campus in 2027, then measure the change against the 2025–2026 energy baseline. *Pillar: Green University Ambition.*
3. **Build on the energy baseline.** Repeat the energy count for 2026–2027, estimate Scope 1 and 2 emissions, and add baselines for water, waste and procurement. *Pillar: Green University Ambition.*
4. **Track the trees.** Report survival rates for the November 2026 planting and extend One Student, One Tree. *Pillar: Green University Ambition.*
5. **Publish WACS results.** Release the validated findings and record any uptake by the districts. *Pillar: Research and Innovation Excellence.*
6. **Report the recycling initiative.** Document the workshops, clean-ups and volumes from the 2025 plastic and paper initiative. *Pillar: Green University Ambition.*
7. **Measure education outcomes.** Report participation in Teach4Sustainability and Erasmus+ mobility, and graduate employment. *Pillar: World-Class Innovative Education.*
8. **Widen inclusive education.** Extend the Centre for Equity and Inclusiveness's work, including access for visually impaired students. *Pillar: Inclusive Community Engagement.*
9. **Grow international partnerships.** Keep a partnership register and build joint research and mobility with existing partners. *Pillar: Strategic Internationalisation and Partnerships.*

References

[1] University of Kigali (2025). Strategic Plan 2025–2029. https://uok.ac.rw/wp-content/uploads/2025/11/Strategic-Plan-2025-2029.pdf

[2] University of Kigali (20 Jan 2026). University of Kigali embarks on circular economy initiatives. https://uok.ac.rw/news/university-of-kigali-embarks-on-circular-economy-initiatives/

[3] University of Kigali (27 Feb 2026). UoK advances circular waste research. https://uok.ac.rw/news/uok-advances-circular-waste-research/

[4] University of Kigali (16 Jul 2026). University of Kigali and partners hold Waste Analysis and Characterization validation workshop in Rusizi District. https://uok.ac.rw/news/university-of-kigali-and-partners-hold-waste-analysis-and-characterization-validation-workshop-in-rusizi-district/

[5] University of Kigali (14 Jul 2025). University of Kigali launches circular economy initiative. https://uok.ac.rw/?p=9795

[6] University of Kigali (20 Apr 2026). University of Kigali researchers embark on applied research in logistics and supply chain management. https://uok.ac.rw/news/university-of-kigali-researchers-embark-on-applied-research-in-logistics-and-supply-chain-management/

[7] University of Kigali (5 Jun 2025). UoK marks World Environment Day. https://uok.ac.rw/news/uok-marks-world-environment-day/

[8] The New Times via allAfrica (17 Nov 2026). One student, one tree – University of Kigali strengthens commitment to a greener Rwanda. https://allafrica.com/stories/202611170347.html

[9] University of Kigali (23 Oct 2026). University of Kigali partners in international training on climate change and sustainability education. https://uok.ac.rw/news/university-of-kigali-partners-in-international-training-on-climate-change-and-sustainability-education/

[10] The New Times (6 May 2026). University of Kigali drives global climate education through EU-funded initiative. https://www.newtimes.co.rw/article/35363/news/featured/university-of-kigali-drives-global-climate-education-through-eu-funded-initiative

[11] KT Press (Mar 2025). University of Kigali to establish first green growth university in Rwanda, region. https://www.ktpress.rw/2025/03/university-of-kigali-to-establish-first-green-growth-university-in-rwanda-region/

[12] University of Kigali (26 Mar 2025). Sustainable supply chain management side session & launch of the Centre of Applied Logistics and Supply Chain Management. https://uok.ac.rw/news/sustainable-supply-chain-management-side-session-launch-of-the-centre-of-applied-logistics-and-supply-chain-management/

[13] University of Kigali (9 Mar 2026). University of Kigali demonstrates strong presence at ICGSD 2026. https://uok.ac.rw/news/university-of-kigali-demonstrates-strong-presence-at-icgsd-2026/

[14] University of Kigali (10 Mar 2026). UoK showcases innovation at ICGSD. https://uok.ac.rw/news/uok-showcases-research-and-innovation-leadership-at-icgsd/

[15] University of Kigali (2 Sep 2026). University of Kigali strengthens LSCM education through emerging technologies and sustainability workshop for LSCM faculty. https://uok.ac.rw/news/university-of-kigali-strengthens-lscm-education-through-emerging-technologies-and-sustainability-workshop-for-lscm-faculty/

[16] University of Kigali (17 Jul 2026). University of Kigali student awarded LEARN Logistics scholarship to attend Sustainability Summer School in Germany. https://uok.ac.rw/news/university-of-kigali-student-awarded-learn-logistics-scholarship-to-attend-sustainability-summer-school-in-germany/

[17] University of Kigali (21 Jan 2025). University of Kigali seeks to transform logistics and supply chain management in Rwanda. https://uok.ac.rw/?p=8165

[18] University of Kigali (24 Feb 2026). University of Kigali accelerates research, innovation and enterprise agenda. https://uok.ac.rw/news/university-of-kigali-accelerates-research-innovation-and-enterprise-agenda/

[19] University of Kigali (5 Nov 2026). University of Kigali records remarkable enrolment growth and advances in national, continental and global rankings. https://uok.ac.rw/news/university-of-kigali-records-remarkable-enrolment-growth-and-advances-in-national-continental-and-global-rankings/

[20] The New Times (12 Aug 2025). Caps in the air as over 1,600 graduate from UoK. https://www.newtimes.co.rw/article/28829/news/featured/caps-in-the-air-as-over-1600-graduate-from-uok

[21] University of Kigali (11 Nov 2026). University of Kigali launches AI and Cybersecurity Training Centre to bridge skills gap. https://uok.ac.rw/news/university-of-kigali-launches-ai-and-cybersecurity-training-centre-to-bridge-skills-gap/

[22] University of Kigali (15 Oct 2026). University of Kigali takes AI leadership training to Nigeria, advances Africa's digital transformation. https://uok.ac.rw/news/university-of-kigali-takes-ai-leadership-training-to-nigeria-advances-africas-digital-transformation/

[23] University of Kigali (13 Nov 2025). UoK Enterprise Center engages global leaders at GBSN 2025. https://uok.ac.rw/news/uok-enterprise-center-engages-global-leaders-at-gbsn-2025/

[24] University of Kigali (25 Oct 2025). University of Kigali participates in National Umuganda. https://uok.ac.rw/news/university-of-kigali-participates-in-national-umuganda/

[25] University of Kigali (19 Mar 2025). A heartwarming act of generosity! https://uok.ac.rw/news/a-heartwarming-act-of-generosity/

[26] The New Times (Aug 2026). Rwanda, Canadian university sign deal to expand study, research opportunities. https://www.newtimes.co.rw/article/38422/news/education/rwanda-canadian-university-sign-deal-to-expand-study-research-opportunities/amp

[27] University of Kigali (3 Jul 2025). UoK's Prof. Adeola champions African women fighting climate change. https://uok.ac.rw/news/uoks-prof-adeola-champions-african-women-fighting-climate-change/

[28] University of Kigali (8 Jul 2026). University of Kigali scholars advance research on climate action, circular economy and sustainable development. https://uok.ac.rw/news/university-of-kigali-scholars-advance-research-on-climate-action-circular-economy-and-sustainable-development/

[29] Evans, O., & Adeola, O. (2026). Innovations in circular economy and net zero: Strategies for sustainable growth in emerging markets. Palgrave Macmillan. https://doi.org/10.1007/978-3-032-22094-3

[30] Adeola, O., Kimathi, G., Bugandwa Mungu Akonkwa, D., Mogaji, E., & Evans, O. (2026). Circular economy in African fashion: Tradition, innovation, and sustainability. In O. Adeola (Ed.), Africa's creative frontiers. Emerald. https://doi.org/10.1108/978-1-80592-781-520261008

[31] Adeola, O., Evans, O., & Ngare, I. (2024). Gender equality, climate action, and technological innovation for sustainable development in Africa. Palgrave Macmillan (open access). https://doi.org/10.1007/978-3-031-40124-4

[32] University of Kigali (30 Oct 2026). University of Kigali crowned champion of Rwanda's inaugural National Inter-University Moot Court Competition. https://uok.ac.rw/news/university-of-kigali-crowned-champion-of-rwandas-inaugural-national-inter-university-moot-court-competition/

[33] University of Kigali (26 Sep 2026). University of Kigali wins Financial Reporting and Excellence Award 2026 in education sector. https://uok.ac.rw/news/university-of-kigali-wins-financial-reporting-and-excellence-award-2026-in-education-sector/

[34] University of Kigali (13 Jun 2025). Unity Club, UoK urge ESSA to embrace Ndi Umunyarwanda. https://uok.ac.rw/news/unity-club-uok-urge-essa-to-embrace-ndi-umunyarwanda/

[35] University of Kigali (28 Oct 2025). UoK Musanze celebrates Ukwezi Kw'Ubumwe n'Ubudaheranwa. https://uok.ac.rw/news/uok-musanze-celebrates-ukwezi-kwubumwe-nubudaheranwa/

[36] University of Kigali (27 Nov 2025). UoK & University of Derby host joint research showcase on African-led innovation. https://uok.ac.rw/news/uok-university-of-derby-host-joint-showcase-on-african-led-innovation/

[37] University of Kigali (2 Jul 2026). University of Kigali strengthens research collaboration with Universidad Carlos III de Madrid, Spain. https://uok.ac.rw/news/university-of-kigali-strengthens-research-collaboration-with-universidad-carlos-iii-de-madrid-spain/

[38] University of Kigali (30 Oct 2026). University of Kigali strengthens international research and academic partnership with New Bulgarian University. https://uok.ac.rw/news/university-of-kigali-strengthens-international-research-and-academic-partnership-with-new-bulgarian-university/

[39] University of Kigali (18 Sep 2026). University of Kigali secures Erasmus Plus exchange programme with the University of Ostrava. https://uok.ac.rw/news/university-of-kigali-secures-erasmus-plus-exchange-programme-with-the-university-of-ostrava/

[40] University of Kigali (30 Jan 2026). UoK–UFS partnership for impact. https://uok.ac.rw/news/uok-ufs-partnership-for-impact/

[41] University of Kigali (15 Apr 2026). University of Kigali joins KA171 Erasmus+ Mobility Project 2026. https://uok.ac.rw/news/university-of-kigali-joins-ka171-erasmus-mobility-project-2026/

[42] The New Times (23 Jul 2026). University of Kigali sends 7 top business students to Germany for exchange programme. https://www.newtimes.co.rw/article/37616/news/featured/university-of-kigali-sends-7-top-business-students-to-germany-for-exchange-programme

[43] University of Kigali (19 Mar 2025). Student exchange to UNIC-Cyprus and WSG-Poland. https://uok.ac.rw/news/student-exchange-to-unic-cyprus-and-wsg-poland/

[44] University of Kigali (20 Jun 2025). UoK shines in Poland. https://uok.ac.rw/news/uok-shines-in-poland/

[45] University of Kigali (27 Jun 2025). Professor Nshuti welcomes Czech exchange students. https://uok.ac.rw/news/professor-nshuti-welcomes-czech-exchange-students/

[46] University of Kigali (21 May 2025). UoK–Ostrava exchange programme grows. https://uok.ac.rw/news/uok-ostrava-exchange-programme-grows/

[47] University of Kigali (31 Oct 2025). Global exposure, lifelong impact: Student exchange highlights. https://uok.ac.rw/news/global-exposure-lifelong-impact-student-exchange-highlights/

[48] University of Kigali (28 Jan 2026). School of Computing and IT welcomes back Erasmus+ exchange students from Ostrava University. https://uok.ac.rw/news/school-of-computing-and-it-welcomes-back-erasmus-exchange-students-from-ostrava-university/

[49] University of Kigali (30 Jan 2026). Staff mobility – Ostrava (Erasmus+ ICM). https://uok.ac.rw/news/staff-mobility-visit-to-the-university-of-ostrava-czech-republic/

[50] Joseph Sarwuan Tarka University, Makurdi (2026). IPESS JOSTUM advances regional academic collaboration with University of Kigali. https://uam.edu.ng/?p=16437

[51] Leadership (Nigeria) (Nov 2026). JOSTUM deepens international ties, signs MoU with Ethiopian varsity. https://leadership.ng/jostum-deepens-international-ties-signs-mou-with-ethiopian-varsity/

[52] University of Kigali (May 2026). Welcome of JOSTUM postgraduate students for the SPESSE International Student Exchange Programme 2026 [LinkedIn post]. https://www.linkedin.com/posts/university-of-kigali_universityofkigali-internationalisation-activity-7461307293134053376-Pl5s

[53] University of Kigali (Mar 2026). UoK hosts delegation from the University of Manchester, UK. https://uok.ac.rw/?p=10936

[54] The Education Collaborative / Africa.com (26 Oct 2026). WISE and Education Collaborative partner with five African universities on an AI adoption and shared learning initiative. https://africa.com/education/wise-and-education-collaborative-partner-with-five-african-universities-on-an-ai-adoption-and-shared-learning-initiative

[55] The New Times (10 Dec 2025). UoK hosts ICAIED 2025, explores how AI is reshaping higher education. https://www.newtimes.co.rw/article/31875/news/featured/uok-hosts-icaied-2025-explores-how-ai-is-reshaping-higher-education/amp

[56] Strathmore University Business School (6 Oct 2025). Strathmore University hosts University of Kigali leadership team. https://sbs.strathmore.edu/?p=46835

[57] University of Kigali (26 Aug 2026). University of Kigali welcomes African student affairs leaders as 2026 AADSATI International Conference begins. https://uok.ac.rw/news/university-of-kigali-welcomes-african-student-affairs-leaders-as-2026-aadsati-international-conference-begins/

[58] The New Times (21 Oct 2025). University of Kigali opens new campus in Remera. https://www.newtimes.co.rw/article/30647/news/featured/featured-university-of-kigali-opens-new-campus-in-remera

[59] Times Higher Education. University of Kigali – institution profile (accessed 22 Nov 2026). https://www.timeshighereducation.com/world-university-rankings/university-kigali

[60] University of Kigali, Directorate of Research and Innovation (2025). Research Report 2023–2024. https://uok.ac.rw/wp-content/uploads/2025/04/UoK-Final-Research-Report-2023-2024-for-uploading.pdf

[61] University of Kigali (2026). Research and Innovation Report 2025. https://uok.ac.rw/wp-content/uploads/2026/02/FINAL-Research-and-Innovation-Report-2025.pdf

[62] The New Times (4 Jun 2024). University of Kigali celebrates success: Over 1,400 graduates step into promising future. https://www.newtimes.co.rw/article/17350/news/featured/featured-university-of-kigali-celebrates-success-over-1400-graduates-step-into-promising-future

[63] University of Kigali (2024). 8th Graduation Ceremony booklet: “Building a Resilient and Inclusive Future”. https://uok.ac.rw/wp-content/uploads/2024/07/8TH-GRADUATION-BOOKLET.pdf

[64] University of Kigali, Research, Innovation and Enterprise (2026). UoK research data 2025–2026 (institutional return: publications, research projects and collaborations). Internal workbook.

[65] Adeola, O. (Ed.) (2026). Africa’s creative frontiers: The business of fashion, music and film production. Emerald. https://bookstore.emerald.com/africa-s-creative-frontiers-hb-9781805927822.html

[66] Oyewunmi, A., Owens, G., & Adeola, O. (Eds.) (2025). The dark side of leadership: A cross-cultural compendium, with lessons for leaders. Productivity Press. https://www.routledge.com/The-Dark-Side-of-Leadership-A-Cross-Cultural-Compendium-With-Lessons-for-Leaders/Oyewunmi-Owens-Adeola/p/book/9781032757001

[67] Maringe, F., & Chiramba, O. (Eds.) (2025). Negotiating quality concerns in higher education amidst disruptions. Cambridge Scholars Publishing. https://www.cambridgescholars.com/product/978-1-0364-4392-4

[68] Adeola, O. (Ed.) (2023). Casebook of indigenous business practices in Africa: Apprenticeship, craft, and healthcare – Volume 1. Emerald. https://doi.org/10.1108/9781802622515

[69] Adeola, O. (Ed.) (2023). Casebook of indigenous business practices in Africa: Trade, production and financial services – Volume II. Emerald. https://bookstore.emerald.com/casebook-of-indigenous-business-practices-in-africa-hb-9781804557631.html

[70] University of Kigali. Centre for Modern Languages (accessed 22 Nov 2026). https://uok.ac.rw/cml/

[71] University of Kigali. Centre for Equity and Inclusiveness (accessed 22 Nov 2026). https://uok.ac.rw/centre-of-inclusive-education/

[72] University of Kigali. Enterprise Business Center and Innovation Hub (accessed 22 Nov 2026). https://uok.ac.rw/entreprise-business-hub/

[73] University of Kigali (16 Oct 2026). University of Kigali's professional and executive courses: A game changer in today's labour market. https://uok.ac.rw/news/university-of-kigalis-professional-and-executive-courses-a-game-changer-in-todays-labour-market/

[74] University of Kigali. International Conference on Digital Innovation and Higher Education (ICDIHE 2026) (accessed 22 Nov 2026). https://uok.ac.rw/icdihe-2026/

[75] University of Kigali. Kigali International Journal of Education (KIJE) (accessed 22 Nov 2026). https://uok.ac.rw/kije/

[76] University of Kigali (25 Sep 2026). University of Kigali and Superior University, Pakistan sign MoU to explore new avenues for academic collaboration. https://uok.ac.rw/news/university-of-kigali-and-superior-university-pakistan-sign-mou-to-explore-new-avenues-for-academic-collaboration/

[77] University of Kigali (8 Oct 2026). Strengthening strategic partnerships in Africa: Palm University delegation visit to the University of Kigali. https://uok.ac.rw/news/strengthening-strategic-partnerships-in-africa-palm-university-delegation-visit-to-the-university-of-kigali/

[78] University of Kigali (17 Mar 2026). UoK hosts delegates from SWPS University, Poland. https://uok.ac.rw/news/uok-hosts-delegates-from-swps-university-poland/

[79] University of Kigali (27 Mar 2026). WUST AI expert Prof. Khondaker Abdullah Al Mamun visits UoK. https://uok.ac.rw/news/wust-ai-expert-prof-khondaker-abdullah-al-mamun-visits-uok/

[80] University of Kigali (18 Nov 2025). Monash University professor visits University of Kigali. https://uok.ac.rw/news/monash-university-professor-visits-university-of-kigali/

[81] University of Kigali (2 Jun 2025). UoK explores PhD partnerships in UK visit. https://uok.ac.rw/news/uok-explores-phd-partnerships-in-uk-visit/

[82] University of Kigali (3 Nov 2025). Global partnerships: Innovation & collaboration. https://uok.ac.rw/news/global-partnerships-innovation-collaboration/

[83] University of Kigali (25 Nov 2025). University of Kigali hosts Fort Hare faculty for academic exchange. https://uok.ac.rw/news/university-of-kigali-hosts-fort-hare-faculty-for-academic-exchange/

[84] University of Kigali (6 May 2025). UoK's Centre for Applied Logistics and Supply Chain Management empowers staff at CILT Africa Forum. https://uok.ac.rw/news/uoks-centre-for-applied-logistics-and-supply-chain-management-empowers-staff-at-cilt-africa-forum/

[85] University of Kigali (28 Oct 2025). University of Kigali welcomes founders of The Campus Company from Finland. https://uok.ac.rw/news/university-of-kigali-welcomes-founders-of-the-campus-company-from-finland/

[86] The New Times (6 Mar 2026). University of Kigali, Airtel Rwanda partner to empower students with digital skills, affordable internet. https://www.newtimes.co.rw/article/33840/news/featured/university-of-kigali-airtel-rwanda-partner-to-empower-students-with-digital-skills-affordable-internet

[87] The New Times (19 Feb 2026). University of Kigali steps up to support Rwanda's logistics, transport transformation. https://www.newtimes.co.rw/article/33434/news/education/featured-university-of-kigali-steps-up-to-support-rwandas-logistics-transport-transformation

[88] The New Times (24 Feb 2026). Elevating excellence: How the University of Kigali's SPEP is shaping the next generation of global business leaders. https://www.newtimes.co.rw/article/33546/news/featured/elevating-excellence-how-the-university-of-kigalis-spep-is-shaping-the-next-generation-of-global-business-leaders

[89] The Conversation Africa, republished by AllAfrica (1 Jul 2025). African women are key to fighting climate change – these are the green skills they will need. https://allafrica.com/stories/202507010004.html

[90] Down To Earth (1 Jul 2025). African women are key to fighting climate change – these are the green skills they will need (republished from The Conversation). https://www.downtoearth.org.in/africa/african-women-are-key-to-fighting-climate-change-these-are-the-green-skills-they-will-need/

[91] University of Kigali (2025). 9th Graduation Ceremony booklet: "The Overcomer: Transforming Challenges into Opportunities". https://uok.ac.rw/wp-content/uploads/2025/08/9Th-Graduation-FINAL-2025.pdf

[92] University of Kigali Students' Union. Students' Governing Constitution (2025). https://uok.ac.rw/wp-content/uploads/2025/11/STUDENTS-GOVERNING-CONSTITUTION.pdf

[93] University of Kigali. Guild Council (accessed 22 Nov 2026). https://uok.ac.rw/students-council/

[94] University of Kigali (9 Dec 2024). Empowering futures: The University of Kigali's commitment to youth and women entrepreneurs. https://uok.ac.rw/news/empowering-futures-the-university-of-kigalis-commitment-to-youth-and-women-entrepreneurs/

[95] National Women's Council, Rwanda. MIGEPROF reaches University of Kigali for gender equality discussions (22 March 2023). https://www.cnf.gov.rw/media/news-detail/migeprof-reaches-university-of-kigali-for-gender-equality-discussions

[96] Yahoo News (1 Jul 2025). African women are key to fighting climate change – these are the green skills they will need (republished from The Conversation). https://www.yahoo.com/news/african-women-key-fighting-climate-150629199.html

[97] The New Times (29 Mar 2024). University of Kigali hosts 'IoT Work Exposure Day' for women in tech. https://www.newtimes.co.rw/article/15600/news/featured/featured-university-of-kigali-hosts-iot-work-exposure-day-for-women-in-tech

[98] University of Kigali (8 Oct 2024). University of Kigali wins German Design Award 2025 and achieves finalist status at Italy's The Plan Awards. https://uok.ac.rw/news/university-of-kigali-wins-german-design-award-2025-and-achieves-finalist-status-at-italys-the-plan-awards-for-outstanding-international-design-quality/

[99] University of Kigali (10 Apr 2025). Rwanda Writers Federation award ceremony. https://uok.ac.rw/news/rwanda-writers-federation-award-ceremony/

[100] University of Kigali (9 Feb 2026). Professional development workshop on effective teaching in the digital era. https://uok.ac.rw/news/professional-development-workshop-on-effective-teaching-in-the-digital-era/

[101] University of Kigali (4 Nov 2025). UoK staff participate in Virtual Learning and AI validation workshop. https://uok.ac.rw/news/uok-staff-workshop-participate-in-virtual-learning-and-ai-validation-workshop/

[102] University of Kigali (12 Nov 2025). University of Kigali hosts supply chain experts for capacity building. https://uok.ac.rw/news/university-of-kigali-hosts-supply-chain-experts-for-capacity-building/

[103] University of Kigali (21 Jan 2025). University of Kigali seeks to transform logistics and supply chain management in Rwanda. https://uok.ac.rw/news/university-of-kigali-seeks-to-transform-logistics-and-supply-chain-management-in-rwanda/

[104] Conservation Agriculture Training for Women Farmers, Abuja, 19–20 June 2026: programme of events and attendance record (internal).

[105] Erasmus+ Programme 2021–2027, call ERASMUS-EDU-2026-VIRT-EXCH (topic ERASMUS-EDU-2026-VIRT-EXCH-SSA). Grant agreement 101336631: Virtual Intercultural Exchange for a Better Environment 2. Partner announcement on LinkedIn. https://www.linkedin.com/posts/wearespu-newgrantproject-share-7507129469770403841-1Cfm/

[106] University of Kigali, Office of the DVC Research, Innovation and Enterprise (November 2026). Grant award records: ELEVATE AI (Erasmus+) and LEARN Logistics research grants (internal).

[107] University of Kigali (6 Dec 2024). Five fruit trees per household and youth-centred model fruit orchard. https://uok.ac.rw/news/five-fruit-trees-per-household-youth-centered-model-fruit-orchard/

[108] University of Kigali (2026). Call for applications: Cohort 3 – Ideation to Launch Program (in partnership with DDQIC). https://uok.ac.rw/?p=11046

[109] Dunin-Deshpande Queen's Innovation Centre, Queen's University (7 Aug 2024). Partnering to scale entrepreneurial education in Africa. https://www.queensu.ca/innovationcentre/partnering-scale-entrepreneurial-education-africa

[110] University of Kigali (November 2026). 10th Graduation Ceremony, Wednesday 25 November 2026, BK Arena, Kigali. Theme: "Beyond the Degree: Turning Knowledge into Global Impact"; expected graduate numbers from the Academic Registrar (internal). https://uok.ac.rw/wp-content/uploads/2026/11/uok-10th-graduation-banner-2026.jpg

[111] University of Kigali (11 Dec 2025). Afreximbank Special Session highlights AI's role in accelerating AfCFTA implementation at ICAIED 2025. https://uok.ac.rw/news/afreximbank-special-session-highlights-ais-role-in-accelerating-afcfta-implementation-at-icaied-2025/

[112] University of Kigali (20 Mar 2025). University of Kigali recognized as a model for inclusive education, urged to expand support for visually impaired students. https://uok.ac.rw/news/university-of-kigali-recognized-as-a-model-for-inclusive-education-urged-to-expand-support-for-visually-impaired-students/

[113] University of Kigali (14 Mar 2025). Successful completion of the final Sign Language assessment. https://uok.ac.rw/news/successful-completion-of-the-final-sign-language-assessment/

[114] University of Kigali (14 Mar 2025). Center for Equity and Inclusiveness hosts a delegation from Finland. https://uok.ac.rw/news/center-for-equity-and-inclusiveness-hosts-a-delegation-from-finland/

[115] University of Kigali (14 Mar 2025). Breaking Barriers in Education: Inclusive, Rehabilitation, and Technology (BERT). https://uok.ac.rw/news/breaking-barriers-in-education-inclusive-rehabilitation-and-technology-bert/

[116] University of Kigali (10 Dec 2025). University of Kigali launches the Journal of Financial and Management Sciences (JFMS). https://uok.ac.rw/news/university-of-kigali-launches-the-journal-of-financial-and-management-sciences-jfms/

[117] University of Kigali (13 Apr 2026). Journal of Financial and Management Sciences accepted for DOAJ indexing. https://uok.ac.rw/news/journal-of-financial-and-management-sciences-accepted-for-doaj-indexing-a-milestone-for-academic-publishing-in-rwanda/

[118] University of Kigali (16 Feb 2026). UoK launches Career Accelerator Programme. https://uok.ac.rw/news/university-of-kigali-holds-a-work-readiness-and-career-accelerator-programme/

[119] University of Kigali (9 Apr 2026). University of Kigali students secure paid cybersecurity internships. https://uok.ac.rw/news/university-of-kigali-students-secure-paid-cybersecurity-internships/

[120] University of Kigali (8 May 2026). University of Kigali advances teaching excellence through Ivey Business School workshop on case-based pedagogy. https://uok.ac.rw/news/university-of-kigali-advances-teaching-excellence-through-ivey-business-school-workshop-on-case-based-pedagogy/

[121] University of Kigali (28 Jan 2025). Alternative Dispute Resolution (ADR) Club launched at the UoK Musanze Campus. https://uok.ac.rw/news/alternative-dispute-resolution-adr-club-launched-at-the-uok-musanze-campus/

[122] University of Kigali (14 Sep 2026). University of Kigali's Grace Patrick Kihumulo elected EAQAN Secretary General. https://uok.ac.rw/news/university-of-kigalis-grace-patrick-kihumulo-elected-eaqan-secretary-general/

[123] University of Kigali, Office of the Deputy Vice-Chancellor, Research, Innovation and Enterprise (November 2026). Information on solar energy procurement (internal).

[124] University of Kigali (2026). Energy consumption summary, October 2025 – October 2026. Prepared by Rugamba Henry, Ass. Service Manager. Internal record; evidence: REG/EUCL electricity bills and generator fuel records.

[125] University of Kigali. News archive (accessed 22 Nov 2026). https://uok.ac.rw/news/

Annex A. SDG target mapping

This annex links UoK activities to specific SDG targets. Under the evidence stages in Section 1.3, most entries are Outputs: they contribute towards a target but do not yet measure progress against it.

Target	Short title	UoK activity	Source
3.8	Universal health coverage	Mutuelle de Santé support for underprivileged residents	[24]
3.9	Deaths and illness from pollution	WACS public-health objective; health officials in validation	[2, 4]
4.3	Equal access to tertiary education	Enrolment growth; sponsored places (Direct Aid)	[19, 25]
4.4	Skills for employment	AI and Cybersecurity Centre; AI-GET masterclass	[21, 22]
4.7	Education for sustainable development	Teach4Sustainability; ICGSD	[9, 11]
4.b	Scholarships	BCDI 2030 master's scholarships; LEARN scholarship to KLU	[26, 16]
4.c	Qualified teachers	Teach4Sustainability teacher-trainee target	[10]
5.5	Women's leadership	PROFIFA women-empowerment research; women in HE management research	[13, 60]
5.b	Technology to empower women	Gender, climate and technology book	[31]
6.4	Water-use efficiency	Rainwater harvesting commitment	[1]
6.b	Community participation in water management	Rural water supply sustainability research, Nyamasheke (baseline)	[60]
7.2 / 7.3	Renewables and energy efficiency	Solar and efficiency commitments; Remera campus	[1, 58]
8.3	Entrepreneurship	Enterprise Business Centre; incubation	[23, 18]
8.4	Resource efficiency in production	Circular-economy research and publications	[29, 30]
9.5	Research capacity	RIE policies, research centres, funded projects	[18, 6]
9.c	Access to ICT	AI and Cybersecurity Training Centre	[21]
10.2	Social and economic inclusion	Sponsored studies; 39 nationalities	[25, 19]
11.6	Municipal waste management	WACS; urban waste logistics model	[3, 6]
11.7	Green public spaces	Roadside tree planting, Kimihurura	[8]
12.4	Sound management of waste	WACS waste audits and mapping	[3]
12.5	Reduce, reuse, recycle	Plastic and paper recycling initiative	[5]
12.8	Sustainability awareness	World Environment Day; community outreach	[7]

Target	Short title	UoK activity	Source
13.3	Climate education and awareness	Teach4Sustainability; low-carbon logistics workshop	[9, 15]
14	Life below water	No direct target: SDG 14 concerns oceans and seas. Lake Kivu work relates instead to 6.3 and 6.6	[2]
15.2	Afforestation	~2,000 trees planted and maintained	[8]
15.5	Biodiversity	Native species in planting; Strategic Plan commitment	[8, 1]
16.3	Access to justice	National moot court title	[32]
16.6	Accountable institutions	ICPAR financial reporting award; AI governance training	[33, 22]
16 (general)	Peace and social cohesion	Ndi Umunyarwanda unity programmes	[34, 35]
17.6 / 17.9	Knowledge sharing and capacity building	International university partnerships; AI-GET	[36, 37, 22]
17.17	Multi-stakeholder partnerships	WACS (universities, Red Cross, EU, districts)	[2]

SDG 14 concerns oceans and seas. UoK's freshwater work in the Lake Kivu basin is therefore counted mainly under SDGs 6 and 11.