



GREEN PAPER NO.....

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NATIONAL SPORTS POLICY  
FOR JAMAICA

Ministry of Youth, Sports & Culture



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## **ACRONYMS**

EMS – Environmental Management System

GDP – Gross Domestic Product

GCT - General Consumption Tax

IAAF - International Amateur Athletic Federation

IDP - International Development Partners

INSPORTS - Institute of Sports

IOC – International Olympic Committee

JAAA - Jamaica Athletics Administrative Association

JOA - Jamaica Olympic Association

JTI - Jamaica Trade and Invest

MDA - Ministries, Departments & Agencies

MYSC - Ministry of Youth, Sports and Culture

PIOJ - Planning Institute of Jamaica

SDC - Social Development Foundation

SDF -Sports Development Foundation

UN - United Nations

UNCED – United Nations Conference on Environmental Development

UNESCO - United Nations Educational, Scientific and Cultural Organization

UWI - University of the West Indies

UTECH - University of Technology

WADA - World Anti-doping Association

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## **National Sports policy for Jamaica**

### **PREFACE**

The National Sport Policy document has been produced to provide the guiding framework for overall national sports development; the promotion of a healthier society and the strengthening of appropriate regulations and legislations that support and facilitate sporting initiatives and activities that will result in increased participation among all Jamaicans.

The document provides a framework for Improving Effectiveness, Collaboration and Accountability in the Delivery of sports policies and programmes.

The National Sports Policy is intended to capitalize on Jamaica's achievements and to exploit opportunities for diversification and development of the economy and the strengthening of our communities.

The document outlines both the overall vision and policy framework to be supported by a sports sector plan which was developed by the PIOJ Vision 2030 after an extensive process of consultation and participatory design and which underpinned the preparation of both documents.

The document is divided into the following sections:

- **Executive summary** which highlights the key the issues raised and discussed in the document.

- **The Introduction** provides the background and rationale for the development of the National Sports Policy. It identifies the various linkages to other policies and programmes and put into perspective the key issues and concepts.
- **The Context** outlines the current situation, provides an analysis and a justification of having such a policy. It briefly describes the existing programmes and institutional arrangements, the legislative and international environment.
- **The Vision** of National Sports Policy, “sports for all”, reflects an overarching theme based on consultations and working group meetings for the drafting of the National Sports Sector Plan. The vision is intended to indicate the desire for growth in the development of sports in Jamaica at all levels. This section outlines the broad targets and objectives for achieving the vision.
- **Policy Formulation Process-Legislative and Policy Environment** - The National Sport Policy is built on existing and related policies, legislations, regulations, international treaties and conventions supported by Jamaica. This section highlights some of those key policies that will strengthen the effectiveness of the policy implementation process.
- **Guiding Principles** - Defines the environment and determines the context for implementation of the Revised National Sports Policy.
- **Expected Policy Outcome and Impact** - This section highlights the objectives then Government intends to achieve through partnership and collaboration with all the stakeholders. For each policy area the measures are identified for achieving the objectives.

- **Institutional Arrangements, Roles and Responsibilities** - Included also are the establishment of new institutional arrangements and the design of planning tools to ensure the effective implementation of the policy objectives. Issues of ownership and implementation are addressed in the national sports sector plan which is briefly described in the body of the document and the more detailed document included as an annex.
  
- **Conclusion** - This section concludes that despite the severe competition for scarce resources due to the economically challenging times existing locally and globally, the opportunities and potentials for sports development seem limitless and it is within this context that sports development in Jamaica is defined. The future development and growth of sport in Jamaica requires innovative and creative thinking. It requires bold and fearless leadership and a willingness to go beyond the status quo.

## EXECUTIVE SUMMARY

The Jamaica National Sports Policy was developed to provide a guiding framework for national sports development strategies and programmes to be implemented for the period 2011-2016. The document outlines the following:

- The vision for the development of sports in Jamaica;
- A set of guiding principles that define the environment and determines the context for implementation of the Revised National Sports Policy ;
- A set of policy directions for transforming the landscape of sports in Jamaica through the institutional relationships and systems that support the achievement of the policy goals;
- A framework for assessing progress over time towards the goals;
- The draft Sports Sector Plan outlining a programme for short, medium and long term measures for implementing specific actions related to the policy goals and directions.

### VISION FOR SPORTS IN JAMAICA .....*sports for all*

### POLICY GOALS

- By 2016 there will be an increase in the number of persons of all ages participating in recreational and competitive sports.
- Sports will be an important contributor to economic growth and development.
- Jamaica will consistently produce elite athletes who are world-leaders in their respective disciplines.
- Professional sports will be strategically promoted and supported as a measure of economic and social development.

The preparation of this document came on the heels of the drafting of the National Sports Sector Plan which was led by the Planning Institute of Jamaica over a year-long process of meetings and consultations with stakeholders in the sports and creative industry including other ministries, local government, voluntary agencies, research institutions and sports associations. The process began with the discussions on sports development being subsumed

under the working group for creative industries and then having its own group known as the Sports Task Force which over several months had a series of deliberations.

The review of the 1994 National Sports Policy resulted in the Ministry and its stakeholders determining that there is an urgent need for a policy that is more relevant in a dynamic society which has evolved well beyond the framework of that earlier document. Sports development has presented Jamaica with new opportunities and challenges and the paradox of competing in a global market place while maintaining the excellent quality of life that defines Jamaica.

Primary among the concerns that has led to the development of this revised policy document are the management and implementation of a national sports policy where there is a perceived lack of mechanisms for achieving policy coherence; a lack of mechanisms for establishing and updating strategic priorities and the absence of benchmarks to measure progress.

The revision of the policy initiated by the Ministry of Youth, Sports and Culture is in recognition and acceptance of the principle that the effective development and delivery of a sports policy is dependent on: effective, accountable governance; transparency and citizen participation based on principles of partnership.

This document addresses these issues and it is informed by existing and related policies, legislations, regulations, international treaties and conventions supported by Jamaica. Desk research of other sports policy documents prepared by various countries, reports of the CARICOM Sports Tourism conference held in December 2009 and guidelines for the development of National Sports Policies in the Caribbean as well as analyses of several other documents, action plans, studies, papers and proposals were undertaken. The policy development process acknowledges the central contribution of volunteers and professionals

in sport and the indispensable contribution of sport organizations, sponsors and all other stakeholders.

Over the last 62 years<sup>1</sup> Jamaica has unequivocally established itself as a successful sporting nation particularly in athletics<sup>2</sup>. The achievements have been measured by the performances at world meetings such as the prestigious Olympic Games and World Athletic Championships. No other nation apart from the United States has produced as many male Olympic sprint medallists since Jamaica started competing at the Olympic Games in 1948. On a per capita basis Jamaica is second to none. Built on a fulcrum of talent, tradition and training, Jamaica at the moment is regarded as the haven for sprinting.

The revision of the National Sports Policy is therefore an attempt to capitalize on our achievements and exploit every opportunity to diversify and develop the economy while strengthening communities. It will provide the framework that will support an environment in which there will be increased participation among all citizens, infrastructure and human resource development to promote improved accessibility and the drive for excellence, a coordinated programme that supports athletes' development and progression to high performance and economic development and prosperity through sport development.

Government leadership is essential in ensuring that sport and physical education are incorporated in Jamaica's development and international cooperation policies and laws.

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<sup>1</sup> 1948 -2008 Jamaica won 57 Olympic medals including 14 gold medals.

<sup>2</sup> Examples of other sports discipline in which Jamaica continues to excel are –netball, cricket and tennis etc

## **1. INTRODUCTION**

### **1.1 Background & Rationale**

The strategic role of sport in the achievement of Jamaica's development goals and national growth cannot be overstated. It is important that Jamaica is proactive in exploiting every opportunity to diversify and develop the economy while strengthening the communities.

The policy document is developed within the context of the global perspective of sports, the broadening of the market place, the downturn of the traditional revenue streams (such as manufacturing and agriculture) and the international conventions that impact directly on the business of sports and how industry is developed.

The revised National Sport Policy provides the institutional framework for overall national sports development; the promotion of a healthier society and the strengthening of appropriate regulations and legislations that support and facilitate sporting initiatives and activities that will result in increased participation among all Jamaicans. Government leadership is essential in ensuring that sport and physical education are incorporated in Jamaica's development and international cooperation policies and laws.

The Government is committed to setting targets and invites serious and productive partnerships at all levels in order to ensure that the sport system functions in a transparent, synchronised and effective manner. This is a new approach that promotes and facilitates shared leadership and collaboration amongst all stakeholders in order to achieve the goals of increased participation, economic development and prosperity through sports, enhanced physical and social infrastructure and a more coordinated and integrated sports system.

The policy document articulates the principles and strategies towards sport development.

***The overarching goal of the National Sports Policy is to make sports accessible to all Jamaican...sports for all. Facilitating the environment in which there will be increased participation among all citizens, infrastructure and human resource development to promote improved accessibility and the drive for excellence, a coordinated programme that supports athletes' development and progression to high performance and economic development and prosperity through sport development.***

This is an acknowledgement and commitment that sport development is central to the realization of the **National 2030 Vision** in which Jamaica will become a place of choice to live, work, raise family and do business. Sports is a part of the Jamaican psyche and by mid 20<sup>th</sup> century Jamaica had gained a reputation as an important sporting nation particularly in the field of athletics and cricket (though not limited to these disciplines).

Jamaica nonetheless cannot boast that sport has had a major positive economic impact on the Nation, nor does it have a well developed sport industry. The National Sports Policy therefore seeks to redress this situation by providing the framework for the development of economic and social partnerships aimed at capitalizing on this massive industry and the competitive strength of Jamaica. The policy examines different pillars of the sports sector particularly focusing on the inter-dependence and the cross cutting nature of sport in order to determine how to best develop each areas according their strengths and resource base.

In developing this framework this will mean placing greater emphasis on policies that strengthen human capital at all levels, through maintaining our strong record on sports development in the educational institutions and in the communities and improving the quality of education and training. The Government is committed to give priority to cross cutting issues of sports and environmental protection and the emerging issues related to rapid climate change and continue the firm stance against doping in sports and healthy lifestyle and healthy habits among all Jamaicans as well as the removal of systemic barriers to

the full participation of those persons with special needs. Finally we need to have policies in place that acknowledges the value of sports as a legitimate means as a conduit for conflict mitigation and peace building and development.

The Ministry of Tourism is in the process of developing a Sports Tourism Policy and a Community Tourism Policy. When completed these policies which are cross cutting will strengthen and facilitate the development of an extensive sports development industry.

The National Sector Plan which accompanies this document is the first of its kind. It does not attempt to provide a comprehensive identification of problems, solutions, strategies and operations in the manner of a conventional plan. Instead it seeks to create the conditions in which public and private sector institutions can work effectively together with communities to meet common goals. The National Sector Plan has been developed with a view to avoiding wherever possible the overlapping and the splintering of programmes and have been developed on the premise that the only way is a joined up way, maximizing the technical, financial and human resources available in the most effective way.

Re-orienting the existing resources and programmes of the public sector so that it can more effectively work with the private sector, civil society and others to make progress towards the specified goals

## **1.2. Key Concepts and Issues**

### **1.2.1. Sport**

The policy is based on a very broad, all inclusive notion of sport. The policy adopts the definition of sport of the UN Task Force on Sport for Development and Peace (UNESCO) as the right of access to and participation in sport and play

***“all forms of physical activities that contribute to physical fitness, mental well being and social interaction such as play, recreation, organized or competitive sport, indigenous sports and games at all levels”.***

has been recognized in a number of conventions. In 1978 UNESCO described sport and physical education as “a fundamental right for all.”

The IOC outlines that the practice of sport includes activities at different levels. It ranges from persons who occasionally engage in sports activities and physical education to elite athletes, from small clubs to International Federations, from local competitions to championships and large scale events such as the Olympic Games. The practice of sport implies, to a varying degree, a structured organization, sports facilities and equipment, logistics and sponsors, media, and athletes of course, i.e. persons who practice a sport more or less intensively.<sup>3</sup>

#### **1.2.2. Persons with Disabilities**

As a signatory to the Convention on the Rights of Persons with Disabilities, the policy *seeks to promote and encourage participation to the fullest extent possible of persons with disabilities in mainstream sporting activities at all levels*<sup>4</sup>. The Government of Jamaica embraces the principles of the Charter of the United Nations which acknowledges sports as being about participation, inclusion, citizenship, human values such as respect for opponent, acceptance of binding rules, teamwork and fairness.

#### **1.2.3 Sports Contribution to Nation Building & Sports Building a Healthy Society**

Sports is viewed by the Government of Jamaica as a cross cutting vehicle that will contribute to achieving national development and a healthy society. Sports contribute to individual well being: personal, emotional, physical, social, cultural and

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<sup>3</sup> IOC Manual on Sport & the Environment- 2005

<sup>4</sup> Convention on the Rights of persons with Disability – Article 30 ( #5)- Participation in Cultural life, Recreation, Leisure & Sport

academic development. It provides opportunities for leadership skills, constructive outlets and generally enhances individual quality of life. As a way to be physically active, participation in sport contributes to the adoption of a healthy lifestyle and prevention of disease and illness. Physical activity is fundamental to positive human development and contributes to healthier, longer, and more productive lives.

Participation in sport and physical activity at all ages increases resistance to such diseases as heart disease, cancer, diabetes, osteoporosis, arthritis, and obesity and to mental health disorders. An increased investment in sports means an increase in health quality and a decrease in health care costs.

#### **1.2.4. Sports for Community and Youth Development**

Sport development can be a sustainable process that builds leadership, supports healthy behaviour and lifestyle as well as peaceful coexistence among communities. Sports can be used by government and non-government organizations, businesses, educational institutions, sports federations and other institutions as a means to systematically reduce poverty, build peace, reduce conflict and create wealth within communities.

Sport is essential for the development of our young people. This is critical for Jamaica's future as just over 53% of the Jamaican population is under than 30 years old. Sport brings young persons in contact with each other and serves as a release from tension and stress. It is also an important avenue for academic advancement and an opportunity for social mobility.

#### **1.2.5. Sports for Economic Development**

Over the years there has been insufficient attention given to the central role that sports can play to our economic development. The successes of the Jamaican

athletes in Beijing has given rise to much discussions on how to exploit the economic potentials and value of sport and develop a major industry particularly in these globally economic challenging times.

Research conducted in Jamaica in 2006/2007 revealed that sports contributed to more than 2% of our GDP and 2% of Jobs. It is ranked among the highest in terms of payback to the country for every dollar of foreign exchange spent on capital investment<sup>5</sup>. In addition, sport for Jamaicans is an important source of entertainment and fun. They spend much of their leisure time and disposable income on sporting events and activities, whether as spectators, participants and as viewers of broadcast events.

Sports sponsorship and advertising can potentially generate substantial revenues, primarily from the hosting of sports events local, regional and international.

#### **1.2.6. SPORTS AND THE PHYSICAL ENVIRONMENT**

The issues related to climate change and the ensuing environmental challenges are such that small Island states such as Jamaica is not likely to be able to address them as an individual country. It requires collaborative efforts that involve the region as well as at the international level. Within the area of sports development the IOC has developed a manual on sports and the environment and has also articulated a clear policy in this regard.

There are several policies and strategies within various Government entities – Ministries Department and Agencies that address some of the issues related to sports and the impact on the Environment. The Ministry of Environment's Policy on

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<sup>5</sup> The economy gets back \$6.18 from core sport & \$3.81 from horse racing and betting, each dollar spent on occupational training of its employees yields \$5.65.

Environmental Stewardship for Greener Operations<sup>6</sup> is of particular relevance. NEPA's Environmental Management Systems (EMS) Policy document is also relevant to Sports development and so too is the National Building Code for Jamaica. There are also other strategy documents and regulations such as the Energy Policy, that are in place that directly influence how sports facilities are developed and maintained in the future. There are instances where there are existing policies and strategies that do not readily make a specific link or reference to sports development and the role of sports in promoting sustainable development.

According to the IOC, sport and the environment are a natural synergy and sport is indeed set in the physical environment. There is a social responsibility to actively promote a healthy environment and also be prepared to face the environmental challenges. In so doing those charged with the responsibility of sports development will be *...providing healthy and fulfilling lives for the current generation while entrusting to future generations the means to do the same.*<sup>7</sup>

The National Sports Policy acknowledges the potency of the environmental effects on Jamaica as a small island state and the impact of climate change on the way we conduct the business of sports in the immediate future. One of the strategies of the Policy will be the promotion of increased collaboration with environmental bodies such as NEPA and the Ministry of Environment. Areas of priority for collaboration include the development and execution of public awareness programmes; highlighting issues related to sports and the environment ; promoting and ensuring that greater prominence be given to the subject of sports and the effects of the environment in policy and strategic documents being developed or

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<sup>6</sup> Environmental Stewardship Policy (2011) Ministry of Housing & the Environment , Government of Jamaica

<sup>7</sup> UNCED 1992

under revision; and that programmes geared to individual and institutional capacity building be introduced in the sports sector regarding the introduction of the EMS and other critical strategies.

## 2. CURRENT SITUATION

### 2.1 Governance and Management of Sports

*The Revised Sports Policy calls for integrated and harmonious coordination and administration of sports.*

The coordination and administration of sports in Jamaica is decentralized and fairly complex. It involves a mix of government and non government, national and international structures. The collaboration and coordination is challenging and this is an area to be highlighted in stakeholders' consultations and requires their input.

The governance system in place is constrained on achieving the best possible results in the sports policy implementation due to limitation in public resources; the perceived lack of a culture of outcome orientation, and evaluation. There is also the under development of sports as an industry.

#### 2.1.1. Sports Administration

Sport is currently organized and administered in Jamaica by six main categories of organizations<sup>8</sup>, they are:

- (A) The Government Ministries, Agencies and Departments;
- (B) JADCO
- (C) Educational and other Institutions
- (D) National Sports Associations affiliated to their respective international federations
- (E) Private clubs and community groups
- (F) Sponsors

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<sup>8</sup> There existed a National Sports Council, however, this council has not convened in the past three years and is currently inactive.

## **(A) Ministry Of Youth, Sports & Culture**

This is the lead Ministry in the policy development implementation and the execution of sports programme there are critical agencies and departments that fall within the portfolio of this Ministry.

It is responsible for ensuring the effective coordination and monitoring of activities within the Government machinery in the area of sport within the framework of national policies and programmes.

### **✓ The Institute of Sports**

The Institute of Sports (Insports) was established in 1978 by the Government of Jamaica, to be the lead agency in the design and implementation of a national sports development programme that contributes to nation building (the social, psychological and economic well being). Since the establishment of Institute of Sports, several initiatives and interventions have been introduced and the role and function of the institute has changed within the context of the various interventions whether through the establishment of companies, Cabinet approvals and the emergence of new programmes.

Institute of Sports was envisaged as the national sport agency that will promote sports at the national level, unearth and facilitate the development of talents throughout Jamaica primarily working through educational institutions (primary, secondary and tertiary) and communities, while channelling the talents into national sports development programme in order to develop our athletes to world class standards.

✓ **Social Development Commission**

This is the national community development agency with a vast national network. It is primarily responsible for developing community sports and recreation. Sport is one of the tools used as a means to mobilize communities for action and participation in community development programmes. Sports is also used to promote and foster better relationships between communities.

✓ **Sports Development Foundation (1995)**

This is a government owned company that was established to provide financial and technical resources to support the development and implementation of plans, policies, and programmes emanating from the National Sports Policy in 1994. The mission of Sports Development Foundation (SDF) is to contribute to our nation through sports:

- Provide infrastructural developments throughout Jamaica- fields, multipurpose courts, seating, lighting, fencing and clubhouses; communities and schools being the main beneficiaries.
- Fund the development programmes for national associations by providing monthly allocations.
- Contributes to the personal development of sportsmen and women by providing training grants, funding medical expenses and assistance in training coaches and administrators.
- Provide financial contributions to Government institutions such as INSPORT, SDC & GC Foster College of Physical Education and Sports.

✓ **Independence Park Limited (IPL) Facilities Management**

The Independence Park Complex (IPL) was originally managed by Insport under the chairman of the Board of Directors. However, a decision was taken consequent on the major rehabilitation of the facilities of the National Stadium

Complex for the 2002 World Junior Games. The decision to establish a company (IPL) to manage the facilities was a result of the decision taken that the complex should be operated on a commercial basis with limited input from the Government. This was to ensure that the facility would be maintained at world class standard thus preventing the need for any further massive capital injection in the future solely for the maintenance purposes.

The mandate of the Independence Park Limited (IPL) is to:

- To maintain, repair alter all machinery, grounds fixtures, lighting etc. on premises known as Independence Park.
- To establish and operate branches and agencies in the island of Jamaica and elsewhere.

The Independence Park Limited (IPL) has not been successful in maintaining an operation that is financially self sustaining. The facilities under its care are aging and need massive capital injection. In addition, the national sports associations that utilize the facilities are unable to meet their financial obligations to IPL and therefore there is an urgent need for review of the current policy in order to maintain and upgrade the facilities to acceptable international standard, as envisioned in the policy goals.

✓ **Other Ministries, Departments and Agencies**

There are several other entities which are critical players in the development and implementation of a National Sports Policy their roles are outlined in the supporting documentation.

**(B) Jamaica Anti-Doping Commission**

Jamaica Anti-Doping Commission embodies the general principles of the sports policy: principles of fairness and fair play, accountability, respect, trust, honesty,

hard work and healthy living. The institutional structures are in place and the Commission is now operating. Public education is central to the implementation of JADCO's programme.

**(C) G.C Foster College of Physical Education and Sport (1980)**

A co-educational and residential institution established primarily for training teachers in physical education and sport, the College has embarked on a modernization programme to cater to the needs of coaches and athletes in the Caribbean and beyond. Approximately 80% of all physical education teachers in the primary and secondary institutions are graduates of the GC Foster College. The Institute of Sports is expected to have a direct relationship with the Sports College based on its mandate.

**(D) National Associations/Federations**

There are forty (40) National Sporting Associations in Jamaica and these are primarily operated by part-time volunteers. These associations are involved in competitive sporting activities and many are registered with the Jamaica Olympic Association as well as their associated international federations.

They are primarily membership based with a wide participation of various age groups, gender, businesses, educational institutions clubs and community groups. Their record system in relations to level of consistent participation in many instances is inadequate and makes it difficult to ascertain a realistic assessment of level of participation in organized sports in Jamaica.

## 2.2. Participation and Accessibility

*The Revised Sports Policy calls for an environment that supports the participation of all Jamaicans in sports.*

It is a perception that there has been increased participation and interest in competitive sports and recreation among Jamaicans at the community and national levels. We have also noted an increase in the sports disciplines being introduced within the school system. However, there is no central data base that can substantiate this perception.

### 2.2.1. Hosting of National & International Sport Events<sup>9</sup>

Hosting international sport events provides a wide array of significant benefits for sport including sport programming and facilitates legacies. Jamaica in recent years has hosted several international sport events and plans to expand its reach in this area. The potential for Jamaica to be a major sport event location is significant. This will greatly increase the level of participation locally regionally and internationally.

Ministry of Sports has developed a policy guideline document for hosting of International sporting events. This provides the framework for the delivery of specific objectives of the National Sports Policy. It is a guide for the for Jamaican National Sports Associations and is intended to streamline many of the strategies and processes in building partnership with Government, National Sporting associations and the private Sector in the hosting of international sporting events.

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<sup>9</sup> Policy Guidelines for hosting International sporting events document – MYSC 2011.

### 2.3. Public Sport Facilities and Infrastructure

*The Revised Sports Policy calls for the establishment of adequate physical infrastructure for sport and recreation at accessible locations throughout the island.*

The availability and accessibility of sport facilities and the provision of a supportive human infrastructure is a difficult challenge for Jamaica and despite the perceived increase in levels of participation in sport and activities. This remains a serious hindrance to increased participation and accessibility.

- *Absence of adequate data on the existing stock of facilities* throughout the country.

This is an area however, in which significant progress has been made in terms of identifying stock of facilities throughout the country. The records show an estimated eight hundred and seventy-six (876) private and public playfields. **(see annex.)**

The Social Development Commission has conducted a survey of community and public sports facilities throughout the island. This listing is not exhaustive however, it is an invaluable planning tool.

- *Poor maintenance and management of existing facilities.*
- *Absence of policy for ownership and management of community facilities.*

There is concern regarding the poor maintenance and management of existing facilities. There are facilities that are classified as community facilities while others are categorized as regional and national facilities. There are proposals being considered as the government embarks on a programme to improve national sporting infrastructure - The Trelawny Stadium, the Sligoville Complex, facilities at the University of Technology and the University of the West Indies. The government is also proposing the construction of new facilities outside of the Greater Kingston Metropolitan Area.

## 2.4. Athlete Development

*The Revised Sports Policy calls for programmes that will support the development of athletes and seeks to cater to their wellbeing.*

All of the factors outlined above impact on the national programmes for athletes' development. Funding is a major challenge however; there is also the need for a systematic, analytical, and collaborative approach to the development of high performance athletes. This is one of the policy goals and the input of past and current athletes as stakeholders is also critical in the consultative process.

### 2.4.1. Human Resource Development & Technical Capacity

Sport professions are growing and there are now several non- traditional areas such as, facilities management, construction of sports facilities, psychologists, sports medicine professionals and many other areas. These are all critical for the development of sports and to ensure sustainability and the expansion of a high performance programme. However, all these areas are in short supply in Jamaica and the programmes for training are either just emerging or absent.

In addition, many coaches are volunteers and require training to meet the needs of their athletes/participants. As a result coaching tends to be a part time activity and does not always attract the best and most suitably qualified individuals. There is a lingering perception that coaching is a recreation and a hobby, as a result they are often not valued nor recognized and also not appropriately remunerated.

The University of Technology, GC Foster College of Physical Education and the University of the West Indies along with others have been working assiduously to develop various academic and technical programmes to address many of the challenges highlighted. There are several other structures (regional and international) that are in place and are

being developed and located in Jamaica. However, financing and adequate physical infrastructure are major hurdles to overcome.

Nevertheless significant progress has been made and several strategies were identified in the consultations leading up to the draft of the Framework Action Plan for Sports.

## 2.5. Financial Resources for Sports Development

*The Revised Sports Policy calls for an increase in the number of sport-related enterprises and employment and increased contribution of sports to GDP.*

Government's serious financial strictures, public funding cuts across all sectors, the global economic crisis and in general fewer resources available for athletes' development have created a serious shortfall in the sports development system.

- The Sports Development Foundation is a Government of Jamaica owned company that is the principal financier of sport development for the past fourteen years. For the first 12 years of operation the SDF disbursed approximately **J\$1.9B** for infrastructure projects such as construction of Courts, fences etc; grants to government sports agencies, national sports association and special projects such as international travel for national teams. In addition to the support provided through the Sports Development Foundation, Independence Park Limited and Institute of Sports and GC Foster College of Physical Education and Sports are funded out of public purse.
- The demand for financial assistance from all beneficiaries has increased dramatically and the Sports Development Foundation is under severe pressure to respond to the various requests. It appears that there is a greater reliance on the SDF. This is an issue that needs to be examined carefully. There is an

urgent need for increased allocation to SDF as well as the development of other sources of funds can be explored.

- The Jamaican Private Sector and civil society groups have made significant investment in sports development particularly with respect to sports club development and the financing of sports programmes and events. The National Sports Policy has identified specific strategies to attract increased financial support and investments that will benefit sports development. The promotion and strengthening of stakeholder collaboration is also a policy priority.

#### **2.5.1. Sports Economy & Cultural Enrichment**

This is an area that has been receiving much attention in terms of discussions and dialogue with respect to the potential for Jamaica's economic advancement and growth. It is still in its infancy and is not yet being pursued as a well coordinated and organized programme. Nevertheless there are several elements existing for the development of such an industry. The impact of development of professional sports in economic stimulation and job creation is being discussed. The horse racing industry is one of the successes that can be looked at and lessons learned. The Government of Jamaica in 2006 commissioned a study on the contribution of sports to the GDP. This study was completed and the document submitted to the government however, the recommendations and the findings have not yet been reviewed and are not being utilized in the planning process. There have also been several papers, proposals and other contributions in the area of the contribution of sports in economic development and the emergence of an organized sports industry. Many of these were also articulated in the creative industries and sports consultations.

- The development of a sports business and marketing plan is one such option. Sports sponsorship and advertising generate significant revenues whether

from professional sport or from hosting national and international events. Tourism is associated with some professional sports such as golf, baseball and cricket. These events can and do have lasting economic impacts.

- The National Sport considers Sports as an investment and a generation of revenue. The policy therefore provides the framework within which a viable sports industry can be nurtured and developed. Increased efforts must develop and leverage non-traditional sources of funding, especially through private sector and corporate partnerships and sponsorship. Accountability for the use of funds must be tied directly to policy objectives and measurable results.

#### **2.5.2. Sports and International Cooperation and Goodwill**

Jamaica has been an active member in the international sport arena. It has contributed significantly through its various national sports associations as members of various international bodies. Jamaica has been a signatory on international conventions and declarations. It has participated in multilateral initiatives and has several bilateral cooperation agreements in sports and is an active participant in the Olympic Movement.

#### **2.6. Sports and The Environment**

*The Revised Sports Policy calls for the development and execution of public awareness programmes promoting sports and effects of the physical environment and climate change.*

There is an absence of a comprehensive policy guideline that addresses the issues related to sports and the physical environment and the effects of climate change. There is limited collaboration and partnership existing at the policy level between the national environmental bodies and the Ministry of sports and its agencies.

One of the strategies of the Policy will be the promotion of increased collaboration with environmental bodies such as NEPA and the Ministry of Environment. Areas of priority for collaboration include the development and execution of public awareness programmes; highlighting issues related to sports and the environment ; promoting and ensuring that greater prominence be given to the subject of sports and the effects of the environment in policy and strategic documents being developed or under revision; and that programmes geared to individual and institutional capacity building be introduced in the sports sector regarding the introduction of the EMS and other critical strategies. Essentially all stakeholders are called upon to be stewards of the environment.

### **3. POLICY FORMULATION PROCESS-LEGISLATIVE AND POLICY ENVIRONMENT**

A review of the 1994 National Sports Policy resulted in the government of Jamaica determining that there is an urgent need for update of the sport policy in order to make it more relevant in a dynamic society which has evolved well beyond the framework of that earlier document.

Sports development has presented Jamaica with new opportunities and challenges and the paradox of competing in a global market place while maintaining the excellent quality of life that defines Jamaica.

The policy outlines the vision for sport development in Jamaica. It is a reflection of the collaboration and consultation that has been on-going for nearly one year (2008/2009) as a part of the national development dialogue (Creative Industries and Sports Task Force) led by the Planning Institute of Jamaica (PIOJ). The National Sport Policy is built on existing and related policies, legislations, regulations, international treaties and conventions supported by Jamaica. Desk research was undertaken of other sports policy documents prepared by various countries, reports of the CARICOM Sports Tourism conference held in December 2009 and guidelines for the development of national sports policies in the Caribbean; in addition to several other documents, action plans, studies, papers and proposals. The National Sports Policy is supported by existing policies such as National Youth Policy; The Policy on Environmental Stewardship for Greener Operations; The national Energy Policy; The National Building Code; The Sexual Harassment Policy; The Jamaica Anti-doping Act (2008); The IOC Sports and Environmental Manual. The national Sports policies for Australia and Canada provide useful context in the development of this document.

Elements relevant to the policy emerged from the stakeholders, planners and sports practitioners who were engaged in the creative industries and sport sector plan deliberations in recognition of the cross cutting and integrative nature of sports.

The policy development process acknowledges the central contribution of volunteers and professionals in sport and the indispensable contribution of sport organizations, sponsors and all other stakeholders.

This policy document is developed as a framework document for further consultation and discussion by all stakeholders. The Ministry of Youth, Sports and Culture will be the lead institution in the consultation process to identify, benchmarks, indicators, strategies and processes according to information gathered. The Ministry of Sports is the primary agent to report to the Jamaican public on the progress towards goals and the results of policies collaboratively implemented. Government is not expected to have all the answers or all the necessary resources to solve all problems by itself. However, the policy recognizes and emphasizes the urgent need for increased communication and greater collaboration amongst all stakeholders.

## 4. VISION FOR SPORTS

Sports must be accessible to all Jamaicans...*sports for all.*



The vision of the Revised National Sports Policy reflects an overarching theme based on consultations and working group meetings for the drafting of the National Sports Sector Plan. The vision is intended to indicate the desire for growth in the development of sports in Jamaica at all levels.

When the vision is achieved by 2016:

- Increase in the number of persons of all ages participating in recreational and competitive sports.
- Sports a significant contributor to economic growth and development of Jamaica.
- Jamaica consistently produces elite athletes. who are world leaders in their respective disciplines
- Professional sports strategically promoted and supported as a measure of economic and social development.

### 4.1. Policy Directions

#### ***Strengthen the Role of Sport in All Aspects of National Development***

Vision 2030 Jamaica seeks to strengthen the role of sport in national development by:

##### **SPORTS FOR ALL**

- Establishing appropriate and effective policies, legislation and regulations to promote sport participation.
- Broadening opportunities for participation in recreational and competitive sports for persons of all age groups and encourage gender equality in all aspects of sport.
- Increasing facilities at the national, community and school levels and ensure that they are well maintained.

- Increasing the number of trained coaches, administrators, and other personnel.
- Strengthening the institutions for sport education, administration and sports coordination and management.

#### **4.2. Sports In Schools**

Instituting through the Ministry of Education a policy of ensuring that the curricula of all schools include physical education and that adequate time is provided for the practice of sport. Each school should have a full time PE teacher, where size does not permit smaller schools should be organized in groups for similar assistance.

Providing adequate funding (within the limits of Government resources) to GC Foster College of Physical Education to ensure that a high standard of qualified physical education graduates is maintained. Both curriculum and the physical facilities must be maintained at international standards.

#### **4.3. Sports Enterprise Development**

- Establishing strong research capabilities in sport and promote scientific and technological innovations.
- Mobilizing enterprises within the creative industries, manufacturing, gaming, tourism, agriculture, commerce and other sectors in expanding the value chain with sport.
- Strengthening the framework for, and the use, awareness and value of intellectual property.
- Increasing the number of sport-related enterprises and employment that will ultimately increase the contribution of sport to GDP.

#### **4.4. Sports Tourism**

Hosting of major sport events and attractions in Jamaica. The Ministry of Tourism will through its agencies and other organizations encourage and support the development and promotion of sporting activities as a part of the islands tourism attraction. The Ministry of Commerce the Jamaica Trade and Invest, private sector groups advertising and communications companies will be encouraged and facilitated in developing successful partnerships.

Establishing a sport museum as a resource centre, promotion of our cultural and sports heritage and as an attraction for visitors (local and foreign).

#### **4.5. Sports For Peace**

Promoting Sports for development and peace – developing and disseminating sport curricula that define sport as a critical tool in conflict management and peace building.

#### **4.6. Doping Free Sports Environment**

Strengthening JADCO and the enforcement of the anti-doping legislation. This is an essential component of an ethically based, athlete/participant centred development system that must be maintained and carefully monitored in accordance with WADA and other internationally accepted standards.

#### **4.7. Athlete Development**

- Supporting programmes that will result in an increase in the number of athletes and teams consistently achieving world class results in international competitions.
- Giving special consideration and assistance to support the overall development of sports men and women who have achieved recognition at the international level as well as those who have the potential to achieve at these levels. This may include

addressing nutritional, medical, insurance, accommodation and transportation and other needs.

- Affording special leave of absence to personnel for the purpose performing national duties as competitor or official. The civil service regulations already provide for this. Private sector will be encouraged to give similar considerations through various concessions.

#### **4.8. Concessions for Sports**

- Extending tax deductible status to cover donations to sport associations and develop partnerships for development of public sports facilities that are accessible for recreational and competitive purposes.
- Providing waiver on Departure Tax- supporting the existing practice whereby teams sanctioned by their national association for participation in international events will be exempt from travel related taxes.
- Providing concessions on Import Duty on Sports goods – supporting the existing practice whereby there will be a waiver of import duties and GCT on sporting goods and equipment for use by teams and sport associations that did not previously benefit from this facility.

#### **4.9. Sports Associations/Federations**

- Strengthening partnerships between national sporting associations, government and other public sector and private sector partners including the media.
- Recognizing that the autonomy of national associations that are properly affiliated to their respective international federations and the JOA will be respected. These associations have the responsibility for the development of their respective sports at the national and international levels.

## 5. GUIDING PRINCIPLES

Listed below are the principles that define the environment and determines the context for implementation of the Revised National Sports Policy.



## 6. EXPECTED POLICY OUTCOME AND IMPACT

### 6.1. Increased Participation

Increase physical education and organized sports programmes in schools and in communities. Most schools rely on other class teachers to manage the Physical Education programme. In some instances the Sports Associations partner with schools in providing support for the sports and physical education programmes.

### 6.2. Enhanced Institutional Capacity and Services

Provide adequate and effective administrative institutions for sport within communities, educational institutions and at the national levels. There is the need for new and upgraded community facilities for multi-use recreational and competitive sport, supporting facilities and services that facilitate the holistic development of the professional athlete. The Sports

Development Foundation should be provided with an increased allocation in order to provide additional support to Sporting Institutions to upgrade their facilities.

### **6.3. Sport Academies and Advanced and Technical Training Programmes in Place**

Sport Academies are established and operating within the highest standards for international sport. Adoption of international best practices for training of sports personnel including certification and introduction of a Competency Based and Education Training programme.

University of Technology (UTECH), University of the West Indies (U.W.I.) and G.C. Foster College expanding programmes introducing academic courses. Other tertiary institutions are now beginning to strengthen their curriculum by introducing sports development programmes.

### **6.4. Sport Research and Development of Sport Database**

Collaboration and successful partnerships established between sport and research communities and the government of Jamaica. Research will include basic data to guide planning, policy development, applied and basic sport science for athlete and community participation as well as development of innovative technological applications. The Government will support and promote partnerships in the development of research that will enhance the performance of our athletes and ensure that they are protected and their future safeguarded.

### **6.5. Ethical Issues and Conduct**

JADCO has been provided with the requisite tools and autonomy to promote and facilitate the adherence to the principles and standards which are the pillars of accountability and transparency.

The Government of Jamaica expects the sport organizations to adhere to the highest ethical standards as it demands also that there is integrity in the governance of the society as a

whole. The Government expects that private sector, professional associations, international organizations will adhere to these principles in promoting their self interests and in ensuring public acceptance.

#### **6.6. Jamaica Established as A Sport-Tourism Destination**

Increase the number of sport-related enterprises and employment; increase the percentage contribution of sport to Gross Domestic Product (GDP); increase the number of major sport events and attractions successfully held in Jamaica; Increase in the number of successful and economically viable partnerships between the media and private sector (local and international).

## **7. Institutional Arrangements, Roles And Responsibilities**

### **7.1. The National Commission for Sports Development<sup>10</sup>**

Within the context of the Public Sector Restructuring exercise, in order to achieve greater levels of efficiencies within sports administration and governance, there is a recognition of the need for harmonization of the governance, management and implementation of the national sports policy and programmes. The structure of the Commission as developed will facilitate a well managed integrated system that will more effectively measure departments' performance and progress on a continual basis.

The Commission will be responsible for the expansion of sports and the promotion of sports as a major economic contributor. The Commission will:

- Provide leadership in the areas of sports development, ensuring that the sports sector be transformed into an industry that is a major contributor to economic growth and development in Jamaica in the medium term.
- Provide ethical and transparent leadership and promote the shared understanding of sports as an important national asset. Partnership building and development of external relationships responsiveness to participants and stakeholder need.
- Ensure that there is continuous individual and institutional capacity building and there are effective processes and systems in place and are being implemented through strategic planning and assessment, financial planning and management planning and operational activities.
- Ensure that the appropriate decision making framework in place and being implemented inter-functional and inter divisional coordination and appropriate organisational design.
- Resources are well managed, physical and technological are well managed well designed knowledge management system that is user friendly, comprehensive.

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<sup>10</sup> See Annex 2

- Organizational learning innovation are promoted and facilitated.

## **7.2. The National Strategic Sector Plan for Sport <sup>11</sup>**

The Sports Policy will be implemented by the complementary National Action Sport Sector Plan, the first comprehensive sports plan developed by stakeholders collectively through a process lead by the Planning Institute of Jamaica. The Sector Plan outlines areas of responsibility, monitoring function and implementation strategies for each policy area.

The Action Plan:

- Outlines a set of processes and strategies designed to translate the policy goals into actions and programmes that can be implemented through joint action with the private sector, civil society and others.
- Identifies the broad problem areas, possible solutions, strategies and areas of responsibilities as well as proposed timelines according to critical areas of priority and resource needs.
- Identify possible areas of opportunities in which public private and civil society partnerships can effectively materialize.
- Provides the basis for the development of individual plans within the sports community as well as areas to be incorporated by other stakeholders in all spheres of national development.

## **7.3. National Sports Marketing Action Plan**

This Action Plan as a Policy priority will be developed by a special technical/expert team selected by the Minister of Sports in consultation with the Ministries with responsibility for Tourism, Commerce, Local Government and National Security as well as major sporting bodies in Jamaica.

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<sup>11</sup> See Annex 6 & 7

The Plan will:

- Outline the strategies (inclusive of timelines, benchmarks, budget and source of funding) for the promotion and stimulation of economic growth and development of Jamaica as a major sporting destination.
- Through execution will build partnerships with community, business and government.
- Determine and articulate standards to ensure excellence in serving its direct clientele and all the citizens of Jamaica.
- Will seek to identify and attract major national and international sporting events and seek to retain these events to ensure that Jamaica remains a competitive sporting destination.
- Identify strategies to ensure that legacies from major sporting events are maximized for Jamaica.
- Highlight ways that Jamaica can and will leverage tourism, commercial and visitation opportunities from major sporting events staged to ensure the stakeholders are the prime economic beneficiaries.
- Within the digital age, media and communication will be critical elements of the Plan and will also drive the development and execution of this plan.

## **8. Conclusion And Implementation**

The future development and growth of sport in Jamaica requires innovative and creative thinking. It requires bold and fearless leadership and a willingness to go beyond the status quo. The opportunities and potentials seem limitless. However, the competition for scarce resources especially in the economically challenging times, defines to some extent the direction for sport evolution. The people of Jamaica with their indomitable spirit and great love for sport provide one of the greatest natural assets.

Sports at this time provide the greatest opportunity/vehicle for Jamaica in nation building and economic advancement. With strong leadership, extensive collaboration and cooperation with private sector entities (local and international) the sport communities and the people of Jamaica, the policy goals will be realized, built on hard work, partnerships, planning, and transparency.

The finalization of the policy document and the implementation of the Plan of Action must involve all who want sport to advance including athletes, communities, coaches, officials, volunteers, sports associations, clubs and other sports organizations, private sector enterprises, ministries, agencies departments, educational institutions and administrators, researchers, health providers and other investors. The success of the policy will depend on having a common purpose and vision of Jamaica's future in sport development, agreed on action to achieve change, a desire to commit resources, good will and a determination to operate with the highest level of accountability and transparency. The measurement of performance and results against agreed on targets and indicators must be paramount in our strategic development.

## The Contribution of Sport to Jamaica's GDP and Employment with a Framework for Sport Policy Formulation

### A Note

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Adjunct Distinguished Professor, Economics and Econometrics  
University of Technology

January 15, 2008

The Final Report of the study entitled: "**The Contribution of Sport to Jamaica's GDP and Employment with a Framework for Sport Policy Formulation**," was submitted to the Sports Development Foundation on May 22, 2007. As researchers, we continue work on this subject, so we have some new insights to share in this note that are not in that report.

The estimates were developed using a "sector-wide" methodology that seeks to describe both core sporting activities and related activities, reflecting the interdependence between sport and the rest of the economy. STATIN data of compensation of employees, taxes, depreciation and operating surplus of the sport sector, as well as data collected from governing bodies of the various sport sectors or directly from key personnel in sport, were used to compute the estimates.

The concept of "sports" used in the study is mainly an economic one (sport viewed as industry) and relies on the following Jamaica Standard Industrial Classifications (JSIC):

1. *Sports Clubs*
2. *Promoting Sports*
3. *Rafting*
4. *Sport Fishing*
5. *Horse Racing and Related Betting*

Related to these are the following additional types of activities: (1) *Interdependent Sport*, including production, manufacture and sale of equipment and gear; (2) *Partial Sport*, including sporting activities aimed as selling specific products such as alcohol; and (3) *Non-dedicated Support for Sport*, including transport, communications and wholesale and retail trades with facilitate sport. *Non-dedicated Sport* is also included to measure externalities.

### **Findings**

In 2005 Jamaica's commercial, voluntary and commercial non-sport sectors contributed in the neighbourhood of US\$255 million or 2.6% of GDP. Approximately 28% of the total contribution was from the commercial sport, 7% from voluntary sport sector and 65% from the commercial non-sport sector.

Among the significant contributors in the commercial sector, *Horse Racing And Related Betting* contributed 26% or **J\$4,134 million**, *Cable Television* dedicated to sport coverage with **J\$3194 million** or 20% of all sport output, general Radio and TV broadcast and coverage of sport **J\$336 million** and general print press coverage of sport **J\$350 million**. In general, *Core Sport* contributed GDP of J\$4,613 million, equal to 0.76% of the GDP or 29% of all sport-related activity; *Related Interdependent Sport* **J\$5,834 million**, equivalent to just under 1% of Jamaica GDP or 36.6% of the total contribution of sport; *Related Partial Sport* **J\$4502.21 million**, equivalent to 0.744% of Jamaica GDP and 28.3% of value-added in all sport and *Non-dedicated Support of Sport*, **J\$986.6 million**, equivalent to about 0.16% of Jamaica GDP and 6.2% of sport GDP.

*In addition*, at least **US\$44.5 million** of direct foreign exchange earnings was generated by 204 elite athletes and their supporting agents. Employment in the sector approximates **22,474 persons** and the wage contributions exceeded **J\$4.3 billion**. Given the scale of investment in the Cricket World Cup since 2005, the sector has most likely grown substantially, in terms of employees and their compensation, wages, foreign earnings, utilisation of new infrastructure installed, and even revenues from indirect taxes. Private investment in the sector is underpinned by large-scale investment by government in education, training, infrastructure and support systems through the financing of the SDF and the community work of the SDC. There are well-known outstanding initiatives by the clubs producing elite performers in track and field, cricket, soccer, breeding/farming of horses and horse racing; but it is also necessary to recognise the contributions of maintenance personnel, grooms, jockeys, coaches, physical education teachers, therapists and trainers in gyms and sports clubs.

Finally, the estimates show that the private rate of return to investment in education in the sport sector is low while there are sizeable background externalities. However, there is a substantial premium for having received sport-specific training (compared to persons with no such training). Most important, the estimates show a very low elasticity of response of individual earnings to variations in hours or weeks worked. This is quite strong evidence that sport also features the wider national macroeconomic condition of a high level of underemployment, which in turn reflects inadequate education, training and tacit knowledge codification as well as shortage of real equipment and other capital in the clubs and other operators of sport.

These results indicate that policy for the development of sport should rest mainly on two foundations:

1. The high performance of elite sport and the potential for high rates of return to investment in sport.
2. The existence of large pools of employment potential and tacit knowledge that can be used to facilitate competitive growth of the sport industry.

### **Sport Development Policy**

From a policy perspective, the following table on proxy partial productivities is very interesting. It shows that sport is ranked among the highest in terms of payback to the economy for claims (depreciation and operating surplus) by capital as well as payback to training of labour (Horse-racing and betting). Put differently, for every dollar of foreign exchange spent on the core stimulus to capital investment in the sports sector, the economy gets back \$6.18 from core sport and \$3.81 from Horse racing and betting. In the case of horse racing and Betting, each dollar spent on training of its employees yields \$5.65. By contrast, Communication yields a corresponding \$1.49 and \$4.25. The conclusion is inescapable – high priority for sport as a focal point of national development.

PRODUCT GROUPS	Value-added per dollar of claims by capital (depreciation plus operating surplus)	Labour Productivity	Turnover of Intermediate Inputs	Effective Indirect Tax Rate
Other Amusement & Recreation etc. (including sport other than horse racing and related betting)	6.18	1.33	1.76	0.04
Radio and Television Broadcasting	4.25	1.46	2.25	0.04
Horse Racing and Betting Activities	3.81	5.65	2.40	0.55
Motion Picture & Video Production, Distribution and Projection	3.63	1.59	1.35	0.04
Printing not connected to Publishing	3.33	1.54	1.52	0.03
Advertising Services (e.g. Billboards)	2.96	1.79	1.72	0.08
Other Business Services	2.83	1.68	2.84	0.03
Publishing of Magazines & Books	2.79	1.64	1.39	0.01
Publishing of Newspaper	2.76	1.82	2.07	0.03
Photographic Studios	2.75	1.59	1.82	0.00
Manufacture of Records	2.67	2.79	1.34	0.19
Advertising Agencies	2.37	1.89	1.47	0.01
Distributive Trade	2.00	3.79	3.01	0.21
Rental of Other Machinery & Equipment	1.50	3.35	1.81	0.02
Communication	1.49	4.25	3.92	0.01

Development of this potential and a major sport brand showcasing characteristically successful athletes has occurred and will continue to occur mainly through three forms of investment:

1. Investment in acquiring and producing applicable knowledge, especially tacit knowledge, and in the problem-solving skills to use it. This implies that rapid growth of the sector requires rapid growth of relevant education and training for practical participation in sport, starting from primary school and pushing all the way to post-graduate education and research. This investment should be financed mainly by:
  - a. Long-term flows for years of relevant schooling/training and the production of tacit knowledge in athletes, coaches and sports medicine specialists, managers and researchers mainly within and through the organizing clubs collaborating on a self-reliant basis with international sports businesses.
  - b. Short-term working capital including that required for on-the-job training for athletes and support staff; various forms of preventive and remedial/therapeutic medical care, etc.
2. Physical infrastructure and equipment to be brought on stream in response to the demand created by the growing knowledge and problem-solving capacity of sport, especially of the form currently produced and used in achieving the excellence now being exported through soccer and track and field. Optimal utilization of sport capacity will require substantial investment in applicable knowledge and skills. Additional private investment in other infrastructure to optimize utilization of these facilities will have to be financed by long term capital flows.
3. Substantial reform of community-based development of sport education and responsive capacity. These reforms should include radical upgrade of the information collection, sharing and communication devices used to monitor and lead the development path of the industry as well as the arrangements for sector-wide consultation and joint decision-making between government departments, the private sector and the sporting communities.

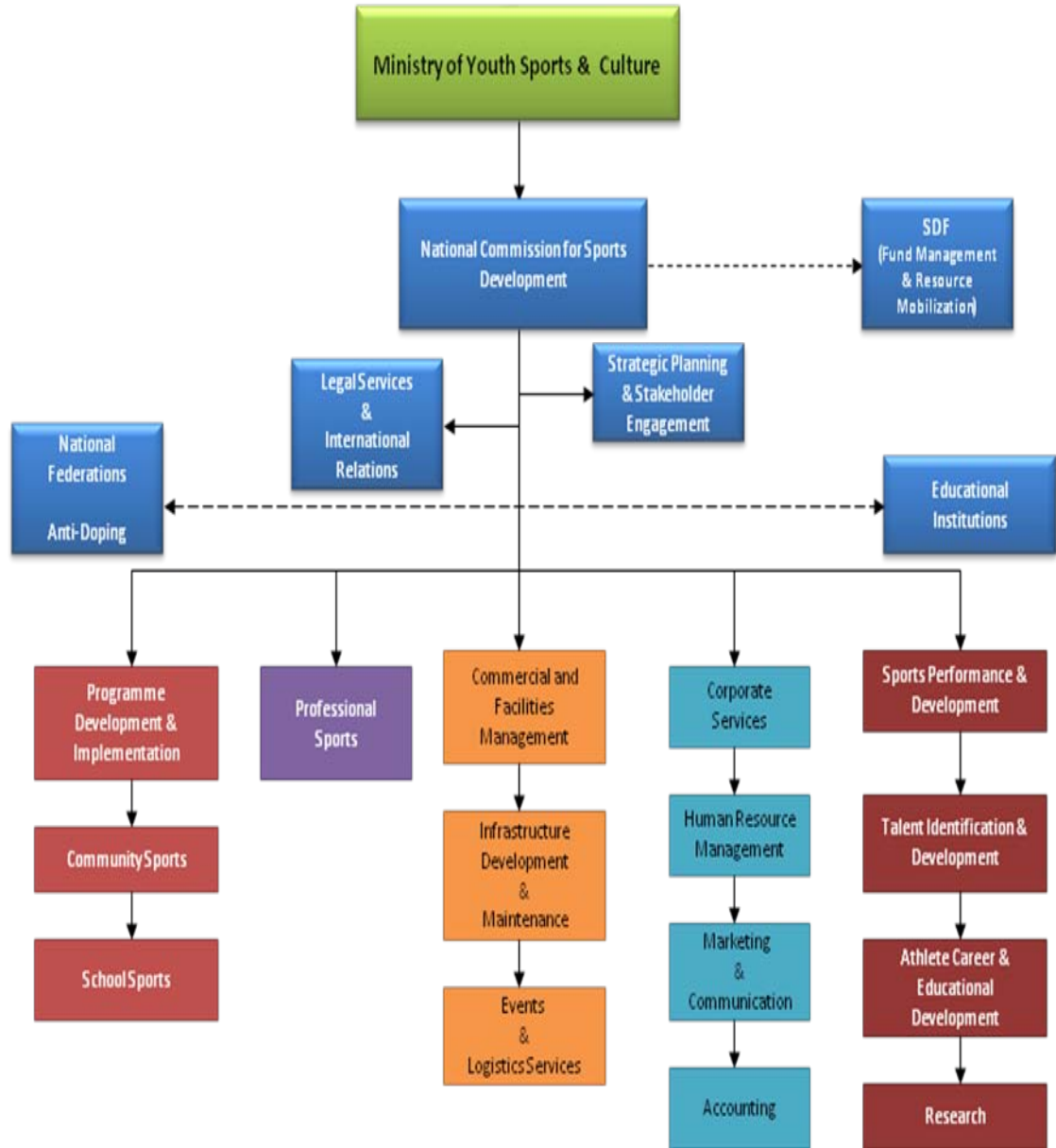
The development of investment programming should be focused on commercial elite sport but should also give adequate attention to the commercial non-sport activities in manufacturing of athletic footwear and apparel as well as deliberate production to generate income from live broadcasting and related copyright.

The process of development of sport should ultimately be led by the private sector (local and foreign), and hence by private investment in education and training. To that end, there is need to put significant effort into the accelerated development of elite sport, including sport education and training, as a commercial activity. The following policy options should therefore be considered:

1. With the assistance of the **Jamaica Trade and Invest** as the investment-promoting agency, Government should seek a substantially larger scale of international cooperation to invest in the sport sector by seeking to attract major collaborating international investors to develop and use the advantages of the local sector. Optimally, this should focus on:
  - a. The potential for year-round use of Jamaica's sport brand and Jamaica-

Annex 2

# Proposed Organizational Structure for National Sports Commission



## Annex 3

### SUMMARY OF SPORTS PHYSICAL INFRASTRUCTURE LISTING

<b>DETAILS OF SPORTS FACILITIES</b>						
		<b>Owner/ Operator</b>				
<b>SRL</b>	<b>PARISH</b>	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>TOTAL</b>
<b>1</b>	<b>Kingston &amp; St. Andrew</b>	<b>11</b>	<b>17</b>	<b>81</b>	<b>57</b>	<b>166</b>
<b>2</b>	<b>St. Catherine</b>	<b>2</b>	<b>4</b>	<b>120</b>	<b>18</b>	<b>144</b>
<b>3</b>	<b>St. Elizabeth</b>	<b>7</b>	<b>7</b>	<b>53</b>	<b>20</b>	<b>87</b>
<b>4</b>	<b>Westmoreland</b>	<b>0</b>	<b>2</b>	<b>58</b>	<b>16</b>	<b>76</b>
<b>5</b>	<b>Clarendon</b>	<b>4</b>	<b>5</b>	<b>43</b>	<b>21</b>	<b>73</b>
<b>6</b>	<b>Manchester</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>2</b>	<b>57</b>
<b>7</b>	<b>St. Thomas</b>	<b>3</b>	<b>0</b>	<b>41</b>	<b>7</b>	<b>51</b>
<b>8</b>	<b>St. James</b>	<b>4</b>	<b>2</b>	<b>34</b>	<b>9</b>	<b>49</b>
<b>9</b>	<b>St. Ann</b>	<b>0</b>	<b>2</b>	<b>43</b>	<b>1</b>	<b>46</b>
<b>10</b>	<b>Hanover</b>	<b>1</b>	<b>0</b>	<b>34</b>	<b>8</b>	<b>43</b>
<b>11</b>	<b>Portland</b>	<b>0</b>	<b>3</b>	<b>29</b>	<b>11</b>	<b>43</b>
<b>12</b>	<b>Telawny</b>	<b>2</b>	<b>0</b>	<b>20</b>	<b>1</b>	<b>23</b>
<b>13</b>	<b>St. Mary</b>	<b>1</b>	<b>0</b>	<b>16</b>	<b>1</b>	<b>18</b>
	<b>GRAND TOTAL</b>	<b>35</b>	<b>42</b>	<b>627</b>	<b>172</b>	<b>876</b>

## Annex 4

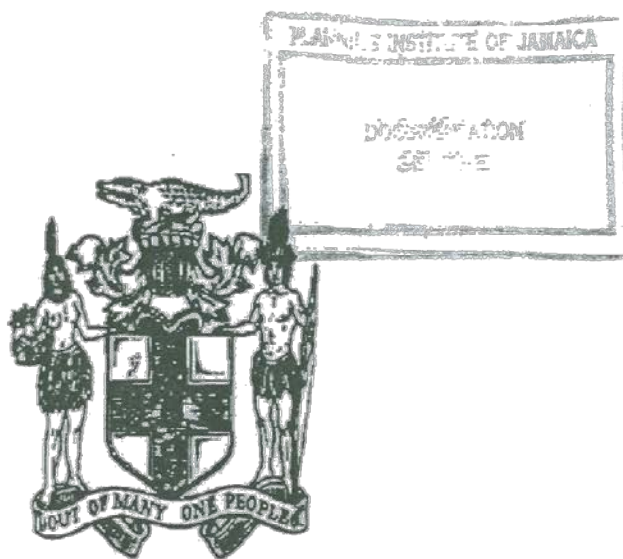
### NATIONAL SPORTING FEDERATIONS

1. Amateur Swimming Association of Jamaica
2. Equestrian Federation
3. Jamaica Amateur Athletic Assocs.
4. Jamaica Amateur Gymnastic Assn.
5. Jamaica Amateur Softball Assoc.
6. Jamaica Badminton Association
7. Jamaica Basketball Association
8. Jamaica Bobsleigh
9. Jamaica Body Building Association
10. Jamaica Boxing Broad of Control
11. Jamaica Chess Federation
12. Jamaica Cricket Association
13. Jamaica Women's Cricket
14. Jamaica Cycling Association
15. Jamaica Football Federation
16. Jamaica Golf Association
17. Jamaica Hockey Federation
18. Jamaica Millennium Motor Racing
19. Jamaica Netball Association
20. Jamaica Paralympics Association
21. Jamaica Racing Commission
22. Jamaica Rifle Association
23. Jamaica Rugby Union
24. Jamaica Sailing Association

25. Jamaica Skeet Club
26. Jamaica Ski Federation
27. Jamaica Special Olympics
28. Jamaica Squash Association
29. Jamaica Surfing Association
30. Jamaica Table Tennis Assn.
31. Jamaica Tae Kwon Do Association
32. Jamaica Triathlon Federation
33. Jamaica Volleyball Association
34. Jamaica Yachting Association
35. National Association of Domino Bodies
36. Jamaica Olympic Association
37. Inter-Secondary School Schools Sports
38. Tennis Association
39. Jamaica Olympic Association

# NATIONAL SPORTS POLICY

Ministry Paper N<sup>o</sup> 17



**Minister of Local Government  
Youth & Sports**

CORRIGENDUM RE MINISTRY PAPER NO. 17

NATIONAL SPORTS POLICY

SECTION 6 ON PAGE 7 - DELETE THE SECTION AND SUBSTITUTE THE FOLLOWING THEREFOR:

"6) WAIVER OF DEPARTURE TAX

AS A POLICY, TEAMS SANCTIONED BY THEIR NATIONAL ASSOCIATIONS FOR PARTICIPATION IN INTERNATIONAL EVENTS WILL BE EXEMPT FROM TRAVEL RELATED TAXES.

IMPORT DUTY ON SPORTS GOODS

THERE WILL BE A WAIVER OF IMPORT DUTIES AND G.C.T. ON SPORTING GOODS AND EQUIPMENT FOR SPORTS WHICH DID NOT PREVIOUSLY BENEFIT FROM THIS FACILITY."

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MINISTRY PAPER NO  
NATIONAL SPORTS POLICY

THE NATIONAL SPORTS COUNCIL IN CONJUNCTION WITH THE OFFICE OF THE PRIME MINISTER AND THE MINISTRY OF LOCAL GOVERNMENT, YOUTH AND SPORTS HAVE DRAFTED A NATIONAL SPORTS POLICY FOR JAMAICA WHICH IS NOW BEING TABLED, AS AN APPENDIX TO THIS MINISTRY PAPER, FOR THE ATTENTION OF THE MEMBERS OF THIS HONOURABLE HOUSE.

MEMBERS OF THIS HONOURABLE HOUSE ARE UNDOUBTEDLY AWARE OF THE SUCCESS WHICH OUR SPORTS MEN AND WOMEN HAVE ACHIEVED IN THE FIELD OF SPORTS BOTH IN THE LOCAL AND INTERNATIONAL ARENAS. THESE SUCCESSES HAVE BEEN A SOURCE OF PRIDE AND JOY TO JAMAICA AS A WHOLE AND HAVE ASSISTED IN PUTTING JAMAICA'S NAME IN THE INTERNATIONAL SPORTING ARENA.

BEING AWARE OF THE POSITIVE IMPACT OF SPORTS IN THE ATTITUDE AND PSYCHE OF THE NATION, THE GOVERNMENT SANCTIONED THE ESTABLISHMENT OF A NATIONAL COUNCIL ON SPORTS IN 1989 AND THIS WAS RECONSTITUTED IN 1992.

THE COUNCIL WAS ESTABLISHED AS AN ADVISORY BODY TO THE

GOVERNMENT, ON MATTERS RELATED TO SPORTS. IT ANALYZES THE IMPACT OF GOVERNMENT'S POLICY DIRECTIVES AND ASSESSES, THROUGH VARIOUS FEEDBACK MECHANISMS, THE EFFICIENCY OF POLICY INITIATIVES AND MAKES APPROPRIATE RECOMMENDATIONS FOR THE AMENDMENT OF THE SPORTS POLICY.

THE PURPOSE OF THE COUNCIL IS THREEFOLD:

1. TO ADVISE GOVERNMENT ON SPORTS POLICY;
2. TO ASSIST IN DEVELOPING CONSENSUS ABOUT POLICY;
3. TO ENSURE CO-ORDINATION AND MONITORING OF ACTIVITIES BY MINISTRIES, AGENCIES AND INSTITUTIONS WITHIN THE FRAMEWORK OF GOVERNMENT'S SPORTS POLICY.

IT IS AN UMBRELLA ORGANIZATION WHICH BRINGS TOGETHER REPRESENTATIVES OF MINISTRIES, AGENCIES, INSTITUTIONS AND ORGANIZATIONS INVOLVED IN ORGANIZING AND DIRECTING SPORTS.

THE MAIN FUNCTIONS OF THE NATIONAL COUNCIL ON SPORTS ARE TO ADVISE GOVERNMENT ON RELEVANT ASPECTS OF SPORTS DEVELOPMENT AND TO CO-ORDINATE SPORTS ACTIVITIES TO ENSURE THAT THEY ARE IN KEEPING WITH NATIONAL POLICY BY:

- 
- A. BEING A FORUM FOR THE EVALUATION OF NATIONAL SPORTS POLICY AND ISSUES ARISING THEREFROM.
  - B. RESEARCHING AND DRAFTING PROPOSALS FOR EDUCATIONAL PILOT PROGRAMMES ON SPORTS MATTERS DEEMED TO HAVE AFFECTED OR WILL AFFECT THE DEVELOPMENT OF SPORTS ISLANDWIDE, THESE WOULD INCLUDE ISSUES SUCH AS DRUG ABUSE.
  - C. CO-ORDINATING EVENT PLANNING BY ORGANIZING A TIMELY CALENDAR CONGRESS TO INVOLVE ALL SPORTS CONCERNS IN JAMAICA.

BECAUSE OF THE NATIONAL IMPORTANCE ATTACHED BY THE GOVERNMENT TO SPORTS DEVELOPMENT, IT HAS BEEN AGREED THAT THE PRIME MINISTER WILL CHAIR THE COUNCIL.

THE COUNCIL IS COMPRISED OF:

PRIME MINISTER - CHAIRMAN  
MINISTER OF LOCAL GOVERNMENT, YOUTH AND SPORTS - VIC  
CHAIRMAN

MINISTER OF EDUCATION AND CULTURE  
MINISTER OF INDUSTRY, TOURISM AND COMMERCE  
INSTITUTE OF SPORTS  
G.C. FOSTER COLLEGE

PRIVATE SECTOR ORGANIZATION OF JAMAICA  
JAMAICA OLYMPIC ASSOCIATION  
JAMAICA CRICKET BOARD OF CONTROL  
JAMAICA CONSTABULARY FORCE  
JAMAICA DEFENCE FORCE  
JAMAICA TOURIST BOARD  
JAMAICA TEACHERS' ASSOCIATION  
SOCIAL DEVELOPMENT COMMISSION  
JAMAICA YOUTH COUNCIL  
UNIVERSITY OF THE WEST INDIES  
INTER-SECONDARY SCHOOLS ASSOCIATION  
URBAN DEVELOPMENT CORPORATION  
PRESS ASSOCIATION - MEDIA AND SPORTS  
REGIONAL REPRESENTATIVES  
JAMAICA NETBALL ASSOCIATION  
REPRESENTATIVE OF ACTIVE ATHLETES

JOHN JUNOR  
MINISTER OF LOCAL GOVT.  
YOUTH & SPORTS

APPENDIX

NATIONAL SPORTS POLICY FOR JAMAICA

BACKGROUND

THE RECOGNITION BY THE GOVERNMENT THAT SPORTS DEVELOPMENT SHOULD BE ON PAR WITH OTHER ASPECTS OF SOCIAL DEVELOPMENT HAS LED THE NATIONAL COUNCIL ON SPORTS TO FORMULATE A NATIONAL SPORTS POLICY WHICH IS DIRECTED TOWARDS THE PROMOTION, PROGRESSION AND DEVELOPMENT OF SPORTS IN THE COUNTRY.

THE NATIONAL SPORTS POLICY IS THE RESULT OF A COLLECTIVE EFFORT DIRECTLY INVOLVING RELEVANT GOVERNMENTAL AND NON-GOVERNMENTAL AGENCIES, THE PRIVATE SECTOR, SPORTS FITNESS AND RECREATION ASSOCIATIONS, INSTITUTIONS OF LEARNING, VOLUNTARY ORGANIZATIONS AND INDIVIDUALS OF STANDING IN THE AREA OF SPORT AND ITS PROMOTIONS.

IT IS THE HOPE AND INTENTION OF THE GOVERNMENT TO FOSTER THE GROWTH OF A UNITED, HEALTHY, ACTIVE, DISCIPLINED AND PRODUCTIVE SOCIETY AND AT THE SAME TIME TO ENABLE THE DEVELOPMENT OF CAPABLE ATHLETES TO ENHANCE NATIONAL PRIDE AND PRESTIGE IN THE INTERNATIONAL SPORTING ARENA.

## NATIONAL COUNCIL ON SPORTS

THE NATIONAL COUNCIL ON SPORTS IS CONCEPTUALISED AS AN UMBRELLA ORGANIZATION, CHAIRED BY THE PRIME MINISTER, BRINGING TOGETHER REPRESENTATIVES OF MINISTRIES, AGENCIES, INSTITUTIONS, ORGANIZATIONS AND INDIVIDUALS WHO ARE INVOLVED IN THE ORGANIZATION AND DIRECTION OF SPORTS.

THE COUNCIL IS TO SERVE AS A COORDINATING AND ADVISORY BODY AND IS INTENDED -

1. TO ADVISE GOVERNMENT ON NATIONAL SPORTS POLICY
2. TO ASSIST IN DEVELOPING A NATIONAL CONSENSUS ON SPORTS
3. TO ENSURE EFFECTIVE COORDINATION AND MONITORING OF ACTIVITIES BY MINISTRIES, AGENCIES AND INSTITUTIONS WITHIN THE FRAMEWORK OF NATIONAL POLICIES AND PROGRAMMES

### RATIONALE

THE NATIONAL SPORTS POLICY EMBRACES BOTH COMPETITIVE AND RECREATIONAL SPORTS AT ALL LEVELS AND IS DIRECTED TOWARDS THE ENTIRE POPULATION.

SPORTS OUGHT TO BE SEEN AS AN INTEGRAL PART OF OUR CULTURE AND DESERVES THE SAME RECOGNITION, RESPECT AND ENCOURAGEMENT AS ARE ACCORDED THE OTHER BASIC SOCIAL PROGRAMMES.

SPORTS IS A POWERFUL UNIFYING FORCE AND SERVES TO PROMOTE HEALTHY COMPETITION, GOODWILL, TOLERANCE, THE DEVELOPMENT OF PHYSICAL, MENTAL AND MORAL QUALITIES AND SERVES TO FURTHER STRENGTHEN THE DISCIPLINE OF OUR PEOPLE.

### THE CURRENT SITUATION

SPORTS IS CURRENTLY ORGANIZED AND ADMINISTERED IN JAMAICA BY THE FOLLOWING:

- (A) THE MINISTRY RESPONSIBLE FOR SPORT THROUGH THE INSTITUTE OF SPORTS (INSPORTS).
- (B) NATIONAL SPORTS ASSOCIATIONS (AFFILIATED TO THEIR RESPECTIVE INTERNATIONAL FEDERATIONS).
- (C) EDUCATIONAL AND OTHER INSTITUTIONS.
- (D) PRIVATE CLUBS AND COMMUNITY GROUPS.
- (E) SPONSORS
- (F) A COMBINATION OF THE ABOVE.

## OBJECTIVES

THE AIM OF THE NATIONAL SPORTS POLICY IS TO ESTABLISH A FRAMEWORK AND ENVIRONMENT FOR THE CO-ORDINATED DEVELOPMENT OF SPORT AND PHYSICAL RECREATION. ITS MAIN OBJECTIVES ARE:-

- (1) THE DEVELOPMENT OF A HEALTHY, DISCIPLINED AND UNITED SOCIETY THROUGH THE PROVISION OF BETTER OPPORTUNITIES AND FACILITIES THAT WILL ENCOURAGE GREATER PARTICIPATION AND THE FULFILLMENT OF BASIC SOCIAL, PHYSICAL AND MENTAL NEEDS THROUGH SPORTS.
- (2) TO AIM AT EXCELLENCE AT THE HIGHEST LEVEL OF COMPETITION IN THE TRUE SPIRIT OF SPORTSMANSHIP AND FAIR PLAY AND WITH A VIEW TOWARDS ENHANCING NATIONAL IMAGE AND GOODWILL.
- (3) TO DEVELOP AND IMPROVE THE KNOWLEDGE AND PRACTICE OF SPORTS GENERALLY.
- (4) TO INFLUENCE THE DEVELOPMENT OF STRATEGIES AND PROGRAMMES FOR THE CO-ORDINATED DEVELOPMENT OF SPORTS.

## STRATEGY AND IMPLEMENTATION

RECREATIONAL AND COMPETITIVE MASS SPORTS AND HIGH PERFORMANCE SPORTS SHOULD BE DEVELOPED SIMULTANEOUSLY IN THAT THEY COMPLEMENT EACH OTHER AS A CONTINUUM.

THE IMPLEMENTATION OF THIS STRATEGY WILL REQUIRE THE PARTICIPATION AND CO-OPERATION BETWEEN GOVERNMENT AGENCIES, THE PRIVATE SECTOR, NATIONAL GOVERNING BODIES FOR SPORTS AND VOLUNTARY ORGANIZATIONS. IT IS ESSENTIAL THAT THERE IS LONG TERM PLANNING FOR THE DEVELOPMENT OF ATHLETES, COACHES, SPORTS ADMINISTRATORS, OFFICIALS AND FACILITIES.

IN THE CASE OF HIGH PERFORMANCE SPORTS, SPECIAL CONSIDERATION WILL BE GIVEN TO THOSE SPORTS WHICH ARE BETTER DEVELOPED IN TERMS OF PARTICIPATION AND FACILITIES AND WHICH ARE BEST SUITED TO THE JAMAICAN PEOPLE AND ENVIRONMENT.

SPORTSMEN AND SPORTSWOMEN WHO HAVE ACHIEVED RECOGNITION AT THE INTERNATIONAL AND REGIONAL LEVELS AS WELL AS THOSE WHO HAVE BEEN RECOGNISED AS HAVING THE POTENTIAL TO ACHIEVE AT THESE LEVELS WILL BE GIVEN SPECIAL CONSIDERATION FOR ASSISTANCE IN ORDER TO ASSIST WITH THEIR OVERALL DEVELOPMENT.

COMMUNITY INVOLVEMENT WILL BE ENCOURAGED IN ALL CASES TO ENSURE MAXIMUM SUPPORT.

## GENERAL ORGANIZATION

THE MINISTRY OF EDUCATION WILL ENSURE THAT THE CURRICULA OF ALL SCHOOLS INCLUDE PHYSICAL EDUCATION AND THAT ADEQUATE TIME IS PROVIDED FOR THE PRACTICE OF SPORTS. EACH SCHOOL SHOULD SEEK TO HAVE A FULL TIME QUALIFIED PHYSICAL EDUCATION TEACHER, BUT WHERE SIZE DOES NOT PERMIT, SMALLER SCHOOLS SHOULD BE ORGANIZED IN GROUPS FOR SIMILAR ASSISTANCE. COMPETITIONS FOR SECONDARY SCHOOLS ARE THE RESPONSIBILITY OF THEIR RESPECTIVE GOVERNING BODIES, AND IT WILL BE NECESSARY TO DEVELOP AN INSTITUTIONAL FRAMEWORK FOR THE OTHER SCHOOLS SUCH AS THE INDEPENDENT SCHOOLS ASSOCIATION.

THE G.C. FOSTER COLLEGE WILL BE PROPERLY FINANCED TO ENSURE THAT A HIGH STANDARD OF QUALIFIED PHYSICAL EDUCATION GRADUATES IS MAINTAINED. BOTH THE CURRICULUM AND THE PHYSICAL FACILITIES WILL BE BROUGHT UP TO INTERNATIONAL STANDARDS SO AS TO ATTRACT QUALIFIED ACADEMIC STAFF, OVERSEAS STUDENTS PARTICULARLY FROM THE CARIBBEAN AREA, AND THE HOSTING OF SHORT NATIONAL AND REGIONAL COURSES FOR THE TRAINING OF COACHES, ADMINISTRATORS AND OTHER OFFICIALS. THE FACILITIES OF THE COLLEGE WILL ALSO BE AVAILABLE FOR THE PREPARATION OF NATIONAL TEAMS.

THE MINISTRY RESPONSIBLE FOR SPORTS WILL, THROUGH ITS AGENCIES SUCH AS INSORTS AND COMMUNITY ORGANIZATIONS, ORGANIZE AND PROMOTE PROGRAMMES FOR MASS PARTICIPATION AT THE COMMUNITY LEVEL. THEY WILL ALSO MAINTAIN CLOSE LIAISON WITH THE NATIONAL GOVERNING BODIES AND SCHOOLS.

THE MINISTRY RESPONSIBLE FOR TOURISM, WILL ALSO THROUGH ITS AGENCIES AND OTHER ORGANIZATIONS ENCOURAGE AND SUPPORT THE DEVELOPMENT AND PROMOTION OF SPORTING ACTIVITIES AS A PART OF THE ISLAND'S TOURISM ATTRACTION.

THE AUTONOMY OF NATIONAL GOVERNING BODIES WHICH ARE PROPERLY AFFILIATED TO THEIR RESPECTIVE INTERNATIONAL FEDERATIONS AND THE JAMAICA OLYMPIC ASSOCIATION WILL BE FULLY RESPECTED. THESE ORGANIZATIONS AMONG OTHER THINGS, HAVE THE RESPONSIBILITY FOR THE DEVELOPMENT OF THEIR RESPECTIVE SPORTS AT NATIONAL AND INTERNATIONAL LEVELS.

THE GOVERNMENT IS RESPONSIBLE THROUGH TOWN PLANNING, URBAN DEVELOPMENT AND OTHER AGENCIES FOR ENSURING THAT PROVISION IS GUARANTEED FOR ADEQUATE SPORTS AND RECREATION FACILITIES IN ALL COMMUNITIES EITHER EXISTING OR PLANNED.

THE MINISTRY RESPONSIBLE FOR SPORTS WILL HAVE ULTIMATE RESPONSIBILITY TO ENSURE THAT ALL PUBLIC SPORTS FACILITIES SHOULD BE WELL MAINTAINED AND ADEQUATE PROVISION MUST BE MADE FOR THESE FACILITIES ISLANDWIDE.

THE PRIVATE SECTOR WILL BE EXPECTED AND ENCOURAGED TO COMPLEMENT THE EFFORTS OF THE GOVERNMENT IN THE PROVISION OF SPORTS FACILITIES.

WAIVER OF DEPARTURE TAX

AS A POLICY ALL NATIONAL TEAMS AFFILIATED TO THE JAMAICA OLYMPIC ASSOCIATION AND/OR THEIR INTERNATIONAL GOVERNING BODIES AND SUBJECT TO APPROVAL BY THE MINISTRY RESPONSIBLE FOR SPORTS, THAT A SUBMISSION BE MADE TO THE MINISTRY OF FINANCE FOR THE WAIVER OF TRAVEL TAX.

IMPORT DUTY ON SPORTS GOODS

THE GOVERNMENT FROM TIME TO TIME WILL GIVE CONSIDERATION TO THE RELIEF OF CUSTOM DUTIES AND TAXES ON SPORTS GOODS AND EQUIPMENT.

- 7) **USE OF STADIUM COMPLEX**  
THE NATIONAL STADIUM COMPLEX SHOULD BE SEEN BY ALL AS A VENUE FOR COMPETITIONS AND ACTIVITIES AT THE HIGHEST NATIONAL AND INTERNATIONAL LEVELS.
- 8) THE PRIVATE SECTOR WILL BE ENCOURAGED TO EXPAND THE MANUFACTURE OF SPORTS GOODS LOCALLY.
- 9) THE HOSTING OF INTERNATIONAL EVENTS IS TO BE ENCOURAGED AND NATIONAL GOVERNING BODIES WILL BE EXPECTED TO MAKE PROVISION FOR THIS IN THEIR PLANNING.
- 10) PERSONNEL SELECTED AS NATIONAL REPRESENTATIVES TO REGIONAL AND INTERNATIONAL COMPETITION WHICH ARE DULY RECOGNIZED SHOULD BE AFFORDED SPECIAL LEAVE OF ABSENCE FOR THAT PURPOSE. THE CIVIL SERVICE REGULATIONS ALREADY PROVIDE FOR THIS AND ALL PRIVATE SECTOR EMPLOYERS WILL BE ENCOURAGED TO GIVE SIMILAR CONSIDERATION.
- 11) ATHLETES WHO EXCEL IN SPORTS OR ARE CONSIDERED TO HAVE THE NECESSARY POTENTIAL SHOULD BE GIVEN SPECIAL CONSIDERATION IN RECRUITMENT FOR JOBS AND ADMISSION INTO INSTITUTIONS OF HIGHER LEARNING, PROVIDED THEY CAN SATISFY THE MINIMUM ACADEMIC STANDARDS.

IN PARTICULAR A SCHOLARSHIP SCHEME FOR ATHLETES TO THE G.C. FOSTER COLLEGE, U.W.I. AND C.A.S.T. SHOULD BE FORMULATED AND SPONSORS INVITED TO PARTICIPATE.

MINISTRY OF LOCAL GOVERNMENT  
YOUTH & SPORTS

JUNE, 1994

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Annex. 6

Vision 2030 Jamaica - Sport Sector Plan

Draft Strategic Framework and Action Plan

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
<b>Goal # 1: Sport For All</b>				
<b>Outcome 1.1:</b> <b>Increased number of persons of all ages participating in recreational and competitive sports</b>	1.1.1. Increase physical education and sports programmes in schools	1.1.1.1 Mandate physical education classes to Grade 11	MOE	Years 1-3
		1.1.1.2 Boost PE teacher education programmes at tertiary level institutions	MOE, Joint Board of Teacher Education, JTA	Years 1-6
		1.1.1.3 Encourage cooperation in use of community spaces by schools	MOE, SDF, SDC, School Boards, JTA, Insport	Years 1-3
		1.1.1.4 Increase provision of recreational facilities in	MOE, JSIF, School	Years 1-12

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		schools including secured spaces	Boards, SDC	
		1.1.1.5 Train school administrators in marketing and business development of sport	MOE, Joint Board of Teacher Education, JTA, ISSA, Insport, School Boards	Years 1-6
		1.1.1.6 Increase number of education officers for sport	MOE, Joint Board of Teacher Education, JTA, MICYS	Years 1-3
		1.1.1.7 Increase marketing and income-generation of school sport competitions	MICYS, Insport, ISSA, SDC, School Boards, Sporting Associations	Years 1-9
		1.1.1.8 Promote sport as career choice	MOE, Insport, Sporting Associations	Years 1-6
		1.1.1.9 Ensure that each school has a minimum of two (2) trained PE teachers (male	MOE	Years 1-3

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		and female for co-ed schools)		
	1.1.2. Increase organized sport activities in communities	1.1.2.1 Provide trained personnel and management and monitoring	SDC, Insport, GC Foster College, Teachers Colleges, Sporting Associations	Years 1-6 Ongoing
		1.1.2.2 Build local capacity to manage sport activities	SDC, JSIF, CHASE	Years 1-6 Ongoing
		1.1.2.3 Foster partnerships between community, private and public sector	SDC, Insport, Sporting Associations, MPs, Councillors	Ongoing
	1.1.2.4 Develop sport programmes for different age groups including the retired and elderly	Sporting Associations, MLSS, Jamaica Council for	Years 1-6 Ongoing	

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
			the Elderly, MOH, Insport	
		1.1.2.5 Strengthen capacity in SDC for sport development at the community level	MICYS, SDC	Years 1-3
	1.1.3. Develop public education programmes on the benefit of sport	1.1.3.1 Increase collaboration among Ministries, Departments and Agencies responsible for health and sport	MOE, MOH, MICYS, Insport	Ongoing
		1.1.3.2 Develop relevant collateral material	MOE, MOH, MICYS, Insport	Years 1-3 Ongoing
		1.1.3.3 Develop public-private partnerships including media to promote public education programmes	MOE, MOH, MICYS, Insport	Years 1-3 Ongoing
		1.1.3.4 Train personnel to develop communication programmes for sport	CARIMAC, NCU, UTech, CPTC, Media,	Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
			Sporting Associations	
		1.1.3.5 Promote awareness of locally available sport programmes	MICYS, Media, SDC	Years 1-3 Ongoing
	1.1.4. Strengthen sport development programmes and competitions at all levels	1.1.4.1 Develop and promote Inter-Secondary Schools Championship as premier secondary track event globally	MICYS, Min of Tourism, MOE, ISSA	Years 1-6
<b>Outcome 1.2: Gender equality in sport</b>	1.2.1 Develop public education programmes on gender equality in sport	1.2.1.1 Create and implement programmes to highlight social, physical, and economic values and benefits of sport in educational institutions	MOE, SDC	Years 1-6

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		and communities		
		1.2.1.2 Develop and implement programmes to encourage female participation in all aspects of sport	MICYS, Insport, SDC, Associations	Years 1-3 Ongoing
		1.2.1.3 Mandate Government Information Services to introduce & produce programming on gender equality in sport	MICYS, JIS, CPTC, PBCJ	Years 1-3 Ongoing
		1.2.1.4 Encourage gender equality in all aspects of sport including management and coaching	MICYS, Insport, MOE, Funding agencies	Ongoing
	1.2.2 Deepen media and private sector partnerships	1.2.2.1 Encourage, facilitate and mediate partnerships that support equal exposure in media of female sport	MICYS, media houses, Press Association of Ja, associations	Ongoing
		1.2.2.2 Provide economic incentives and financial support for sponsoring,	MOF, MICYS, private sector, associations	Years 1-6

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		covering and broadcasting female sport		
<b>Outcome 1.3:</b> <b>Establishment of adequate physical infrastructure for sport and recreation at accessible locations throughout the island</b>	1.3.1 Design / upgrade community facilities for multi-use recreational and competitive sport including activities for the elderly and persons with disabilities	1.3.1.1 Audit, map and circulate listing of all sport facilities across the island (to include ranking)	MICYS (Lead), SDC, SDF, Insport, PIOJ	Years 1-3
		1.3.1.2 Review, update and enforce Town Planning and Building Laws requiring the provision of open spaces, recreational and sport facilities in new developments	Parish Councils (Local Authorities), NEPA, TCPA, MICYS, UDC, NHT, Ministry of Housing, MOH	Ongoing
		1.3.1.3 Expedite development of sporting infrastructure in communities including secured spaces	SDF, Insport, MOE, SDC, CBOs, JSIF, Communities	Ongoing
		1.3.1.4 Ensure development of sustainability/management/ maintenance plans for	Insport, SDF, SDC, JSIF, CBOs, NGOs,	Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		sport facilities in communities	Communities, sport associations	
		1.3.1.5 Empower and strengthen capacity of local sport and community entities to manage the maintenance of facilities under their control and be held accountable for its upkeep including sanctions and rewards	MICYS, Insport, SDF, SDC, JSIF, CBOs, NGOs, Communities, sport associations	Ongoing
		1.3.2.1 Diversify the use of existing and new facilities around a set of core/priority sports targeted to the characteristics of each parish and requirements of national sport	IPL, SDF, Insport, UDC, Parish Councils, PDCs, Constituency Development Programmes, sport associations	Ongoing
	1.3.2 Ensure multi-sport mini-stadium in each parish			

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		programmes		
		1.3.2.2 Ensure that mini-stadia facilities meet required standards and operating procedures, including medical, insurance and security requirements	MICYS, IPL, facilities managers	Years 1-3 Ongoing
		1.3.2.3 Ensure development of business/management/maintenance plans for each multi-sport mini-stadium	Insport, SDF, SDC, UDC, JSIF, CBOs, NGOs, Parish Councils, sport associations, private sector	Ongoing
		1.3.2.4 Strategically allocate the provision of needed facilities based on audit findings	IPL, MICYS, Insport	Years 1-3 Ongoing
		1.3.2.5 Use multi-sport mini-stadiums as centres for development of	IPL, JFF, Insport	Years 1-3 Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		professional football in Jamaica		
	1.3.3 Ensure national sporting infrastructure to meet the long-term development of sport	1.3.3.1 Develop long-term national plan for sport infrastructure islandwide as priority requirement	MICYS (Lead), other stakeholders	Years 1-3
		1.3.3.2 Develop new national multi-purpose stadium that meets modern international specifications / standards (potential sites – Up Park Camp, Caymanas)	IPL, MICYS, SDF, Insport, UDC, sport associations	Years 1-6
		1.3.3.3 Develop and implement long-term plan for existing Independence Park Complex	IPL, MICYS, SDF, Insport, UDC, sport associations	Years 1-6
		1.3.3.4 Develop and implement medium- and long-term plan for Trelawny Stadium	IPL, MICYS, MOT, SDF, Insport, UDC,	Years 1-15

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
			sport associations	
		1.3.3.5 Develop multi-sport facilities in Catherine Hall	IPL, MICYS, MOT, SDF, Insport, UDC, sport associations	Years 1-6
		1.3.3.6 Develop Sligoville stadium complex as national centre for training of youth teams (including residential facilities)	IPL, MICYS, SDF, Insport, UDC, sport associations	Years 1-6
		1.3.3.7 Introduce and expand naming rights for sport facilities as sustainable source of revenue	IPL, MICYS	Years 1-3
<b>Outcome 1.4: Development of increased numbers of trained sport</b>	1.4.1 Strengthen capacity and delivery of sport related disciplines by	1.4.1.1 Synchronize and integrate curricula and develop timetables that facilitate interdisciplinary and intercollegiate studies	MOE, MICYS, UCJ, Council of Community Colleges, tertiary institutions	Years 1-3  Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
<b>administrators, coaches, managers, facilities managers, sport psychologists, lawyers and sports personnel</b>	tertiary institutions	(sport, business, nutrition etc)		
		1.4.1.2 Mandate revision of tertiary programmes and schedules to allow for the development of sports related disciplines	MOE, MICYS, UCJ, Council of Community Colleges, tertiary institutions	Years 1-3 Ongoing
		1.4.1.3 Institute sport scholarships and grants to develop sports related disciplines	MOE, MICYS, tertiary institutions, private sector	Years 1-3 Ongoing
		1.4.1.4 Strengthen relationships and collaboration among tertiary institutions	Tertiary institutions	Ongoing
		1.4.1.5 Develop relevant curricula in secondary and tertiary institutions	Tertiary institutions, UCJ, Council of Community Colleges, sport associations	Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
	1.4.2 Adopt international best practices for training of sports personnel (including certification)	1.4.2.1 Design and benchmark courses that meet Jamaica's varied needs	International sporting bodies, sport associations, Insport, G.C. Foster College	Ongoing
		1.4.2.2 Expand training programmes and seminars for coaches, sports officers and certified sport managers	International sporting bodies, sport associations, Insport, G.C. Foster College	Ongoing
		1.4.2.3 Carry out major refurbishing and expansion of G C Foster College to ensure quality and quantity of trained personnel	MOE, MICYS, SDF, G.C. Foster College	Years 1-6
		1.4.2.4 Establish accreditation programme for experienced sport	MOE, MICYS, SDF, G.C. Foster College, UTech, UWI, Mico,	Years 1-6

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		professionals and sports personnel (including managers, grooms, grounds men etc.) without certification	Teachers Colleges, HEART	Ongoing
		1.4.2.5 Encourage formation of associations of sport professionals including association of sport managers, and affiliation with world governing bodies to support ongoing professional development	G.C. Foster College, UTech, UWI, Mico, Teachers Colleges, sport associations, sport professionals	Years 1-6 Ongoing
<b>Outcome 1.5:</b> <b>Establishment of adequate and effective administrative</b>	1.5.1 Rationalize existing institutions for sport	1.5.1.1 Strengthen the technical and administrative capacity in the MICYS	MICYS, Services Commission	Years 1-3
		1.5.1.2 Establish centralized management for national sport infrastructure	MICYS, IPL	Years 1-3

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
institutions for sport		1.5.1.3 Rationalize roles and structures of public sector sport agencies around core functions	MICYS, Insport, SDF, SDC, National Sport Council	Years 1-3
	1.5.2 Develop sport administration at primary, secondary, tertiary and national levels	1.5.2.1 Establish regional education officers with core competence in sport administration for primary and secondary schools	MOE, MICYS	Years 1-3 Ongoing
		1.5.2.2 Strengthen existing Primary Schools Association capacity in sport administration based on the ISSA model	Insport, Primary Schools Association, ISSA, MOE, MICYS	Years 1-3 Ongoing
		1.5.2.3 Strengthen existing Jamaica Independent Schools Association capacity in sport administration based on the ISSA model	Insport, Jamaica Independent Schools Association, ISSA, MOE, MICYS	Years 1-3 Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		1.5.2.4 Support further development of ISSA and other school sport associations	MICYS, MOE, Insport, ISSA	Years 1-3 Ongoing
		1.5.2.5 Build capacity of Insport to support sport development at primary, secondary, and tertiary levels: • Collaboration link	MICYS, MOE, Insport	Years 1-3 Ongoing
		1.5.2.6 Strengthen linkage between Insport and national federations	Insport, national federations	Ongoing
		1.5.2.7 Link disbursement of public sector funding for national federations to performance reports and monitoring	Insport, SDF, national federations	Years 1-3 Ongoing
		1.5.2.8 Strengthen capacity of national federations	National federations, international sporting bodies, JOA	Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		1.5.2.9 Strengthen mechanisms for collaboration between national federations and schools at all levels	National federations, MOE, Insport	Ongoing
		1.5.2.10 Encourage development of sport programmes at tertiary institutions with suitable facilities	Tertiary institutions, Council of Community Colleges	Ongoing
		1.5.2.11 Reestablish National Sport Council as multi-stakeholder national policy advisory body	MICYS, OPM	Year 1
	1.5.3 Establish Sport Academies in Jamaica	1.5.3.1 Establish and expand Football Academy	JFF, FIFA, UWI, UTech, MICYS, G.C. Foster College	Years 1-3
	1.5.3.2 Establish and expand Cricket Academy	JCB, ICC, WICB, MICYS, G.C. Foster	Years 1-6	

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
			College, UWI, UTech	
		1.5.3.3 Establish and expand Netball / Basketball / Volleyball / Badminton Academy	JNA, IFNA, MICYS, G.C. Foster College, UWI, UTech	Years 1-6
		1.5.3.4 Support and strengthen advanced facilities for track and field	UTech, UWI, IAAF, MICYS, G.C. Foster College	Years 1-6
		1.5.3.5 Establish multi-sport academy	UTech, UWI, JOA, MICYS, G.C. Foster College	Years 4-10
		1.5.3.6 Develop specialized educational programmes for promising athletes	MOE, ISSA, sporting associations, private sector	Years 1-3
		1.5.3.7 Develop specialized sport high schools	MOE, UTech, UWI, JOA, MICYS, G.C. Foster College,	Years 4-10

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
			sporting associations	
<b>Outcome 1.6:</b> <b>Establishment of appropriate and effective policies, legislation and regulations to promote sport participation</b>	1.6.1 Develop legal framework for sport including relevant materials	1.6.1.1 Revise / adjust labor laws to recognize and protect the rights of professional athletes and sports personnel	AGC/CPC  MICYS, UWI Law School, UTech	Years 1-6
		1.6.1.2 Put in the public domain cases which have been resolved in the different sporting disciplines	AGC/CPC  MICYS, UWI Law School, UTech	Years 1-6  Ongoing
	1.6.2 Update Sport Policy and align with other policies that affect sport	1.6.2.1 Audit existing policies to identify issues, gaps, opportunities as it relates to sport	MICYS, Insport,  Sporting associations,  Cabinet Office	Years 1-3  Ongoing / periodic

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		1.6.2.2 Review and revise existing Sport Policy	MICYS, Insport, Sporting associations, Cabinet Office	Years 1-3 Ongoing / periodic
		1.6.2.3 Identify linkages / dependencies among sport policy and other policies	MICYS, Insport, Sporting associations, Cabinet Office	Years 1-3 Ongoing / periodic
		1.6.2.4 Increase consultation with and participation of sporting sector stakeholders in dialogue and planning	MICYS, Insport, Sporting associations, Cabinet Office, PIOJ	Years 1-3 Ongoing / periodic

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
	1.6.3 Strengthen the framework for, and the use, awareness and value of intellectual property (IP)	1.6.3.1 Establish/strengthen institutions and guidelines to protect/exploit IP (re sport)	JIPO, JTI, MFAFT, MICYS, Sporting Bodies, AGC	Ongoing
		1.6.3.2 Provide online information/access to sport-related patents, copyrights, etc.	JIPO, JTI, MICYS, COJ	Years 1-3 Ongoing
		1.6.3.3 Carry out education/sensitization of athletes and sporting bodies regarding the use and protection of images, names, colors and other IP	JIPO, JTI, MFAFT, MICYS, Sporting Bodies	Ongoing
	1.6.4 Strengthen availability and use of information for planning and development of	1.6.4.1 Develop database on sport indicators	MICYS, STATIN, PIOJ, INSPORT, Sporting Bodies, SDF, CHASE, tertiary institutions, JAMSTATS	Years 1-3 Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
	the sport sector	1.6.4.2		
		1.6.4.3		
	1.6.5 Develop effective anti-doping programmes	1.6.5.1 Public education		Ongoing
<b>Goal # 2: Sport as Important Contributor to Economic Growth and Development</b>				
<b>Outcome 2.1:</b> Increased number of sport-related enterprises and employment and increased	2.1.1. Develop awareness and public education programmes about the 'Business of Sport'	2.1.1.1 Strengthen alliances with media to expose business and career opportunities in sport		
		2.1.1.2 Collaborate with tertiary institutions and private		

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
contribution of sport to Gross Domestic Product (GDP)		sector to promote the 'Business of Sport'		
		CSME		
	2.1.2. Develop MSMEs geared at meeting the needs of the 'Business of Sport'	2.1.2.1 Encourage development of sport-related enterprises through incubators and workshops		
		2.1.2.2 Undertake study on economic impact of sport in Jamaica		
		2.1.2.3 Build institutional and human capacity of MSMEs	MIIC, MICYS	

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
	2.1.3 Identify and access new and current sources of funding for sport-related enterprises – locally and internationally	2.1.3.1 Sensitize existing and new financial institutions on viability of sport ventures		
		2.1.3.2 Establish resource in Ministry to identify local and international sources of funding for sport development		
<b>Outcome 2.2:</b> <b>Establishment of major sport events and attractions in Jamaica</b>	2.2.1. Develop sport museum as a resource centre for the attraction of visitors (local and foreign)	2.2.1.1 Develop plan for development of sport museum, including venue, funding and management	MICYS, Min of Finance, Min of Tourism	
		2.2.1.2 Compile list of available Jamaican sport memorabilia and undertake collection	MICYS	
		2.2.1.3		

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		2.2.1.4		
		2.2.1.5		
	2.2.2. Promote Jamaica as a sport-tourism destination	2.2.2.1 Develop map of sport attractions	Min of Tourism	
		2.2.2.2 Establish linkages with sport museum to tourism marketing and promotion	Min of Tourism	
		2.2.2.3 Develop and market sport training and rehabilitation/wellness facilities to international markets	Min of Tourism SDF	
		2.2.2.4 Expand made-for-television sport events		

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
	2.2.3 Strengthen partnerships between national sporting associations, government and other public sector and private sector partners in initiating and hosting international events	2.2.3.1 Institutionalize biannual meetings between sporting associations and MICYS		
		2.2.3.2 Invite private sector representatives to biannual meetings		
		2.2.3.3 Establish monitoring and evaluating facility for all requests, bids and agreements for international events		
		2.2.3.4		
		2.2.3.5		
		<b>Outcome 2.3:</b> <b>Linkages developed between sport and</b>	2.3.1. Mobilize enterprises within the creative industries,	2.3.1.1

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
other economic and social sectors	manufacturing, gaming, tourism, agriculture, commerce and other sectors in expanding the value chain with sport			
	2.3.2.			
<b>Goal # 3: Consistent Production of Elite Athletes</b>				

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
<b>Outcome 3.1:</b> <b>Establishment of advanced sport development institutions and programmes in Jamaica</b>	3.1.1 Establish strong research capabilities in sport	3.1.1.1 Develop curriculum in tertiary-level institutions aimed at developing research capabilities at the institution and student levels	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI	Years 1-3 Ongoing
		3.1.1.2 Develop partnerships and linkages with sport research institutions in other countries	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI	Years 1-3 Ongoing
		3.1.1.3 Undertake research to document and preserve history of sport and achievements in Jamaica	MICYS, INSPORT, JIS, National Library of Jamaica, IOJ	Years 1-6 Ongoing
	3.1.2 Develop advanced sport programmes at Sport Academies	3.1.2.1 Develop partnerships and linkages with Universities and sport academies regionally and globally to ensure success	UWI, GCF, MICO, UTech, teachers colleges, community colleges,	Years 1-3 Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
			HEART/VTDI, MICYS, MFAFT	
		3.1.2.2 Set up international exchange programmes for students, athletes, trainers and staff	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI, MICYS, MFAFT, MLSS	Years 1-3 Ongoing
		3.1.2.3 Provide opportunities for local and international participation in advanced sport development programmes in combination with tertiary education and ongoing employment	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI, MICYS, MFAFT, MLSS	Years 1-3 Ongoing
	3.1.3 Develop	3.1.3.1 Create and design	UWI, GCF, MICO,	Years 1-3

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
	supporting facilities and services to facilitate the holistic development of the professional athlete	academic, social and physical programmes to enhance the holistic development of the professional athlete based on international best practices	UTech, teachers colleges, community colleges, HEART/VTDI, MICYS, MOH, MOE, MFAFT, sporting associations	Ongoing
		3.1.3.2 Apply sport psychology in training of local teams and athletes	Insport, MICYS, MOH, UWI, GCF, MICO, UTech, sporting associations	Years 1-3 Ongoing
		3.1.3.3 Develop programmes to increase the capacity for elite athletes to maximize benefits from the competitive phase of their careers in sport, including training on money management skills and intellectual property rights	UWI, GCF, MICO, UTech, teachers colleges, community colleges, sporting associations, financial institutions, JIPO	Years 1-3 Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		3.1.3.4 Expand range of career paths for elite athletes including retention in sport sector after completion of competitive participation	UWI, GCF, MICO, UTech, teachers colleges, community colleges, sporting associations, Insport	Years 1-3 Ongoing
<b>Outcome 3.2:</b> <b>Increased opportunities for participation in world-class sport competitions at home and abroad</b>	3.2.1 Encourage athletes to become affiliated with national sport associations and world governing bodies	3.2.1.1 Provide education and information on membership in local and international bodies	MICYS, Insport, UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI, sporting associations	Years 1-3 Ongoing
	3.2.2 Make provisions for institutions to allow elite athletes to fulfill national duties for participation	3.2.2.1 Establish forward schedules of attendance by elite athletes in planned competitions	Sporting associations	Years 1-3 Ongoing
		3.2.2.2 Provide incentive/recognition to	MICYS, sporting	Years 1-3

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
	in competition without penalties	private sector companies for elite athletes participation in national competitions	associations	Ongoing
		3.2.2.3 Formalize/maintain special leave provision for public sector	MF&PS, MICYS	Years 1-3 Ongoing
	3.2.3 Develop financial support systems to create and sustain elite athletes	3.2.3.1 Identify main needs in development of elite athletes including: <ul style="list-style-type: none"> <li>• Nutritional</li> <li>• Medical</li> <li>• Transportation</li> </ul>	MICYS, Insport, UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI,	Years 1-3 Ongoing

Outcome Statements & Indicators (Sport)	STRATEGIES	SPECIFIC ACTIONS	WHO	WHEN
		<ul style="list-style-type: none"> <li>• Accommodation</li> <li>• Educational</li> </ul>	sporting associations	
		3.2.3.2 Develop scholarships for development of elite athletes	CHASE, MOE, tertiary institutions, private sector, IDPs, MOF, MICYS, MFAFT	Years 1-3 Ongoing
		3.2.3.3 Establish health insurance scheme for elite athletes	MOH, NHF, private sector health providers	Years 1-3 Ongoing
		3.2.3.4 Extend tax deductible status to cover donations to sport associations	MOF, MICYS	Years 1-3
		3.2.3.5 Solicit funding from private sector sponsors to support participation of elite athletes in international competitions	MICYS, Insport, sporting associations	Years 1-3 Ongoing

## ***Appendix 7 – List of Creative Industries and Sport Task Force Members***

- Chief Executive Officer, Creative Production and Training Centre (CPTC)
- Special Events Coordinator, Jamaica Cultural Development Commission (JCDC)
- Manager, Film, Music and Entertainment, Jamaica Trade and Invest (JAMPRO)
- Director of Entertainment Policy, Ministry of Tourism, Entertainment and Culture
- Principal Director, Entertainment Policy, Ministry of Tourism, Entertainment & Culture
- General Manager, Media Association of Jamaica (MAJ)
- President, Jamaica Federation of Musicians & Affiliated Artistes Union
- Chairman, Recording Industry Association of Jamaica
- Consultant - Markets, Jamaica Trade and Invest (JAMPRO)
- Executive Director, Broadcasting Commission of Jamaica
- Executive Director, Jamaica Intellectual Property Office (JIPO)
- Manager, Copyright and Related Rights Directorate, Jamaica Intellectual Property Organization (JIPO)
- Principal, Edna Manley College of the Visual and Performing Arts
- Vice-Principal for Administration and Continuing Education, Edna Manley College of the Visual and Performing Arts
- Edna Manley College/Common Purpose Consultancies

- Independent Consultant
- Lobbyist, Target Growth Competitiveness Committee, Jamaica Trade and Invest (JAMPRO)
- Executive Director/Consultant, Digital Phenomena Limited
- Consultant, Digital Phenomena Limited
- Faithworks Limited/Mooimages
- Public Broadcasting Corporation of Jamaica
- Social Development Commission
- Ministry of Information, Culture, Youth
- Jamaica National Heritage Trust
- Social Development Commission (SDC)
- Institute of Jamaica
- University of the West Indies, Mona (UWI)
- ACIJ/JMB
- Jamaica Intellectual Property Office
- JNHT
- Ministry of Foreign Affairs and Foreign Trade
- Cricket Operations Manager, Jamaica Cricket Association

- Jamaica Netball Association/Jamaica Information Service (JIS)
- Marketing Manager, SportsMax
- President, Amateur Swimming Association of Jamaica
- National Swimming Coach, Amateur Swimming Association of Jamaica
- Administrative Director, Institute of Sports
- Assistant Sports Coordinator, Institute of Sports
- General Manager, Sports Development foundation
- Sports Director, University of the West Indies, Mona
- Principal, G.C. Foster College
- Economist, Jamaica Racing Commission
- President, Jamaica Cricket Association
- President, Jamaica Amateur Athletic Association (JAAA)
- Senior Consulting Officer- Corporate Communications, Jamaica Trade & Invest
- Planning Institute of Jamaica
- Jamaica Football Association
- General Manager, Independence Park Limited
- Jamaica Defence Force

## **Listing of Task Force Meetings**

### **Creative Industries and Sports Task Force**

- Thursday, April 5, 2007
- Friday, September 7, 2007

### **Sports Task Force Meetings**

- Friday, June 20, 2008
- Friday, July 4, 2008
- Friday, July 25, 2008
- Friday, September 19, 2008
- Friday, September 26, 2008
- Tuesday, November 11, 2008
- Wednesday, November 19, 2008
- Tuesday, December 2, 2008

### **Sports Sub-Committee**

- Wednesday, April 25, 2007
- Thursday, May 3, 2007
- Thursday, May 31, 2007
- Thursday, June 7, 2007
- Thursday, June 14, 2007
- Friday, October 19, 2007
- Friday, December 14, 2007
- Friday, January 11, 2008

### **Sports Workshop**

- Thursday, November 15, 2007

## Annex 8

### Primary School with Physical Education Teachers Primary/Junior High School

No.	Name
1	Allman Hill Primary & Junior High
2	Alpha Primary
3	Alpha Primary
4	Angels Primary
5	Annotto Bay All Age
6	Ascot Primary
7	Balcomebe Drive Primary & Junior High
8	Balmagie Primary
9	Bellas Gate Primary
10	Bellefield Primary
11	Belmont Park Primary
12	Berwick Primary
13	Bois Content All Age
14	Boys Town
15	Brandon Hill Primary & Junior High
16	Bridgeport Primary
17	Brown's Town Primary
18	Buff Bay Primary
19	Bull Bay Hall age
20	Calabar Primary & Junior High & Infant
21	Castleton Primary & Junior High
22	Cedar Valley Primary & Junior High
23	Central Branch All Age
24	Christiana (Leased) Primary & Infant

- 25 Clan Carthy Primary
  - 26 Cockburns Gradens Primary & Junior High
  - 27 Constant Spring Primary & Junior High
  - 28 Crescent Primary
  - 29 Dallas Primary & Junior High
  - 31 Denham Town Primary
  - 32 Denham Town Primary
  - 33 Drews Avenue Primary and Infant
  - 34 Duhaney Park Primary
  - 35 Dunrobin Primary
  - 36 Dupont Primary and Infant
  - 37 Elleston Primary
  - 38 Enfield Primary & Junior High
  - 39 Ensom City Primary
  - 40 Excelsior Primary
  - 41 Franklyn Town Primary
  - 42 George Headley Primary
  - 43 Gordon Town All Age
  - 44 Greater Portmore Primary
  - 45 Green Park Primary & Junior High
  - 46 Greenwich All Age
  - 47 Half- Way - Tree Primary
  - 48 Harbour View Primary
  - 49 Hayes Primary & Junior High
  - 50 Holy Family Primary
  - 51 Holy Family Primary and Infant
  - 52 Holy Rosary Primary
  - 53 Holy Rosay Primary
  - 54 Hope Valley Experimental Primary and Infant
  - 55 Horionz Park Primary
  - 56 Howard Cooke Primary
  - 57 Independence City Primary
  - 58 Jacks's Hill Primary & Infant
-

- 59 Jessie Ripoll Primary
  - 60 John Mills Primary & Junior High & Infant
  - 61 King Weston All Age
  - 62 Kitson Town All Age
  - 63 Lawrence Tavern Primary
  - 64 Linstead Primary & Junior High
  - 65 Lyssons Primary
  - 66 Lyssons Primary
  - 67 Mandeville Primary & Junior High
  - 68 Mannings Hill Primary
  - 69 Maverley Primary & Junior High
  - 70 Maxfield Park Primary
  - 71 Maxfield Park Primary
  - 72 May Pen Primary
  - 73 McAuley Primary
  - 74 McCook Primary
  - 75 Melrose Primary & Junior High
  - 76 Mico Practising Primary & Junior High
  - 77 Mineral Heights Primary
  - 78 Mona Heights Primary
  - 79 Morant Bay Primary
  - 80 Mount Hermon Primary & Junior High
  - 81 Naggo Head Primary
  - 82 New Day Primary & Junior High
  - 83 New Forrest Primary & Junior High
  - 84 New Garden Primary
  - 85 Norman Gardens Primary & Infant
  - 86 Norwich Primary
  - 87 Ocho Rios Primary
  - 88 Old Harbour Primary
  - 89 Oracabessa Primary
  - 90 Osbourne Store Primary & Junior High
  - 91 Padmore Primary
-

- 92 Paisley
- 93 Pembroke Hall Primary
- 94 Petersfield Primary and Infant
- 95 Point Hill Leased Primary & Junior High
- 96 Port Antonio Primary
- 97 Port Henderson Primary
- 98 Port Henderson Primary
- 99 Port Morant Primary & Junior High
- 100 Port Royal All Age
- 101 Portsmouth Primary
- 102 Red Hills All Age
- 103 Rennock Lodge All Age
- 104 Rock Hall All Age
- 105 Rock River All Age
- 106 Rollington Town Primary
- 107 Rosemount Primary & Junior High
- 108 Rousseau Primary
- 109 Rousseau Primary
- 110 Seaview Primary
- 111 Seaward Primary & Junior High
- 112 Shortwood Infant & Primary & Junior High
- 113 Siloah Primary
- 114 Simon Primary
- 115 Spanish Town Primary
- 116 St. Ann's Bay Primary
- 117 St. Bebedict's Primary
- 118 St. Johns Primary
- 119 St. Jude's Primary
- 120 St. Mary's Primary
- 121 St. Patrick's Primary
- 122 St. Richard's Primary
- 123 St. Theresa's All Age

- 124 Stony Hill Primary & Junior High & Infant
- 125 Swallowfield Primary & Junior High
- 126 Tredegar Park All Age
- 127 Unity Primary
- 128 Waterford Primary
- 129 White Marl Primary & Junior High
- 130 Windsor Castle Primary
- 131 Windward Road Primary & Junior High