

GRENADA

National Policy on Sports and Physical Activity

Approved November 2010

GLOSSARY

Ambush marketing - advertising or associating a product, service or person with an event without the approval of the organizers.

Association – the body or group of persons elected by a constitution to manage the affairs of a sport which is affiliated to an international body.

Athlete – a person who participates in a sporting activity.

Competitive games – games organized to produce a winner or to reward performance.

Federation – the organization governing associations at the international level.

International - the highest level of participation in a sport in the world and refers to any activity organised by the World parent body and is run by that body.

National - representative of the country or state of Grenada.

Physical activity – any form of exercise or bodily movement to enhance or maintain physical fitness, health or wellness.

Physical Education – instructions in physical exercise and games as part of the school development programme.

Policy Framework – the principles and long term goals that lay the basis for making rules and giving guidelines to the planning, development and operation of sports.

Professional - a person who earns a living from involvement in sports or receives a monetary contribution for their involvement in sports.

Prohibited substances - are drugs, supplements and other substances and methods which are banned from use in sports by the governing bodies for sport.

Recreational activity – physical or mental activity pursued to have fun without the objective of winning or being rewarded for your effort.

Regional - any grouping representing the geographical countries associated with Grenada.

Sub Regional - refers to any of the sub groupings within that regional structure.

1. PREAMBLE

Grenadian citizens have had a long history of involvement in a wide variety of sporting disciplines at the local, regional and international levels, including the participation of Grenadian athletes at the Olympic Games, in the West Indies Cricket Team, and in international club championships. ... delete reference to Formula One

Despite this rich tradition however, the organisation of sports in Grenada has evolved in a very ad hoc fashion. Many of the major sporting disciplines have their own national Associations and the policy and initiatives for these disciplines are initiated and executed primarily by these associations, with support from the Department of Sports, as a provider of last resort. The level of organisation and efficiency of these national associations vary significantly, with the result that the development and achievements of athletes in the various sporting disciplines also vary significantly.

In addition, while sporting activities and competitions are an integral part of the activities of the education system, there is not a consistent philosophy and approach guiding sporting activities at the school level.

As a result, many talented athletes have not had the opportunity to develop to their fullest potential and the involvement of the general population in sporting activities has been limited based on age, awareness, physical ability and opportunity.

The Government of Grenada has decided that it wants to develop a more structured approach to sports development - one that will provide focus and direction to all stakeholders and bring coherence to the initiatives of the different stakeholders.

It has therefore developed this National Sports Policy to (a) provide a framework for the development of sport in Grenada and (b) guide the relationship between the Ministry with responsibility for Sport ... changed reference to Ministry and all other stakeholders who are involved in sport in Grenada.

2. DEFINITION OF SPORTS

For the purposes of this policy, Sport is defined as “... *competitive, ruled based games, involving some degree of physical activity and exercise*”¹.

Physical activity is considered as an overarching generic concept of which sport and exercise are two significant and meaningful forms. *Exercise* is seen as a form of physical activity ... with a specific external objective, such as the improvement of fitness, physical performance or health. It

¹ Hylton Kevin, Bramham, Peter (Ed.), Second Edition, 2008. *Sports Development, Policy, process and practice*, pg. 3

can take the form of participation in certain sports, or can be done outside of a sporting context for its own sake.

To access the modalities covered by this policy, an activity has to demonstrate at least three (3) of the following characteristics, viz:

- a) Involve physical, or mental, activity;
- b) Be engaged in for recreational, or professional purposes;
- c) Have a framework of institutional organisation; and
- d) Involve an element of competition.

Activities that will be considered as eligible activities include:

- a) *Competitive games and sport* which are characterised by the acceptance of rules and responses to opposing challenge.
- b) *Conditioning activity*, i.e. forms of exercise or movement undertaken less for the immediate sense of kinaesthetic pleasure than from the long term effects the exercise may have in improving or maintaining physical working capacity and rendering subsequently a feeling of well-being².
- c) *Aesthetic movement* which includes activities in the performance of which, the individual is not so much looking beyond themselves and is responding to the sensuous pleasure of patterned bodily movement, for example dance, forms of rhythmic gymnastics and recreational swimming.

In addition, recreational activities of a predominantly intellectual nature, such as chess, will be deemed as eligible as they satisfy three of the characteristics.

3. ROLE OF SPORT IN NATIONAL DEVELOPMENT

Research has shown that sport is a critical national developmental tool which can positively impact the nation in many ways - academic, economic, social, health and wellness, and national pride, viz:

- a) **Academic** – The positive linkage between academic achievement and sport has been demonstrated empirically by research which shows that increasing the time spent on

² Adapted from the European Sport for All Charter

physical education in schools does not reduce marks in intellectual subjects, but rather improves the ability of some students to learn and retain information³.

- b) **Economic** - The nation can reap substantial revenues, improved employment levels and international exposure from a well managed and executed sports development programme and from the development and execution of targeted Sports Tourism.

Sport can provide economic benefits for the athletes who excel regionally and internationally, as well as for a wide range of support disciplines including coaches, psychologists, physiotherapists, nutritionists, sports medicine and rehabilitation personnel, sports administrators, sports media personnel, sports photographers, sports events promoters and the like.

- c) **Social** - On a personal level, sports can be a vehicle to provide individuals with an alternative to deviant behavior, foster better interpersonal relationships and promote higher levels of self esteem.
- d) **Health and Wellness** -The well being of the nation will be enhanced by increased physical activities leading to among others, a decline in chronic illnesses and the resultant burden on the health system to manage these diseases.
- e) **National Pride and Prestige** - Outstanding performance(s) by national athletes can foster a sense of national pride at the macro level while fostering a sense of belonging, and camaraderie at the micro level.

4. RATIONALE

The National Sports policy is based on the conviction that Grenada can capitalize on and increase the benefits to be derived from sports by implementing relevant structures and mechanisms to build and enhance the manner in which sports and sporting events are organised and implemented.

³ Report from the United Nations Inter-Agency Task Force on Sport for Development and Peace, 2003

5. OBJECTIVES OF NATIONAL SPORTS POLICY

The objectives of the National Sports Policy are:

- a) To provide an enabling, non discriminatory environment which will motivate citizens to become active participants in sport at all levels and across all age groups.
- b) To maximise the social and economic benefits that Grenada can achieve from participation in Sport.
- c) To strengthen the management and coordination of sporting activities in Grenada.
- d) To develop and strengthen the linkage between academics and sports in the national education system.
- e) To provide all Grenadians with the opportunity to develop a strong technical foundation in sports.
- f) To provide athletes from every sporting discipline who demonstrate the ability to become world class performers, with the opportunity to excel at that level.
- g) To preserve the integrity with which Sport is carried out in Grenada and promote fair play.

6. COMPONENTS OF THE SPORTS POLICY

In order for these outcomes to be realized, interventions will be carried out in the following thirteen (13) areas:

- i. National Administration and Coordination
- ii. Governance of Federations
- iii. Infrastructure, Facilities, and Equipment
- iv. Developmental Programmes for Athletes
- v. Participatory and Competitive activities
- vi. Incentives
- vii. Human Resource Capacity

- viii. Financial Resources
- ix. Record keeping and Archiving
- x. Promotion, Communication and Information Dissemination
- xi. Use of Prohibited Substances and Methods ... used wording from WADA
- xii. Conflict Resolution
- xiii. Code of Ethics

6.1 National Administration and Coordination

Effective and efficient national coordination is necessary for the successful delivery of sports in Grenada. The policy therefore seeks to enhance national administration and coordination through the implementation of the following:

- a) Create a National Sports Council (NSC) to facilitate/coordinate the implementation of all national level sporting activities in Grenada. The NSC will have representation from all sporting federations and interest groups in Grenada. The composition, structure, roles and functions of the NSC are outlined in **Appendix 1**.
- b) Clarify roles, establish linkages and rationalize relationships between key government and non-governmental agencies to effectively manage and coordinate all sporting-related activities. These include the Ministry of Youth Empowerment and Sports, Ministry of Education, Ministry of Works, Ministry of Community Development, Ministry of Health, Ministry of Finance, the Board of Tourism, the Grenada Olympic Committee and civil society. These relationships will be coordinated through the Ministry of Sports. Recommended roles for each of the lead agencies are outlined in **Appendix 2**.
- c) Restructure the Division of Sports to enable it to perform the roles that have been assigned to it by this National Sports Policy. **Appendix 3** contains a revised structure for the Division of Sports.
- d) Revitalise the Grenada Paralympic Association to represent the interests of the athletes who are mentally and physically challenged.

6.2. Governance of Sporting Federations

Effective national Federations are central to the development of sport at the national level. The policy seeks to strengthen the operation of these Federations through the implementation of the following:

- a) Appoint a Programme Officer, or officers, within the National Sports Council to provide technical support to strengthen and facilitate the effective functioning of the Federations in the day to day administration of sports. The Terms of Reference of the Programme Officer will include, but will not be limited to:
 - i. Training of Federation officers in developing proposals and reports to target assistance from the Olympic Solidarity Movement;
 - ii. Education on developing business proposals and reports related to requests for assistance and sponsorship from the private sector;
 - iii. Assistance in strengthening and expanding the club structures;
 - iv. Assistance in developing systems for record keeping and data management; and
 - v. Assistance in developing codes of ethics for athletes, coaches, officials, administrators, and the like, so as to enhance ethical conduct at all levels and in every sport.
- b) Provision of a Central Sports Secretariat under the authority of the National Sports Council that would be available to all Federations. This Secretariat will be staffed by a secretarial team that will be available to all federations and will provide facilities for meetings, communications and independent storage of records and files for all participating Federations.

6.3. Infrastructure, Facilities, and Equipment for all targeted Sporting Disciplines

The quality and availability of the sporting infrastructure influences the extent to which mass participation in sports at all levels is possible. It is critical that adequate infrastructure, facilities and equipment are available and accessible to the population. The policy seeks to ensure the availability of adequate infrastructure, facilities and equipment through the implementation of the following:

- a) Provision, over time, on a phased basis, of basic facilities in every parish for participation in every sporting discipline for which a national federation exists, in collaboration with the respective federation. These facilities must include basic amenities for players and spectators and must cater to the needs of the physically challenged.
- b) Provision, over time, on a phased basis, of at least one world class facility, with lighting, for every sporting discipline for which a national federation exists.

- c) Provision of at least one national facility to facilitate the development of elite athletes, to include a professional gymnasium, world class playing surfaces, and other relevant amenities.
- d) Rationalisation of the guidelines for management and maintenance of all sporting facilities and related equipment. **Appendix 4** contains guidelines for management and maintenance of national sporting facilities.
- e) Implementation of fiscal measures that will encourage and facilitate the importation and use of adequate sporting equipment by athletes in every sporting discipline for which a national Federation exists. This will include concessions on duties and taxes on sporting goods.
- f) The conduct of training programmes in the maintenance of sporting facilities and equipment, targeting the personnel working in these areas.

6.4. Developmental Programmes for Athletes

Proactive developmental programming for athletes is required if Grenada is to realise the objectives of this National Sports Policy, viz:

- The development of a strong technical foundation in sports is the prerequisite for the emergence of high performance athletes. It is also the avenue for introducing the population at large to the basic skills across a wide range of sporting disciplines.
- Athletes who demonstrate the potential to be world class performers will require additional developmental support to achieve their full potential.

The policy seeks to ensure the development of all aspects of Grenada's athletic potential across all sporting disciplines for which national federations exist through the implementation of the following:

- a) The consolidation of a compulsory comprehensive Physical Education programme in all primary and secondary schools. That programme should be guided by indicators outlining the required participation by students at each level of education. It should address the basic skills that are the necessary foundation for development of the respective sporting disciplines, as well as the psychological and interpersonal skills that are central to success in sports and life - skills like team work, discipline, communication and the like.
- b) The design of comprehensive developmental programmes for introducing interested young persons to the respective sporting discipline by every Federation. These developmental programmes should be implemented in conjunction with the Ministries of

Sports and Education and should be consistent with the athletes' needs and the country's resources.

- c) The institution of a Talent Identification and Development Programme which would be implemented by all Federations, in conjunction with the Ministry of Sport and the NSC. This programme would be aimed at identifying athletes with outstanding potential and providing them with initial training and guidance, addressing *inter alia* their areas of athletic interest and their wider personal and professional development.
- d) Development and implementation of a structured national programme that will enable outstanding athletes with world class potential to receive support for their development at the national level, where feasible.
- e) Development and implementation of a structured programme that will enable outstanding athletes with world class potential to access international developmental opportunities that are available for their respective sporting disciplines. This will include, where applicable, sports scholarships, attachments to international clubs/teams, and the like.
- f) Establishment of a National Sport Academy, as part of the T.A. Marryshow Community College or in collaboration with the St. George's University, staffed by a cadre of experts, which will be a Center of Excellence for the continued development of outstanding athletes across all sporting disciplines for which a national Federation exists.

6.5. Participatory and Competitive Activities

Consistent participation in sporting activities and exposure to competition at the community, national, regional and international levels is key to improving all levels of performances. The policy seeks to ensure such participation and exposure through the implementation of the following:

- a) Development of a national sporting calendar by the NSC, in collaboration with the national federations, the Ministry of Sport and the Ministry of Education, at the beginning of every year. This national sporting calendar will detail all the sporting activities that will be held in Grenada for that calendar year.
- b) Organisation of a Grenada National Championships every two years, in the first instance, that covers all the sporting disciplines for which national Federations exist, with competition among representative parish teams. The national championship process should include preliminary rounds of competitions within parishes which should provide the basis for the selection of the parish teams.

- c) Organisation of non-competitive community level physical activities targeted at different age groups in collaboration with the Ministry of Health and relevant stakeholders. These activities will focus on maximising the health related benefits from participation in such activities.
- d) Organisation by the NSC, in collaboration with the national Federations, of at least one national level sporting activity for the physically challenged each calendar year.
- e) Support to national Federations for hosting year round competitive events by providing access to facilities, assistance in the promotion of the events on Government media and contributions to the rewards for athletes.
- f) Support to national teams participating in regional and international events. This support should include, but not be restricted to:
 - i. Orientation in the nuances of their role as Ambassadors of the nation.
 - ii. Psychological support before, during and after the event.
 - iii. Concessions on duties and taxes at departure points.
 - iv. Development of interpersonal skills, including media relations.
 - v. Counseling and guidance in financial management.
 - vi. Designation and enforcement of standards of dress and approved attire for national teams.
- g) Support to the national Federations and other interested parties for encouraging the staging of regional and international competitive events in Grenada through the provision of access to facilities, assistance in the local promotion of the events on Government media and incentives for the organisation and participation in such events.

6.6. Incentives

Adequate incentives and rewards play a fundamental role in motivating athletes, technical staff, officials and support personnel to contribute to the development of sports in Grenada. The policy seeks to provide such motivation through the implementation of the following:

- a) Payment of appearance fees to all professional members of senior national teams who participate in regional and international competitions, in accordance with the rules of the parent federation.

- b) Payment of stipends to technical officials including umpires, referees, judges and linesmen who officiate in regional and international competitions, where no remuneration have been paid to these officials by the regional and international organisers.
- c) Develop and implement a transparent performance incentive framework for athletes at every level of competition - national, regional and international. **Appendix 5** contains the elements of such framework, which will be finalised by a Select Committee of Cabinet, that includes representation from the Ministry with responsibility for Sport and the Ministry of Finance.
- d) Provision of economic support to members of national teams for every sporting discipline for which national Federations exist, to facilitate their preparation for and participation in regional and international competition.
- e) Provide tax credits and other fiscal incentives to the private sector in recognition of monies spent on supporting national athletes and technical officials, including time off with pay, for duties related to national representation.
- f) Provide assistance to national athletes to secure jobs within the public and private sectors consistent with their skills and competencies.
- g) Institutionalisation of the National Sports Awards to cover athletes from all disciplines for which a national Federation exists, as well as key support personnel from across the spectrum of supportive human resources including, but not limited to, administrators, coaches, facility management personnel and the like.
- h) Recognition of the role of volunteerism in the development of Sport through the development of a structured sports volunteer program, and recognition of the role of volunteers in the National Sports Awards.
- i) Provision of economic support to needy athletes who have represented Grenada consistently for a minimum of ten years at the senior national level, after their playing days are over. This would include assistance in accessing job opportunities in the public and private sectors that are consistent with their skills and competencies.
- j) Provision of compulsory injury-related insurance of all athletes selected for national representation.
- k) Encouragement to national Federations to provide injury-related insurance for all participants in national competitions.

6.7. Human Resource Capacity

In order to fully realise the benefits that can accrue from the implementation of this National Sports Policy, the development of human resource capacity across a wide range of sport related disciplines is required. This includes, but is not restricted to sports administrators, coaches, referees, umpires, judges, psychologists, physiotherapists, nutritionists, sports medicine and rehabilitation personnel, sports media personnel, sports photographers, sports statistics, and sports events promoters.

The policy seeks to facilitate the development of this human resource capacity through the implementation of the following:

- a) A needs assessment of the human resource capacities needed and the current gaps in expertise be undertaken and used to set targets for human resource development in Sport over the next ten (10) years.
- b) Organisation of local training workshops in areas of high priority, for the purpose of introducing local personnel to the fundamentals of the skills required, in the highest priority areas identified by the needs assessment.
- c) Utilise the training and development opportunities available through the Olympic Solidarity Movement and other international federations for immediate training and development in those areas where opportunities exist.
- d) Training for sports related disciplines be included in the priority listing of professions which are eligible for university scholarships.

6.8. Financial Resources

Financial constraints severely limit the extent to which both Federations and the Government can propel sports forward. It is critical that there is greater financial support to sports in general from both the private and public sector. The policy seeks to facilitate access to financial resources through the implementation of the following:

- a) Strengthening the capacity of the national Federations to access funding available from their parent federations and the Olympic Solidarity Movement, through the provision of training, development and facilitation supports - see Section 6.2.
- b) Strengthening the capacity of the Ministry of Sport, national Federations and sports clubs to prepare project proposals and reports on the utilisation of the funds provided - see Section 6.2.

- c) Provision of fiscal incentives to the private sector to encourage sponsorship of sporting activities.
- d) Development of guidelines to guide private sector sponsorship of sporting activities that addresses *inter alia* the question of ambush marketing and the compatibility of the product being promoted with the overall objectives of the National Sports Policy.
- e) Amending the National Lottery Authority Act to:
 - i. Specify the proportion of the proceeds that will be used for the development of Sport.
 - ii. Designate the Board of the National Lottery Authority, working in collaboration with the NSC, to be the responsible bodies for the development of policies to guide the use of the funds generated by the National Lottery Authority.

6.9. Recording and Archiving

Accurate sporting records are of great historical value to a people. This is an area that has been severely neglected and the policy seeks to facilitate the development of a strong record keeping and archiving function through the implementation of the following:

- a) Mandating national Federations with the responsibility to submit specified information on the performance of their athletes at the end of each calendar year, as one component of the annual reports to the Ministry of Sport.
- b) Creation of a position of Sports Statistician within the National Sports Council, with the responsibility to compile, analyse and publish annual performance data on the performance of athletes for all sporting disciplines for which a national Federation exists.
- c) Establishment of a national Sports Museum, under the authority of the NSC, that will, *inter alia*, serve as the repository for all historical records related to Sports in Grenada for all sporting disciplines for which a national Federation exists.
- d) Publication of an Annual Sport Digest that will provide information on the performance of all Grenadian athletes for each calendar year for all sporting disciplines for which a national Federation exists.

6.10. Promotion, Communication and information Dissemination

Promotion, communication and information are essential for generating interest in sports. It informs and motivates the public and also exposes outstanding performers to whom younger,

athletes can aspire. The policy seeks to facilitate dissemination of sports related information through the implementation of the following:

- a) Create a position of Liaison and Communications Officer within the National Sports Council. This officer will:
 - i. Act as the Focal Point between the national Federations and the National Sports Council,
 - ii. Be responsible for liaising with the national Federations and the media, to facilitate coverage and reporting of domestic sporting activities and the development of structured sports programming.
- b) Use of Government media e.g. GIS, for broadcasting live sporting events and reporting on the performances and results of domestic sporting activities.
- c) Ongoing collaboration between the NSC and the media houses to encourage:
 - i. Broadcasting of live sporting events, reporting on the performances at, and results of, domestic sporting events and the development of structured sports coverage and programmes.
 - ii. Training for the local media in sports programming and coverage.
 - iii. Training for national athletes and federations in interfacing with the media.
 - iv. Programming promoting the health benefits of physical activity and encouraging participation in such activities.

6.11. Use of Prohibited Substances and Methods

Participants in sports must perform at their individual best in an environment which is completely free of all forms of use and abuse of prohibited substances and methods. There should be zero tolerance for the use and abuse of prohibited substances and methods as they are unethical, immoral, and unfair. It can also damage the reputation and image of this country. The policy seeks to facilitate the development of such a culture through the implementation of the following:

- a) The development of a National Drug Testing Protocol for sports, that covers all levels of sport - school, community, national, regional and international.
- b) The institutionalisation of penalties and sanctions for all athletes who test positive to the use and abuse of prohibited substances and methods.

- c) The institutionalisation of penalties and sanctions for persons found guilty of engaging in supplying prohibited substances to athletes.
- d) All national federations should have an Anti-Doping Policy, as well as adhere to the rules of the Grenada National Anti-Doping Organisation.

6.12. Conflict Resolution

It is recognised that it is the constitutional right of each citizen to resort to the courts to resolve conflicts. However, sportsmen and sports officials, including clubs, associations and federations and their administrators and technical assistants are encouraged (within the framework of this Policy) to utilise the processes mentioned herein; or otherwise, to use alternative dispute resolution processes, to resolve any disputes that may arise.

Conflicts within Federations should be resolved using the processes available through their international parent Federations.

Where attempts to find a resolution using such measures as described above are not successful, Federations can call upon the services of the National Sports Council to assist in this regard.

6.13. Code of Ethics

The implementation of this Policy will be guided by a Code of Ethics that will be developed by the National Sports Council and that all parties will subscribe to. This Code of Ethics will address behavior by all participants - whether athlete, coach, administrator, or other senior official - and will include provisions governing approved inter-personal relationships between coaches and athletes under their care. Sanctions that will be applicable upon violation of the Code will also be specified.

7. IMPLEMENTATION ARRANGEMENTS

Within the context of the mandates from the International Olympic Committee and other International Sporting Federations, the Ministry of Sport will be responsible for the implementation of this Policy. It will undertake this responsibility in collaboration with the NSC.

In this regard, the NSC will submit Annual Action Plans, with supporting budget information, to the Ministry for each calendar year, no later than three months prior to the end of the preceding calendar year. The Ministry will review these Annual Action Plans and decide on the approval status of these plans. All approved activities will then be submitted to the Ministry of Finance for inclusion in the National Budget.

The Ministry will also monitor progress made on the implementation of the Annual Action Plans, through requiring the NSC to submit quarterly activity and budget reports detailing achievements against plans on a quarterly basis. Such quarterly reports should be submitted no later than one month after the end of each quarter.

A full evaluation and review of the adequacy of the Policy Framework and its implementation will be done every four years.

APPENDIX 1

THE NATIONAL SPORTS COUNCIL

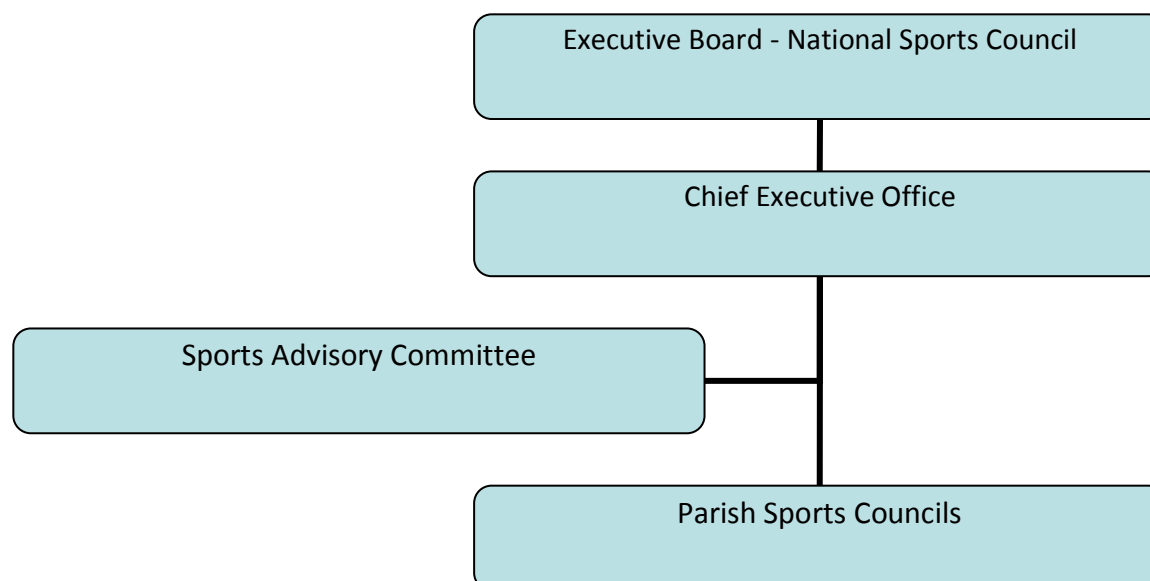
The National Sports Council will be an independent statutory entity with the explicit role of being the operational and implementing arm of Sports in Grenada. It will operate under the auspices of the Ministry with responsibility for Sport, which will function as the facilitative and oversight arm of Sports in Grenada.

1. **Vision Statement:** *To be determined through consultation.*
2. **Mission Statement:** *To be determined through consultation.*
3. **Core values:** Inclusiveness, Efficiency, Effectiveness, Fairness, Excellence
4. **Roles and Responsibilities**
 - *Event Management*
 - Develop an annual National Sporting Calendar, to be publicised no later than one month prior to the start of each Calendar Year.
 - Facilitate and support the organisation of national sporting events, in collaboration with the respective national Federations, ministries and agencies, including the Grenada National Championships referenced in the National Sports Policy.
 - Support the work of the national Federations in the organisation of regional and international sporting events taking place in Grenada.
 - Provide oversight and support for all nationwide competitions, through liaison with the Parish Sports Councils.
 - *Training and Development*
 - Organise and implement training and development activities aimed at strengthening the operations and financial viability of the various Sporting Federations.
 - Support the implementation of the development plans initiated by the respective national Federations for introducing young persons to the respective sporting disciplines.

- Support the implementation of the Talent Identification and Development Programmes initiated by the respective sporting disciplines.
- *Support to national Federations*
 - Provide administrative and logistical support to all Federations through the organisation of a Central Sports Secretariat.
 - Facilitate and support the preparation of National Teams for competition in regional and international events.
- *General*
 - Provide ongoing support in the establishment of the Parish Councils, including the design of standard templates for the development of constitutions, and related governance processes.
 - Development of an archiving function as provided for in the National Sports Policy.
 - Development of a Communications function as provided for in the National Sports Policy.

5. Structure and Composition

Fig.1 outlines the proposed structure of the National Sports Council



- *Executive Board* - The Executive Board will be the main decision-making body within the National Sports Council. It will report on an annual basis to the Parliament through the Minister of Sport and will be comprised of the following representatives:
 - Chairperson - A competent and experienced administrator, with prior experience in functioning successfully at the national level, appointed by Cabinet on the advice of the Minister of Sport.
 - Coordinator of Sport, representing the Ministry with responsibility for Sport.
 - Representative of the Grenada Olympic Committee.
 - One representative from each Parish Sports Council.
 - Chief Education Officer, representing the Ministry of Education.
- *Chief Executive Office* - This will be the operational arm of the NSC and will be staffed by employees with the competencies to perform the following job functions:
 - Chief Executive Officer (CEO), with responsibility for the day-to-day functioning of the Council. This CEO will also function as the Corporate Secretary of the NSC.
 - Finance Officer, with responsibility for accounting and financial management.
 - Programme Officer(s), responsible for providing technical support to strengthen and facilitate the effective functioning of the Federations in the day to day administration of sports, as per section 6.2(a) of the National Sports Policy.
 - Liaison and Communication Officer, with responsibility for liaising with the national Federations, and with the media, to facilitate coverage and reporting of domestic sporting activities and the development of structured sports programming.
 - Sports Statistician, responsible for compiling, analysing and publishing annual performance data on the performance of athletes for all sporting disciplines for which a national Federation exists.
 - Central Sports Secretariat for staffed that will be available to all national federations. It will provide access to working space and equipment (computers, printers, and the like) for representatives from national federations, as well as

facilities for meetings, communications and independent storage of records and files for the NSC and for all participating Federations.

- *Sports Advisory Committee* - This Committee will be made up of representatives from key institutions and sectors that have significant roles in the implementation of the National Sports Policy, and are not represented on the Board of the National Sports Council, viz:
 - Representative from the Ministry of Health;
 - Representative from the Tourism sector;
 - Representative from the Secondary Schools Principal's Association;
 - Private Sector Representative, representing the Grenada Private Sector Organisation;
 - Representative from the Grenada National Anti-Doping Organisation;
 - Representative from the Sports Medicine Association.

The role of this Committee will be to act as the liaison between the National Sports Council and these entities and to advise the Chief Executive Officer on programming in the areas represented by these entities.

- *Parish Sports Councils* - The Parish Sports Council will be comprised of the representatives of one member from each organised sporting discipline in the respective parish. These representatives should be drawn from the respective leagues and organizations within the parish where applicable and from clubs, schools, organizations, teams and individuals involved in sport in each parish where leagues do not exist.

Each parish council will operate with a standard constitution and structure that will be developed in consultation with the Division of Sport and the NSC.

The role of the Parish Sports Councils will be:

- To develop plans for the development of sports within the parish, in line with the provisions of the National Sports Policy and the National Sports Council.
- To develop an annual Sports Calendar for the parish in collaboration with the National Sports Council and the Ministry with responsibility for Sport.

- To develop organised structures at the parish level for coordinating sporting activities within the respective sporting disciplines.
- To be responsible for the organisation of the community level and parish level activities related to the bi-annual National Championships.
- To be responsible for the management of sporting facilities assigned to it by the Ministry of Sports.
- To collect, administer and account for all fees and charges collected for the use of assigned sporting facilities, as directed by the Ministry with responsibility for Sport.

The work of each Parish Sports Council will be supported by one staff person who will be based in the respective parishes.

National Federations - The National Federations will be responsible for the organisation, coordination and development of the respective sporting disciplines within Grenada in keeping with their national, regional and international charters.

In order to be eligible for funding and support from the NSC, national federations should be totally compliant with the rules of their parent federations and other rules and criteria established by the NSC.

Where national federations are in default, the NSC and the Ministry with responsibility for Sport, in collaboration with the respective international parent federation, will seek to ensure that activities in the respective sporting discipline continue, while the challenges are being addressed.

6. Financing

Financing would be provided by the Government of Grenada, either as a direct subvention, or as an allocation from the Grenada National Lottery Authority.

APPENDIX 2

ROLE OF LEAD AGENCIES

1. Ministry with responsibility for Sport

The National Sports Policy proposes a new role for the Ministry with responsibility for Sport i.e. responsibility for oversight, developmental and facilitative activities.

Vision Statement: *To be determined through consultation.*

Mission Statement: *To be determined through consultation.*

In this role, the Ministry will be responsible for:

a) Oversight

- i. Development, approval, dissemination of the National Sports Policy.
- ii. Elaboration of the specific actions required for the implementation of the National Sports Policy, in collaboration with relevant institutions/agencies, depending on the subject matter under consideration.
- iii. Coordinating and contributing to the drafting of all legislation for sport and recreation.
- iv. Managing and coordinating the implementation of the National Sports Policy, through interfacing with the different agencies who are expected to contribute to the implementation of the Policy.
- v. Aligning the National Sports Policy with the policies of the other government departments in the spirit of integrated planning and delivery.
- vi. Monitor, review and assess the effectiveness with which the National Sports Policy is being implemented through the receipt and review of quarterly and annual reports from all key stakeholders, including the National Sports Council.

b) Developmental

- i. Sourcing resources for the development of sport in Grenada.
- ii. Developmental programming in schools, in collaboration with the respective national Federations, through the provision of coaches;

- iii. Developmental programming at the community level, in collaboration with the respective national Federations, through the provision of Sports Officers;
- iv. Coordinating and monitoring the creation and upgrading of sport infrastructure and facilities for all sporting disciplines for which there is a national Federation.

c) Facilitative

- i. Managing inter-government relations related to sports at the regional and international levels.
- ii. Managing the implementation of the Incentive programmes as provided for in the National Sports Policy, in collaboration with the National Sports Council.
- iii. Assisting and supporting the work of the National Sports Council, the Grenada Olympic Committee and the national Federations, as required.

2. Ministry of Education

The Ministry of Education in collaboration with the Ministry with responsibility for Sport shall:

- a) Create of an environment where participation and achievement in sport and physical education shall be encouraged alongside academic achievement. - changed order
- b) Ensure that Physical Education is a permanent, compulsory part of the school's curriculum at all levels of the Education System from pre-school to tertiary level, including special schools for the mentally and physically challenged.
- c) Ensure that the T.A. Marryshow Community College offers Physical Education as a core part of its teacher training curriculum and is adequately equipped for the training of Physical Education Teachers.
- d) Ensure that trained Physical Education Teachers are assigned to all the primary, secondary and tertiary level schools in Grenada, Carriacou and Petit Martinique.
- e) Collaborate with the Ministry with responsibility for Sport, the National Sports Council and the respective national Federations in the organisation, promotion and staging of sporting events at all levels of the school system.

- f) Ensure that outstanding athletes in the school system are identified and recommended for further development and guidance under the Talent Identification and Development Programme.
- g) Be responsible for the development and upkeep of schools' recreation grounds and sporting facilities where they form part of the school's property.

3. Ministry of Works

The Ministry of Works, in collaboration with the Ministry of Youth Empowerment and Sports and the National Sports Council, shall provide support in the physical maintenance of the national sport facilities, as necessary.

4. Ministry of Community Development

The Ministry of Community Development in collaboration with the Department of Youth, the National Sports Council, the Parish Sports Councils, the Sporting Federations, and community sporting groups will facilitate the development and implementation of sporting activities at the community and parish levels.

5. Ministry of Health

The Ministry of Sports, in collaboration with the Ministry of Health, shall provide professional support to athletes engaged in competitive activities and play a lead role in the promoting the benefits of physical activity for healthy living. It will do this by:

a) Professional Support

- i. Develop its expertise in the theory and practice of sports medicine with a view to supporting the all round development of national athletes.
- ii. Develop and implement modalities to provide on-site support services during national and international sporting events held in Grenada.
- iii. Provide guidance and support to the Ministry of Youth Empowerment and Sport on all matters relating to health education in sport and physical activity programmes.

b) Benefits of Physical Activity

- i. Organising educational activities on the benefits of healthy lifestyles and the incorporation of physical activity into such lifestyles.

- ii. Organising, or collaborating in the organisation of, community level physical activities that are consistent with healthy lifestyles.

6. Ministry of Finance

The Ministry of Finance will be responsible for the provision and monitoring of the financing of the sports sector, viz:

- a. Approving annual budgets for the Ministry of Sports and the National Sports Council;
- b. Establishing the guidelines, processes and rules for disbursement of funds provided;
- c. Auditing of the use of the funds provided on a periodic basis;
- d. Reporting to Government on the custody and use of funds provided to the sports sector.

7. Board of Tourism

The Board of Tourism will be responsible for the enhancement of Grenada's sports tourism product, viz:

- a. Conceptualise and develop programmes aimed at enhancing the national tourism product through sports;
- b. Collaborate with the NSC and the Ministry of Sports in the implementation of these sports tourism programmes; and
- c. Participate in the Sports Advisory Committee to ensure that the interests of the tourism sector are adequately considered in the elaboration of the national sports policy.

8. Grenada Olympic Committee

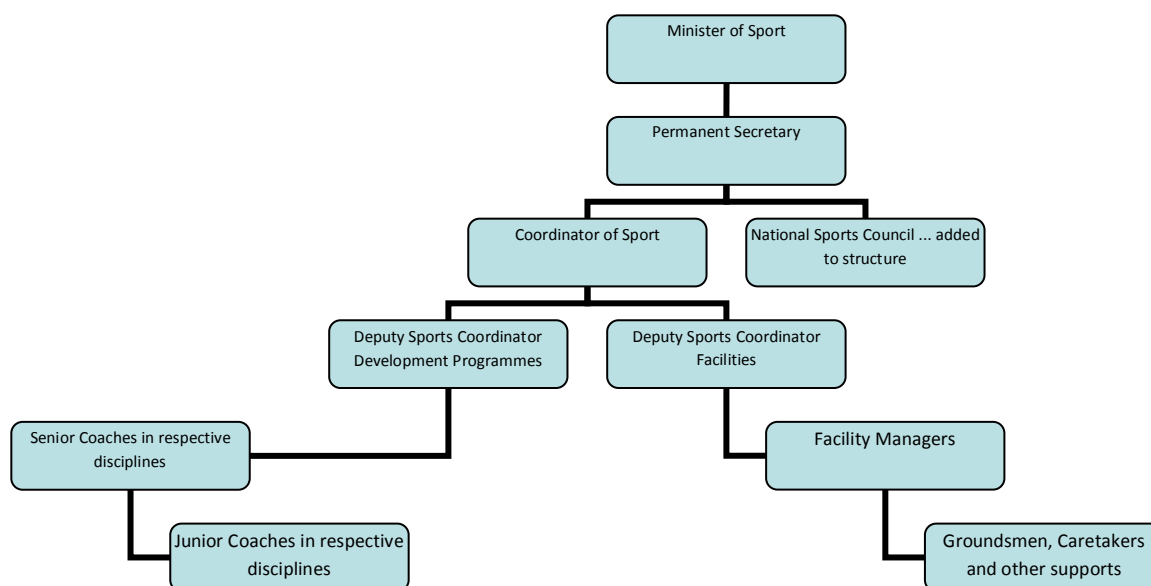
The role of the Olympic Committee as spelt out in its charter will be *“to develop and protect the Olympic Movement in Grenada in accordance with the Olympic Charter. In order to fulfill its mission, the Committee may cooperate with governmental and non-governmental bodies. However, it must never associate itself with any activity which would be in contradiction with the Olympic Charter.”*

9. Civil Society

Civil society organisations will facilitate the implementation of the national sports policy through ongoing cooperation with the Ministry of Sports and the NSC.

APPENDIX 3

REVISED STRUCTURE - SPORTS DIVISION



The key change recommended is the focusing of the work of the Division along functional lines, thus clarifying lines of authority and responsibility. The main responsibilities recommended are:

- a) **Coordinator of Sport** - responsible for overall implementation of the work program of the Division, with specific responsibility for the oversight and facilitative functions - see Appendix 2.
- b) **Deputy Sports Coordinator, Development Programming** - responsible for the developmental programming at the community and school level, in collaboration with the National Sports Council and the respective national Federations. The Sports Coordinator will provide leadership to the work of the coaches and sports officers.
- c) **Deputy Sports Coordinator, Facilities** - responsible for management of all nationally owned facilities, except where separate specific arrangements exist e.g. the National Stadium Authority. In such cases, the Facilities Coordinator will sit on the Board of the specific entity.

The management duties will include:

- a) Ensuring coordination and supervision of the personnel employed at these facilities to include groundsmen, caretakers and other support personnel. Where facilities have been outsourced, the Facilities Coordinator will be responsible for monitoring the performance of the contracted personnel;
- b) Ensuring that adequate arrangements are planned and implemented for security, maintenance and upkeep of these facilities.
- c) Approving applications for use of the national facilities and ensuring that stipulated terms and conditions are met; and
- d) Making adequate arrangements for access to and use of community and parish level facilities and ensuring that these arrangements are implemented by the responsible entities.

APPENDIX 4

MANAGEMENT AND MAINTENANCE OF SPORTING FACILITIES

1. Responsibility For Management of Facilities

The responsibility for management of all sporting facilities that are owned by the Government of Grenada will rest with *the Deputy Sports Coordinator, Facilities* in the Division of Sports, except where separate specific arrangements exist e.g. the National Stadium Authority.

The Deputy Sports Coordinator, Facilities will be responsible for:

- a) Ensuring coordination and supervision of the personnel employed at these facilities to include groundsmen, caretakers and other support personnel. Where facilities have been outsourced, the Deputy Sports Coordinator, Facilities will be responsible for monitoring the performance of the contracted personnel;
- b) Ensuring that adequate arrangements are planned and implemented for security, maintenance and upkeep of these facilities;
- c) Approving applications for use of national facilities, as designated by the Ministry with responsibility for Sport from time to time, and ensuring that stipulated terms and conditions are met.
- d) Making adequate arrangements for the use of community and parish level facilities and ensuring that these arrangements are implemented by the responsible entities.

2. Access to Facilities

Responsibility for granting access to the community and parish level facilities will be delegated to the respective Parish Sports Councils and/or selected community organisations, which will operate under the guidelines contained in this document.

3. Use of Facilities

The Facilities will be available for the use of all citizens of Grenada and all organisations operating under the auspices of the National Sports Policy. However, access to the facilities will only be granted once approval for use is obtained as per the following:

- a) Facilities that are secured under lock and key can only be used with the express permission of the officials in charge of those facilities, as per section (c) of these guidelines.

- b) Individuals can have access to the facilities that are not secured under lock and key for recreational purposes, once the facility is not in use by some other individual, or organisation that have received prior approval for use.
- c) All individuals or organisations interested in using any of the facilities to stage events will have to apply in writing for use of the facility, on an application form to be prescribed, no later than one month prior to the date on which access is required. The form will stipulate specific conditions that will have to be met prior to use, during use, and after use, as well as in the event of damage to the facility.
- d) Priority access will be granted to organisations and events that are included in the Annual Sports Calendar published by the National Sports Council.
- e) Charges and fees may be levied for use of the facilities. Where such charges and fees are in force, the applicable charge or fee should be paid to the entity that has been assigned the responsibility for granting access to the facility.

APPENDIX 5

INCENTIVE FRAMEWORK (to be determined through consultation)

Performance Incentive Framework For Every Level Of Competition - National, Regional And International

1. Performing Athletes

Level of Achievement	National	Regional	International
Record breaking performance			
Gold medal /First place or equivalent			
Silver Medal/ Second Place of equivalent			
Bronze Medal/ Third Place or equivalent			
National Representation			

2. Coaches and Technical Staff

Level of Achievement	National	Regional	International

3. Officials

Level of Achievement	National	Regional	International

Definition of Levels:

International refers to Olympic Games for athletics, Test Cricket or ODI or ICC T20 for cricket; World Cup for Football; and the equivalent for other sporting disciplines.

Regional refers to sub groupings of the International Federation. All Federations are grouped into main regions and these may be sub-divided into further sub-divisions.

National refers to national level club and/or parish events e.g. the GFA Premier League for football and the like.