



Government of the Republic of Trinidad and Tobago
Ministry of Sport and Youth Affairs

TRINIDAD AND TOBAGO

NATIONAL POLICY ON SPORT

2017 - 2027

ACHIEVEMENT OF EXCELLENCE - COMMITMENT - INTEGRITY - DEMOCRACY - TOLERANCE - FAIR PLAY - RESPECT



POLICY ADMINISTRATION & MAINTENANCE SCHEDULE

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This policy will be reviewed periodically to ensure continued relevance. Policy implementation will be assessed annually against the operational plans of the Ministry of Sport and Youth Affairs to gauge performance, with an initial evaluation scheduled for the third year of implementation. Results and/or recommendations emanating from which, will be detailed or captured in the Maintenance History table outlined above.

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1.0 LIST OF ACRONYMS

ADR	-	Alternative Dispute Resolution
CBO	-	Community Based Organizations
CEDAW	-	Committee on the Elimination of Discrimination against Women
CSO	-	Community Sporting Organizations
GDP	-	Gross Domestic Product
GORTT	-	Government of the Republic of Trinidad and Tobago
ICT	-	Information and Communications Technology
LTAD	-	Long Term Athlete Development
MCDCA	-	Ministry of Community Development, Culture and the Arts
MNS	-	Ministry of National Security
MoE	-	Ministry of Education
MoH	-	Ministry of Health
MoT	-	Ministry of Tourism
MOU	-	Memorandum of Understanding
MSYA	-	Ministry of Sport and Youth Affairs
NCDS	-	National Council for the Development of Sport
NGB	-	National Governing Body
NGO	-	Non-Governmental Organizations
NPS	-	National Policy on Sport
NSP	-	National Sport Policy
PSIP	-	Public Sector Investment Programme
PSMP	-	Public Sector Management Programme
SCOTT	-	Sport Commission of Trinidad and Tobago

SPORTT	-	Sports Company of Trinidad and Tobago
SSB	-	Sport Serving Bodies
TDC	-	Tourism Development Company
THA	-	Tobago House of Assembly
TTADO	-	Trinidad and Tobago Anti-Doping Organization
TTBBC	-	Trinidad and Tobago Boxing Board of Control
TTCBC	-	Trinidad and Tobago Cricket Board of Control
TTDMCL	-	Tourism Trinidad Destination Management Company Limited
TTOC	-	Trinidad and Tobago Olympic Committee
UWI	-	The University of the West Indies
UTT	-	The University of Trinidad and Tobago

2.0 DEFINITION OF TERMS

Community Based Organization:

Community based organization is deemed to be a non-sport-specific club, organization, group or community based entity which has banded together to serve the needs of a particular community or whose mandates include the development of the particular community.

Community Sporting Organization:

Community sporting organization is any sport-specific community based club, organization, group or entity which seeks to champion the development of the particular community through the use of sport and sport initiatives.

Competitive Sport:

Any sporting activity that is geared towards national and/or international ranking and which is engaged in for the sole purpose of winning.

Development of Sport:

The conceptualization, development and application of systematic mechanisms and processes which ultimately seek to strengthen as well as supplement and broaden the various systems which comprise and underpin the networks of sport infrastructure within the twin island republic of Trinidad and Tobago.

Elite Athlete:

Any High Performance Athlete who has been duly registered with the national governing body and the International Federation governing their respective sport, who is ranked within the Top 40 in the world rankings within their sporting discipline and/or who has medaled at the Olympic Games, World Championships, Commonwealth Games, Pan Am Games and Central American and Caribbean Games.¹

High Performance Athlete:

Any athlete who represents Trinidad and Tobago at or in any competition organized in accordance with International Federations and IOC rules, regulations and conditions at the national and/or international level to determine world ranking.

High Performance Sport:

¹ Adopted from the Elite Athlete Funding Policy.

Any competitive sport organized in accordance with International Federations and IOC rules, regulations and conditions at the national and/or international level to determine world ranking, and is reflective of the collective representation of Trinidad and Tobago.²

International Federation:

Any non-governmental organization with international recognition and precedence as being the administrator for a particular sporting discipline at the world level.

National Governing Body:

A national governing body of sport, duly recognized by the International Federation, first and foremost, and subsequently by the Ministry of Sport and Youth Affairs (through the fulfillment of specified criteria), as the representative body for the specific sporting discipline.

Physical Literacy:

The motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life.³

Recreational Sport:

Any non-professional sporting activity that is engaged in for the sole purpose of enjoyment, participation and any other reason besides that of receiving payments for said participation.

Sport:

All forms of physical activity that contribute to physical fitness, mental well-being and social interactions, such as play, recreation, organized or competitive and indigenous sports and games.⁴

Sport for Development:

The use of sport as a vehicle to achieve personal, community, national and international development objectives.

Sport Serving Body:

A sport serving body is any organization which has as its mandate the development of sport, or who plays an active role in the organizing, hosting, management or execution of

² Adopted and modified from the 2002 NSP definition (page 3).

³ Adopted from the international physical literacy association; <http://physicalliteracy.ca/physical-literacy/>

⁴ As espoused by the United Nations; Office on sport for development and peace:
<https://www.un.org/sport/content/why-sport/overview>

particular sporting discipline/s, sporting activity and/or game play, thereby assisting the Ministry of Sport and Youth Affairs to fulfill its mandate of the development of sport.

And/or

A national sporting organization is a representative body which is recognized as the representative organization for a particular sporting discipline by the Ministry of Sport and Youth Affairs, but who however has not fulfilled all of the requisite requirements that have been prescribed in an effort to attain NGB status.

Sport Tourism:

Sport tourism includes all forms of active and passive involvement in sport, casually or in an organized way, for non-commercial or business/commercial reasons, that imply travelling away from home and work.⁵

⁵ Standeven and De Knop (1999) as cited by the Draft Sport Tourism Policy of Trinidad and Tobago.

3.0 FOREWORD

The National Policy on Sport seeks to adopt and embody a holistic and multi-sectoral approach to sport development emanating from the directives of the national policy, later revised and incorporated in the Draft National Development Strategy 2016-2030 (V2030), which articulates the pathways to the achievement of the sustainable development goals (SDG's). The policy aligns itself to the national development framework, as well as the requirements of the national sport fraternity, as identified through a series of stakeholder consultations held throughout Trinidad and Tobago.

Sport is a multi-faceted industry, which redounds to benefits to the national community through active and collaborative development efforts. This is reflected in the policy framework as well as the interaction between the overarching policy themes of "Sport Development" and "Sport for Development". In keeping with the collaborative approach, the policy is aligned to a host of current national policies, as well as drafts that are being implemented or developed in other sectors. These include, but are not limited to;

- The Draft Sport Tourism Policy
- The Government Policy (2016) on Education
- The Draft Rural Development Policy
- The National Policy on Sustainable Community Development
- The Local Government Reform Policy
- The Draft Policy for Persons with Disabilities
- The Public Service Philosophy Policy
- The Draft National Policy on Gender and Development and
- The Draft National Child Policy

Alignment to these policies and strategic national documents ensures that policy objectives are congruent with the mandates of the Ministry of Sport and Youth Affairs and other Government Ministries, in addition to private sector and non-governmental organizations, thus ensuring that a collaborative and inclusive approach is adopted in the pursuit of the policy objectives. It must be stressed that this policy embodies a national effort as much as it requires national commitment, thus the objectives can only be achieved through the collaborative efforts of all policy stakeholders, specifically academia.

"Mens sana in corpore sano"; a Latin term, which when translated means; 'a sound mind in a healthy body', has been the insignia of many a sporting body. However if we as a nation are to progress towards sport development, we must embody the holistic development of not only athletes, but of sport in its entirety. For far too long have we operated without sound evidence to support developmental efforts, research or as it is most notably known, "empirical evidence". As

one peruses **section 14** of the document, it will be noted that many Policy Requirement areas start off with evaluation as the keynote, and initial response to policy issues.

This represents a change in the *modus operandi* of the Ministry as we endeavor to streamline operations, reduce wastage and redundancies in an effort to maximize the utility derived from the fiscal or budgetary allocations that we receive from the Ministry of Finance. The inclusion of academia and the emphasis on tertiary level institutions seeks to ensure that research efforts are conducted under supervision by professional demographers, statisticians and economists, whilst empowering and equipping the next generation of sport professionals with the requisite skills and competencies required to sustain the developmental efforts and growth of the sport industry in Trinidad and Tobago. The lack of sport specific data over the years has resulted in an information blackout which has made it extremely difficult to assess the progress that has been made nationally, or to account for the millions of dollars that have been spent on sport. Development of a research agenda in sport is key, as well as the collection of data which will inform decision making over the years. This will seek to provide baseline data which can be utilized throughout the evaluation cycle of the policy to assess progress or lack thereof as well as make amendments to policy and/or operational constructs.

Therefore we must put aside our differences; political, sociological, physical and otherwise to work towards the shared vision. It is said that ‘a house divided unto itself cannot stand’, thus it is imperative that we put country first and foremost in the pursuit of excellence in sport. Owing to its overarching nature and its malleability, sport impacts many facets of our lives, whether directly or indirectly. Sport is also one of the most influential and unifying forces on earth, therefore making it an ideal mechanism for use to build collaboration towards the achievement of our respective mandates.

4.0 EXECUTIVE SUMMARY

The draft 2017/2027 National Policy on Sport (NPS) builds on the positives, as well as the identified deficiencies of its predecessor: - the 2002 National Sport Policy of Trinidad and Tobago. The policy was developed and refined via a number of stakeholder and public consultations and research instruments in support of garnering feedback to inform same. Finalization of the draft NPS was facilitated via a high level stakeholder consultation which engaged key organizations as identified within the institutional framework. The policy seeks to establish pathways to the Development of Sport as well as Sport for Development by addressing the areas of weakness and deficiencies within the sporting framework of Trinidad and Tobago, whilst adopting a collaborative approach with change mechanisms influenced by Institutional and Legislative Reform. The reformation mechanisms identified are aimed at navigating the Policy Themes of Development of Sport and Sport for Development.

The policy vision articulates ***“The establishment of clear pathways towards holistic sport development and sporting achievement, which lead to the evolution and growth of our nation and its citizens”***. The vision is underpinned by the values of **Integrity, Democracy, Commitment, Achievement of Excellence, Tolerance, Fair Play and Respect**. The policy is guided by the principles of:

- Equity
- Cooperation
- Productivity
- Sustainability
- Transparency and
- Validity

And its focus is towards the achievement of the goals of:

- i. Clarifying the roles and responsibilities of Sport Organizations
- ii. Improving overall Governance
- iii. Improving Financial Management
- iv. Promotion of Sport Specific Research Development and Planning
- v. Improvement of Asset Management and infrastructural development
- vi. Promotion of Public Private Partnerships
- vii. Development of the Sport Tourism Sector
- viii. Addressing the deficiencies and shortages of human resource and technical skill within the sport industry
- ix. Prioritization of sport marketing, promotion and communication

- x. Development of sport commerce
- xi. Promotion of sport as a tool for social development and
- xii. Adoption of a comprehensive sport development system and focus.

The policy goals are addressed via the broad objectives which are emphasized by the Policy Themes of “Sport for Development” and “Development of Sport”. These themes are supported by the strategic dimensions of “Legislative Reform” and “Institutional Reform”. They are also underpinned by the broad objectives as identified:

Development of Sport

- *High Performance Sport*
- *Total Participation*
- *Capacity Building*
- *Administrative Reform*
- *Financing Sport*
- *Enabling Environment*
- *Marketing & Communication and*
- *Research Development & Planning*

Sport for Development

- *Industry and Commerce*
- *Social Development*
- *Infrastructure Development*
- *National Cohesion and National Pride*
- *Physical Literacy*

The policy employs a collaborative approach towards the achievement of “Sport for Development” and “Development of Sport”. Thus public and private sector entities are expected to play a crucial role towards policy implementation and policy objective achievement. A number of key support systems are prescribed by the policy, which are integral to the collaborative framework detailed. Most notable of these prescriptions, is the formation of the following entities;

- An Inter-Ministerial Funding Committee
- A National Council for the Development of Sport (NCDS) and
- The Sport Commission of Trinidad and Tobago

These organizations are expected to assist MSYA with its mandate and role as the Ministry responsible for sport and youth development in Trinidad and Tobago. This approach ensures that

there is transparency in operations, participatory governance as well as greater oversight and monitoring of policy implementation.

The policy implementation will be tiered or embedded in a chronological sequence which spans short term, medium term and long term time frames. The former will entail a time frame of one (1) to three (3) years. Medium term in this context will be used to describe a time frame of four (4) to six (6) years, whilst the latter will speak to a seven (7) to ten (10) year period. Thus the overall implementation framework will span ten (10) years. All initiatives which fall within the short and medium term time frames, will become the focus of the Ministry of Sport and Youth Affairs 2015/2020 strategic plan.

Evaluations will mimic the implementation sequence outlined, however annual evaluations will be conducted to assess the implementation of objectives outlined within the MSYA's operational plans. Subsequent to that, a short term evaluation will be conducted after the third (3rd) year. This will inform the implementation schedules of Medium – Long Term objectives, with any necessary amendments being adopted to facilitate policy efficiency and effectiveness. A Mid-Term review or evaluation will be undertaken after five (5) years to coincide with the electoral cycle so as to inform the Medium – Long Term objectives, as well as to facilitate possible shifts in the strategic direction of the policy emanating from any changes in government administration and/or outlook. A final review will be conducted after the ninth (9th) year, to evaluate the policy's objective accomplishment, its relevance and to make recommendations regarding the end of term as well as the formulation of the successive sport policy document.

HISTORICAL PERSPECTIVE

5.0 INTRODUCTION

The 2017/2027 National Policy on Sport builds on the foundations set forth by the 2002 National Sport policy. In addition to furthering the development of sport that was initiated by the previous policy document, the current policy seeks to chart a new course, and as a consequence of the new vision, will allow for the simultaneous improvement of inherent deficiencies. The policy focuses on addressing the current issues faced by sport in its entirety in Trinidad and Tobago, in addition to aligning to the themes and mandates as set forth in the Sustainable Development Goals, the draft National Development Strategy (Vision 2030) and the GORTT National Policy.

The 2002 National Sport Policy hinged on two (2) broad objectives, **Total Participation (*Sport for All*)** and **High Performance Sport (*Competitive Sport*)**. These broad objectives were underlined by eight (8) major objectives:

- i. To develop a healthy, disciplined, united and productive society through greater participation in sport and physical recreation by all members of the society. In this regard, special opportunities are to be made available to children, young people, women, girls, senior citizens and the specially challenged.
- ii. To actively encourage the establishment of Physical Education Programmes at all educational levels and to foster the sport development phase of these programmes through the provision of sport coaching programmes throughout the education system.
- iii. To encourage and provide for the fullest participation of women and girls in all areas of sport, consistent with the 1994 Brighton Declaration on Women in Sport.
- iv. To provide opportunities for the fulfilment of social, psychological, emotional and physiological needs of the individual through sport and physical recreation.
- v. To develop and improve the knowledge and practice of sport in the interest of the holistic development of the individual and the enjoyment by the public at large.
- vi. To strive to attain excellence at the highest level of sporting competition, develop national pride, patriotism and enhance goodwill among nations.
- vii. To promote and facilitate the development of sport as an industry that will contribute to the earning capacity of the individual as well as to the national economy.

- viii. To promote Trinidad and Tobago as a hub of Caribbean sporting activities and by so doing position the country as a preferred destination for international sports events.

Although the policy embodied a holistic approach to sport development, it was never fully implemented. Even so, a number of pertinent programmes as well as projects were undertaken in support of the said policy objectives, some of which have laid the foundations for varying successes achieved in sport internationally today. Despite these accomplishments, a number of deficient areas were identified relative to moving forward towards sport development. Most notable of these deficiencies, is the lack of an implementation plan, as well as a monitoring and evaluation framework. This resulted in poor oversight of policy initiatives, programmes and projects. Additionally a closer review of some of the initiatives that were implemented in support of the policy objectives shows that there was no basis or overarching framework within which to assess or evaluate the success of said initiatives. The policy also did not outline any performance benchmarks for which any assessments or evaluation of performance could be based, making it nearly impossible to make any substantial claims as to the success of the policy. A case can be made in support of objective achievement by aligning the initiatives, programmes and projects that were implemented over the years, however it would be far-fetched to say that these were actually implemented based on the guidelines or policy framework.

5.1 Current Issues Affecting Local Sport

In addition to addressing the deficiencies outlined within the framework of the 2002 National Sport Policy, the current policy seeks to alleviate existing problems that are plaguing local sport and to expand the focus and vision toward the amelioration of sport development and making sport a definitive and viable option for economic diversification. The most critical issues affecting local sport have been identified as:

- i. Lack of role clarity, organizational responsibility and functions
- ii. Poor overall governance
- iii. Lack of funding and poor financial management
- iv. Lack of sport specific data, research development and planning
- v. Lack of proper asset management and infrastructural development
- vi. Under-development of the Sport Tourism Sector
- vii. Lack of private and public sector partnerships in support of local sport
- viii. Lack of performance measures and benchmarks
- ix. Deficient systems and institutional capacity

- x. Lack of comprehensive national sport development systems or framework
- xi. Poor management and inefficient utilization of training facilities
- xii. Shortage of qualified technical and administrative sports personnel
- xiii. Lack of public engagement and support for sport

5.2 Policy Development Process

Development of the current Draft National Policy on Sport began in 2012, with an internal working committee made up of individuals from MSYA and SPORTT was put together to evaluate the 2002 NSP. A position paper with recommendations was put forward by said committee, towards the development of a new national sport policy. For reasons unknown, the process towards the development of the new national sport policy came to stalemate. In 2014, the process and the position paper were assessed internally to identify the gaps as well as issues that were present within the framework and/or reports submitted by the committee. A situational analysis was conducted with a view to identifying the then issues which were plaguing the local sport industry. In support of the situational analysis, a number of meetings were hosted by the MSYA and the administration of the NGBs. This process, along with the assessments of the Committee's reports, provided ample data to inform the development of a position paper on sport. Internal consultations were conducted with same, however persons being of the impression that the top down approach to policy formulation would result in stakeholder's aversion to compliance, recommended that the bottoms-up approach be adopted.

With regards to that recommendations, online questionnaires gathering feedback on the performance of the 2002 NSP were disseminated to all stakeholders and the general public. The results of which were somewhat dismal as a response rate of .05% was recorded and an average completion rate of 27%. This prompted a call for greater engagement, and interviews were conducted with key stakeholders to gather feedback on the 2002 NSP and their requirements moving forward towards sport development in Trinidad and Tobago. This information informed the development of MSYA's policy agenda, which was again circulated to key stakeholders for input, and also hosted online to solicit feedback from the general public. At the end of this process, the agenda was amended and nine (9) public consultations were hosted across Trinidad and Tobago. This informed the current draft national policy on sport, which was further refined after the document was distributed to the identified policy partners for comments in preparation for the hosting of a high level stakeholder consultation.

MOVING FORWARD

6.0 POLICY STATEMENT

“The Ministry of Sport and Youth Affairs believes that the holistic “Development of Sport” and “Sport for Development” are essential to national development. This policy therefore outlines the MSYA’s thrust towards strengthening the sport framework of Trinidad and Tobago, through collaborations with key stakeholders and the inclusion of historically disenfranchised groups and individuals irrespective of race, class, ethnicity, gender or any other applied stigmas”.

7.0 POLICY VISION

“The establishment of clear pathways towards holistic sport development and sporting achievement, which lead to the evolution and growth of our nation and its citizens”

8.0 POLICY PURPOSE

The Policy provides the framework that will establish pathways to restructuring and strengthening the foundation of sport in Trinidad and Tobago, in an effort to facilitate planned expansion and growth that will result in holistic sport development and the rise of Trinidad and Tobago as a world class sporting nation, in addition to becoming the premiere destination for sport events and sport commerce in the English speaking Caribbean.

9.0 POLICY SCOPE

The Policy provides coverage to Trinidad and Tobago in its entirety. Given the disconnect between Trinidad and Tobago, the policy is cognizant of the extenuating circumstances attributed to the disconnectedness and as such incorporates the Tobago Sport Policy as an appendix to the document, as a means of facilitating the operationalization of policy objectives in Tobago. Additionally, policy coverage extends to all nationals of Trinidad and Tobago, as well as both private and public institutions. The policy seeks to address “Development of Sport” and “Sport for Development” at all levels of the Society, spanning the communal level, Educational levels, national as well as international levels through the engagement of international governing bodies to facilitate local sport development. The policy addresses sport specific legislation and alludes

to the adoption and amendment of existing national legislation to the framework of sport. Not included in the policy as it relates to legislation, are the issues of Anti-Doping, Match Fixing and Sport Betting and Gambling. These issues will be addressed collectively by TTADO and the Sport Act which will be developed in support of the National Policy on Sport. Policy partners as detailed in the institutional framework include:

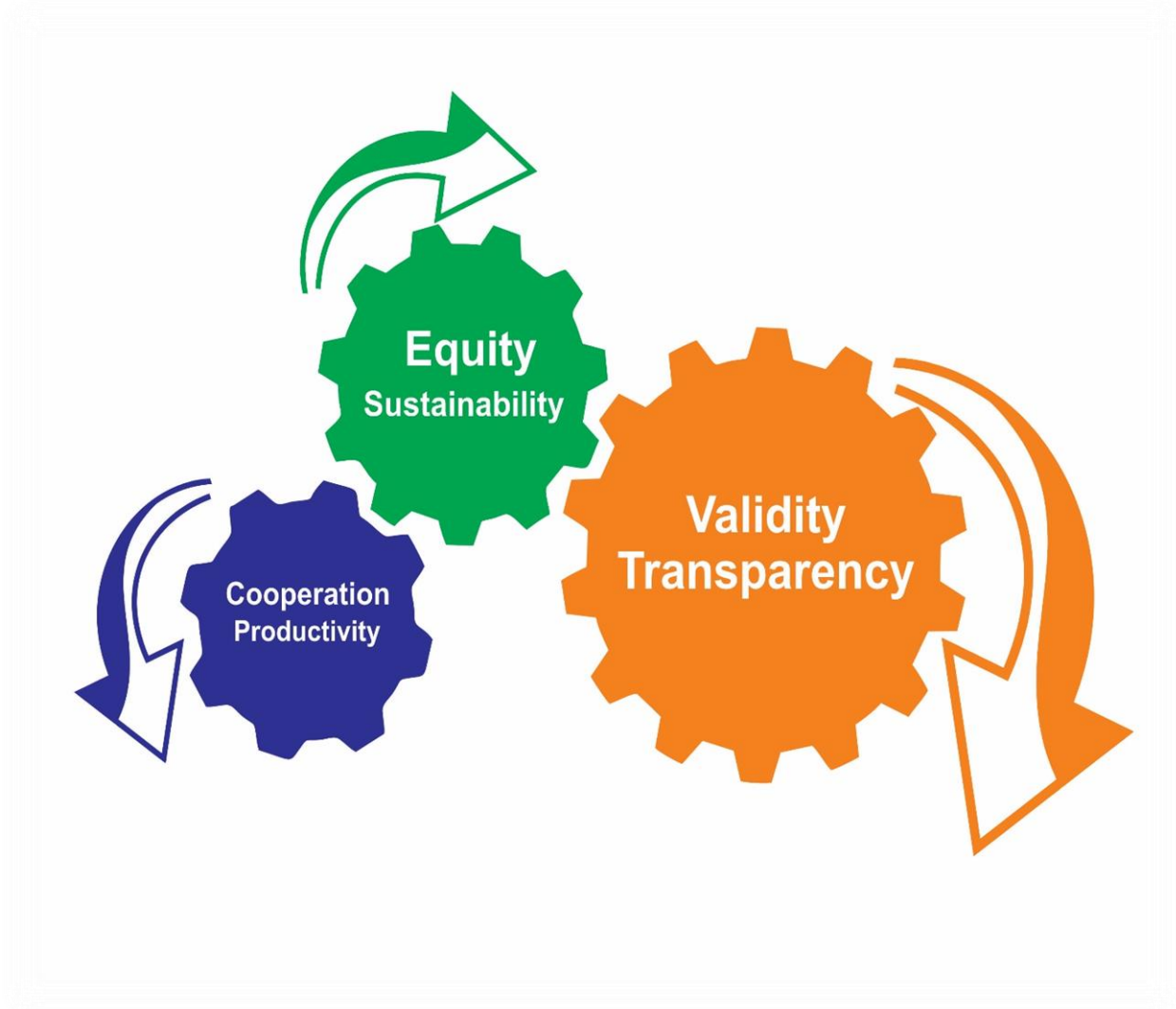
- i. The Ministry of Sport and Youth Affairs
- ii. The Sport Company / Sport Commission of Trinidad and Tobago
- iii. Core governmental Ministries:
 - a. The Ministry of Education
 - b. Ministry of National Security
 - c. Ministry of Social Development and Family Services
 - d. Ministry of Health
 - e. And all other government ministries as detailed in **section 16, P44**
- iv. Tertiary level institutions inclusive of the University of the West Indies and the University of Trinidad and Tobago
- v. Non-Governmental Organizations:
 - a. TTOC
 - b. NGBs
 - c. CSOs
 - d. SSB's
- vi. Private/Business sector organizations
- vii. Standing Committees and Boards to be established:
 - a. Inter-Ministerial Funding Committee
 - b. National Council for the Development of Sport (NCDS)

10.0 POLICY VALUES



11.0 POLICY PRINCIPLES

The policy is based on the principles outlined, which are perceived as being intrinsic to the ‘Development of Sport’ as well as the application of ‘Sport for Development’ in the twin island Republic of Trinidad and Tobago;



11.01 Transparency

- Service delivery that fulfills the mandate of the Ministry of Sport and Youth Affairs and satisfies the needs of all stakeholders guided by the values of integrity, democracy and accountability

11.02 Validity

- Ensuring that all projects, programmes and initiatives are planned and implemented based on documented needs or aimed at addressing the deficiencies outlined within the policy

11.03 Productivity

- The implementation of a monitoring and evaluation framework that ensures and emphasizes value for money and the achievement of policy objectives, within the established parameters and timeframes outlined within the policy action plan

11.04 Cooperation

- The adoption of public and private sector partnerships aimed at the holistic application and implementation of sport programmes, projects and initiatives that mitigate as well as direct flow of resources, inputs and outputs across Trinidad and Tobago, culminating in the achievement of policy goals, objectives and other institutional mandates

11.05 Equity

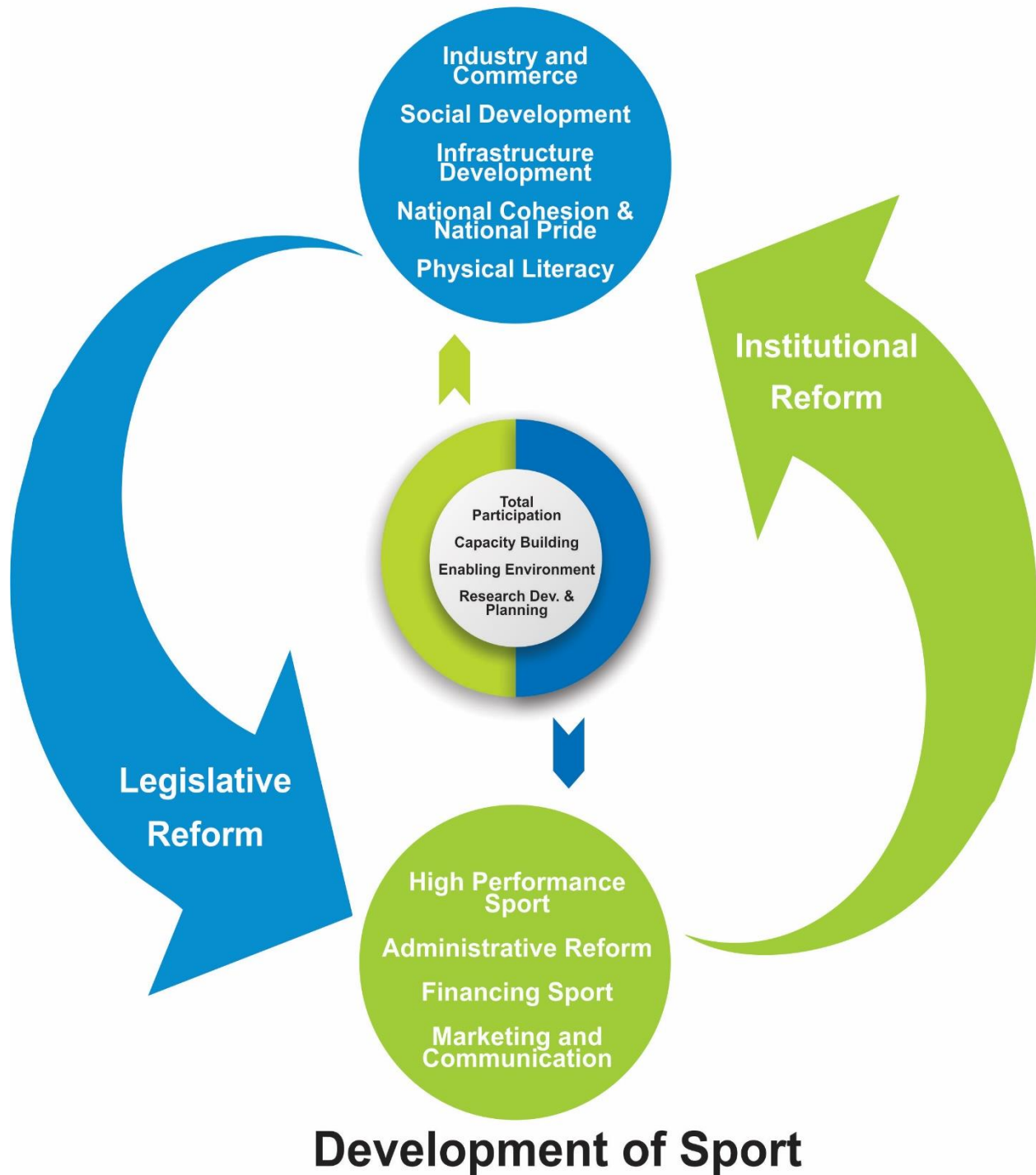
- The management of sporting resources inclusive of but not limited to the disbursement of funding in a manner that responds to the diversity and variations in the challenges faced by the various sport stakeholders and organizations relevant to the achievement of policy goals

11.06 Sustainability

- Projects, programmes and initiatives that are logistically and objectively maintainable, and which add breadth, value and longevity to existing and supplementary initiatives, thereby facilitating continuity and the growth and development of sport in Trinidad and Tobago

12.0 POLICY FRAMEWORK

Sport for Development



12.1 About the Policy Framework

12.1.1 Development of Sport

The policy framework addresses the two broad and most often contentious areas of sport; Development of Sport, and Sport for Development. Development of Sport, in its most simplistic view is defined as “getting more persons to play more sports” (Houlihan B. 2011). This definition alerts to the total participation facet of sport development and fails to address the holistic or wholesome application of sport. A more comprehensive definition is provided by Collins (1995, P.21), that being; ***“sport development (Development of Sport) is a process whereby effective opportunities, processes, systems and structures are set up to enable and encourage people in all or particular groups and areas to take part in sport and recreation or to improve their performance to whatever level they desire”.***

This definition was also reflected by The Sports Council North West⁶, but was further enhanced to include Sport Development as a process by which interest and desire to take part may be created in those currently indifferent to the message of sport (Sports Council North West, 1991:3). Though somewhat comprehensive in its explanation the latter alludes again to the aspect of total participation in sport. Hylton and Bramham (2008:2)⁷ endeavour to shed some light on the matter by arguing that sport development is a term used to describe policies, processes and practices that form an integral feature of the work involved in providing sporting opportunities and positive sporting experiences. Based on these definitions the common denominator relative to sport development is participation in sport. Thus we refer to an adaptation of Collins’ (1995) definition of sport development. That being the Development of Sport, as it pertains to the policy framework is seen as ***“the conceptualization, development and application of systematic mechanisms and processes which ultimately seek to strengthen, supplement and broaden the various systems which comprise and underpin the networks of sport infrastructure within the twin island republic of Trinidad and Tobago”.*** Thus the Development of Sport can be interpreted as the strengthening of the institutions, mechanisms and infrastructure which serve and support sport.

12.1.2 Sport for Development

Sport for Development on the other hand refers to the use of sport as a vehicle to achieve personal, community, national and international development objectives⁸. In simple terms, Sport for Development refers to the use of sport as a catalyst to initiate and sustain social development. In the context of Sport for Development, sport is seen as a universal remedy for many of society’s ills, to the extent that the United Nations had devoted an Inter-Agency Task Force to that effect whose sole directive is to focus on “Sport for Development and Peace”, to assist with the achievement of the now; ***Sustainable Development Goals***⁹. The declaration of the 2030 Agenda for Sustainable Development acknowledges sport’s role for social progress, stating; ***“Sport is also an important enabler of sustainable development. We recognize the growing contribution of***

⁶ Definitions and other quotes cited from Houlihan B., Handbook of Sport Development, 2011

⁷ Cited by Houlihan B. Handbook of Sport Development, 2011

⁸ Extracted from an article from: http://www.sportanddev.org/en/learnmore/what_is_sport_and_development/

⁹ <http://www.un.org/wcm/content/site/sport/home/sport>, further information to supplement this article can be found at www.righttplay.com (what is sport for development and peace)

sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives”¹⁰.

Sport offers a range of benefits that are relatively cost efficient and wholly attractive, in most instances serving up win-win situations for all interested parties and stakeholders. In the context of social development, sport offers up a plethora of avenues for exploitation¹¹:

- i. The promotion of Health and Disease Prevention
- ii. Enhancing Societal Inclusion & Health of all Persons, especially persons with Disabilities
- iii. Conflict Aversion, Resolution and Peace Building
- iv. Reinforcing Values and Strengthening Youth Development, Social Regeneration and Inclusion
- v. Promotion of Gender Equity and Equality, Empowerment of girls and women through sport
- vi. Enforcement of Human Rights
- vii. Crime Fighting Initiatives and as well as Community Development

Additionally, obesity affects almost half of the population of all countries in Latin America and the Caribbean, with the exception of Haiti. The highest obesity rates also reside within the Caribbean, with Trinidad and Tobago having a record thirty one percent (31%) of their population being obese¹². Student participation in physical activity is also an issues as studies revealed that 47.3% of children with the 13-15 age range spent on average 3 or more hours a day doing seated activities. Only 29.5% of students went to physical education class on 3 or more days each week, whilst the percentage of students who were active for at least 60 minutes per day for more than 5 days out of a total of 7 days was only 29.2%¹³. This highlights the need for sport as well as the applications of sport for development in Trinidad and Tobago.

12.1.3 Framework Rationale

The framework employs the use of two navigational mechanisms to transact or to address the strategic dimensions of Sport for Development and the Development of Sport, namely:

- Legislative Reform and Development and
- Institutional Reform

“Legislative Reform and Development” will be utilized to fuel the advancement of sport by creating and revisiting in some instances the legal and regulatory framework guiding the operations of organizations and individuals that are integral to sport.

By employing legislation to guide the manner in which the institutions and organizations that are integral to sport operate, there will be a refinement and overhauling of the processes, roles and

¹⁰ <https://www.un.org/sport/content/why-sport/sport-and-sustainable-development-goals>

¹¹ http://www.ineesite.org/uploads/files/resources/What_is_Sport_for_Development_and_Peace.pdf

¹² www.fao.org/news/story/en/item.463472/icode (May 4th, 2017)

¹³ http://www.who.int/chp/gshs/2011_factsheet_trinidad_and_tobago.pdf?ua=1

operations of said institutions. The legislative reform mandate would then pilot that change towards the desired policy outcomes. This would result in a reciprocal effect as depicted by the policy framework. The changes emanating from or derived from the application of the various pieces of legislation will drive the reform processes within the sport sector. As the changes continue to occur and processes and operations continue to evolve, so will the entire sector, and with that reformation, sport for development and the objectives identified will thus be transacted by the driving force of institutional reform.

Legislative Reform and Development

This objective addresses the lack of legislation supporting sport development. In most instances projects and programmes are implemented without legislation to support and make adherence to stipulated guidelines and policies, mandatory, thus many of the MSYA's and SPORTT's programmes and projects lack the necessary legal framework that ought to be in place to guide as well as protect both the organizations and individuals as it pertains to sport participation. Existing legislation which currently govern sport participation in Trinidad and Tobago include amongst others; The Brighton Declaration on Women and Sport, The Boxing Control Act, Anti-Doping in Sport Act and the Children's Act. MSYA proposes to advocate for amendments to some of these legislations as well as development of proposed legislation which includes, but is not limited to;

- i. The Sport Act
- ii. Legislation establishing:
 - o The Sport Commission
 - o The Sports Disputes Tribunal and
 - o The Combat Sports Commission (To replace the Boxing Control Act).
- iii. Major Events Management
- iv. Child Protection
- v. Sport Governance Policy regarding the Management of National Governing Bodies of sport (NGBs)
- vi. Legislation regarding the implementation of a Sport Complaints Authority

Institutional Reform

This objective deals specifically with the institutions operating within the sport sector. It entails streamlining and in some cases the complete overhaul of the existing frameworks and institutional cultures which no longer fuel, but obstruct the Development of Sport. This will ensure that the said institutions are in a state of preparedness to facilitate the adoption of a comprehensive approach to the Development of Sport. This will manifest in a change in the embedded organizational and historical cultures and perceptions that exist, which hinder the Development of Sport, as well as organizational efficiency and effectiveness. Proposed reforms include:

- i. Restructuring of the Ministry of Sport and Youth Affairs' roles, departments and operations

- ii. Short-term restructuring of the Sport Company of Trinidad and Tobago's roles, responsibilities and functions
- iii. Transitioning of SPORTT to The Sport Commission of Trinidad and Tobago (SCOTT)
- iv. Introduction of Inter-Ministerial Collaborative Committees
- v. Creation of a National Council for the Development of Sport (NCDS)
- vi. Introduction of quarterly stakeholders forums
- vii. MSYA & MOE collaboration for implementation of sport curricula in primary and secondary schools

The shared objectives depicted at the center of the framework, represent those broad objective areas which navigate both thematic areas of “Sport for Development” and “Development of Sport”. Total participation, though an integral part and fundamental pillar of the Development of Sport (Houlihan B. 2011), also services Sport for Development initiatives. The duality relates to the benefits of a healthy and active population and its correlation to high economic productivity and subsequently reduced health costs to the state. Similarly capacity building services the Development of Sport via the upgrading of technical, academic skill and knowledge of professionals involved in and responsible for the delivery of sport and support services for sport. This also impacts on Sport for Development initiatives because as the numbers and the skill level of professionals increase within a country, so does the national index of/for respective professionals in that field. Thus one can see the correlation between the policy themes and the reciprocal relationship that the policy framework depicts. The underlying fact remains that Sport for Development and the Development of Sport are intrinsically linked and as such if the proper emphasis is placed on the pursuit of one, with the resources required to sustain the process, the resounding changes will have a trickle-down and trickle-up effect which will result in the symbiotic advancement of both facets of the Development of Sport and Sport for Development.

13.0 POLICY GOALS

The Policy Themes are geared towards the development of sport in Trinidad and Tobago as well as to foster the development of Trinidad and Tobago in its entirety through Sport for Development. This will be achieved through the collaborative efforts of the relevant government agencies, NGBs, sport serving bodies, athletes, technical staff and coaches in collaboration with the national sporting facilities, regional and community grounds consistent with Government's National Policy.

Specific policy goals emanating from the Policy Themes are as follows:

- xiii. Clarifying the roles and responsibilities of Sport Organizations
- xiv. Improving overall Governance
- xv. Improving Financial Management
- xvi. Promoting Sport Specific Research Development and Planning
- xvii. Improving Asset Management and Infrastructural Development
- xviii. Promoting Public Private Partnerships
- xix. Developing the Sport Tourism Sector
- xx. Addressing the deficiencies and shortages of human resource and technical skill within the sport industry
- xxi. Prioritizing sport marketing, promotion and communication
- xxii. Developing sport commerce
- xxiii. Promoting sport as a tool for social and community development, and
- xxiv. Adopting a comprehensive sport development system and focus.

The policy goals are directly attributable to the major problems facing the sport sector. On conducting a situational analysis of the issues affecting and hindering the development of sport within the twin island republic (***Refer to Page 17, section 5.1***).

14.0 POLICY REQUIREMENTS

14.1 High Performance Sport

“Creation of an enabling environment to actively seek, nurture and develop new and existing talent in sport to facilitate the development of competitive and elite athletes who strive for excellence.”

This objective addresses the systems, programmes and institutions which facilitate and are geared towards award winning performances of local athletes and teams at the international level. The aim therefore is the streamlining and implementation of processes and mechanisms which manifest themselves in the marked improvement of the world ranking of national teams and athletes, thus propelling Trinidad and Tobago’s recognition as an emerging sporting power internationally.

This will entail the adoption of international policies and regulations to guide athlete development as well as increasing the quantity and quality of support services available to and accessible by athletes. Supporting this thrust will be the implementation of a national framework that replicates a long term athlete development model, spanning the introduction to sport, talent identification, development and programme transitioning.

To achieve this objective, the Ministry of Sport and Youth Affairs through collaborations with the relevant organizations will:

	Individual Objective Areas
i.	Prioritize the implementation and institution of <i>Anti-Doping and Ethics in Sport</i>
ii.	Facilitate and encourage <i>Elite Athlete and Coach Development</i>
iii.	Advocate <i>High Performance Program Development & Implementation</i>
iv.	Facilitate and ensure the <i>Provision of High Level Competition and Hosting of National, Regional and International Competitions</i>
v.	Provide and foster <i>NGB Support and Development</i>
vi.	Work towards the <i>Development of partnerships with tertiary level academic institutions</i> for the development of Sport Programmes for Coaches, Athletes, Sport Administrators, Technical and other pertinent individuals
vii.	Ensure the strategic <i>Development and Implementation of a Talent Identification Framework for High Performance Athletes</i>
viii.	Spearhead the <i>Development of National Performance Targets</i> for International Competitions and Elite Athlete Performances regionally and internationally
ix.	Facilitate the <i>Upgrading of Existing and Provision of New Facilities</i> for Training
x.	Spearhead the <i>Development of Technical Plans</i> aimed at Increasing the Number of Nationals Serving on Technical and Administrative Boards of International and Zonal Federations

xi.	Work towards the <i>Formation of Alliances and Fostering the Signing of Agreements</i> with International Federations to have Trinidad and Tobago serve as a Development Center in the Region
xii.	Make mandatory the <i>Investment in holistic Sport Development</i> ; psychological, emotional and physiological
xiii.	<i>Emphasize the importance</i> as well as exalt the <i>values of “fair-play” and “good sportsmanship”</i> in sport
xiv.	<i>Facilitate the establishment of</i> a structured <i>primary and secondary school sport programme</i> in collaboration with the Ministry of Education
xv.	<i>Adopt physical literacy</i> as a <i>fundamental and foundational</i> aspect of sport development
xvi.	Establish of the <i>Sport Institute of Trinidad and Tobago</i>
xvii.	Spearhead efforts towards the <i>inclusion and expansion</i> of the use of <i>ICT in sport</i>

14.2 Total Participation

“The glamorization and mass production of sport; ensuring that there is a resurgence of sport participation at all societal and individual levels, irrespective of age, race, gender and/or physical ability.”

This objective seeks to expand the reach of sport, making sport accessible and applicable to all groups and individuals within Trinidad and Tobago. The aim being to encourage active participation in sport at every level and generating interest to sustain said participation, whilst supporting the goals of talent identification and the broad strategic objective of “Sport for Development”. This will entail the resumption and summary expansion of community sport programmes and competitions, increased technical capacity to support the implementation of community programmes, whilst emphasizing the re-establishment of volunteerism as a means of encouraging participation and subsidizing the shortage of human resources.

The major impetus for the achievement of the individual objectives outlined under this broad heading, is the fostering of partnerships between corporate Trinidad and Tobago and other public sector organizations to facilitate programme and project implementation. The Ministry of Sport and Youth Affairs to this end will:

	Individual Objective Areas
i.	Reestablish and Prioritize the <i>Introduction to Sport</i> programmes
ii.	Develop and Expand on <i>Recreational Sport</i> programmes
iii.	Restructure and coordinate <i>Competitive Sport</i> programmes

iv.	Facilitate the <i>development</i> of historically <i>marginalized sports</i> as well as the <i>de-marginalization of particular sports forms</i>
v.	Facilitate the development and increase in the numbers of <i>Technical Sport Personnel</i>
vi.	Champion collaborations aimed at facilitating <i>Private and Commercial Sector Partnerships</i> for Sport Delivery
vii.	Facilitate and coordinate a <i>National Sport Programme Development</i> exercise
viii.	Promote and foster the Implementation of a <i>Volunteer and Technical Personnel Development</i> Programme
ix.	Coordinate the expansion as well as restructuring of <i>Community Sport Programmes</i>
x.	Foster through collaborations, the Provision of <i>community sporting competitions</i>
xi.	Advocate and mandate the implementation of <i>Gender Equality Initiatives</i>
xii.	Specify <i>sport programme development</i> for rural and marginalized communities as well as under-utilized sport facilities
xiii.	<i>Upgrade and implement provisions for the aged and differently-abled individuals</i> at all sport facilities
xiv.	Liaise with relevant authorities and agencies to <i>establish committees to spearhead the implementation of structured games and competitions for the aged and differently-abled</i> population in accordance with the national health policy and UNCRPD Article 30 ¹⁴
xv.	<i>Work with the TTOC, MOE, SCOTT</i> and other relevant organizations to <i>develop and implement plans, programmes and initiatives</i> geared towards <i>increasing the knowledge, practice and application of physical literacy</i> in Trinidad and Tobago

14.3 Capacity Building

“To ensure that all individuals and institutions responsible for servicing the needs of sport are equipped with the necessary skill and competencies to adequately do same.”

This objective seeks to develop the skills, knowledge and abilities of institutions and individuals working in and charged with overseeing the development of sport in the twin island Republic of Trinidad and Tobago. It directly addresses the policy issue of “Shortage of qualified technical and administrative sport personnel” which currently exists, and is geared towards the optimal development of skills, competencies and capabilities of individuals and institutions charged with the development of sport. The aim of the objective is to strengthen the institutional framework by reinforcing the foundations which start with the human capital resources that are employed.

This will be achieved by:

	Individual Objective Areas
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¹⁴ United Nations Convention on the Rights of Persons with Disabilities, Article 30.

i.	Advancing an <i>Increase in the Number and Skill Level of Coaches</i> per Sporting Discipline
ii.	Piloting programmes aimed at <i>Increasing the Number of Sport Volunteers and Technical Officials</i> across sporting disciplines
iii.	Facilitating an annual <i>Increase in the Number of Internationally Qualified Coaches, Technical Officials and Administrators</i> across sporting disciplines
iv.	Collaborating with the relevant authorities for the <i>Development of Physical Education Programmes and Curricula for Teachers</i> as well as <i>Primary and Secondary Schools</i>
v.	Development <i>of Curricula for Administrative Development for Executives of NGBs, CBOs and SSBs</i>
vi.	Development and implementation of <i>Institutional Training for Staff and Employees</i>
vii.	<i>Assessment and development of standards for remuneration</i> for sport professionals and technical officials
viii.	<i>Development and implementation of a “code of ethics”</i> for coaches and sport administrators
ix.	<i>Development and adoption of medical assessments and baseline criteria for sport participation at all levels</i>
x.	<i>Development and implementation of national certification programme and standards for local coaches</i>

14.4 Administrative Reform

“To support effective and efficient operations of organizations which serve the needs of sport in Trinidad and Tobago.”

This objective seeks to re-evaluate and re-align the various systems, procedures and operational/administrative processes of the institutions responsible for the management and implementation of sport programmes, projects and policies, thus maximizing the utility derived from invested resources. The operations of many of the institutions including those of the MSYA need to be reviewed and/or revisited to ensure that they are performing at optimum efficiency, eliminating wastage and duplication, streamlining of processes to accommodate policy and programme shifts towards the enforcement of new mandates.

It is of equal importance that no duplications exist and that each institution is empowered to operate as efficiently and effectively as possible with a view to achieving its respective mandates. To achieve this objective, the Ministry of Sport and Youth Affairs will:

	Individual Objective Areas
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i.	Evaluate with a view to <i>restructure the Operational Framework, Structure, and Programs of the Ministry</i>
ii.	Evaluate, with a view to recommending <i>restructuring of NGB's Administrative Structures, Operations and Programs</i>
iii.	Champion the <i>Development of a National Sport Action Plan</i> in Support of the National Sport Policy
iv.	Facilitate the Development of Collaborative Policies and Agreements to guide the <i>Joint Collaborative Efforts between the Ministry of Sport and Youth Affairs and other Ministries</i> in support of Sport for Development Initiatives
v.	Spearhead the <i>Development of a Research Agenda for Sport</i> in Trinidad and Tobago to provide baseline statistics on sport and sport related activities
vi.	Spearhead effort to <i>implement gender equality and representative participation</i> across <i>sport administrative boards, executives and other organizations</i> servicing sport in accordance with the CEDAW Convention Articles
vii.	Champion the <i>Development and implementation of an In-House Relational Database</i> for Ministerial operations, Athletes and other sport related data
viii.	Bring to fruition plans for the <i>Establishment of the Sport Commission</i>
ix.	Facilitate and collaborate with relative organizations for the <i>Establishment of a Coaches and Athletes' Commission</i>

14.5 Financing Sport

“Ensuring that organizations, projects, programmes and individuals implicit to the development of sport have access to financial resources required for the realization of goals and objectives.”

This objective encompasses all activities and initiatives which address the financing of sport. In the past, the allocation of financial resources has always been problematic, owing to the timing of disbursements and the lack of a formal structure to rationalize the disparity in the amount of funding allocated to organizations existing within the institutional framework of sport. The aim therefore is to re-evaluate the policies that dictate the manner in which and to whom funds are allocated, as well as to establish alternate sources of sport funding. To achieve this, the Ministry of Sport and Youth Affairs will:

	Individual Objective Areas
i.	Review and restructure the Existing Funding Policies ○ Review of Criteria for awarding funding: ▪ Elite Athlete Funding ▪ Grant Funding ▪ NGB Subventions ○ Introduction of assessment guidelines for processing funding requests ○ Establishment of more effective internal auditing system for the enforcement of proper checks and balances ○ Expansion of funding streams
ii.	Establish guidelines via policy for a system of incentives and rewards for sport athletes
iii.	Restructure and refocus funding streams to favour developmental athletes
iv.	Seek Cabinet approval for the Establishment of a Sport Specific Fund
v.	Spearhead collaborative endeavours for the Establishment of Private Partnerships with Commercial Sector to Fund Sport Development
vi.	Mandate the Development and implementation of Revenue Generating Activities and Plans for New and Existing Sport Facilities
vii.	Seek to Establish Sponsorship Opportunities for Elite Athletes and Teams through Alliances with Internationally Recognized Brands
viii.	Develop and implement guidelines for the reporting of international funding
ix.	Develop and implement a “Returns on Investment Policy” for sport funding
x.	Review the current rate structure policy for rental of sporting facilities, as well as the development of rate structures for the new national facilities
xi.	Develop a naming rights policy to guide the advancement of a proposal to address naming rights of new national facilities

14.6 Enabling Environment

“Ensuring that the physical and intellectual infrastructure required to facilitate participation in sport and sport development is not only present, but at an acceptable standard.”

This objective seeks to ensure that the requisite infrastructure and support systems required for the Development of Sport and Sport for Development objective achievements are in existence and are

executed in accordance with national and international standards. Ensuring that athletes have adequate facilities and competition to aid development. It involves ensuring that facilities are in existence and said facilities are built in accordance with international standards and specifications. Relevant to an enabling environment is the issue of information dissemination to the wider population.

To achieve this, the Ministry of Sport and Youth Affairs will:

	Individual Objective Areas
i.	Aim towards the Construction of <i>Designated Homes for Major Sporting Discipline</i>
ii.	Facilitate and Liaise with the relevant authorities to oversee the <i>Construction and maintenance of Community Parks, Recreational Grounds and physical sport and recreational areas for primary and secondary schools</i>
iii.	Work with the OPM, TTOC and other relevant organizations to <i>develop and implement instruments</i> which seek to <i>protect children in sport, promote gender equality and eliminate all forms of discrimination in sport.</i>
iv.	Work with the relevant organizations for the Establishment of <i>Community Programmes</i>
v.	Assist in the Establishment of <i>National as well as Community and Other leagues</i> and Competitions for Each Sporting Discipline
vi.	Develop a <i>Nation-Wide Marketing and Communications Network for Sport</i>
vii.	Mandate and facilitate NGB's focus on <i>Local Club Development</i> through the restructuring of funding criteria
viii.	<i>Provide and facilitate the maintenance of sporting equipment</i> as well as development of a policy outlining equipment acquisition, care, use and disposal and/or replacement at sporting facilities nationwide
ix.	<i>Invest in sport science and physical literacy equipment</i> in support of LTAD programme implementation
x.	<i>Address manpower shortages as well as sport vacancies across the sport industry</i>
xi.	<i>Create</i> avenues for <i>employment for sport professionals</i> , and facilitate training opportunities in specialized areas of sport
xii.	<i>Implement a schedule for regular emergency simulation exercises at sport facilities as well as compulsory first aid, basic and advanced life support training for facility staff</i>
xiii.	<i>Develop and adopt ambulatory standards and requirements for sporting events</i>
xiv.	<i>Establish a "Sports Complaints Authority"</i>

14.7 Marketing and Communication

“To ensure that sport and sport-related information pervade every facet and network of this society, emanating from all relevant sources and pervading into the households of every community and borough.”

This objective addresses the dissemination of sport information throughout the country, sporting network and all relevant stakeholders. It seeks also to keep all nationals and interested parties informed about sport and sport developments. Integral to sport is the marketing component which addresses the need to sell our own sporting facilities both locally and internationally.

Though addressed predominantly by the objectives of “Enabling Environment”, “Infrastructure Development” and “National Cohesion and National Pride, this objective will be achieved by:

	Individual Objective Areas
i.	Facilitating the Development of <i>nation-wide marketing and communications networks for sport</i>
ii.	Spearheading the Development and <i>implementation of comprehensive plans</i> for the <i>management, operation and marketing of all sporting facilities</i>
iii.	Collaborate with the Ministry of Tourism to <i>Develop and implement comprehensive plans</i> for the <i>promotion, marketing and management, of all local, regional and international sporting events</i>
iv.	<i>Collaborating with the MoH to present health data and statistics</i> as a means to facilitate participation in sport and physical activity
v.	<i>Fostering greater collaborations</i> and facilitate better working relationships between <i>local and regional media houses</i> , and sport stakeholders to bring about <i>more effective coverage of local sport</i> and sporting events

14.8 Research Development and Planning

“The establishment of a research agenda for sport and the assimilation of sport-related data for Trinidad and Tobago.”

This objective is aimed at identifying the areas in sport where there is a lack of data or information, and formulating strategy to facilitate data collection in the identified deficient areas. In addition to addressing the general absence of sport-related data, the objective also seeks to support research-based planning, and monitoring and evaluation in sport. To achieve this objective, the Ministry of Sport and Youth Affairs will collaborate with other public and private organizations to:

	Individual Objective Areas
i.	Develop a <i>Research Agenda in/for Sport</i>
ii.	Create <i>a Sport Records Database</i>
iii.	Establish <i>Baseline Figures and Statistics for Sport</i>
iv.	Institute “ <i>Evidence Based</i> ” <i>Planning and Programme Development in/for Sport</i>
v.	Facilitate the <i>Development and Expansion of Monitoring and Evaluation</i> for Ongoing Data Collection and Assimilation
vi.	Conduct research/ <i>sport science activities</i> aimed at fostering <i>elite athlete development</i>
vii.	<i>Make available research grants, scholarships and/or internships to tertiary level institutions to facilitate sport specific research</i> as well as work with relevant organizations to <i>stimulate growth of the sport manufacturing industry</i>

14.9 Industry and Commerce

“To establish the sporting industry as a viable candidate for economic diversification, by capitalizing and maximizing revenue generating potential and capabilities.”

This objective entails the expansion of revenue generation from sport as well as operationalizing the business side of sport which has long been neglected and under-developed. Additionally, the current economic climate has highlighted the important role that sport can play, as a viable option for economic diversification. With revenue generation as the driving factor for this objective, the Ministry of Sport and Youth Affairs will:

	Individual Objective Areas
i.	Comment on and work towards <i>revising the draft sport tourism policy</i> in conjunction with Tourism Trinidad (TTDMCL) and Ministry of Tourism so as to establish and adopt a sport tourism mandate
ii.	<i>Vigorously pursue a sport tourism mandate</i> , collaborating with the MoT, TTDMCL and other relevant stakeholders, with a focus on the following areas:

	○ Sport Services: ▪ <i>Athlete physiological testing</i> ▪ <i>Brian Lara Cricket Academy</i> ▪ <i>Sport Institute of Trinidad and Tobago</i> ▪ <i>Coaching, Technical & Administrative Services</i> ○ Sport Events: ▪ <i>Identification of viable tournaments and activities</i> ▪ <i>Development and expansion of identified tournaments, events and activities</i> ▪ <i>Development of leisure/recreational/novel sport categories</i> ▪ <i>Development and promotion of indigenous sports</i> ▪ <i>Sport business events tourism (congresses, forums, conferences)</i> ○ Sport Infrastructure: ▪ <i>Offer local sport infrastructure as winter training venues to collegiate, professional and national teams</i> ▪ <i>Seek collaborations with regional & international federations towards the building and development of new and existing facilities for regional and international tournaments.</i>
iii.	Seek to <i>establish corporate sector sponsorship</i> and alliances <i>with National Teams as well as Facilities</i>
iv.	Work with the relevant stakeholders towards the development and implementation of <i>Marketing and Business Development Plans</i> for <i>NGB's</i>
v.	Seek to <i>Establish Trinidad and Tobago as a Regional Development Centre for sport</i> in the English speaking Caribbean Region
vi.	<i>Capitalize on existing sport infrastructure</i> and market them to the wider Caribbean and international sporting organizations
vii.	<i>Diversify into non-traditional as well as new and emerging sports</i> to establish market share and capitalize on growth of said niches
viii.	Assist in <i>the marketing and development of indigenous sports</i> and sport forms

14.10 Social Development

“The use of sport programmes, projects and initiatives to assist with combatting societal dysfunction towards achieving peace and sustainable development as outlined in the Draft National Development Strategy 2030 and the Sustainable Development Goals.”

This objective alludes to the adoption of a symbiotic approach towards the Development of Sport and Sport for Development. In so doing it seeks to foster collaborative endeavours with various Ministries and private entities by using sport to help achieve their respective mandates whilst capitalizing on the opportunities and benefits that are to be derived from said collaborations.

To achieve this, the Ministry of Sport and Youth Affairs will work with the following Ministries and state organizations to achieve the stated mandates and objectives outlined:

	Individual Objective Areas
i.	<i>Ministry of Education (MoE)</i> The MoE has four (4) objectives as outlined in the Governments’ National Policy, which are both integral to and facilitated by the use of sport and sport initiatives. These are; • Develop a culture of Discipline, Production and Tolerance in all schools and emphasize these core values in the curriculum • Fully integrate sports, culture, language, arts and physical education into the education system • Ensure that our system of education at the primary, secondary and tertiary levels prepares our young people for the challenging world of science and technology • Promote and encourage continuing education and adult education. These mandates are directly correlated to the Ministry of Sport and Youth Affairs objectives of: • Supporting the establishment of structured physical education programmes in primary and secondary schools • Facilitating the establishment of a structured Primary and Secondary Schools Sport Programme • Implementation of the Sport Institute of Trinidad and Tobago • Facilitating the adoption and expansion of ICT and technological advances in sport and sport programme development

	• Development of capacity building programmes for coaches, NGB executives and provision of sport courses. In moving forward, the MSYA through its objective of supporting the establishment of structured physical education and sport curricula in primary and secondary schools can assist by helping the MOE with the implementation of the said programmes and the development of curricula. In addition to this, the engagement in sport and the exposure to the programmes can be utilized by the MoE as a tool towards the achievement of its mandates as expressed by developing a culture of Discipline, Production and Tolerance. The Ministry of Education, through the Tertiary Education division can also assist the MSYA with its objective to develop the capacity of sport personnel through its mandate of promoting continuing education in addition to accessing governmental scholarship programmes to assist in developing the capacity of sport personnel.
ii.	<i>Ministry of Health (MoH)</i> With respect to health, the MoH has two mandates as per the Governments’ National Policy that can be achieved through the use of sport programmes and initiatives and that provides opportunities to the MSYA for objective achievement. Specific MoH mandates include: • Promote efficient, equitable, accessible and cost effective approaches to address issues and factors that constitute a significant disease burden to our population • Promote population engagement and social participation as a means of enhancing the empowerment of individuals to cultivate favourable health seeking behaviors. The MSYA to this end will encourage sport participation amongst the general population through its <i>“Total Participation”</i> objective, specifically across communities and, especially for differently abled individuals. The MoH in turn will be expected to partner with the MSYA to develop and implement relevant programmes and initiatives that seek to encourage and foster a healthy lifestyle amongst the general population as well as create awareness of existing health issues and the importance of maintaining a healthy lifestyle through active sport participation.
	<i>Ministry of National Security (MNS)</i> One of the major issues that has faced this country is that of crime. The MNS, as referenced in the Governments’ National Policy has three (3) mandates that can be facilitated by the MSYA through sport and sport initiatives. These include:

	• Identify programmatic and strategic prevention, intervention and suppression activities that target three critical areas affecting juveniles: violence/guns, drugs and gangs • Embed pro-social development strategies towards preventing any young person from becoming involved in offending behavior and • Implement an aggressive public outreach campaign on effective strategies to combat juvenile violence The MSYA, through its community, school and volunteer sport programmes, can provide avenues that engage youth and act as deterrents to criminal activity. Same can also be utilized as proactive measures that combat juvenile delinquency. Through the objective of “Total Participation”, the MSYA will collaborate with the Ministry of National Security to optimize existing programmes and develop new programmes which address or assist in the achievement of the stated mandates. The employed initiatives will effectively reduce the recruiting base of criminal elements by engaging youths in sport and sport related activities.
iii.	<i>Ministry of Social Development and Family Services</i> As stated in the Governments’ National Policy, this Ministry has two (2) mandates that correlate to the MSYA’s policy objective. They are: • Emphasis on social impact studies and feedback to help formulate government policy and • Focus on the needs of the elderly, children, differently abled individuals and other disadvantaged groups. The MSYA through its objective of “creating a research agenda in sport”, will seek to collaborate with the Ministry of Social Development and Family Services in an effort to conduct research in the stated area as it pertains to sport. This will provide much needed data and statistics for academics and scholars wishing to pursue additional studies in these areas. It will also assist in the development of sport specific programmes as well as projects to assist development in the identified areas whilst focusing on the needs of the differently abled and other disadvantaged groups.
iv.	<i>Ministry of Community Development, Culture and the Arts (MCDCA)</i> There is indisputable evidence that place matters to the socio-economic well-being of individuals. That is, where you reside is associated with one’s life chances. Researchers have found that a number of unproductive outcomes including high levels of crime, violence and delinquency, school drop outs, teen pregnancy can be found clustered in specific geographic areas. It becomes acutely important that efforts are concentrated around making spaces more livable for individuals and families. Sport is integral to

	community development. It is unsurpassed in its ability to promote social cohesion, create avenues for life skills building, mentorships and the prevention of many social maladies at the community level The Ministry of Community Development, Culture and the Arts has identified a number of strategic goals towards building resilient, safe and sustainable communities. In the context of synergies with the objectives relevant to sport for development, these include: • Encourage strong community bonds • Inculcate a sense of community pride • Create opportunities for communities to work together to accomplish common goals towards their sustainable development The MSYA through its mandate to develop community sport programmes, leagues and liaise with other organizations to facilitate the construction of community parks and recreational areas, will work with the MCDCA to bring these objectives to fruition.
v.	In addition to working with these core ministries, the MSYA will also seek to adopt a collaborative approach towards policy objective achievement by working with additional Ministries whose mandates fall within the purview of MSYA Policy Objectives. Most of the said mandates are in support of the “Sport for Development” impetus and all highlight a social component which contributes to the development of Trinidad and Tobago, specifically as it relates to Vision 2030 and the achievement of the Sustainable Development Goals. These include: • The Ministry of Finance • The Tobago House of Assembly • Ministry of Rural Development and Local Government • Ministry of Foreign and CARICOM Affairs • Ministry of Labour and Small Enterprise Development • Ministry of Trade and Industry • The Ministry of Planning and Development

14.11 Infrastructure Development

“Upgrading and maintenance of existing sport facilities whilst facilitating the planned construction of new facilities.”

The objective seeks to focus and pay much needed attention to the state of our existing sport facilities. The main focus is the refurbishment as well as upgrading and maintenance of existing facilities. To achieve this, the Ministry of Sport and Youth Affairs will:

	Individual Objective Areas
i.	Conduct <i>audit and needs analyses of all recreational grounds and sport facilities</i> in Trinidad and Tobago
ii.	Create an <i>upgrade schedule for all sport facilities and recreation grounds</i> based on the findings of the audit
iii.	Create <i>National Standards for all sport facilities and recreation grounds</i>
iv.	<i>Upgrade</i> existing sport <i>facilities</i> to meet <i>international and national standards</i>
v.	<i>Construct New Facilities and Recreational Grounds</i>
vi.	Develop and Implement <i>comprehensive plans for the management, operation and marketing of all sporting facilities</i>
vii.	Continue <i>data collection on sport Facility usage</i>
viii.	Establish a <i>statutory organization responsible for the management, upkeep and maintenance of all sporting facilities</i> nationwide
ix.	Develop a standardized facility maintenance policy for all manner of local sporting facilities
x.	Ensure that OSHA regulations as well as contingency plans and policies relative to emergency planning are incorporated in the operational plans of every sporting facility

14.12 National Cohesion and National Pride

“To foster participation and the interest of the general population in matters and events relative to sport.”

This objective seeks to raise awareness and foster a sense of togetherness and patriotism amongst nationals of Trinidad and Tobago in matters of sport, not just internationally, but locally. Especially at the communal and sub-communal levels. To achieve this, the Ministry of Sport and Youth Affairs will seek to initiate a resurgence of sport enthusiasts at the national level, by engaging the nation’s youth first and foremost as a means of setting a precedent that is expected to create a vacuum which will compel the participation of parents, guardians, family and community members. Thus to achieve this, the Ministry of Sport and Youth Affairs will:

	Individual Objective Areas
i.	<i>Increase</i> the numbers and locations of <i>annual summer sport camps</i>

ii.	Establish <i>family and community oriented sport programmes</i> and events
iii.	Develop <i>community centred sport competitions</i>
iv.	Introduce <i>sport game shows and weekly trivia</i>
v.	<i>Collaborate with the MoE</i> to conduct and <i>implement a national structure</i> towards conducting <i>sport competitions in primary and secondary schools</i> , at the <i>district and national levels</i>

15.0 IMPLEMENTATION AND ACTION PLANS

The policy is comprehensive and covers the broad areas of the Development of Sport, as well as the diverse initiatives implicit to Sport for Development, in addition to highlighting the transversal issues inherent to both facets. Given the holistic nature of the policy, it is imperative that individual action plans as well as implementation plans be constructed to map the pathways towards the realization of stated policy objectives and the efficient and effective execution of same. Pending Cabinet approval of the policy, the subsequent documents, identified as those instruments that were never pursued, and which lead to the demise of the 2002 NSP, will be developed to support the implementation of the policy. This will allow MSYA to navigate the pitfalls which were previously identified, thereby maximizing the odds of a successful implementation of the National Sport Policy. The said documents include:

- The 2017 - 2022 NSP Action & Implementation Plan Document
- The 2017 - 2027 NSP Monitoring and Evaluation Framework Document
- The 2017 – 2020 National Framework for the Development of Sport and Sport for Development

The “Action & Implementation Plan Document” will outline the operationalization of policy objectives and initiatives in detail, identifying the parties responsible for the implementation, resources required, budgets etc. as well as identifying the respective timelines and key deliverables for same. The Monitoring and Evaluation Framework will outline the respective methodology and indicators to measure performance of respective policy objectives, initiatives, programmes and projects, whilst the latter, “The National Framework for the Development of Sport and Sport for Development” will embody a MOU document that will be developed in collaboration with the identified key stakeholders, and will outline the actions to be taken by the respective organizations in support of the NSP objectives and mandates.

The institutional framework underlying the policy objectives is contingent to the success of the policy, thus action plans will highlight the roles as well as responsibilities of all stakeholders in bringing the policy objectives to fruition. In an effort to ensure that a sturdy monitoring and evaluation framework is employed, the policy implementation will be subdivided or embedded in a chronological sequence which spans short term, medium term and long term time frames. The former will entail a time frame of one (1) to three (3) years. Medium term in this context will be used to describe a time frame of four (4) to six (6) years, whilst the latter will speak to a time frame of seven (7) to a ten (10) year period. Thus the overall implementation framework will span ten (10) years.

All initiatives which fall within the short and medium term time frames, will form the basis of the Ministry of Sport and Youth Affairs 2017/2022 strategic plan, thus the implementation plans and frameworks will be detailed therein. Based on the implementation schedule specific objectives will be addressed via the respective initiatives in annual operations plans. Each of the relevant departments and stakeholders identified in the NSP Action Plan, will be responsible for the facilitation as well as implementation of the relative policy objectives identified. Pending Cabinet approval specific action plans will then be developed for all objectives referenced in the NSP.

16.0 INSTITUTIONAL FRAMEWORK & ROLES OF KEY STAKEHOLDERS

16.1 RESPONSIBILITIES OF THE MINISTRY OF SPORT AND YOUTH AFFAIRS

MSYA in its role as policy administrator will maintain oversight of the implementation of policy objectives and formulating subsequent policies to support the implementation of the National Policy on Sport. Thus the overarching role of MSYA will be one of policy formulation and oversight of implementing agencies. In this regard, MSYA shall be responsible for the following:

- i. Formulating policies and strategies for the overall regulation of sport development in Trinidad and Tobago.
- ii. Reviewing and preparing policies and strategic plans that inform sport development and sport for development objective attainment.
- iii. Monitoring and evaluation of the performances of implementing organizations relative to the National Sport Policy.
- iv. Overseeing and managing relevant funding streams in accordance with the draft funding policy as well as review of policies for the disbursement of said funds and the use of sporting facilities.
- v. Alignment of strategic and policy direction with sport development, operational and strategic plans of National Sport Governing Bodies.
- vi. Project management; coordinating budget estimates and monitoring expenditure.
- vii. Spearhead the transition from the SPORTT to the SCOTT as well as implement interim operational measures and guidelines to facilitate the alignment of policy objectives with the existing framework.
- viii. Restructuring Ministry of Sport and Youth Affairs Divisions/Units specifically the Sport and Physical Education Division to facilitate policy implementation as well as the establishment of SCOTT.
- ix. Establish and maintain a database of all national sporting organizations, community groups and clubs and facilitate incorporation under the Companies Act, 1995.
- x. Establish and maintain a database of all athletes, coaches, facilities and organizations as well as maintenance and updating of sport expenditure records.
- xi. Compile and make available to the public annually, the listing of all National Sporting Organizations, community groups, clubs, athletes, and coaches that access funding for the development of sport and sport for development initiatives.

- xii. Establish a national database of the sporting achievements of all national sporting organizations, clubs and athletes. Establish a management committee and secretariat for the review of applications for grant funds.
- xiii. Facilitate NGB community coaching and sport development programmes,
- xiv. Collaborate with other Ministries and private sector organizations to facilitate policy and programme implementation in support of sport development and sport for development initiatives.
- xv. Work with and provide oversight to TTADO, TTCBC & TTBBC.
- xvi. Assisting in the resolution of disputes among sport stakeholders through the establishment of the Sport Dispute Resolution Centre and Sports Complaint Authority
- xvii. Development and establishment of legislative framework to support sport development, inclusive of the establishment and implementation of a Sport Act and the SCOTT.
- xviii. Establish and work in collaboration with the National Council for the Development of Sport to provide consultation on programme, project and policy implementation.
- xix. Facilitate the development and implementation of the Sport Academy as well as the Sport Institute.

16.2 THE SPORT COMPANY OF TRINIDAD AND TOBAGO LIMITED (SPORTT)/SPORT COMMISSION OF TRINIDAD AND TOBAGO (SCOTT)

The Sport Company of Trinidad and Tobago Limited will be transitioned to the Sport Commission of Trinidad and Tobago. Pending this transition, the SPORTT will continue to execute the duties outlined, however when the SCOTT is established, the entity will assume the role as the executing or implementing arm of the MSYA. SCOTT will be responsible for working with stakeholder organizations to bring the policy objectives to fruition. In this regard, the SCOTT shall be responsible for:

- i. Provision of Sport Science support to facilitate athlete and coach development in the areas of sports medicine, nutrition, rehabilitation, strength and conditioning and sport psychology services.
- ii. Facilitating the institutional development and capacity building of National Governing Bodies as well as athletes through the implementation of an NGB Development and Athlete Development Unit.
- iii. Development of podium ready athletes through the implementation of the sport development plan and sport development centres.

- iv. Subvention dissemination to “Priority” classed National Sport Governing Bodies.
- v. Management and maintenance of the state’s sport facilities and swimming pools.
- vi. Monitoring and evaluation of National Governing Bodies of Sport.
- vii. Management and oversight of elite athlete and elite coach development programme.
- viii. Provision of project management oversight for the design, construction, upgrade/rehabilitation of sport facilities.
- ix. Oversight of business development and the development of sport as a viable economic contributor as well as the implementation of the NGB Business Development Unit.
- x. Oversight and Management of Sport tourism thrust and outlook.
- xi. Facilitation of public private partnerships for the development and maintenance of sport and sport facilities as well as development and implementation of marketing and business plans for sport facilities.
- xii. Provision of athlete rehabilitation, and strength and conditioning services.
- xiii. Development of coaching programmes for the certification of coaches in the various sporting disciplines in collaboration with the respective National Sporting Organizations.
- xiv. Development of NGB’s and SSB’s, providing administrative and technical assistance and consultancy services to facilitate the efficient and effective operations of the said entities.
- xv. High performance programme development and implementation.
- xvi. Assist NGB’s with organization of National as well as International competitions.

16.3 THE MINISTRY OF EDUCATION

The Ministry of Education shall continue to monitor schools to ensure that Physical Education curricula is implemented at all levels of the education system from pre-school to the tertiary level. In addition, it will develop and co-ordinate sports and physical recreation activities in schools with the co-operation and assistance of the Ministry of Sport and Youth Affairs

Accordingly the Ministry of Education will:

- i. Continue to pursue its mandate for schools in all Education districts to adopt the introduction to sports at an early age with emphasis on primary and secondary schools.
- ii. Facilitate the Establishment of a National Sport Administrative body at the Primary and Secondary school level to facilitate and coordinate the administration of sports and sporting competitions across the primary and secondary school system nationally.
- iii. Continue to development/design, implement, monitor and evaluate Physical Education Curricular across all primary and secondary schools in collaboration with MSYA.
- iv. Develop in collaboration with the MSYA and monitor the implementation of sport coaching curricular across all primary and secondary schools.
- v. Physical Education and Sport curriculum planning and implementation, at all levels of the education system, especially the tertiary level to meet the needs of the local sport industry.

- vi. Collaborate with teachers, especially physical education teachers relative to athlete and programme development for physical education at the primary and secondary school level.
- vii. Work with tertiary level institutions to ensure that Physical Education is compulsory and forms part of the core curriculum for primary and secondary school teachers, as well as to ensure that teaching physical education is part of the assessment criteria for entry into the teaching service at the Primary school level.
- viii. Ensure the deployment of physical education teachers and coaches to all schools to facilitate the development of sport and the success of the Primary and Secondary schools sport programme initiative.
- ix. Monitor tertiary institutions which are accredited to award certification in Physical Education to ensure that they are adequately equipped for the training of Physical Education teachers.
- x. Work with related agencies to have certificate, diploma and degree courses in physical education offered at tertiary education institutions accredited to award teaching degrees.
- xi. Work with accredited tertiary education institutions to develop a policy to allow student athletes sufficient time to complete their course of studies while representing the country at the highest levels.
- xii. Collaborate with UWI/UTT and other tertiary level institutions to implement a professional development lecture series specifically designed for sport administrators.
- xiii. Work with the Ministry of Sport and Youth Affairs to develop its research agenda and facilitate research in the area of sport through academic programmes at UWI, UTT and other tertiary level institutions.
- xiv. Facilitate the signing of MOU's between the Ministry responsible for sport and youth affairs and tertiary level institutions to implement an OJT training programme for individuals enrolled in sporting programmes.
- xv. Facilitate the implementation of administrative programmes specifically designed for sport administrators to increase competency and efficacy.
- xvi. Facilitate the "holistic sport development" agenda by facilitating the implementation of sport science and sport psychology programmes at tertiary level institutions.
- xvii. Work with the MSYA as well as NGB's and zonal and international sport organizations to develop MOU's which would culminate in development centre status being awarded to Trinidad and Tobago.
- xviii. Work with the MSYA, SPORTT, NGB's and other relevant organizations to facilitate the hosting of inter secondary, primary and tertiary level sport competitions annually.
- xix. Work with the MSYA to execute as well as develop new gender equality initiatives at the primary, secondary and tertiary levels.
- xx. Work with the MSYA in conducting an evaluation and needs analysis of all sporting facilities within primary and secondary schools nationwide.

16.4 THE UNIVERSITY OF THE WEST INDIES/THE UNIVERSITY OF TRINIDAD AND TOBAGO & OTHER TERTIARY LEVEL INSTITUTIONS

- i. Shall work in collaboration with the Ministry of Sport and Youth Affairs and the Ministry of Education in respect to the training of teachers, to facilitate the teaching of physical education as well as the provision of specialty administrative courses to cater to the needs of NGB & SSB executives in addition to athletes and coaches.
- ii. Work with the Ministry of Sport and Youth Affairs, NGBs and regional and zonal international sport organizations to facilitate the achievement of development centre status for Trinidad and Tobago.
- iii. Facilitate the adoption of holistic sport development by providing academic programmes in sport sciences.
- iv. Collaborate with the Ministry of Sport and Youth Affairs to facilitate professional lectures and course offerings to employees of the Ministry as well as to members of affiliate organizations.
- v. Work with the Ministry of Sport and Youth Affairs to develop and implement a national sports plan to support policy implementation.
- vi. Collaborate with the Ministry of Sport and Youth Affairs to develop a research agenda and to assist in the execution of sport research through the institutional sport programmes that are offered.
- vii. Work with the Ministry of Sport and Youth Affairs to provide jobs to graduating sport professionals by facilitating volunteerism as well as research collaborations.
- viii. Work with the Ministry of Sport and Youth Affairs, TDC and Ministry of Tourism in refining the draft sport tourism policy.
- ix. Assist with the formulation and execution of studies and surveys which are expected to provide baseline statistics on/for sport.

16.5 OTHER MINISTRIES

In pursuing its objective achievements, the Ministry of Sport and Youth Affairs will collaborate with the underlined Ministries to achieve its respective mandates. In instances where synergistic relationships can be formed and maintained to ensure longevity and sustainability of programmes, same will be pursued whilst negotiating with requisite ministries for assistance to facilitate policy implementation. Thus the Ministry of Sport and Youth Affairs in an effort to facilitate the achievement of policy directives and initiatives will endeavor to collaborate with the following ministries with regards to;

MINISTRY	GORTT/MINISTERIAL MANDATE	AMELIORATION WITH MSYA OBJECTIVE/S
Ministry of Agriculture, Land and Fisheries	-Develop a comprehensive agricultural sector plan with the	Establishing standards and provide input and guidance

	view to significantly increasing the sectors contribution to GDP and employment.	relative to the expansion of marine and nature sports to ensure sustainability.
Ministry of Attorney General and Legal Affairs	-Law Revision. -Alternative Dispute Resolution. -Constitution Reform.	Provide Logistics and Support to aid or guide Regulatory Framework for Agreements and International Arrangements as well as provide input to guide MSYA legislation agenda, specifically the sport act and ADR initiatives.
Ministry of Community Development, Culture and the Arts	-Promote the culture of Trinidad and Tobago Nationally and Internationally. -Facilitate the growth of the media and the creative industries by providing an enabling legislative environment free of unnecessary regulatory and bureaucratic restrictions that encourage private sector participation and competition while diminishing the direct role of the state. -Encourage the participation of local communities through schools and local government bodies as a means of growing and refining the raw talent that is abundant across the country, while incubating the next stream of creative capacity.	Assistance with Funding for Total Participation and Sport for Development Initiatives and the facilitation of Annual Sport Auction as well as assistance with the development of NGB business entrepreneurship initiatives and community sport programmes.
Ministry of Energy and Energy Industries	-Work in partnership with business and labour to maximize output, while ensuring fair wages and equitable wealth distribution, appropriate economic returns and social justice.	Funding for Sport, NGB's, Community Development Programmes & Initiatives & facilitation of Sport Auction as part of corporate social responsibility.
Ministry of Finance	-Budgeting/Budgetary Control.	Securing funding for policy initiatives, as well as Tax

	-Customs and Excise.	and Import Duty Exemptions for NGB's & SSB's.
Ministry of Foreign and CARICOM Affairs	-Facilitate the controlled movement of skills and labour within the region. -support regional initiatives and joint action for diplomacy and commercial relations with extra regional markets in South and Central America, Asia and Africa.	Facilitate Travel and VISA Arrangements for National Teams, Athletes and Visiting Teams relative to achieving developmental centre status as well as collaborations for "Sport For Development" objective achievement.
Ministry of Housing and Urban Development	-The accelerated High Density Housing Programme. -Second National Settlement Programme.	Development and construction of Recreational Areas for Total Participation & Sport for Development Initiatives as well as housing assistance for national athletes and other collaborative ventures.
Ministry of Labor and Small Enterprise Development	-More in-depth small business training. -The establishment of new business clusters. -Creation of business clusters within communities.	Render Assistance in the Area of NGB & SSB Business Development Models.
Ministry of Planning and Development	-National framework for sustainable development. -National statistics. -Town and Country Planning & Urban Development. -PSIP & PSMP.	Provide consultation and input for facility planning and construction, data collection as well as the development and maintenance of sport databases.
Ministry of Public Administration and Communications	-Sharing information and keeping the population informed about Government and its Ministries	Assist with the dissemination of sport information nationwide and facilitation of nationwide

	achievements, current and future plans and initiatives.	information dissemination network for sport.
Ministry of Public Utilities	-To ensure that Trinidad and Tobago's utility sector is modern, customer oriented and technologically enabled to provide effective, cost efficient quality services to all citizens.	Securing exemptions and waivers on utilities for sport and youth facilities.
Ministry of Rural Development and Local Government	-Provide the Local Government bodies with additional responsibilities as it relates to planning and building approvals for dwelling houses, simple buildings and small developments. -Foster and create a formal consultative process and forum where NGO's, CBO's and other civil society groups and interested parties can comment on and critique the projects, plans and programmes of local government bodies before they are implemented, and make recommendations for improvement.	Provide Assistance with the Upkeep of Facilities and Recreational Grounds and collaborate with the MSYA for the design and construction of new sport facilities as well as community sport programmes.
Ministry of Tourism	-To ensure that the tourism sector is a developmental priority, driven by a strong and effective public/private sector partnership. -To develop the local tourism industry to realize its full potential. -To transform Trinidad and Tobago into an exciting location for tourism investment. -To market Trinidad and Tobago as a recognized tourism destination in every principal source market. -The Ministry of Tourism is mandated to formulate tourism	Development of Sport Tourism Mandate and Policy and the collaborative implementation of Sport Tourism initiatives.

	policy and strategy. It is also responsible for guiding, regulating, overseeing and fostering the sustainable development and promotion of the tourism sector. This is achieved through effective public, private and community partnerships.	
Ministry of Trade and Industry	-Create synergies between our energy manufacturing services and creative sectors to promote diversification of the economy.	The facilitation and development of bilateral agreements with International Organizations to enhance & develop Local Sport.
Ministry of Works and Transport	-Development of a National Transport Plan.	Agreements and Partnerships for Provision of Transport for National Teams, International Sporting Events, Etc.
Office of the Prime Minister	-Sport and Culture Board Management.	Seek a separation between the sport and culture and thus establish a sport specific fund as well as negotiate for an increase in the percentage of lottery funds committed to Sport.
Tobago House of Assembly	-Ensure that the THA policy designates sports as a primary mechanism for engaging individuals and communities in healthy living; channeling youthful energy; developing discipline, self-esteem and self-confidence; and sharpening social skills.	Development and Implementation of policy objectives and Institutional Framework in Tobago through the alignment of the Tobago Sport Policy with the National Sport Policy.

16.6 NON GOVERNMENTAL ORGANIZATIONS

16.6.1 TRINIDAD AND TOBAGO OLYMPIC COMMITTEE

The Trinidad and Tobago Olympic Committee is recognized as the administrative body for all Olympic Sports including Special Olympics and the sport disciplines included in the schedule of the Commonwealth Games programmes; it is recognized that TTOC has the sole right to approve the selection of national teams to represent Trinidad and Tobago at games sanctioned by the International Olympic Committee and Commonwealth Games Federation. MSYA will collaborate with TTOC, and other relevant organizations in an effort to achieve the objectives set forth in the national sport policy. The TTOC, in an effort to facilitate policy implementation and objective achievement will be expected to:

- i. Work with the Ministry of Sport and Youth Affairs to operationalize the Trinidad and Tobago Anti-Doping Organization (TTADO).
- ii. Work with the Ministry of Sport and Youth Affairs towards making the transition from the Sport Company of Trinidad and Tobago to the Sport Commission of Trinidad and Tobago.
- iii. Continued collaboration via oversight of elite and Olympic athletes and teams as well as providing assistance with the development of high performance programmes.
- iv. Assistance in hosting administrative development courses for sport administrators relative to NGB support and development.
- v. Provide input and collaborate with the Ministry of Sport and Youth Affairs and tertiary level institutions for the development of sport programmes for administrators and technical personnel attached to sport.
- vi. Collaborate with the Ministry of Sport and Youth Affairs and the Ministry of Education to develop and implement sport curricular in primary and secondary schools, and give input relative to the implementation of a talent identification programme for high performance athletes.
- vii. Provide input for the development of national performance standards for international competitions and elite athlete performances internationally.
- viii. Collaborate with the Ministry of Sport and Youth Affairs, National Governing Bodies and other relevant stakeholders to implement community sport programmes nationwide.
- ix. Facilitate and spearhead the conceptualization and implementation of an Annual Sport Auction.
- x. Provide input and collaborate with the Ministry of Sport and Youth Affairs to develop and implement a National Sport Plan and National Sport Programme.
- xi. Assist the Ministry of Sport and Youth Affairs with the evaluation of the administrative structures of NGB's and provide input relative to restructuring and creating business models for same.
- xii. Assist the Ministry of Sport and Youth Affairs and all relevant stakeholders in pursuit of the mandate to have Trinidad and Tobago deemed as a regional development center for sport in the English speaking Caribbean.

- xiii. Assist the Ministry with the development of a research agenda for sport as well as provide sport performance data to populate sport records database.

16.6.2 NATIONAL GOVERNING BODIES FOR SPORT

There shall be one (1) National Governing Body for each individual sporting discipline. This Organization shall be recognized as the official body to administer the sport, based on the criteria established by the MSYA. NGBs shall be representative of all clubs under the purview of their respective sporting discipline, having agglomerated all clubs via an agreement to be represented by a national body or association that will seek the interest of all its members and affiliates.

NGBs are responsible for development and community activities, coach development and elite athlete identification and grooming. NGBs are the local repository for all information about a particular sport and will be expected to register and fulfill all mandatory reporting requirements as necessitated by the Sport Company of Trinidad and Tobago. NGBs will also be expected to collaborate and form an NGO made up of the Presidents of the respective sporting organizations so as to facilitate full representation in matters connected to NGB development, operations and financing.

Specific roles of NGBs include:

- i. Sport development and High Performance programme planning and implementation.
- ii. Talent identification and development.
- iii. Monitoring and development of coaches and clubs.
- iv. Community sport development programme implementation.
- v. National Team development and selection.
- vi. National League planning and scheduling for respective age groups and divisions.
- vii. Development of technical sport personnel.
- viii. Work with the Ministry of Sport and Youth Affairs as well as the Ministry of Education to implement sport programmes at all primary and secondary schools.
- ix. Work with the Ministry of Sport and Youth Affairs to develop a research agenda for sport and to provide data to populate the sports records database.
- x. Facilitate On-Job-Training and Volunteers from Tertiary Level sport programmes registrants and graduates to aid development.
- xi. Work with the Ministry of Sport and Youth Affairs, the Sport Company of Trinidad and Tobago and other relevant stakeholders in developing and outlining plans to increase the number of nationals elected to regional, zonal and international boards for sport across the various disciplines.
- xii. Work with the Business Development Unit of the SPORTT to develop business model with an aim towards self-sustenance.

16.6.3 COMMUNITY SPORTING ORGANIZATIONS & SPORT SERVING BODIES

Community Sporting Organizations must be registered with the Ministry responsible for sport and youth affairs. These organizations have a crucial role to play in encouraging and sustaining total participation in sport at the community level. Community sporting organizations and sport serving bodies will be expected to work with and through the National Governing Bodies to fulfill their respective mandates and objectives relative to sport for development and sport development objectives. In addition, CSO's and SSB's will be expected to assist in the following areas:

- i. The implementation of a volunteer and technical personnel development programme and talent identification relative to same.
- ii. Implementation of community sport introductory and recreational programmes.
- iii. The implementation and execution of community sporting competitions.
- iv. Assist with conducting research specifically data collection.

16.6.4 PRIVATE/BUSINESS SECTOR ORGANIZATIONS

The Private/Business Sector has a crucial role to play in bringing the policy objectives to fruition. In the most part, the MSYA will be depending on the private sectors corporate social responsibility to facilitate collaborations in the areas of:

- i. Facility construction and maintenance.
- ii. Funding assistance for athletes and team sports.
- iii. Assistance in the funding and implementation of sport programmes at all levels (Club, Community, and National).
- iv. Fostering symbiotic relationships between sport and the private sector through the exchange of funding for the benefits of marketing and promotion both locally and abroad,
- v. Support and adoption of "Annual Sport Auction" concept.
- vi. Support and collaboration in the development of business models for NGB's.
- vii. Provide input relative to the business requirements from sport organizations; events, operations and planning.
- viii. Assistance in development of studies, conducting research and providing data to inform decision making.

All private sector sports clubs must be registered with the Ministry of Sport and Youth Affairs

16.7 STANDING COMMITTEES AND ADVISORY BOARDS

16.7.1 INTER-MINISTERIAL FUNDING COMMITTEE

The Inter-Ministerial Funding Committee will be established to review funding applications and make recommendations for awarding financial assistance to National Governing Bodies, Sport Serving Bodies and individuals in support of their plans, programmes and activities that facilitate sport development and sport for development objectives which assist in achieving the mandates of respective ministries, specifically the Ministry of Sport and Youth Affairs, Ministry of Health, Ministry of Education, Ministry of National Security, Ministry of Social Development and Family Services, and The Ministry of Community Development. The specific roles of the Inter-Ministerial Funding Committee include¹⁵:

- i. Make decisions and recommendations, when required, in keeping with the National Sport Policy and the terms and conditions of an Application-to-Approval process governing the disbursement of funds under the purview of the committee.
- ii. Sit as an expanded Assessment Committee including external experts, when required to do so.
- iii. In collaboration with staff, develop and present recommendations to Cabinet on an annual basis regarding the following year's Inter-Ministerial Funding Programme,
- iv. Recommend updates or changes to the specific criteria applicable to a particular programme.
- v. Monitor and assure itself of the effectiveness of the promotion and reporting aspects of the Inter-Ministerial Funding Programme.
- vi. Dictate and maintain a general overview of the funding programme, and help generate ideas for its on-going development and improvement.
- vii. In instances where it is necessary, refer requests for assistance from Community Groups and Sport Clubs to the relevant National Governing Bodies for their review to inform the decision making process.
- viii. Determine the manner in which funding should emanate from the respective Ministries relative to individual applications based on the mandates or objectives addressed.
- ix. Cooperate with National Council for the Development of Sport to provide technical advice as required in the decision making process.

16.7.2 NATIONAL COUNCIL FOR THE DEVELOPMENT OF SPORT (NCDS)

The definitive purpose of the NCDS is to advise the various standing committees as well as the Minister and other relevant stakeholders on matters which correspond to the completion as well as the implementation and oversight of the draft National Sport Policy document and the summary objectives and initiatives outlined within. The NCDS will also be responsible for advising and providing input to the Ministry of Sport and Youth Affairs, and Sport Company of Trinidad and

¹⁵ Extracted and amended from the Grant Fund Committee Terms of Reference document obtained from the Legal Unit of the Ministry of Sport

Tobago on matters pertaining to sport locally, regionally and internationally where and when necessary. The overall objectives of the NCDS include:

- i. To provide the Ministry of Sport and Youth Affairs and its affiliates with technical, professional and logistic advice as well as support on matters relating to the Development of Sport and Sport for Development.
- ii. To assess and analyze MSYA policies, programmes, projects and proposals via best practice applications and evidenced based recommendations.
- iii. To scrutinize and assess the implementation of MSYA's projects, proposals, policies and programmes through prescriptive evaluation, trouble shooting, damage control, stakeholder management and analyses.

17.0 MONITORING AND EVALUATION

Monitoring and evaluation of the policy will encompass departmental or divisional monitoring, which will be outlined in the action plan document which will be developed after consultation with key stakeholders. Oversight of these organizational, departmental and divisional monitoring plans will reside with MSYA's Monitoring and Evaluations Unit, who will work with the office of the Policy Programme Coordinator to gather and assess data to inform the status of policy implementation. Each Ministerial department or organization that is identified as being responsible for the implementation of respective objectives will undertake its own monitoring of specific tasks and operations as outlined in the action plans. Monthly progress reports will then be submitted to Monitoring and Evaluation Department which will in turn validate the said data with its own data collection and monitoring frameworks. The relevant information will be assimilated and data collated on the progress of implementations, to inform the evaluation processes. The Monitoring and Evaluation Unit of MSYA will also be tasked with the development of the Monitoring and Evaluation Framework which will outline the procedures for the monitoring of policy programmes, projects and initiatives. The framework will also outline the data collection requirements for each project, thereby ensuring that data is available to inform the evaluation phases of the policy.

The Ministry of Planning and Development will also be engaged in the development of the policy's Monitoring and Evaluation framework, to ensure that the said framework is aligned to the overall national framework to facilitate data convergence as well as to ensure the integrity of the framework employed. Tantamount to this framework will be the identification of indicators for policy objectives, as well as the incorporation of those targets that will be set within the action plan document, within a comprehensive monitoring and evaluation document in support of the National Policy on Sport.

Evaluations will mimic the implementation sequence outlined, however annual reviews will be conducted to assess the effectiveness of the implementation of those initiatives which are highlighted within the annual operational plans of the Ministry of Sport and Youth Affairs, SCOTT, and other such policy stakeholders. A short term evaluation will also be conducted after the third (3rd) year. This will inform the implementation schedules of Medium – Long Term objectives, with any necessary amendments being adopted to facilitate policy efficiency and effectiveness. A Mid-Term review or evaluation will be undertaken after five (5) years, in an effort to inform the Medium – Long Term objectives, as well as to facilitate possible shifts in the strategic direction of the policy emanating from any changes in administration and/or global or national policy.

A final review will be conducted after the ninth (9th) year, to evaluate the policy objective accomplishment, policy relevance as well as to make recommendations regarding the end of term as well as the formulation of the successive sport policy document.

18.0 CONCLUSION

The current draft policy endeavors to capitalize on the short comings of the 2002 National Sport Policy by addressing the inherent deficiencies identified. The current draft policy also seeks to address the current issues plaguing sport in Trinidad and Tobago firstly by identifying and separating the major facets of sport; Sport Development and Sport for Development. Secondly it endeavors to facilitate the development of sport by adopting a collaborative approach to sport development as well as sport for development.

The draft policy seeks to establish a foundation for future development and expansion of the sport industry by revisiting the institutional frameworks and processes which make up the foundations of the sport industry. Just as an architect needs to strengthen and reinforce a building's foundation prior to building additional floors or infrastructure, similarly must the draft policy prior to establishing any concrete plans for sport expansion and development. Thus the draft policy seeks to redress the deficiencies which exist within the country's sporting framework to pave the way for the implementation of meaningful and expansive development initiatives which manifest in sport ultimately becoming a viable economic diversifier, and Trinidad and Tobago attaining recognition internationally as a world class sporting nation.

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