

## STRATEGIC PLAN ON SPORTING SERVICES

### Overview of the Regional Sector

Sport is an activity that is governed by a set of rules which can be engaged in competitively. It also refers to activities where the physical capabilities of the competitor either makes them win or lose.

For the purpose of this paper sport may be referred to a process where physical education takes place and the end result is evidenced by effectively run programmes in schools at all levels – primary, secondary and even at the tertiary level. Further to that the region would have recorded successes in various areas of sport.

### Scope

This is to establish a programme which aims at developing a strategic plan for Sport and Physical Education in the CARICOM territories. This programme is to include focus on the following key elements

- academic
- social
- economic
- active citizenship
- and overall national development

Geographical area to be covered includes the CARICOM (all 15 countries)

## Target groups

The ultimate beneficiaries of ideal sporting services are

1. CARICOM Member states
2. CARICOM as a credible regional organisation
3. Sporting organisations in each member state
4. Educational Institutions
  - a. Elementary
  - b. Primary
  - c. Secondary
  - d. Tertiary
5. Ministries/Ministers of Sport

## Specific activities

The programme is to be executed to include inputs from

- a. Ministers and Ministries of Sport in each member state
- b. Selected policy advocates/consultants from in and out of the region
- c. Sport officers from CARICOM

The suggestion is to have two distinct phases for this scope of work

- a. preparation and sign off of the detailed design specification
- b. the design and development of the programme as approved by CARICOM

All these activities will be supported by best practices looked at in more developed regions and territories across the world. Also, programmes for development will be submitted to a variety of funding agencies to aid specifically in the social development of communities using sport as the tool.

Sport has become an important component of both developing and developed countries' economies and as a result, measurement of the economic impact of sport has become a feature of these territories. The Caribbean remains a territory with rich tradition in sport, but has not figured a mechanism outside of the traditional approach to measure the impact. In addition if the impact is measured, the results could be used to influence key decision makers.

Sport has been recognized as a billion dollar industry which requires careful planning from the policy to implementation and execution levels, making the best use of new media techniques to take it to the consumers.

The major sporting events such as the World Cup of Football, The Summer and Winter Olympic Games, World Netball Championships, Commonwealth Games are just some of the opportunities that Caribbean athletes have had the distinct opportunity to prepare for and participate in.

The marketing of these events have also become a global business, where far more sports are focusing on global appeal.

### Policy Framework

The Caribbean's goal for the next 10 – 15 years should be one where physical education and sport are available to all; while empowering the nations in the region to achieve and sustain world class performances in the respective areas. They have to be guided by policy which has as a strategy aimed at:

- improving the quality of life for its people
- highlighting the economic benefits of sport
- promoting voluntarism and active citizenship
- building and maintaining of sport infrastructure

- attraction of major events

The environment in the CARICOM member states is conducive to the development and growth of the Sport Sector because of a number of reasons

- a. sound educational system with a focus on physical education
- b. opportunity for a more cohesive policy development
- c. inter scholastic competitions among several age groups
- d. participation in regional competitions in the same age group categories
- e. participation in international competitions
- f. infrastructural development (build out of sporting venues)
- g. hosting of major events in the region
- h. immeasurable media exposure
- i. marketing opportunities for goods and services of the region
- j. opportunities for linkages with other creative sectors

#### Human Resource Requirements

- a. Continued training of teachers in physical education at the Diploma and Degree levels
- b. Training of personnel in support areas of sport, outside of coaching. The areas should include:
  - a. Medicine
  - b. Nutrition
  - c. Mental Health
  - d. Recreation
  - e. Research
  - f. Tourism and Hospitality
- c. Additional training facilities in the region
- d. Exchange programmes with institutions from developed countries

The most important resource available to the CARICOM States is its people. The movement of Sport Personnel across the region should provide opportunities for citizens of Member States to exchange career opportunities, share ideas, facilitate information, promote talent and provide commerce whether amateur or professional.

“The Revised Treaty of Chaguaramas makes provisions for skilled CARICOM Nationals to seek work and to provide services in CARICOM Member States. While these arrangements create new opportunities for Sports Persons, it was observed that the Sport Sector itself at this time does not provide adequate opportunities for economic activity. “Sports Persons for the purpose of free movement of skills are persons who are active in or qualified to enter a particular field of sports with the specific purpose to earn a living as professional or semi-professional. ... Sports Persons include but are not limited to the following: Athletes, Coaches, Team Leaders, Sports Manager, Sports Promoter, Massage Therapists, and Events Managers”

Sports Persons also include Sports Industry personnel, and Sports Science personnel.

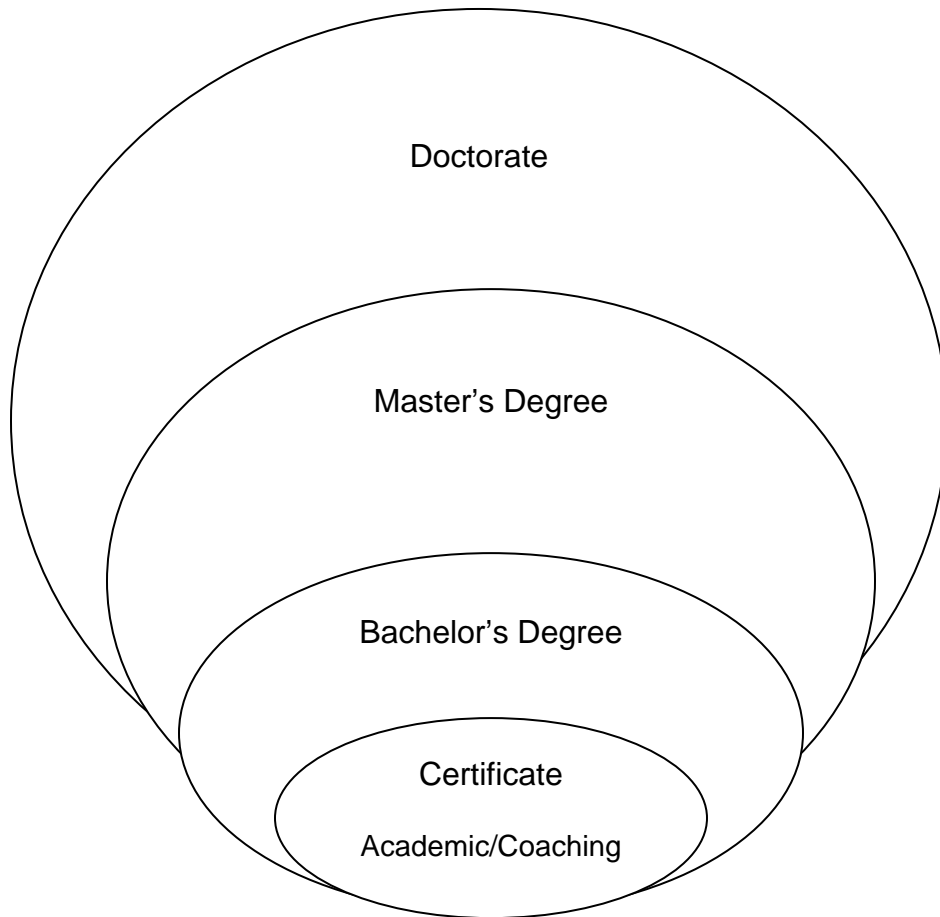
Sports Industry personnel include persons with specialized technical functions within environments related to Sports Media, Sports Journalism, Sports Entertainment, Sports Marketing, Sports Venues and Sports Merchandising.

Sports Science personnel include Physio-therapist, Kinesiologist, Chiropractor, and Lab Technician.

To be more specific, the areas for Coaches are Baseball, Basketball, Soft Ball, Hockey, Racquet Sports, Equestrian, Track and Field Athletics, Soccer, Football, Rugby, Netball, Volleyball, Cricket, Golf, Aquatics (Swimming, Diving, Water Polo, and Synchronized Swimming), Martial Arts, Cycling, Motor Car/Bike Racing, Boating, and Bobsled. Included among Coaches are Trainers in the areas of Boxing, Horseracing and Body Building.

### **Persons with Qualifications**

There are five categories of qualifications, Certificate (Coaching/Academic), Diploma /Associate Degree, Bachelors Degree, Masters Degree, Doctorate, by working from the inside out, by building on personal knowledge through academic pursuits. As knowledge is built sports persons are confidently empowered to produce desired results. With empowered individuals the CSME can design its systems and structures with the appropriate Mission and Strategies to meet the stakeholders' needs.



### CATEGORIES OF QUALIFICATION

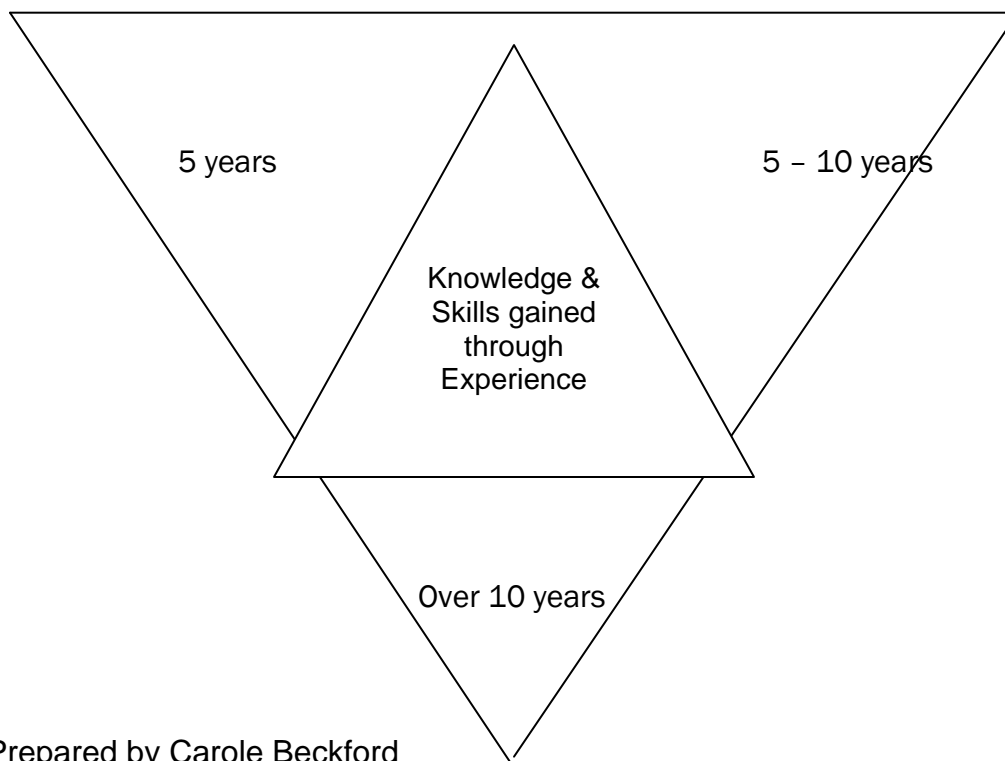
Sports Persons with the minimum qualifications or a combination, in their areas of expertise, gained from Tertiary Institutions across the region or recognized Tertiary Institutions outside of the region, can be considered as having specific requirements for movement. (Tertiary Institutions within the region are Teacher Training

Institutions, All Campuses of the University of the West Indies, All campuses of the University of Technology, Community Colleges, Vocational Instructions, and HEART.)

Sports Persons with Certificates of Coaching at any level from National/International Sporting Bodies through National Accreditation Mechanism can be considered as having specific requirement for movement. (These include WICB Coaching Certificates; FIFA Coaching Certificates; IAAF Coaching Certificates, CANOC Coaching Certificates, among others – The level will depend on the expertise needed)

#### Persons without Qualifications

Sports persons without the qualifications specified under qualified persons, who have the minimum experience of five years with outstanding performances as an athlete, coach, administrator or other sport related areas, with knowledge and skill can be considered as having specific requirements for movement. (Knowledge is to understand what to do and why; Skill is to know how to do what is required)





## PERSONS WITHOUT QUALIFICATIONS

### Other requirements

Whether the sport person is qualified and /or has experience he or she must have a balance of high character and high competence.

A person with high character exhibits integrity; maturity; conscience (understanding right and wrong); self-awareness (ability to examine thought, moods and behaviour); imagination (visualize beyond experience); and independent will (ability to act independently of external influences).

A person with high competence has knowledge and ability. The related Organization, Institution and Sporting Body within the country of origin, must ratify these other requirements by way of references and/or recommendations.

### **It must be noted that:**

1. A sport person should not be discriminated against because he or she is not affiliated with a National Association;
2. Nationals from Member states should be treated as equals of persons from non-member states (U.S.A., England etc.);
3. All persons from Member states should be treated equally during the selection process for recruitment for professional or non-professional services;
4. Over a period of three years National Accreditation Bodies will develop standards common to all Member States, benchmarked against International Standards;

5. Over a period of two years a **Certificate of Recognition** issued by CARICOM will be required by Immigration Departments of Member States in order for the free movement of persons
6. The Immigration Departments of Member States must become familiar with the standards necessary for the movement of Sport Persons across the regions.
7. The Immigration departments of Member States must treat all Nationals from Member States equally.
8. Documentation for travel should be uncomplicated so as to avoid ambiguities in interpretation by Immigration Departments of Member states.
9. The Ministry of Foreign Affairs of each Member State, or Embassies / Missions of non-members should certify all proof of qualifications.

Sport like all other sectors require consistency and harmonization and legislation is one way which the commonality can be achieved. All member states should adopt a basic tenet on which to base their policy paper addressing the needs in the following areas:

1. Scheduling
  - a. Age group and level of participation and interaction
2. Facilities and Equipment
3. Training and Technical Development
4. Health and Safety
5. Education
6. Minority and Sport (female, disabled and elderly communities)

7. Participation
8. Benefits and Awards
9. Finance and Budgeting
10. Media
11. Drugs

Sport can be funded like any other sector, but its non traditional nature and its alleged intangibility makes it a little more difficult for financiers to see it is a good return on an investment. The result oriented fact on sport creates just the winner vs. loser phenomena but with the various official studies and reports on sport from ranking firms like KPMG, they identify the ability of sport to connect peoples from all walks of life, which makes it attractive to fund.

The attraction to commercial banks and other financial houses can be spurred by properly organized development programmes guided by:

- high level participation
- investment in recognized talent
- investment in technical areas to continue the trend of winning
- investment in a community
- investment in recreational and formal facilities and equipment

All this should be based on the premise of education which cannot be ignored as a solid foundation to elite performance in sport at the macro level.

Investors find sectors attractive by virtue of the incentives offered in these two areas:

- equipment (since a lot has to be imported)
- land (to build additional facilities for sustained growth)

As support for the incentive programme subsidies can be offered to the following:

- clothing and footwear (which are a vital part of the marketing of the athlete)
- food/nutrition ( it has been found that athletes tend to come from lower classes, hence the need for subsidies at this level)

It may be recommended to apply tax breaks based on

- sustainability of the programme
- creation of any kind of employment

The Caribbean seemed to have carved out a niche in the international market place based on excellent coaching and technical services even with sub par facilities and those areas are marketable in the global community.

Coaches in the areas of track and field, football (soccer); volleyball, basketball and swimming have been utilized overseas.

More developed countries have explored programmes in sport, but could be tied to already established trade agreements to be operated under similar conditions. Focus can be in geographical zones

- Latin America
- North America
- Asia and Pacific
- Africa

The sustainable sporting services come from the field of

- coaching
- physical training
- management
- marketing
- maintenance of facilities
- research
- officiating in major events (volunteerism)
- journalism

These are services where the region can capitalize on and could be included the Service Industry feasibility which is being prepared as part of some nation's National Export Strategy.

#### Cross Sectoral Linkages

Sport forms part of the Creative Industries which include film, fashion, music and entertainment and the overall Cultural industries. The Brand of the Caribbean has become more pronounced over the last 60 years because of its performance at the international level and specifically at the Olympic Games. This has opened doors for opportunities for the support sectors for sport – manufacturing, design, media and promotion.

The competitiveness of the sector is enhanced by the sustainability programmes which are being proposed and could be further enhanced by legislative support. Example, sport and film are a perfect way of telling our own stories; which could be seen as a developing industry and could attract incentives to encourage film makers.

The competitiveness can be enhanced by the continuous investment in strategic areas of technical development which will be revealed through top-class international performance in the sector.

### Constraints

1. Political ideology differences
2. Human Resources
3. Financial Resources
4. Lack of proper physical infrastructure
5. Lack of policy framework in most countries
6. Crime and its impact on residents (bad international press)
7. Expertise in Marketing
8. Lack of proper research and development
  - a. Tertiary level institutions should encourage proper research
  - b. Offer courses related to sport and its development in the region
  - c. Publication of short stories which can pass on success stories
  - d. Production of films, features and documentaries relating the stories
9. Lack of focus on sport in educational institutions
10. Lack of focus on youth in the elementary stage

### Recommendations

A regional policy must be designed as a blueprint for future generations with set guidelines and procedures focusing on

- equities with age, gender and social class
- funding