



**FINAL
DRAFT**

VISION 2030 JAMAICA

SPORT

SECTOR PLAN 2009 - 2030

**Sport Task Force
September 2009**

Table of Contents

Page

1. Introduction	1
2. Situational Analysis – Jamaica’s Sport Sector	3
2.1 Overview	3
2.2 Issues and Challenges	7
3. SWOT Analysis	10
4. Strategic Vision and Planning Framework – Sport	13
4.1 Vision Statement – Sport	13
4.2 Strategic Planning Framework	14
4.3 Sector Indicators and Targets	16
5. Implementation, Monitoring & Evaluation Framework for the Sport Sector	17
5.1 Implementation Framework	17
5.2 Monitoring and Evaluation Framework	18
5.3 The Way Forward	20
6. Action Plan for the Sport Sector	21
7. Appendices	39

1. Introduction

IN 2006, THE GOVERNMENT of Jamaica (GOJ) mandated the Planning Institute of Jamaica (PIOJ) to lead the preparation of a comprehensive long-term National Development Plan (NDP) which would place Jamaica in a position to achieve developed country status by 2030. Development of the Plan began in January 2007 and thirty-one Task Forces (TFs) including the Creative Industries and Sport Task Force were established thereafter. The TFs represent sectors and areas critical to the achievement of the national goals and have been charged with responsibility for developing the relevant long-term sector plans.

The Creative Industries and Sport Task Force commenced the Plan preparation exercise in April 2007, leading to the completion and submission of a 1st draft report for the long-term development of Creative Industries and Sport in Jamaica. Subsequently, this Task Force was reorganized, with the establishment of a stand-alone Sport Task Force, and the merger of Creative Industries with the Culture and Values Task Force to form a consolidated Culture, Creative Industries and Values Task Force. Following review and stakeholder consultation, and preparation of an action plan for the sector, the Sport Sector Plan for Vision 2030 Jamaica was completed in 2009.

This Sector Plan for Sport is one of the strategic priority areas of the *Vision 2030 Jamaica - National Development*

Plan. It is one of thirty-one sector plans that form the foundation for Vision 2030 Jamaica – a 21-year plan based on a fundamental vision to make ‘*Jamaica the place of choice to live, work, raise families, and do business,*’ and on guiding principles which put the Jamaican people at the centre of the nation’s transformation.

Vision 2030 Jamaica will strengthen the role of sport in national development by: broadening opportunities for participation in recreational and competitive sports for persons of all age groups; increasing facilities for sporting events at the national, community and school levels; increasing the number of trained coaches, administrators, and other personnel; strengthening the institutions for sport education and administration; and establishment of appropriate and effective policies, legislation and regulations to promote sport participation. Through its strategies and actions, Vision 2030 Jamaica also plans to increase the growth of sport as a business and commercial activity with potential to contribute to Jamaica’s economic development, and to ensure the consistent production of elite athletes who can compete at the highest levels of international sport.

The preparation of the Plan was supported by a quantitative systems dynamics computer model – Threshold 21 Jamaica (T21 Jamaica) – which

supports comprehensive, integrated planning that enables the consideration of a broad range of interconnected economic, social and environmental factors. The T21 Jamaica model is used to project future consequences of different strategies across a wide range of indicators, and enables planners to trace causes of changes in any variable or indicator back to the relevant assumptions and policy choices.

This sector plan was developed using the following processes:

- Participation of Task Force Members¹ through Task Force Meetings² that were used to solicit ideas and views on Creative Industries and Sport issues and challenges facing Jamaica as well as identifying a vision for Sport in Jamaica, and determining key goals, objectives and strategies for the sector
- Research on international best practices in Sport that could be adopted in the Jamaican context
- Hosting meetings with sport stakeholders
- Review of relevant documentation on the Sport sector.
- Development of a detailed Action Plan with responsible agencies and time-frames for implementation.

This Sector Plan for Sport is structured in the following main chapters as follows:

- Situational Analysis
- SWOT Analysis
- Strategic Vision and Planning Framework
- Implementation, Monitoring & Evaluation Framework
- Action Plan

¹ See Appendix 1 for List of Members of the Creative Industries and Sport Task Force/Sport Task Force.

² See Appendix 2 for Listing of Task Force Meetings.

2. Situational Analysis – Jamaica’s Sport Sector

2.1 Overview

JAMAICA IS DISTINGUISHED by the world-wide reach of its culture, including music and sport. The National Culture Policy of 2003 sees culture playing an important role in Jamaica’s national development through promotion of positive national self-identity, development of cultural industries and institutions, and cultural linkages to entertainment, education, science and technology, intellectual property rights, media, industrial development, tourism, environment and heritage.

One of the most powerful manifestations of Jamaica’s cultural heritage is in the field of sport. Jamaica has demonstrated the ability of its sportsmen and sportswomen to compete successfully at the highest international levels for almost a century. Athletes such as George Headley, Herb McKenley, Donald Quarrie, Merlene Ottey, Michael McCallum, Courtney Walsh, Veronica Campbell, Usain Bolt and Asafa Powell have become national icons who have contributed to the fame of Jamaica in ways that are comparable to the contributions made by the island’s most famous creative artistes. The successes of national sporting teams such as the Reggae Boys (in football) and Sunshine Girls (in netball) in international competitions, and the performance of the Jamaican track and field team at the Beijing Olympics, have provided occasions for unprecedented demonstrations of national pride and unity.



While the greatest successes have come in track and field events, the range of sports in which Jamaicans have recorded significant international achievements also include cricket, football, netball, boxing, tennis, cycling, swimming, bobsledding and table tennis. While a full discussion of Jamaica’s sporting accomplishments is beyond the scope of this sector plan it is relevant to note that these achievements have not rested only on the raw talents of athletes but also have been supported in most cases by sustained programmes of training and development involving collaboration between the public sector, private sector and voluntary organizations. The most successful example of this model has been the ongoing partnership between the Jamaica Olympic Association (JOA), and national sporting organizations such as the Jamaica Amateur Athletic Association (JAAA), the Institute of Sport (Insport) and private sector sponsors that has contributed to the world-class achievements of Jamaican athletes at the junior and senior levels for over half a century.

2.1.1 Policy and Institutional Framework

The National Sports Policy of 1994 seeks to use Jamaica's comparative advantage in sports to support economic and social development and included the establishment of the National Council on Sport. The National Industrial Policy (NIP) of 1996 also targeted sport as a strategic priority for Jamaica's economic development. Overall policy guidance for the development of sport in Jamaica rests with the Minister responsible for Sport, presently within the portfolio of the Office of the Prime Minister. Insport is the main public sector institution responsible for promotion of the development of sport, including sport development in primary and junior high schools and community sports programmes. The Inter Secondary Schools Association (ISSA) was founded in 1910 with the mandate to facilitate the development of secondary school sports through competition, including flagship events such as Boys and Girls Champs (track and field), Manning and DaCosta Cups (football), and the Sunlight Cup (cricket). A total of some 23,792 students participated in ISSA competitions in 2006. At the tertiary level the GC Foster College is the main sports education institution, the only one of its kind in the English-speaking Caribbean, with degree, diploma and certificate programmes, and the capacity to train physical education teachers for Jamaica and the Caribbean region.

The main organizations responsible for sport development beyond the school system include the Social Development Commission (SDC) which guides organized sport activities at the community level, and a range of sport associations which promote and organize recreational and competitive activities for particular sports. The Jamaica Olympic Association has overall responsibility for sports that are part of the Olympic Games. The main national sporting associations include the Jamaica Badminton Association, Jamaica Cricket Association, Jamaica Special Olympics Association, Jamaica Football Federation (JFF), Jamaica Basketball Association, Jamaica Netball Association, Jamaica Hockey Federation, Amateur Swimming Association of Jamaica and the Jamaica Amateur Athletic Association (JAAA). While Jamaica enjoys a wide range of sport associations, many of these organizations, particularly in sports with smaller participation, are constrained by capacity weaknesses including limited funding and human resources, and in many cases operate primarily on a voluntary basis. While Jamaica is relatively well provided with sport trainers particularly in track and field there are inadequate numbers of supporting personnel including sport administrators and managers.³ Appendix 6 provides a summary of the roles and functions of the main stakeholders in the sport sector.

2.1.2 Funding and Infrastructure

Funding for the development of sport in Jamaica has come from a range of sources. The government budgetary allocations to sport have increased from \$10.2 million in 1990/91 to \$340.7 million in 2007/08. Other funding sources include the Sports Development Foundation Limited (SDF) which has provided an annual average of \$57.0 million in project funding over the period 1999 – 2008 for the development of sport infrastructure and facilities island-wide, as well as over \$65 million annually in funding support for

³ Beckford (2007).

national sport associations. The SDF also provides funding to sport institutions and grants to elite athletes to enable participation in international competitions. The CHASE Fund also was established in 2002 to consolidate funding for social sector projects including sport through tax revenues derived from the domestic gaming industry.

The range of sport facilities in Jamaica, include at least twelve major venues with the capacity for hosting major sporting events. The largest and most important venue is the Independence Park Complex in Kingston which includes the National Stadium, National Arena and National Indoor Sport Complex, along with additional facilities for football, track and field, swimming, basketball and netball. Other major facilities are located in various parishes throughout the island including the Trelawny Multi-Purpose Stadium, Sabina Park (Kingston), Jarrett Park (St. James), Brooks Park (Manchester), and Carder Park (Portland). The range of sport facilities in Jamaica also includes facilities at schools, youth clubs, community centres, parks and other locations throughout the island. However there are insufficient funds to maintain existing sporting facilities adequately and there are inadequate institutions and infrastructure to support the development of world-class activities and athletes within Jamaica. Consequently the majority of Jamaican athletes that have achieved international standards have based their training overseas.

2.1.3 Social and Economic Roles of Sport

While there is limited information on the levels of participation in recreational and competitive sport in Jamaica, there are existing policy initiatives that seek to expand and broaden the participation in sport, including policies on healthy lifestyles, the disabled, youth and the elderly. Sport has important social benefits including contributions to physical and mental health, socialization of children and adolescents, and community development. In the Jamaican context sport has particularly important roles in building unity at the national and community levels, including bridging divisions created by political tribalism. The sector plan is based on a broad definition of sport as “all forms of physical activity which, through casual or organized participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.”⁴

Sport also represents a source of wealth for a wide range of occupations, including athletes, coaches, trainers, managers, promoters and entrepreneurs. However, while Jamaican individuals and teams have enjoyed remarkable successes in international competitions, the economic potential of sport in Jamaica has not yet been developed in a significant way. Preliminary investigations suggest that sport is already an important contributor to GDP and employment in Jamaica. However, there are no fully professional sport leagues and relatively limited linkages with other sectors such as tourism, entertainment, health and wellness, printing and manufacturing. There is lack of focus on business opportunities in sport in Jamaica, while the development of the economic potential of sport also is limited by inadequate levels of business skills and technology application in sport and limited financing for sporting ventures. Further, there is no

⁴ Council of Europe (2001).

established system for collection, evaluation and dissemination of data on the economic contribution of the sport sector in Jamaica.

In charting the future for the development of sport in Jamaica it will be necessary to learn from the experiences of other countries that have successful sport sectors. In this regard Australia offers a model with aspects that may be considered for Jamaica, including establishment of the Australian Institute of Sport as a center for the development of elite athletes, investment in sport facilities, research and development including sport science and medicine, and capacity development of clubs and sport associations.

2.1.4 Global Growth of Creative Industries

Cultural industries involve the creation, production and commercialization of contents which are intangible and cultural in nature, which are typically protected by copyright, and which may take the form of goods or services. The range of cultural industries (sometimes also known as "creative industries") include printing, publishing and multimedia, audio-visual, phonographic and cinematographic productions, crafts and design, and also may be extended to include architecture, visual and performing arts, sports, manufacturing of musical instruments, advertising and cultural tourism.⁵ Their economic potential may be illustrated by their growth in the world's largest economy, where core copyright industries in the USA grew three times as fast as the annual rate of the economy between 1977 and the year 1996, when cultural products (including films, music, television programs, books, journals and computer software) became the largest US export for the first time, surpassing other traditional industries, including automobiles, agriculture, aerospace and defense.⁶

Cultural and creative industries represent one of the fastest growing sectors of the global economy, representing up to 7% of the world's GDP with growth forecast at 10% per annum, driven in part by the convergence of media and the digital economy.⁷ It is suggested that sport as a global industry is growing at some 6.1% annually worldwide and may exceed US\$110 billion in value by 2009.⁸ Studies also indicate the contribution that creative industries make to the economies of the regions in which they are located, through income generation and purchases of supplies, and by enhancing the design, production and marketing of products and services in other sectors.⁹ Jamaica possesses the potential to develop its cultural and creative industries into a major economic sector based on its demonstrated competitive advantages and the projected long-term growth of the global creative economy.

⁵ This extended definition based on UNESCO is appropriate for Jamaica.

⁶ Based on a 1996 report by the International Intellectual Property Alliance (IIPA) quoted on <http://portal.unesco.org/culture>.

⁷ Nurse, Keith et al. (2006). *The Cultural Industries in CARICOM: Trade and Development Challenges (Draft)*.

⁸ *National Sport Industry Policy of Jamaica (Draft)* (April 2009), p.3.

⁹ Markusen and King (2003).

2.2 Issues and Challenges

1. Institutions and Infrastructure:

While Jamaica has achieved success in popularizing aspects of its culture it lacks the full set of institutions and infrastructure to support sporting activities at all levels, which inhibits broad participation in recreational and competitive sport. The main issues include the following:

- Government institutions related to sport are fragmented and lack adequate coordination. There is duplication in several functions including planning, marketing and training, thus leading to stretching of limited resources among agencies and lack of clear leadership and responsibilities
- Partnerships and collaboration between government and the private sector have been relatively limited in both the developmental and business aspects of sport
- There is lack of common national vision and integrated plan for sport
- There is need for construction and maintenance of infrastructure for sports including at the national and community levels

2. Intellectual Property:

The development of the economic potential of sport in particular will depend on intellectual property as a fundamental resource. While Jamaica already possesses the fundamental legal framework for protection of intellectual property, the long-term development of sport will require planning to address the challenges of strengthening the ability to protect and use this resource effectively for the benefit of its participants and the country. In this regard the following issues will be relevant:

- Collecting societies in Jamaica are relatively young and lack adequate capacity, resulting in loss of income to Jamaican sports
- There is relatively low appreciation in the sport sector and among the general public of the importance of intellectual property rights
- Need for strengthening capacity of institutions involved in intellectual property regime including Jamaica Intellectual Property Organization (JIPO) and Intellectual Property Centre (IPC)
- Existing high levels of piracy due to fragmented distribution and protection and lack of copyright registration system and copyright enforcement to counter piracy
- Jamaica is not part of a number of critical intellectual property treaties and conventions including the Madrid Treaty

3. Industry Development:

The development of industries and enterprises based on sport will require a wide range of measures aimed at addressing weaknesses in their structure and functioning. The main issues relating to the industry development of the Sport sector include:

- Facilitating the development of marketing and distribution channels will create value-added opportunities, expand market opportunities and increase foreign exchange earnings. However introducing new sport-based products to global, regional and national markets requires meeting competition with content from the main cultural exporters such as the USA, U.K. and India that are backed by high levels of expenditure on marketing by global firms. The growth of electronic media for the distribution of digital content offers opportunities for widening the marketing and distribution options for sport-based products and services from Jamaica
- The creative industries, including sport-based enterprises, are characterized by high numbers of MSMEs and individual entrepreneurs, many of whom function in the informal sector. The fragmentation and small scale of local entities suggest fostering collaboration, networking, joint-ventures and industry clusters, as well as greater mutual trust among industry players and stakeholders and encouraging enterprise and entrepreneurship in the development of new sport-based industries and enterprises
- Strengthening the productive capacity of sport-based industries and enterprises will require improvements in application of modern business and production methods, as well as addressing gaps in business culture and management practices including documentation, contracts and copyright protection
- The development of sports-related enterprises will require increased availability of adequate financing sources
- The potential for inter-sectoral linkages between sports and other sectors in the economy including tourism and information technology has not been developed in a comprehensive manner to date
- Many of the challenges faced by MSMEs (e.g. limited access to credit, high costs of export marketing and inadequate institutional capacity) are also applicable to the sport sector
- Increased emphasis will be needed on development of economically viable sports-related enterprises, including sports tourism, branded merchandise, gyms, sporting goods outlets and sports media products
- The development of professional and semi-professional leagues in sports such as football, basketball and netball should be explored and fostered where viable
- Increased private sector involvement is required in funding of sports development programmes

4. Human Resource Development:

The natural talent of the Jamaican people in the area of sport will require ongoing programmes of education and training to ensure that these human resources and talents are developed to their full potential to meet the international standards. The development of sport will require increased numbers of trained personnel at all levels. There is inadequate capacity for training the increased numbers of sport administrators, coaches, managers and other personnel needed to support the expansion of sport and its role in national development.

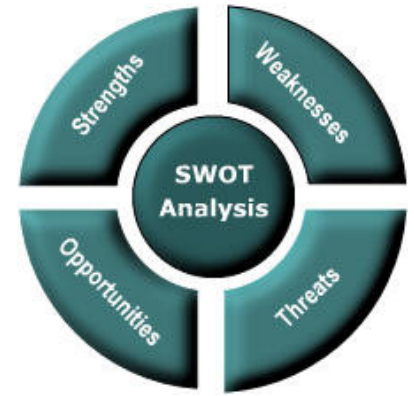
5. Sector Information:

As for a number of other sectors including tourism, distribution and micro and small enterprises there is a lack of adequate statistics and information on creative industries and sport to provide a basis for planning and monitoring or to evaluate their economic impact in domestic and international markets. There are no well designed and implemented systems of data collection on the creative industries and sport, leading to an absence of good data on the performance and contribution of the creative industries and sport to the Jamaican economy. In this regard it should be noted that many industry entrepreneurs are reluctant to provide the necessary data on their operations due to mistrust of government and for purposes of tax evasion.



3. SWOT Analysis

SPORT has the potential to make significant contributions to the sustainable development of countries such as Jamaica. A standard tool of strategic analysis is SWOT analysis, which seeks to identify the main strengths, weaknesses, opportunities and threats for a given entity, ranging from a nation to a sector to an individual enterprise. For Sport in Jamaica the identification of strengths and weaknesses represents the internal assessment of these areas while the consideration of opportunities and threats represents the analysis of the external environment for these areas.



The SWOT analysis, along with the Situational Analysis, form the basis for identifying goals, objectives and strategies that may be employed to apply the strengths and address the weaknesses of the sector, and capitalize on the opportunities and mitigate the threats to the long-term development of the sector.



The SWOT analysis for Sport in Jamaica is presented in Table 1 below.

Table 1: SWOT Analysis – Sport

Internal Analysis	
<div style="display: flex; align-items: center; justify-content: center;"> <div> <p>Strengths</p> <ul style="list-style-type: none"> Abundant natural athletic abilities Demonstrated world-class talent in sports Varied and favourable cultural and environmental factors Increasing awareness of the importance of sport Increasing involvement of local and community groups in sporting endeavours Improving local systems and infrastructure for development of athletes, administrators, and technical staff </div> </div>	<div style="display: flex; align-items: center; justify-content: center;"> <div style="margin-right: 10px;"> <p>Weaknesses</p> <ul style="list-style-type: none"> Limited information on the sector Poor knowledge of media in gathering information resulting unclear message disseminated to public Inadequate institutions and infrastructure to support the development of world-class activities and athletes Lack of requirement by law for the provision of adequate recreational facilities in housing and community developments Lack of maintenance of existing sporting facilities </div> </div>

<ul style="list-style-type: none"> • Greater opportunities to access advanced training locally in some sports • General passion for sports by Jamaicans across both genders • Government’s commitment to funding sports development • Strong Jamaican presence in international sporting organizations • Media’s commitment to greater coverage of sporting events • Improving private sector support for sporting associations and events • Experience in successfully hosting international events 	<ul style="list-style-type: none"> • Insufficient funding to support all levels of each sport • Inadequate marketing capabilities of the sporting organizations to garner potential revenue and spectator support • The absence of player welfare, mentorship and support systems to enhance the total development of the athlete and the sport • Social and educational environment does not provide holistic development for athletes to enable them to maximize their fullest potential in sport and develop life skill and the advancement of the sport. • Nutritional deficiencies and inadequate medical facilities for sport • Inadequate development of business skills • Absence of recognition of business opportunities in sport in Jamaica • Inadequate financing for sporting ventures • Insufficient linkages with other sectors including tourism, health and wellness, printing and manufacturing • Low level of technology application in sport • Lack of coordination and centralization of sports administration under one ministry
---	---

External Analysis

 <p>Opportunities</p> <ul style="list-style-type: none"> • Opportunity for growth of athlete management services and training of sports administrators • Development of bilateral and international agreements for sports development • High international awareness and demand for “Brand Jamaica” and potential of Jamaican athletes • Opportunity to attract international sponsorship for infrastructure development • Growth of local and international media 	<p>Threats</p>  <ul style="list-style-type: none"> • Political intervention • Loss of student athletes to overseas higher educational institutions • Loss of trained athletes to overseas markets • Impact of community violence on sports development and spectator support • Improved sporting performance by competing international countries • Low level of understanding by Jamaican organizations of business intricacies of sports
---	--

<p>channels and demand for sports content</p> <ul style="list-style-type: none">• Opportunity for increased employment in sport• Opportunity for media sales internationally for sports products, programmes and facilities• Opportunity for hosting international sports events based on geographic location, infrastructure, history of hosting international events and level of development in some sports• Existence of West Indian diaspora as market for local sports content	
---	--

4. Strategic Vision and Planning Framework - Sport



THE LONG-TERM PROCESS of planning for Sport is guided by a Vision that describes a future for these areas that is desirable for their stakeholders and that can be achieved through their own efforts within a realistic time frame.

The Sport Sector Plan contains the Draft Vision Statement for Sport, which is based on the contributions of the stakeholders represented on the Creative Industries and Sport Task Force and at the Creative Industries and Sport Sub-Committee meetings held during the Vision 2030 Jamaica planning process.

4.1 Vision Statement – Sport

The Draft Vision Statement for Sport in Jamaica is:

“Sport uniting Jamaica and contributing to national pride through successful performances in and hosting of competitions, with adequate range of facilities and institutions to ensure maximum participation and contribution to human, social and economic growth and development, and comprehensive sport development appropriate for all levels.”

4.1.1 Strategic Vision

The long-term strategic vision for Sport in Jamaica is built on a number of fundamental elements, as presented below.

- i) Ensuring that the necessary conditions are in place for sport to take full advantage of the significant competitive and human resources possessed by Jamaica and to apply them for long-term economic and social development
- ii) Improvement of the policy and business environment for sport in Jamaica
- iii) Development of the management, technical and technological capacity within the sport sector to support successful economic performance
- iv) Greater integration of sport with other economic and social sectors

- v) Ensuring that the long-term development of sport serves to enhance the potential for individual and national development of Jamaica
- vi) Ensuring the ability of Jamaican sport to meet relevant world-class standards consistently

This strategic vision is expressed in the strategic framework for Sport for Vision 2030 Jamaica presented below.

4.2 Strategic Planning Framework

4.2.1 Strategic Approach

The strategic planning for Jamaica's Sport sector is based on the premise that sport has a particularly important role to play in all aspects of Jamaica's national development, including economic, social and cultural development.

Vision 2030 Jamaica will strengthen the role of sport in national development by: broadening opportunities for participation in recreational and competitive sports for persons of all age groups; increasing facilities for sporting events at the national, community and school levels; increasing the number of trained coaches, administrators, and other personnel; strengthening the institutions for sport education and administration; and establishment of appropriate and effective policies, legislation and regulations to promote sport participation.

Through the strategies and actions contained in the Sport Sector Plan, Vision 2030 Jamaica plans to increase the growth of sport as a business and commercial activity with potential to contribute to Jamaica's economic development, and to maximize the role of sport as a source of wealth for a wide range of professions, including athletes, coaches, trainers, managers, promoters and entrepreneurs. The strategic approach will include: developing micro-, small- and medium-sized enterprises (MSMEs) geared at meeting the needs of the 'Business of Sport'; promoting Jamaica as a sports tourism destination; and mobilizing enterprises within other sectors and industries to expand the value chain and linkages with sport. The development of the economic contribution of sport will involve the full participation of our private sector, and will build on the regional dimensions of sport competition and training in the Caribbean.

Finally, the Sport Sector Plan will ensure that Jamaica continues its proud tradition of excellence at the highest international levels of competitive sport through the consistent production of elite athletes. The strategic approach to achieve this outcome will include: establishing strong research capabilities in sport; developing advanced sport programmes at Sport Academies; developing financial support systems to create and sustain elite athletes; and developing supporting facilities and services to facilitate the holistic development of the professional athlete.

4.2.2 Goals and Outcomes

The three (3) main goals and associated outcomes of the Sport Sector Plan are presented below. The Sector Goals represent the ultimate desired state of the Sport sector through which we realize the Sector Vision. The Sector Outcomes represent the desired results which we seek to achieve under each goal. A range of indicators and targets aligned to the Sector Outcomes provide quantitative milestones against which progress in implementing the Sport Sector Plan over time may be measured.

Table 2: Sport Sector Goals and Outcomes

GOALS	OUTCOMES
1: Sport For All	1.1: Increased number of persons of all ages participating in recreational and competitive sports
	1.2: Gender equality in sport
	1.3: Establishment of adequate physical infrastructure for sport and recreation at accessible locations throughout the island
	1.4: Development of increased numbers of trained sport administrators, coaches, managers, facilities managers, sport psychologists, lawyers and sports personnel
	1.5: Establishment of adequate and effective administrative institutions for sport
	1.6: Establishment of appropriate and effective policies, legislation and regulations to promote sport participation
2: Sport as Important Contributor to Economic Growth and Development	2.1: Increased number of sport-related enterprises and employment and increased contribution of sport to Gross Domestic Product (GDP)
	2.2: Establishment of major sport events and attractions in Jamaica
	2.3: Linkages developed between sport and other economic and social sectors
3: Consistent Production of Elite Athletes	3.1: Establishment of advanced sport development institutions and programmes in Jamaica
	3.2: Increased opportunities for participation in world-class sport competitions at home and abroad

It may be noted that the goals of the Sport Sector Plan address the two main dimensions of contemporary sport, namely: Total Participation in Sport (TPS); and High Performance Sport (HPS). Goal 1: Sport For All addresses TPS; while Goal 3: Consistent Production of Elite Athletes addresses HPS.

4.2.3 Integration with the National Development Plan

Under Vision 2030 Jamaica, each Sector Plan is integrated with the strategic framework of the National Development Plan. The Sport Sector Plan is aligned with the National Development Plan under a number of National Goals and National Outcomes, due to the role of sport as a contributor to many aspects of national development, as well as a productive sector in its own right. The Sport Sector Plan is aligned primarily under the following National Goal and National Outcomes:

<u>National Goal #1:</u>	<u>Jamaicans are Empowered to Achieve their Fullest Potential</u>
National Outcome #4:	Authentic and Transformational Culture
<u>National Goal #3:</u>	<u>Jamaica's Economy is Prosperous</u>
National Outcome #12:	Internationally Competitive Industry Structures

Consequently the implementation of the Sport Sector Plan will contribute primarily to the achievement of National Goals #1 and #3 and National Outcomes #4 and #12 of the National Development Plan.

4.3 Sector Indicators and Targets

The proposed indicators and targets for the Sport Sector Plan over the period 2009 - 2030 are presented in Table 3 below.

Table 3: Sport Sector Plan – Proposed Indicators and Targets

Sport Sector Plan					
PROPOSED OUTCOME INDICATORS	BASELINE	PROPOSED TARGETS			COMMENTS
	2007 or Most current	2012	2015	2030	
Contribution of sports to GDP					There are no datasets for collecting data to measure the economic contribution of sport

5. Implementation, Monitoring & Evaluation Framework for the Sport Sector

5.1 Implementation Framework

The implementation of the Sport Sector Plan is an essential component of the implementation, monitoring and evaluation framework for the Vision 2030 Jamaica – National Development Plan. The Plan is implemented at the sectoral level by ministries, departments and agencies (MDAs) of Government as well as non-state stakeholders including the private sector, NGOs and CBOs. The involvement of stakeholders is fundamental to the successful implementation of the National Development Plan and the Sport Sector Plan.

Components of Vision 2030 Jamaica

The Vision 2030 Jamaica - National Development Plan has three (3) components:

1. Integrated National Development Plan:

The integrated National Development Plan presents the overall plan for Vision 2030 Jamaica, integrating all 31 sector plans into a single comprehensive plan for long-term national development. The integrated National Development Plan presents the National Vision, the four National Goals and fifteen National Outcomes, and the National Strategies required to achieve the national goals and outcomes.

2. Medium Term Socio-Economic Policy Framework (MTF):

The Medium Term Socio-Economic Policy Framework (MTF) is a 3-yearly plan which summarizes the national priorities and targets for the country and identifies the key actions to achieve those targets over each 3-year period from FY2009/2010 to FY2029/2030.

3. Thirty-one (31) Sector Plans:

At the sectoral level Vision 2030 Jamaica will be implemented through the strategic frameworks and action plans for each sector as contained in the respective sector plans. Vision 2030 Jamaica includes a total of thirty-one (31) sector plans covering the main economic, social, environmental and governance sectors relevant to national development.

5.1.1 Accountability for Implementation and Coordination

The Cabinet, as the principal body with responsibility for policy and the direction of the Government, has ultimate responsibility for implementation of the National Development Plan. Each ministry and agency will be accountable for implementing the National Development Plan (NDP) through various policies, programmes and interventions that

are aligned with the strategies and actions of the NDP and the sector plans. A robust results-based monitoring and evaluation system will be established to ensure that goals and outcomes of the Plan are achieved. This system will build on existing national and sectoral monitoring and evaluation frameworks and will be highly participatory.

5.1.2 Resource Allocation for Implementation

Vision 2030 Jamaica places great emphasis on ensuring that resource allocation mechanisms are successfully aligned and integrated with the implementation phase of the National Development Plan and sector plans. The requirements to ensure resource allocation for implementation will include alignment of organizational plans in the public sector, private sector and civil society with the National Development Plan, MTF and sector plans; coherence between the various agency plans with the National Budget; rationalization of the prioritization process for public sector expenditure; and increased coordination between corporate planners, project managers and financial officers across ministries and agencies.

5.2 Monitoring and Evaluation Framework

5.2.1 Institutional Arrangements

A number of institutions and agencies, including the following, will be involved in the monitoring and evaluation framework for the National Development Plan and the Sport Sector Plan:

1. **Parliament:** The Vision 2030 Jamaica Annual Progress Report will be presented to the Parliament for deliberations and discussion.
2. The **Economic Development Committee (EDC)** is a committee of Cabinet chaired by the Prime Minister. The EDC will review progress and emerging policy implications on the implementation of Vision 2030 Jamaica and the relevant sector plans.
3. The **Vision 2030 Jamaica Technical Monitoring Committee (TMC)**, or Steering Committee, is to be chaired by the Office of the Prime Minister and will provide oversight for the technical coordination and monitoring of the Plan and reporting on the progress of implementation.
4. The **Vision 2030 Jamaica Technical Secretariat** to be institutionalized within the PIOJ will play a leading role in coordinating implementation, analyzing social and economic data and information, consolidating sectoral information into comprehensive reports on Vision 2030 Jamaica's achievements and results, maintaining liaisons with sectoral focal points in MDAs, and supporting the establishment and operation of Thematic Working Groups.

5. **Ministries, Departments and Agencies (MDAs)** represent very important bodies within the implementation, monitoring and evaluation system. They are the Sectoral Focal Points that will provide data/information on a timely basis on the selected sector indicators and action plans, and be responsible for the timely preparation of sector reports that will feed into the Vision 2030 Jamaica Annual Progress Report. For the Sport Sector Plan, the main MDAs comprising the relevant Sectoral Focal Point will include the Ministry of Youth, Sport and Culture, the Institute of Sport, the Social Development Commission and the Sports Development Foundation Limited.
6. **Thematic Working Groups (TWGs)** are consultative bodies aimed at providing multi-stakeholder participation in improving the coordination, planning, implementation and monitoring of programmes and projects relevant to the NDP and sector plans, including the Sport Sector Plan. TWGs will be chaired by Permanent Secretaries or senior Government officials and shall comprise technical representatives of MDAs, National Focal Points, the private sector, Civil Society Organizations and International Development Partners. TWGs will meet a minimum of twice annually.

5.2.2 Indicator Framework and Data Sources

Appropriate indicators are the basic building blocks of monitoring and evaluation systems. A series of results-based monitoring policy matrices will be used to monitor and track progress towards achieving the targets for the NDP and sector plans, including the Sport Sector Plan. The performance monitoring and evaluation framework will be heavily dependent on line/sector ministries for quality and timely sectoral data and monitoring progress.

The results-based performance matrices at the national and sector levels comprise:

- At the national level, 60 proposed indicators aligned to the 15 National Outcomes
- At the sector level, a range of proposed indicators aligned to the sector goals and outcomes
- Baseline values for 2007 or the most recent past year
- Targets which outline the proposed values for the national and sector indicators for the years 2012, 2015 and 2030
- Data sources which identify the MDAs or institutions that are primarily responsible for the collection of data to measure and report on national and sector indicators
- Sources of targets
- Links to existing local and international monitoring frameworks such as the MDGs

Some gaps still exist within the performance matrix and a process of review to validate the proposed indicators and targets is being undertaken. This process is very technical

and time consuming and requires significant cooperation and support from stakeholders and partners. The performance monitoring and evaluation framework will be heavily dependent on ministries for quality and timely sectoral data and monitoring progress. The system will benefit from our existing and relatively large and reliable statistical databases within the Statistical Institute of Jamaica (STATIN) and the PIOJ.

5.2.3 Reporting

The timely preparation and submission of progress reports and other monitoring and evaluation outputs form an integral part of the monitoring process.

The main reports/outputs of the performance monitoring system are listed below.

1. **The Vision 2030 Jamaica Annual Progress Report** will be the main output of the performance monitoring and evaluation system.
2. **The annual sectoral reports** compiled by the Sectoral Focal Points for submission to the Vision 2030 Jamaica Technical Monitoring Committee. These will be integrated into the Annual Progress Report.
3. **Other products** of the performance monitoring system include issues/sector briefs and research reports.

5.2.4 Capacity Development

There is recognition that building and strengthening technical and institutional capacity for the effective implementation, monitoring and evaluation of the NDP and the Sport Sector Plan is critical for success. This calls for substantial resources, partnership and long-term commitment to training MDA staff. Training needs will have to be identified at all levels of the system; a reorientation of work processes, instruments, procedures and systems development will have to be undertaken; and staffing and institutional arrangements will need to be put in place. Partnership with the Management Institute for National Development (MIND) and other institutions also will be required to provide training to public sector staff and others in critical areas such as results-based project management and analysis, monitoring and evaluation, and data management.

5.3 The Way Forward

The Sport Sector Plan will represent the basis for implementation of the Vision 2030 Jamaica – National Development Plan in the Sport sector. The key steps in the implementation process for the Sport Sector Plan are set out below.

1. Undertake consultations with stakeholders in the sector to present and review the Sport Sector Plan for Vision 2030 Jamaica.

2. Engage with key stakeholders including relevant Ministries, Departments and Agencies (MDAs) to finalize sector-level indicators and targets for the Sport Sector Plan for 2012, 2015 and 2030.
3. Mainstream the Sport Sector Strategic Framework and Action Plan into the Corporate/Business and Operational Plans of the relevant MDAs as the mechanism for implementation in the public sector.
4. Ensure participation by key Sport sector stakeholders in the establishment and ongoing operation of the implementation, monitoring and evaluation framework for Vision 2030 Jamaica, including the Sectoral Focal Point and Thematic Working Group for the Sport Sector Plan.

6. Action Plan for the Sport Sector

The Action Plan represents the main framework for the implementation of the Sport Sector Plan for Vision 2030 Jamaica. The tracking of implementation of the Sport Sector Plan will take place through the Action Plan as well as the framework of sector indicators and targets.

The Action Plan contains the elements listed below.

- i. Sector Goals
- ii. Sector Outcomes
- iii. Sector Strategies
- iv. Sector Actions
- v. Responsible Agencies
- vi. Time-Frame

Vision 2030 Jamaica – National Development Plan

Sport Sector Plan

Vision 2030 Jamaica Sport Sector Plan Draft Strategic Framework and Action Plan

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
Goal # 1: Sport For All				
Outcome 1.1: Increased number of persons of all ages participating in recreational and competitive sports	1.1.1. Increase physical education and sports programmes in schools	1.1.1.1 Mandate physical education classes to Grade 11	MOE	Years 1-3
		1.1.1.2 Boost PE teacher education programmes at tertiary level institutions	MOE, Joint Board of Teacher Education, JTA	Years 1-6
		1.1.1.3 Encourage cooperation in use of community spaces by schools	MOE, SDF, SDC, School Boards, JTA, Insport	Years 1-3
		1.1.1.4 Increase provision of recreational facilities in schools including secured spaces	MOE, MYSC, JSIF, School Boards, SDC	Years 1-12
		1.1.1.5 Train school administrators in marketing and business development of sport	MOE, Joint Board of Teacher Education, JTA, ISSA, Insport, School Boards	Years 1-6
		1.1.1.6 Increase number of education officers for sport	MOE, Joint Board of Teacher Education, JTA, MYSC	Years 1-3
		1.1.1.7 Increase marketing and income-generation of school sport competitions	MYSC, Insport, ISSA, SDC, School Boards, Sporting Associations	Years 1-9
		1.1.1.8 Promote sport as career choice	MOE, Insport, Sporting Associations	Years 1-6

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
		1.1.1.9 Ensure that each school has a minimum of two (2) trained PE teachers (male and female for co-ed schools)	MOE	Years 1-3
	1.1.2. Increase organized sport activities in communities	1.1.2.1 Provide trained personnel and management and monitoring	SDC, Insport, GC Foster College, Teachers Colleges, Sporting Associations	Years 1-6 Ongoing
		1.1.2.2 Build local capacity to manage sport activities	SDC, JSIF, CHASE	Years 1-6 Ongoing
		1.1.2.3 Foster partnerships between community, private and public sector	SDC, Insport, Sporting Associations, MPs, Councillors	Ongoing
		1.1.2.4 Develop sport programmes for different age groups including the retired and elderly	Sporting Associations, MLSS, Jamaica Council for the Elderly, MOHE, Insport	Years 1-6 Ongoing
		1.1.2.5 Strengthen capacity in SDC for sport development at the community level	MYSC, SDC	Years 1-3
	1.1.3. Develop public education programmes on the benefit of sport	1.1.3.1 Increase collaboration among Ministries, Departments and Agencies responsible for health and sport	MOE, MOHE, MYSC, Insport	Ongoing
		1.1.3.2 Develop relevant collateral material	MOE, MOHE, MYSC, Insport	Years 1-3 Ongoing
		1.1.3.3 Develop public-private partnerships including media to promote public education programmes	MOE, MOHE, MYSC, Insport	Years 1-3 Ongoing
		1.1.3.4 Train personnel to develop communication programmes for sport	CARIMAC, NCU, UTech, CPTC, Media, Sporting Associations	Ongoing

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
		1.1.3.5 Promote awareness of locally available sport programmes	MYSC, Media, SDC	Years 1-3 Ongoing
	1.1.4. Strengthen sport development programmes and competitions at all levels	1.1.4.1 Develop and promote Inter-Secondary Schools Championship as premier secondary track event globally	MYSC, Min of Tourism, MOE, ISSA	Years 1-6
Outcome 1.2: Gender equality in sport	1.2.1 Develop public education programmes on gender equality in sport	1.2.1.1 Create and implement programmes to highlight social, physical, and economic values and benefits of sport in educational institutions and communities	MOE, SDC	Years 1-6
		1.2.1.2 Develop and implement programmes to encourage female participation in all aspects of sport	MYSC, Insport, SDC, Associations	Years 1-3 Ongoing
		1.2.1.3 Mandate Government Information Services to introduce & produce programming on gender equality in sport	MYSC, JIS, CPTC, PBCJ	Years 1-3 Ongoing
		1.2.1.4 Encourage gender equality in all aspects of sport including management and coaching, consistent with the Brighton Declaration on Women in Sport	MYSC, Insport, MOE, Funding agencies	Ongoing
	1.2.2 Deepen media and private sector partnerships	1.2.2.1 Encourage, facilitate and mediate partnerships that support equal exposure in media of female sport	MYSC, media houses, Press Association of Ja, associations	Ongoing
		1.2.2.2 Provide economic incentives and financial support for sponsoring,	MFPS, MYSC, private sector, associations	Years 1-6

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
		covering and broadcasting female sport		
Outcome 1.3: Establishment of adequate physical infrastructure for sport and recreation at accessible locations throughout the island	1.3.1 Design / upgrade community facilities for multi-use recreational and competitive sport including activities for the elderly and persons with disabilities	1.3.1.1 Audit, map and circulate listing of all sport facilities across the island (to include ranking)	MYSC (Lead), SDC, SDF, Insport, PIOJ	Years 1-3
		1.3.1.2 Review, update and enforce Town Planning and Building Laws requiring the provision of open spaces, recreational and sport facilities in new developments	Parish Councils (Local Authorities), NEPA, TCPA, MYSC, UDC, NHT, Ministry of Housing, MOHE	Ongoing
		1.3.1.3 Expedite development of sporting infrastructure in communities including secured spaces	SDF, Insport, MOE, SDC, CBOs, JSIF, Communities	Ongoing
		1.3.1.4 Ensure development of sustainability/management/ maintenance plans for sport facilities in communities	Insport, SDF, SDC, JSIF, CBOs, NGOs, Communities, sport associations	Ongoing
		1.3.1.5 Empower and strengthen capacity of local sport and community entities to manage the maintenance of facilities under their control and be held accountable for its upkeep including sanctions and rewards	MYSC, Insport, SDF, SDC, JSIF, CBOs, NGOs, Communities, sport associations	Ongoing
	1.3.2 Ensure multi-sport mini-stadium in each parish	1.3.2.1 Diversify the use of existing and new facilities around a set of core/priority sports targeted to the characteristics of each parish and requirements of national sport programmes	IPL, SDF, Insport, UDC, Parish Councils, PDCs, Constituency Development Programmes, sport associations	Ongoing

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
		1.3.2.2 Ensure that mini-stadia facilities meet required standards and operating procedures, including medical, insurance and security requirements	MYSC, IPL, facilities managers	Years 1-3 Ongoing
		1.3.2.3 Ensure development of business/management/ maintenance plans for each multi-sport mini-stadium	Insport, SDF, SDC, UDC, JSIF, CBOs, NGOs, Parish Councils, sport associations, private sector	Ongoing
		1.3.2.4 Strategically allocate the provision of needed facilities based on audit findings	IPL, MYSC, Insport	Years 1-3 Ongoing
		1.3.2.5 Use multi-sport mini-stadiums as centres for development of professional football in Jamaica	IPL, JFF, Insport	Years 1-3 Ongoing
	1.3.3 Ensure national sporting infrastructure to meet the long-term development of sport	1.3.3.1 Develop long-term national plan for sport infrastructure island-wide as priority requirement	MYSC (Lead), other stakeholders, IPL	Years 1-3
		1.3.3.2 Develop new national multi-purpose stadium that meets modern international specifications / standards (potential sites – Up Park Camp, Caymanas)	IPL, MYSC, SDF, Insport, UDC, sport associations	Years 1-6
		1.3.3.3 Develop and implement long-term plan for existing Independence Park Complex	IPL, MYSC, SDF, Insport, UDC, sport associations	Years 1-6
		1.3.3.4 Develop and implement medium- and long-term plan for Trelawny Stadium	IPL, MYSC, MOT, SDF, Insport, UDC, sport associations	Years 1-15
		1.3.3.5 Develop multi-sport facilities in Catherine Hall	IPL, MYSC, MOT, SDF, Insport, UDC, sport	Years 1-6

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
			associations	
		1.3.3.6 Develop Sligoville stadium complex as national centre for training of youth teams (including residential facilities)	IPL, MYSC, SDF, Insport, UDC, sport associations	Years 1-6
		1.3.3.7 Introduce and expand naming rights for sport facilities as sustainable source of revenue	IPL, MYSC	Years 1-3
Outcome 1.4: Development of increased numbers of trained sport administrators, coaches, managers, facilities managers, sport psychologists, lawyers and sports personnel	1.4.1 Strengthen capacity and delivery of sport related disciplines by tertiary institutions	1.4.1.1 Synchronize and integrate curricula and develop timetables that facilitate interdisciplinary and intercollegiate studies (sport, business, nutrition etc)	MOE, MYSC, UCJ, Council of Community Colleges, tertiary institutions	Years 1-3 Ongoing
		1.4.1.2 Mandate revision of tertiary programmes and schedules to allow for the development of sports related disciplines	MOE, MYSC, UCJ, Council of Community Colleges, tertiary institutions	Years 1-3 Ongoing
		1.4.1.3 Institute sport scholarships and grants to develop sports related disciplines	MOE, MYSC, tertiary institutions, private sector	Years 1-3 Ongoing
		1.4.1.4 Strengthen relationships and collaboration among tertiary institutions	Tertiary institutions	Ongoing
		1.4.1.5 Develop relevant curricula in secondary and tertiary institutions	Tertiary institutions, UCJ, Council of Community Colleges, sport associations	Ongoing
	1.4.2 Adopt international best practices for training of sports personnel	1.4.2.1 Design and benchmark courses that meet Jamaica's varied needs	International sporting bodies, sport associations, Insport, G.C. Foster College	Ongoing
		1.4.2.2 Expand training programmes and	International sporting	Ongoing

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
	including certification	seminars for coaches, sports officers and certified sport managers	bodies, sport associations, Insport, G.C. Foster College	
		1.4.2.3 Carry out major refurbishing and expansion of G C Foster College to ensure quality and quantity of trained personnel	MOE, MYSC, SDF, G.C. Foster College	Years 1-6
		1.4.2.4 Establish accreditation programme for experienced sport professionals and sports personnel (including managers, grooms, grounds men etc.) without certification	MOE, MYSC, SDF, G.C. Foster College, UTech, UWI, Mico, Teachers Colleges, HEART	Years 1-6 Ongoing
		1.4.2.5 Encourage formation of associations of sport professionals including association of sport managers, and affiliation with world governing bodies to support ongoing professional development	G.C. Foster College, UTech, UWI, Mico, Teachers Colleges, sport associations, sport professionals	Years 1-6 Ongoing
Outcome 1.5: Establishment of adequate and effective administrative institutions for sport	1.5.1 Rationalize existing institutions for sport	1.5.1.1 Strengthen the technical and administrative capacity in the MYSC	MYSC, Services Commission	Years 1-3
		1.5.1.2 Establish centralized management for national sport infrastructure	MYSC, IPL	Years 1-3
		1.5.1.3 Rationalize roles and structures of public sector sport agencies around core functions	MYSC, Insport, SDF, SDC, National Sport Council	Years 1-3
	1.5.2 Develop sport administration at primary,	1.5.2.1 Establish regional education officers with core competence in sport administration for primary and	MOE, MYSC	Years 1-3 Ongoing

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
	secondary, tertiary and national levels	secondary schools		
		1.5.2.2 Strengthen existing Primary Schools Association capacity in sport administration based on the ISSA model	Insport, Primary Schools Association, ISSA, MOE, MYSC	Years 1-3 Ongoing
		1.5.2.3 Strengthen existing Jamaica Independent Schools Association capacity in sport administration based on the ISSA model	Insport, Jamaica Independent Schools Association, ISSA, MOE, MYSC	Years 1-3 Ongoing
		1.5.2.4 Support further development of ISSA and other school sport associations	MYSC, MOE, Insport, ISSA	Years 1-3 Ongoing
		1.5.2.5 Build capacity of Insport to support sport development at primary, secondary, and tertiary levels: <ul style="list-style-type: none"> • Collaboration link 	MYSC, MOE, Insport	Years 1-3 Ongoing
		1.5.2.6 Strengthen linkage between Insport and national federations	Insport, national federations	Ongoing
		1.5.2.7 Link disbursement of public sector funding for national federations to performance reports and monitoring	Insport, SDF, national federations	Years 1-3 Ongoing
		1.5.2.8 Strengthen capacity of national federations	National federations, international sporting bodies, JOA	Ongoing
		1.5.2.9 Strengthen mechanisms for collaboration between national federations and schools at all levels	National federations, MOE, Insport	Ongoing
		1.5.2.10 Encourage development of sport programmes at tertiary institutions with suitable facilities	Tertiary institutions, Council of Community Colleges	Ongoing
		1.5.2.11 Reestablish National Sport Council as multi-stakeholder national policy	MYSC, OPM	Year 1

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
		advisory body		
	1.5.3 Establish Sport Academies in Jamaica	1.5.3.1 Establish and expand Football Academy	JFF, FIFA, UWI, UTech, MYSC, G.C. Foster College	Years 1-3
		1.5.3.2 Establish and expand Cricket Academy	JCA, ICC, WICB, MYSC, G.C. Foster College, UWI, UTech	Years 1-6
		1.5.3.3 Establish and expand Netball / Basketball / Volleyball / Badminton Academy	JNA, IFNA, MYSC, G.C. Foster College, UWI, UTech	Years 1-6
		1.5.3.4 Support and strengthen advanced facilities for track and field	UTech, UWI, IAAF, MYSC, G.C. Foster College	Years 1-6
		1.5.3.5 Establish multi-sport academy	UTech, UWI, JOA, MYSC, G.C. Foster College	Years 4-10
		1.5.3.6 Develop specialized educational programmes for promising athletes	MOE, ISSA, sporting associations, private sector	Years 1-3
		1.5.3.7 Develop specialized sport high schools	MOE, UTech, UWI, JOA, MYSC, G.C. Foster College, sporting associations	Years 4-10
Outcome 1.6: Establishment of appropriate and effective policies,	1.6.1 Develop legal framework for sport including relevant materials	1.6.1.1 Revise / adjust labor laws to recognize and protect the rights of professional athletes and sports personnel	MOJ, OPC, MYSC, UWI Law School, UTech	Years 1-6
		1.6.1.2 Establish an Arbitration Council to	MOJ, OPC, MYSC,	Years 1-3

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
legislation and regulations to promote sport participation		settle sport-related disputes in a manner consistent with the Code of Sports-Related Arbitration adopted by the Court of Arbitration for Sport (CAS) and the International Council of Arbitration for Sport (ICAS)	MLSS, Sporting associations	
		1.6.1.3 Put in the public domain cases which have been resolved in the different sporting disciplines	MOJ, OPC, MYSC, UWI Law School, UTech	Years 1-6 Ongoing
	1.6.2 Update Sport Policy and align it with other policies that affect sport	1.6.2.1 Audit existing policies to identify issues, gaps, opportunities as it relates to sport	MYSC, Insport, Sporting associations, Cabinet Office	Years 1-3 Ongoing / periodic
		1.6.2.2 Review and revise existing Sport Policy	MYSC, Insport, Sporting associations, Cabinet Office	Years 1-3 Ongoing / periodic
		1.6.2.3 Identify linkages / dependencies among sport policy and other policies	MYSC, Insport, Sporting associations, Cabinet Office	Years 1-3 Ongoing / periodic
		1.6.2.4 Increase consultation with and participation of sporting sector stakeholders in dialogue and planning	MYSC, Insport, Sporting associations, Cabinet Office, PIOJ	Years 1-3 Ongoing / periodic
	1.6.3 Strengthen the framework for, and the use, awareness and value of intellectual property (IP)	1.6.3.1 Establish/strengthen institutions and guidelines to protect/exploit IP (re sport)	JIPO, JTI, MFAFT, MYSC, Sporting Bodies, MOJ	Ongoing
		1.6.3.2 Provide online information/access to sport-related patents, copyrights, etc.	JIPO, JTI, MYSC, COJ	Years 1-3 Ongoing
		1.6.3.3 Carry out education/sensitization of	JIPO, JTI, MFAFT,	Ongoing

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
		athletes and sporting bodies regarding the use and protection of images, names, colors and other IP	MYSC, Sporting Bodies	
	1.6.4 Strengthen availability and use of information for planning and development of the sport sector	1.6.4.1 Develop database on sport indicators	MYSC, STATIN, PIOJ, INSPORT, Sporting Bodies, SDF, CHASE, tertiary institutions, JAMSTATS	Years 1-6 Ongoing
	1.6.5 Develop effective anti-doping programmes	1.6.5.1 Strengthen the role and capacity of the Jamaica Anti-Doping Commission (JADC)	MYSC, INSPORT, Sporting Bodies, SDF, CHASE, MFPS, JADC	Years 1-3 Ongoing
		1.6.5.2 Conduct education campaign to sensitize athletes, schools, sporting bodies and the wider community to the dangers of substance abuse	MYSC, INSPORT, Sporting Bodies, JIS, JADC	Years 1-3 Ongoing
		1.6.5.3 Promote mandatory drug testing in local competitions and training	MYSC, INSPORT, Sporting Bodies, JADC	Years 1-3 Ongoing
		1.6.5.4 Formulate and update a list of banned and restricted drugs	JADC, INSPORT, MYSC, Sporting Bodies	Years 1-3 Ongoing

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
Goal # 2: Sport as Important Contributor to Economic Growth and Development				
Outcome 2.1: Increased number of sport-related enterprises and employment and increased contribution of sport to Gross Domestic Product (GDP)	2.1.1. Develop awareness and public education programmes about the 'Business of Sport'	2.1.1.1 Strengthen alliances with media to promote business and career opportunities in sport	MYSC, MIIC, INSPORT, Sporting Bodies, JTI, JIS	Years 1-3 Ongoing
		2.1.1.2 Collaborate with tertiary institutions and private sector to promote the 'Business of Sport'	MYSC, MIIC, INSPORT, Sporting Bodies, JTI, JIS, Private Sector, Tertiary Institutions	Years 1-3 Ongoing
		2.1.1.3 Promote and develop opportunities for sport-related enterprises under regional and international trade agreements including the CSME and EPA	MYSC, MIIC, MFAFT, INSPORT, Sporting Bodies, JTI, JIS, Private Sector	Years 1-3 Ongoing
	2.1.2. Develop MSMEs geared at meeting the needs of the 'Business of Sport'	2.1.2.1 Encourage development of sport-related enterprises through incubators and workshops	MYSC, MIIC, INSPORT, Sporting Bodies, JTI, JBDC, Private Sector	Years 1-3 Ongoing
		2.1.2.2 Undertake study on economic impact of sport in Jamaica	MYSC, STATIN, PIOJ, INSPORT, Sporting Bodies, SDF, CHASE, tertiary institutions, Private Sector	Years 1-3
		2.1.2.3 Build institutional and human capacity of sport-related MSMEs	MIIC, MYSC, INSPORT, Sporting Bodies, JTI, JBDC, Private Sector	Years 1-3 Ongoing
	2.1.3. Strengthen the	2.1.3.1 Develop and promote investment	MIIC, MYSC, JTI, JBDC,	Years 1-3

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
	promotion of investment in sport	proposals aimed at the sport sector	INSPORT, Sporting Bodies, Private Sector	Ongoing
		2.1.3.2 Develop and implement a comprehensive programme for the marketing of sporting facilities locally and internationally	MIIC, MYSC, JTI, JBDC, INSPORT, Sporting Bodies, Private Sector	Years 1-3 Ongoing
	2.1.4. Identify and access new and current sources of funding for sport-related enterprises – locally and internationally	2.1.4.1 Sensitize existing and new financial institutions on the viability of sport-related ventures	MYSC, INSPORT, Sporting Bodies, MIIC, JTI, JBDC, Private Sector, Financial Institutions	Years 1-3 Ongoing
		2.1.4.2 Establish resource in relevant Ministry to identify local and international sources of funding for sport development	MYSC, MIIC	Years 1-3 Ongoing
Outcome 2.2: Establishment of major sport events and attractions in Jamaica	2.2.1. Develop a sport museum as a resource centre for the attraction of local and foreign visitors	2.2.1.1 Develop plan for development of sport museum, including venue, funding and management	MYSC, MFPS, MOT	Years 1-3
		2.2.1.2 Compile list of available Jamaican sport memorabilia and undertake collection	MYSC, Sporting Bodies, Private Sector	Years 1-3
		2.2.1.3 Implement plan for development of sport museum, based on feasibility of development plan	MYSC, INSPORT, MIIC, JTI, Sporting Bodies, Private Sector	Years 1-9
	2.2.2. Promote Jamaica as a sports tourism destination	2.2.2.1 Develop and update map of sport attractions	MOT, MYSC, INSPORT, JTB, TPDCo, Sporting Bodies, Private Sector	Years 1-3 Ongoing
		2.2.2.2 Establish linkages with sport museum to tourism marketing and promotion	MOT, MYSC, INSPORT, JTB, TPDCo, Sporting Bodies, Private Sector	Years 1-3 Ongoing

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
		2.2.2.3 Develop and market sport training and rehabilitation/wellness facilities to international markets	MOT, MYSC, MOHE, INSPORT, JTB, TPDCo, Sporting Bodies, Private Sector, SDC	Years 1-3 Ongoing
		2.2.2.4 Expand made-for-television sport events	MOT, MYSC, INSPORT, Sporting Bodies, Private Sector	Years 1-3 Ongoing
	2.2.3 Strengthen national capacity to host international sporting competitions and events	2.2.3.1 Strengthen partnerships between national sporting associations, government and other public sector and private sector partners in initiating and hosting international events	MYSC, INSPORT, Sporting Bodies, Private Sector	Years 1-3 Ongoing
		2.2.3.2 Institutionalize biannual planning meetings between MYSC, sporting associations and private sector representatives	MYSC, INSPORT, Sporting Bodies, Private Sector	Years 1-3 Ongoing
		2.2.3.3 Establish monitoring and evaluating facility for all requests, bids and agreements for international events	MYSC, INSPORT, Sporting Bodies, Private Sector	Years 1-3
Outcome 2.3: Linkages developed between sport and other economic and social sectors	2.3.1 Develop and strengthen linkages between sport and other economic and social sectors	2.3.1.1 Identify and promote opportunities for linkages between sport sector and other sectors	MYSC, MIIC, INSPORT, Sporting Bodies, JTI, JBDC, Private Sector	Years 1-3 Ongoing
		2.3.1.2 Mobilize enterprises within the creative industries, manufacturing, gaming, tourism, agriculture, commerce and other sectors to expand the value chain and linkages with sport	MYSC, MIIC, MOT, MFPS, MOAF, INSPORT, Sporting Bodies, JTI, JBDC, Private Sector	Years 1-3 Ongoing

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
Goal # 3: Consistent Production of Elite Athletes				
Outcome 3.1: Establishment of advanced sport development institutions and programmes in Jamaica	3.1.1 Establish strong research capabilities in sport	3.1.1.1 Develop curriculum in tertiary-level institutions aimed at developing research capabilities at the institution and student levels	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI	Years 1-3 Ongoing
		3.1.1.2 Develop partnerships and linkages with sport research institutions in other countries	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI	Years 1-3 Ongoing
		3.1.1.3 Undertake research to document and preserve history of sport and achievements in Jamaica	MYSC, INSPORT, JIS, National Library of Jamaica, IOJ	Years 1-6 Ongoing
	3.1.2 Develop advanced sport programmes at Sport Academies	3.1.2.1 Develop partnerships and linkages with Universities and sport academies regionally and globally to ensure success	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI, MYSC, MFAFT	Years 1-3 Ongoing
		3.1.2.2 Set up international exchange programmes for students, athletes, trainers and staff	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI, MYSC, MFAFT, MLSS	Years 1-3 Ongoing
		3.1.2.3 Provide opportunities for local and international participation in advanced sport development programmes in combination with tertiary education and ongoing employment	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI, MYSC, MFAFT, MLSS	Years 1-3 Ongoing

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
	3.1.3 Develop supporting facilities and services to facilitate the holistic development of the professional athlete	3.1.3.1 Create and design academic, social and physical programmes to enhance the holistic development of the professional athlete based on international best practices	UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI, MYSC, MOHE, MOE, MFAFT, sporting associations	Years 1-3 Ongoing
		3.1.3.2 Apply sport psychology in training of local teams and athletes	Insport, MYSC, MOHE, UWI, GCF, MICO, UTech, sporting associations	Years 1-3 Ongoing
		3.1.3.3 Develop programmes to increase the capacity for elite athletes to maximize benefits from the competitive phase of their careers in sport, including training on money management skills and intellectual property rights	UWI, GCF, MICO, UTech, teachers colleges, community colleges, sporting associations, financial institutions, JIPO	Years 1-3 Ongoing
		3.1.3.4 Expand range of career paths for elite athletes including retention in sport sector after completion of competitive participation	UWI, GCF, MICO, UTech, teachers colleges, community colleges, sporting associations, Insport	Years 1-3 Ongoing
Outcome 3.2: Increased opportunities for participation in world-class sport competitions at home and abroad	3.2.1 Encourage athletes to become affiliated with national sport associations and world governing bodies	3.2.1.1 Provide education and information on membership in local and international bodies	MYSC, Insport, UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI, sporting associations	Years 1-3 Ongoing
		3.2.2.1 Establish forward schedules of attendance by elite athletes in planned	Sporting associations	Years 1-3 Ongoing

Outcomes	Strategies	Specific Actions	Responsible Agencies and Stakeholders	Timeframe
	allow elite athletes to fulfill national duties for participation in competition without penalties	competitions		
		3.2.2.2 Provide incentive/recognition to private sector companies for elite athletes participation in national competitions	MYSC, sporting associations	Years 1-3 Ongoing
		3.2.2.3 Formalize/maintain special leave provision for public sector	MFPS, MYSC	Years 1-3 Ongoing
	3.2.3 Develop financial support systems to create and sustain elite athletes	3.2.3.1 Identify main needs in development of elite athletes including: <ul style="list-style-type: none"> • Nutritional • Medical • Transportation • Accommodation • Educational 	MYSC, Insport, UWI, GCF, MICO, UTech, teachers colleges, community colleges, HEART/VTDI, sporting associations	Years 1-3 Ongoing
		3.2.3.2 Develop scholarships for development of elite athletes	CHASE, MOE, tertiary institutions, private sector, IDPs, MFPS, MYSC, MFAFT	Years 1-3 Ongoing
		3.2.3.3 Establish health insurance scheme for elite athletes	MOHE, NHF, private sector health providers	Years 1-3 Ongoing
		3.2.3.4 Extend tax deductible status to cover donations to sport associations	MFPS, MYSC	Years 1-3
		3.2.3.5 Solicit funding from private sector sponsors to support participation of elite athletes in international competitions	MYSC, Insport, sporting associations	Years 1-3 Ongoing

7. Appendices

7.1 Appendix 1 – List of Creative Industries and Sport Task Force Members

Mrs. Angela Patterson (Task Force Chairperson)	Chief Executive Officer, Creative Production and Training Centre (CPTC)
Mr. Wayne Wright	Special Events Coordinator, Jamaica Cultural Development Commission (JCDC)
Mrs. Del Crooks	Manager, Film, Music and Entertainment, Jamaica Trade and Invest (JAMPRO)
Mrs. Natalie G.S. Corthésy	Director of Entertainment Policy, Ministry of Tourism, Entertainment and Culture
Mr. Sydney Bartley	Principal Director, Entertainment Policy, Ministry of Tourism, Entertainment & Culture
Mrs. Eleanor Henry	General Manager, Media Association of Jamaica (MAJ)
Mr. Desmond Young	President, Jamaica Federation of Musicians & Affiliated Artistes Union
Mr. Cleveland Browne	Chairman, Recording Industry Association of Jamaica
Ms. Kenia Mattis	Consultant - Markets, Jamaica Trade and Invest (JAMPRO)
Mr. Cordel Greene	Executive Director, Broadcasting Commission of Jamaica
Ms. Carole Simpson	Executive Director, Jamaica Intellectual Property Office (JIPO)
Mrs. Lonnette Fisher-Lynch	Manager, Copyright and Related Rights Directorate, Jamaica Intellectual Property Organization (JIPO)
Mr. Burchell Duhaney	Principal, Edna Manley College of the Visual and Performing Arts
Ms. Denise Salmon	Vice-Principal for Administration and Continuing Education, Edna Manley College of the Visual and Performing Arts
Ms. Tracey-Anne Clarke	Edna Manley College/Common Purpose Consultancies
Ms. Clarecia Christie	Independent Consultant
Ms. Kayanne Taylor	Lobbyist, Target Growth Competitiveness Committee, Jamaica Trade and Invest (JAMPRO)
Ms. Eileen Heaven	Executive Director/Consultant, Digital Phenomena Limited
Mrs. Carol Mahabir	Consultant, Digital Phenomena Limited
Mr. Howard Moo Young	Faithworks Limited/Mooimages
Mr. Leighton Thomas	Public Broadcasting Corporation of Jamaica
Mr. Robert Bryan	Social Development Commission
Ms. Joymarie Spencer	Ministry of Information, Culture, Youth
Ms. Sharon Thompson	Ministry of Information, Culture, Youth
Mr. Sydney Bartley	Ministry of Information, Culture, Youth
Ms. Lisa Grant	Jamaica National Heritage Trust
Ms. Evelyn Thompson	Jamaica National Heritage Trust
Mr. Alistair Scott	Social Development Commission (SDC)

Mr. Vivian Crawford	Institute of Jamaica
Prof. Barry Chevannes	University of the West Indies, Mona (UWI)
Mr. Bernard Jankee	ACIJ/JMB
Mrs. Lilyclaire Bellamy	Jamaica Intellectual Property Office
Ms. Eugene Williams	Edna Manley College
Ms. Renee Robinson	JCDC
Mr. Derrick Gray	JNHT
Ms. Karen Harriott	Ministry of Tourism, Entertainment and Culture
Mr. Richard Brown	Ministry of Foreign Affairs and Foreign Trade
Mrs. Symone Betton	Ministry of Foreign Affairs and Foreign Trade
Mr. Brian Breese	Cricket Operations Manager, Jamaica Cricket Association
Mrs. Marva Bernard	President, Jamaica Netball Association/ Jamaica Information Service (JIS)
Mrs. Tanya Lee-Neire	Marketing Manager, SportsMax
Mr. John Eyre	President, Amateur Swimming Association of Jamaica
Mrs. Jackie Walter	National Swimming Coach, Amateur Swimming Association of Jamaica
Mr. Ian Andrews	Administrative Director, Institute of Sports
Mr. Bruce McFarlane	Assistant Sports Coordinator, Institute of Sports
Mr. Ludlow Watts	General Manager, Sports Development Foundation
Ms. Grace Jackson	Sports Director, University of the West Indies, Mona
Mrs. Yvonne Kong	Principal, G.C. Foster College
Mr. Basil Fletcher	Economist, Jamaica Racing Commission
Mr. Paul Campbell	President, Jamaica Cricket Association
Mr. Howard Aris	President, Jamaica Amateur Athletic Association (JAAA)
Ms. Dorothy Hobson	Jamaica Netball Association
Ms. Carole Beckford	Senior Consulting Officer – Corporate Communications, Jamaica Trade & Invest
Mrs. Avril King	Director, Planning Institute of Jamaica
Ms. Kerry-Ann Martin	Economist, Planning Institute of Jamaica
Mrs. Toni-Shae Freckleton	Demographer, Planning Institute of Jamaica
Ms. Nathalie Barrett	Planning Institute of Jamaica

7.2 Appendix 2 – List of Sport Task Force Members

Mrs. Angela Patterson (Task Force Chairperson)	Chief Executive Officer, Creative Production and Training Centre (CPTC)
Ms. Florette Blackwood	Senior Director, Community Development, Youth, Sports and Bilateral Relations, Ministry of Information, Culture, Youth and Sports
Ms. Suzzette Irvin	Ministry of Information, Culture, Youth and Sports
Mr. Paul Campbell	First Vice-President, Jamaica Cricket Association
Mrs. Marva Bernard	President, Jamaica Netball Association
Mr. Ludlow Watts	General Manager, Sports Development Foundation
Mr. Ian Andrews	Administrative Director, Institute of Sports Ltd.

Ms. Carole Beckford	Senior Consulting Officer – Corporate Communications, Jamaica Trade & Invest
Mr. John Eyre	President, Amateur Swimming Association of Jamaica
Mr. Bruce McFarlane	Assistant Administrative Director, Institute of Sports Ltd.
Mr. Basil Fletcher	Statistician /Economist, Jamaica Racing Commission
Ms. Grace Jackson	Sports Director, University of the West Indies, Mona
Mr. Dale Spencer	Jamaica Football Federation
Major Desmon Brown	General Manager, Independence Park Limited
Mrs. Yvonne Kong	Principal, G.C. Foster College

Note: Positions of Task Force Members are given as at the time of their appointment to the Creative Industries and Sport Task Force and the Sport Task Force.

Sport Workshop, November 15, 2007 - Attendees

Colonel Anthony Anderson	Jamaica Defense Force
Mr. Dale Spencer	Jamaica Football Federation
Ms. Althea Heron	Senior Director, Ministry of Tourism, Entertainment and Culture
Major Desmon Brown	General Manager, Independence Park Limited
Mr. Ludlow Watts	General Manager, Sports Development Foundation
Ms. Carole Beckford	Jamaica Trade and Invest (JTI)

7.3 Appendix 3 – Listing of Task Force Meetings

Creative Industries and Sport Task Force

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

Sport Task Force

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

Sport Sub-Committee

- Wednesday, April 25, 2007
- Thursday, May 3, 2007

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

Sport Workshop

- Thursday, November 15, 2007

7.4 Appendix 4 – List of Acronyms and Abbreviations

CBO	Community Based Organization
CO	Cabinet Office
COJ	Companies Office of Jamaica
CPTC	Creative Production and Training Centre
DBJ	Development Bank of Jamaica
ENGO	Environmental Non-Governmental Organization
FIFA	Fédération Internationale de Football Association
GDP	Gross Domestic Product
GOJ	Government of Jamaica
HEART/NTA	Heart Trust/National Training Agency
IAAF	International Association of Athletics Federations
ICC	International Cricket Council
IFNA	International Federation of Netball Associations
IPL	Independence Park Limited
ISSA	Inter-Secondary Schools Association
JADC	Jamaica Anti-Doping Commission
JBDC	Jamaica Business Development Centre
JCA	Jamaica Cricket Association
JCTU	Joint Confederation of Trade Unions
JEA	Jamaica Exporters' Association
JEF	Jamaica Employers' Federation
JFF	Jamaica Football Federation
JHTA	Jamaica Hotel and Tourist Association
JIPO	Jamaica Intellectual Property Office
JIS	Jamaica Information Service
JMA	Jamaica Manufacturers Association Limited
JNA	Jamaica Netball Association
JOA	Jamaica Olympic Association
JSIF	Jamaica Social Investment Fund
JTA	Jamaica Teachers' Association
JTB	Jamaica Tourist Board
JTI	Jamaica Trade and Invest

KMA	Kingston Metropolitan Area
MFAFT	Ministry of Foreign Affairs and Foreign Trade
MFPS	Ministry of Finance and the Public Service
MIIC	Ministry of Industry, Investment and Commerce
MIND	Management Institute for National Development
MLSS	Ministry of Labour and Social Security
MNS	Ministry of National Security
MOAF	Ministry of Agriculture and Fisheries
MOE	Ministry of Education
MOHE	Ministry of Health and Environment
MOJ	Ministry of Justice
MOT	Ministry of Tourism
MP	Member of Parliament
MSMEs	Micro-, Small and Medium-Sized Enterprises
MTW	Ministry of Transport and Works
MWH	Ministry of Water and Housing
MYSC	Ministry of Youth, Sport and Culture
NCU	Northern Caribbean University
NEPA	National Environment and Planning Agency
NHT	National Housing Trust
NGO	Non-Governmental Organization
OPC	Office of the Parliamentary Counsel
OPM	Office of the Prime Minister
PBCJ	Public Broadcasting Corporation of Jamaica
PDC	Parish Development Committee
PIOJ	Planning Institute of Jamaica
PPP	Public Private Partnership
SDC	Social Development Commission
SDF	Sport Development Foundation
STATIN	Statistical Institute of Jamaica
TCPA	Town and Country Planning Authority
TEF	Tourism Enhancement Fund
TPDCo	Tourism Product Development Company Limited
UCJ	University Council of Jamaica
UDC	Urban Development Corporation
UTech	University of Technology
UWI	University of the West Indies
WICB	West Indies Cricket Board

7.5 Appendix 5 – References and Selected Bibliography

Beckford, Carole. (2007). *Keeping Jamaica's Sport on Track*. Kingston: Pear Tree Press.

Council of Europe. (2001). *The European Sports Charter (Revised)*. Brussels: Council of Europe.

James, Vanus. (August 28, 2007). *Contribution of Copyright and Related Rights Industries to the National Economy of Jamaica*. Final Report. Submitted to World Intellectual Property Organisation. Mona School of Business, UWI.

Ministry of Education, Youth and Culture (MOEYC). (2003). *The National Cultural Policy of Jamaica: Towards Jamaica the Cultural Superstate*. Culture Division, MOEYC, Kingston.

Ministry of Education, Youth and Culture (MOEYC). (2003). *The National Cultural Policy of Jamaica: Towards Jamaica the Cultural Superstate – Action Plan*. Culture Division, MOEYC, Kingston.

Ministry of Local Government, Community Development and Sport (MLGCDS). (1994). *National Sports Policy*. MLGCDS, Kingston.

Planning Institute of Jamaica (PIOJ). *Economic and Social Survey Jamaica*. Annual. Kingston, Jamaica.

7.6 Appendix 6: Sport – Summary of Main Stakeholders

Stakeholders	Roles and Functions Relevant to Sport
GOVERNMENT	
Office of the Prime Minister (OPM)	<ul style="list-style-type: none"> • Responsibility for setting national policy on sport • Oversight of agencies involved in development of sport
Ministry of Youth, Sport and Culture (MYSC)	<ul style="list-style-type: none"> • Responsibility for setting national policy on creative industries and tourism • Oversight of agencies involved in development of creative industries
Ministry of Finance and the Public Service (MFPS)	<ul style="list-style-type: none"> • Responsibility for GOJ fiscal and monetary policies • Overall responsibility for budgeting for public sector
Culture, Health, Arts, Sports and Education (CHASE) Fund	<ul style="list-style-type: none"> • Established in 2003 to distribute and administer monetary contributions from lottery companies to sports development (40%), early childhood education (25%), health (20%), and arts and culture (15%)
Institute of Sports Limited	<ul style="list-style-type: none"> • Main public sector agency with responsibility for the development of sport in Jamaica
Jamaica Trade and Invest (JTI)	<ul style="list-style-type: none"> • Main agency responsible for promotion and facilitation of trade and investment opportunities in Jamaica including creative and sports-related industries
Jamaica Intellectual Property Organization (JIPO)	<ul style="list-style-type: none"> • Primary agency with responsibility for matters relating to intellectual property rights in Jamaica including registration of trademarks, geographical indications and industrial designs, administration of copyright and related rights, and the administration of the patent system

Planning Institute of Jamaica (PIOJ)	<ul style="list-style-type: none"> • Technical analysis in support of economic and social development • Co-ordination and management of funding development assistance projects
Sports Development Foundation	<ul style="list-style-type: none"> • Original fund established to receive percentage of proceeds of first lottery company, which now channels funds from CHASE to the benefit of various sporting interventions
PRIVATE SECTOR	
Private Sector	<ul style="list-style-type: none"> • Wide range of companies and individuals involved in various aspects of the creative industries and sport-related ventures
CIVIL SOCIETY	
NGOs and CBOs	<ul style="list-style-type: none"> • Include wide range of youth clubs, cultural groups, and sports clubs involved in various creative and sports activities
Jamaica Amateur Athletic Association (JAAA)	<ul style="list-style-type: none"> • Organization mandated to encourage, promote and develop athletics in Jamaica
Inter-Secondary Schools Sports Association (ISSA)	<ul style="list-style-type: none"> • Association founded in 1910 with mandate to facilitate the development of secondary school sports through competition including track and field, football, cricket, netball, swimming, table-tennis and hockey
Jamaica Olympic Association	<ul style="list-style-type: none"> • Represents Jamaica in the International Olympic Committee (IOC) and is responsible for organizing participation of Jamaica in Olympic Games
Sporting Associations	<ul style="list-style-type: none"> • Associations established to promote, manage and regulate specific sports in Jamaica, including the Jamaica Football Federation (JFF), Jamaica Cricket Association, Jamaica Netball Association and many others
International Development Partners (IDPs)	<ul style="list-style-type: none"> • Provide funding and technical assistance for implementation of projects related to the creative industries and sport